

DMIETR



International Journal on Human Resource Management



Department of Business Management (MBA)

Datta Meghe Institute of Engineering, Technology & Research,

Salod (Hirapur), Wardha.

ISSN 2277 8667

DMIETR International Journal on Human Resource Management (ejournal)

Volume 1

Issue- June 2014

DMIETR, Wardha

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AN ANALYTICAL STUDY OF ROLE OF COMPENSATION & EXIT INTERVIEW ON EMPLOYEE RETENTION IN PLASTIC MANUFACTURING INDUSTRY IN JALGAON DISTRICT

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Abstract:

Employee retention has become a major concern for corporate in the current competitive scenario. Individuals once being trained have a tendency to move to other organizations for better prospects. Lucrative salary, comfortable timings, better ambience, growth prospects are some of the factors which prompt an employee to look for a change. Whenever a talented employee expresses his willingness to move on, it is the responsibility of the management and the human resource team to intervene immediately and find out the exact reasons leading to the decision.

This paper majorly focusing on the impact of compensation on employee retention. In this paper the effect of compensation & compensation elements on employee perception for living in organization for long duration are studied in brief. Role of exit interview is also discussed in detail with respect to employee retention & identifying the key cause of employee dissatisfaction related to compensation. Importance of exit interview for formulating & upgrading the employee retention strategies are also discussed in brief.

Keywords: Employee retention, Compensation, Job satisfaction, Exit interview

Introduction

The Indian plastics industry made a promising beginning in 1957 with the production of polystyrene. Thereafter, significant progress has been made and the industry has grown and diversified rapidly. Currently, the Indian plastics industry is spread across the country, employing about 4 million people and over 2,000 exporters. It operates more than 30,000 processing units, of which 85 per cent to 90 per cent are small and medium enterprises (SMEs). In 2011–12, exports of Indian plastics stood at US\$ 7.19 billion, registering a growth of approximately 47 per cent over the previous year. Indian plastics exports have grown at a rate of 19.9 per cent since 2007–08. Products from the Indian plastics industry are exported to more than 150 countries ;major trading partners being China, the US, the UAE, Turkey, Italy, the UK, Indonesia, Germany, Vietnam, Bangladesh, Nigeria, Pakistan, South Africa, Brazil, Singapore, Saudi Arabia, Nepal, Egypt, Sri Lanka and the Netherlands. The sector has a large presence of small scale companies in the industry, which account for more than 50% turnover of the industry and provides employment to an estimate of about 0.4 million people in the country. Approximately Rs 100 billion are invested in the form of fixed assets in the plastic processing industry. The share of India's plastic products industry is about 0.5% of India's GDP.

In Jalgaon District, there are 89 plastic manufacturing, 56 polymer manufacturing & 5 fiber manufacturing companies which consist of 10 large scale, 36 medium scale and rest are small scale companies. Labour turnover in public sector in manufacturing industries, was the highest (77.03%) in manufacture of plastic products industry & lowest (5.80%) in private sector, in Man-made fiber manufacturing.

More than 1,000 CEOs were asked, “How important are the following sources of competitive advantage in sustaining your growth over the long term?” The #1 response—chosen by 97 percent—was “access to, and retention of, key talent.”

Talent retention is critically important for all organizations for two main reasons:

1. Turnover is expensive.
2. Top performers drive business performance.

Employee Retention refers to the techniques employed by the management to identify the key performing employees and help the employees stay with the organization for a longer period of time. Employee retention strategies go a long way in motivating the employees so that they stick to the organization for the maximum time and contribute effectively. Sincere efforts must be taken to ensure growth and learning for the employees in their current assignments and for them to enjoy their work.

Exit interview plays a vital role to access the reasons for employee turnover & become a strong base for formulating effective talent retention strategies. Exit interview is also used to identify the talent retention dimensions. This research will analyze the different talent retention dimensions and discuss the strategies to escalate employees to stay in organization for long time. The proposed study is based on few facets of Talent retention like-

1. Role of Exit interview
2. Compensation

Formation of Research problem

According to DeloitteTouche Tohmatsu (Deloitte 2012), currently India ranked as fourth manufacturing country which is expected to be the second largest economy in manufacturing in next five years. This paper is based on study of employee retention strategies majorly focusing on key facets of employee retentions like compensation & role of exit interview. The aim of this paper is to study the effect of compensation & Exit interview on employee retention in Plastic manufacturing industry in Jalgaon district

Objectives

In the plastic manufacturing companies, retention of the high-quality employee and leaders become a necessity. The broad objective of this study is to identify the problems faced in talent retention & implementing the different retention& strategies. The specific objectives of this study are-

1. To analyze causes of employee turnover.
2. To study the role of compensation on employee retention.
3. To identify the elements of compensation & its impact on employee retention.
4. To study the role of exit interview in identifying the employee dissatisfaction causes.

Literature review

Review of literature reveals the various facets of talent retention with respect to employee career planning, job satisfaction, motivation & responsibilities. The Researchers have identified several possible variables that may result in talent retention & gross into employee satisfaction & engagement for long time. Recruitment, hiring and retention are the major problems highlighted in many studies such as (Homedes et al, 2005; Bach, 2000; Martineau & Buchan, 2000; El-Jardali et al, 2007; McCaffery, 2006; Mavalankar, 1999; Ssenooba et al, 2007; Martínez & Martineau, 1998).

Dr. Latha Siddapur (2012), has observed that human values has its impact on talent retention strategies. She has focused on different retention strategies implemented in IT industries & evaluated manager's role in implementing strategies.

Clarence Lochhead & Alex Stephens (2004), observed that competitive wages reduces the turnover in SME's. Reward, recognition, career planning, training & competitive wages are some of the best retention strategies to low employee turnover & competitive advantage.

Hypothesis

1. Compensation effect employee retention.
2. Exit interview play a vital role in identifying the cause of employee dissatisfaction.
3. Satisfied employees are easy to retain.
4. Retention techniques are updated time to time.

Research Methodology

Primary data will be collected directly from the Plastic, Polymer & fiber Plastic Manufacturing Industries. It will be collected through a structured questionnaire and if necessary, structured and unstructured interviews will be conducted. The research design is Descriptive research design. Convenient Sampling method is used. 100 respondents are taken from 15 Plastic manufacturing industries out of 150 industries for this study. The major sources of secondary data for the present study will be

- Magazines, Journals, Newspapers, Published Materials
- Internet / websites
- Research Journals and Publications
- Reference books of etc

Scope of study:

Present study is limited for selected geographic area & Jalgaon district Plastic manufacturing companies only. Moreover, only selected facets of compensation & exit interview of talent acquisition & retention characteristics have been considered for the study. There are many which can be included in order to assess talent retention & acquisition.

Data Analysis & Interpretation:

Elements of compensation

The major elements of compensations are salary (52.66 %), bonus (23) & reimbursement of expenses (7.33%). Expenses reimbursement with mean value of 7.3333 and tangible items bill payments with mean value of 4.66667 is only found in Supervisor & Managers level. Pension plan & Tax deduction constitute the 6.667% & 5.666% respectively.

Impact of compensation on employee retention

The impact of compensation on employee retention is calculated in terms of satisfaction of employees with compensation given to them & willingness to leave the job for better pay.

From the data it is found that 63.33 % employees are satisfied with their compensation & don't want to leave company due to compensation whereas 36% employees are dissatisfied with their compensation and want to leave company for better pay. Good compensation policies have positive impact over employee & so they could be easily retained.

Various methodologies to identify causes of dissatisfaction

From the data it is found that for different level of employees different method works best as in Manager it is 74% says Exit Interview is the best method, with 58% Supervisors say Group discussion with Management is the best method whereas labor workforce (74%) says communication with colleagues & line supervisor is the best method to identify the dissatisfaction.

Retention Level

Most of the labour force is new in organization and completed 1 year. 24% labor has completed tenure of 1-5 year, Supervisors have a mean tenure of 33% & 49% of managers has a work tenure of 5-10 year. The reason behind leaving the organization is dissatisfaction among different level.

From the study it is found that employee retention is high in Managerial level as compared to labour workforce. Labour get attracted towards different work & workplace and leave the organization early so employee retention is found low in labour level.

Need for upgrading Retention strategies

83 % Employee at different level feels that Employee retention strategies should be change from time to time & should be revised within two or three year.

The entire employee at different level feels it is very important to revise the strategies & should consider the changing scenario while formulating the strategies.

Findings & Suggestions:

All the hypotheses are found to be proved except role of exit interview in identifying the causes of dissatisfaction. There are different methodologies adopted at different level to find the causes of dissatisfaction among employees. Exit interview method succeed at manager level whereas group discussion with managers in supervisor level & Communication with colleagues at labour level. If labour workforce is also engage in companies' activities and motivated, they could also be easily retained for long time.

Research Questions:

- 1 Does the compensation plan for plastic industry employees lead to retain employees for long time?
- 2 What compensation elements affect employee retention?
- 3 Are you satisfied with your compensation?
- 4 Do you want to leave your company due to compensation?

Significance of study:

The significance of study lies in the explosion of plastic manufacturing sector which facing the leaps & bounds, contrary to it the employee turnover costing a lot to the companies. The study is an attempt to assess the patterns of attrition in plastic manufacturing companies and analyze the relationship among employee motivation, job satisfaction and employee retention, so as to utilize employee motivation to retain employees in a Manufacturing companies. Thus, not only is it significant for academicians but also for professionals and industries who can exploit it to control the employee turnover.

Conclusion:

Satisfied employees live in organization for long term. Compensation plays a very important role to stay employee in the organization for long duration. If employees are satisfied with their work and salary, they never leave their organization easily. Exit interview is a methodology to identify the causes of employee dissatisfaction and so helps to formulate or revise employee retention strategies.

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REENGINEERING OUR VISION: BREAKING THROUGH THE PARADOXICAL CRISIS OF UNEMPLOYABILITY

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Abstract

Let's face it. The transcending reverberations of today's turbulence in the global business milieu have permeated through the depths of the academia, thereby triggering a pressing need to nurture quality graduates. These conscientiously radical individuals must possess that optimum mix of theoretical-technical constructs and pragmatic field acumen, such that they not only accord with the industry requisites, but also embrace the ardent zeal to revolutionize the corporate landscape. Utopian as it may sound, this is verity—youth unemployment, a global phenomenon, is the structural offspring of qualitative labour market disequilibrium in the economy.

Strategies to combat this conundrum go beyond conventional paradigms and mandate the repositioning of the niche from 'quantity' to 'quality'. One of the biggest issues hindering graduate employment in India is the flawed academic policy, which permits its students to pursue their post-graduate degrees, immediately after their undergraduate courses. Without a first-hand cognizance of the work field, they also find it arduous to grasp relevant concepts in their PG courses. Sketchy understanding of basic concepts and the feeble development of cognitive and reasoning skills complement the crisis.

Educated Unemployment has lasting repercussions, and manifests itself like a virus, from individuals to the entire society. By squandering her demographic dividend, India is blackening the future prospects of comprehensive growth and development. Vocational undertakings such as workplace-grooming would motivate students to pave the path to their dream corporate job.

India's phenomenal upsurge in the academic milieu in light of the mushrooming institutes and universities should not be perceived as the thresholds of brighter employment possibilities. A holistic educational reengineering is exacted in light of application-oriented pedagogy and course curriculum. Methodical perusal at each juncture of a graduate's educational journey will hold the key to a success, for the individual as well as for the economy.

Keywords: educated unemployment; graduate unemployment; sticky wages; qualitative labour market disequilibrium

Introductory Observations: Are Today's Graduates Liabilities?

December 10, 2012. In protest against the poor campus placement offers in the current academic year, University College of Engineering and Technology (UCET), under VinobaBhave University, Jharkhand, India, sat on dharna facing the college and its authorities. Frustration had been burgeoning among the students selected for the post of 'Data Operators' at a Bangalore-based enterprise, after they were offered a niggardly salary package of INR 5000 (USD 79.77), significantly below expectation.

March 18, 2013: The country's premiere cluster of b-schools, the Indian Institutes of Management, found themselves in a fix at the fag-end of their placement season, when many of the IIMs were unable to find

employment for all students .

December 21, 2013. One of the forerunners among engineering and technology-oriented institutes, IIT Guwahati has only been able to place 366 students out of the 912 who have enrolled for placements , either due to inadequate credits or low CGPA.

Here are few other startling statistics, which highlight the paradox of Indian employment. Latest reports have unravelled that nearly 47% of graduates in India are unemployable in any domain , on account of their poor verbal and cognitive skills.

One of India's much-hyped degrees 'MBA' has been nurturing unemployable graduates as well. Expert sources have revealed that less than 10% graduates are employable for any functional role in the HR, Marketing or Finance spheres , with apt analytical, cognitive, IT and English-speaking skills.

India engenders over half a million engineers annually , but only 2.68% can boast of acquiring mastery over the requisite skill requirements of the IT industry.

In the hospitality industry , the probability of hotel management graduates who are readily garnished for a job also shows a poor range of 0.06 to 0.18.

It's the same story year after year: a significant proportion of graduates failing to make their foray into the corporate world, even from the top-league institutes. What catches our eye is the disproportionate liaison between annual student intake and GDP figures. Here springs the dilemma! From the perspective of the academic institute or university, providing world-class education should be the foremost *raison d'être*, followed by providing placements. Graduates are being churned out extravagantly, but the volume of potential hires at present, is distinctly thin on the ground. This could well be attributed to a sluggish economy sporting an array of apathetic organizations with frozen hiring plans. Jeannie Khoo , Director of Marketing, Kelly Services opines that fresh graduates are often looked upon as liabilities, since they need to be enlightened with supplementary training before they can engender direct returns.

Why such a pessimistic orientation, right? Honestly, I don't agree with Khoo. A plethora of firms and mega-corporations seek to employ fresh talent, with unconventional ideas; just the strategy needed to break the deadlock in the corporate board. The only issue is, not many of such Bohemians are produced, especially due to the ineffectual academia-industry interface.

Dead-end for Unemployed Graduates?

In all fairness, there is no dead-end without despair! Educated unemployment, it must be cognized, has a binary exposition.

It is patently a source of discrete adversity for individuals who possess vast avenues of knowledge, but have not been able to fetch a job. In fact, graduates especially under the age of 25 are increasingly finding it a herculean task to secure satisfactory, stable and high quality work. Elephantine proportions of such educated-yet-unemployed youth will undermine the entire social landscape. The corporate hunt for 'avant-garde brains' backfire when the highly educated youth fall flat in metamorphosing their acquired theoretical bases into the strategic work-skills entailed by the businesses. It is this gap between corporate skill inputs and academic skill outputs, which translate into individual and national crises.

Let us behold the other end of the story. In a dear world, students invest heavily on higher education, which is the gateway to livelihood. Evidently, their expectations are monumental. When they find themselves under-tapped in subordinate job positions such as in restaurant or shop-floor retail labour, they find it taxing on their returns from investment and their esteem needs. For those who quit their jobs, finding a new job is another uphill task, with the odds of affiliation being dubious. This trend is gaining in relevance, given today's tumultuous job market. I call it the Indisposed Youth Unemployment Anomaly.

It is no Aesop's fable, but in the long run, these unemployed youth will definitely be hired. Question is how far into the future would they be retained? But, for those paralleling this temporary phase to doomsday, without any initiative, its finished business!

Graduate Unemployment: An Emergent-Economy Exclusive?

Graduate unemployment follows a universal trajectory; but its dynamics are more pronounced in developing nations. In fact, a comprehensive probe into the dynamics of human capital in most of the developing nations, would necessarily unfurl three archetypal characteristics: Brain Migration, Educated Unemployment and Sticky Wages (Stark and Fan, 2011). These three closely-knitted ingredients blended together, form what I call, the Triple-Enigma Syndrome.

From a global perspective, concerns pertaining to educated-youth-unemployment have been prioritized in the developmental agenda of leading economists and other high-ranking policy-mechanics, over the breath of time.

The American diktat professing that a college degree is the password to a securing a good job is proving to be a surreal and vacuous warrant. America, as on November 2013, has borne testimony to an unprecedented upsurge in its unemployment rate, thereby pegging its present youth unemployment rate at 14.10%.

China too has potential reasons of agitation. The world's second largest economy has a towering rate of youth unemployment, with more than 15% of men aged 16 to 19 jobless. Their higher education framework has expanded so dramatically that the labour market has found it arduous keep pace with the expansion (Zhao and Sheng, 2008). Today, blue-collar jobs are copious in China, but many recent college graduates are reluctant to pursue them, thus demonstrating a classic case of the indisposed youth unemployment anomaly.

A discourse on the dynamics of educated unemployment across the globe will take the shape of a book, which is why a precise appraisal of the world's top two powerhouses should seek to corroborate that graduate unemployment has globalized symptoms and necessitates immediate prescription.

Is there an Antidote to this Crisis?

100% employment in any economy is a distant dream. A command economy might as well come close to painting such an idealistic picture, but it cannot escape the snares of skyrocketing inflation rates and other extraordinary repercussions. It is time, that these overeducated graduates, with a garland of degrees wrapped about their necks, ruminated over their ultimate aspirations in life and invoked the leader in themselves, rather than censuring the system. The antidote to this crisis lies in quadruple hands, each entrusted with a momentous role.

The Individual

As Lord Tennyson has noted “The old order changeth, yielding place to new”, buoyancy in the face of adversity is the finest solution to combating educated unemployment. Nevertheless, it cannot be denied that students, today, sport a lackadaisical attitude towards college education. Such behavioural dynamics are revealed during recruitment drives. All individuals are aware of their shortcomings, which must be amended in order to wear a rewarding career. Students grousing “I have not been taught about this concept” before the interviewer will not be able to beget any job.

Is service the only means to earning a livelihood? Why can't entrepreneurship be a lucrative career option in India? Capital? Today, there exist so many avenues to generating capital that it is seldom prioritized in the agenda of the pioneering entrepreneur. We are well past the days of the License Raj, and our Government is striving to foster a vibrant culture of entrepreneurship in India, which will further the individual's degree of n-Ach even when the society is reluctant to offer him/her with a job!

The Institute

Enter spring. Admission fever will disseminate pan-India, as top-notch colleges and educational institutes embark on a frantic rat-race to fortify their brands. Despite their staggeringly towering cut-offs; only a handful of them make the cut in the corporate sphere.

In today's LPG era, mastery over the English language is a must. From the archetypal pattern of mechanistic learning, we have welcomed contemporary professional courses in soft-skills, spoken English, IT and other fitting vocational courses into the curriculum. A more robust approach is to germinate student-research in the enterprise. This quest for acquiring knowledge beyond conventional text-books and notes is admired by corporate houses.

Most importantly, concerted efforts are required to stabilize phenomenal structural-academic imbalances. Multiple attempts by administrative foundations to eradicate all critical perspectives have dragooned academic institutes to conform to neo-liberal orthodoxy. Thus, if our monolithic neo-classical paradigm of pedagogy and research is eclipsed by the heterodox traditions, we would claim a radiant future of pregnant research, and the feasibility of a strategic rendezvous with the critical socio-economic problems.

The Enterprise

A major share of the onus rests on the shoulders of the organization. Autocratic demeanour towards graduates in terms of mere rejection of skills will not produce sustainable solutions. Organizations should focus more on the employability quotient than the brand name of the college or university. One of India's peerless scientific employment assessment firms, Aspiring Minds, has launched AMCAT , a new-fangled computer based assessment test, which would consonantly and economically gauge a graduate's job-quotient pillared on his aptitude, functional skills, and psychodynamics. Delhi University graduates have already been mandated to take this employability-test before seeking jobs . To fortify the academia-industry liaison, representatives from corporations must frequently visit educational setups, and orient graduates with the demands of the workplace; a feel of the organizational interiors will enable the individuals to align themselves accordingly.

Peerless organizations, today seek to favourably etch their brand into the emotive-psyche of the students and society. By adopting a paradigm, I have labelled as the 'Faculty Incubator Program', organizations, under the umbrella of corporate-citizenship-behaviour, can offer incentive-based assignments to students. Companies can

ask management graduates to develop out-of-the-box business plans, which would reward both parties. Engineering graduates could be engaged in external R&D assignments, while IT graduates could be awarded projects in the software domain. The best efforts could be patented for their sui generis quality and henceforth, win them a card to the IT firm. One might question the viability of this model, but it will impose a ripple effect among all graduates to undertake such a project and break the barriers of conventional learning.

The Economy

The dreams of 17-year-old Thomas Sohmers , has been fructified under the banner of “20 under 20 Thiel Fellows”. Peter Thiel, cofounder of PayPal and a celebrated philanthropist, has supported his pet project, by chalking the avenue to flaunt his novel electricity-efficient, super-fast computer server at the Open Compute Project (OCP) Summit on January 28, 2014.

If only our economy could sponsor such major entrepreneurial undertakings! The Schumpeterian spirit of research, innovation and entrepreneurship would dominate service-based lifestyles. Of course, there are myriad awards, which celebrate this ardour of entrepreneurship.

Versatile pro tem solutions such as employment agencies, offering occupational solutions, are being popularized in India. In certain nations, temporary agencies serve the purpose of rendering contractual, seasonal or interim jobs.

But there is no long-term orientation to this setup. To ensure sustainability in the service-domain, the economy could well consider the levying of lesser degrees of tax on service-oriented jobs. It would again propagate the spirit of Intrapreneurship in the enterprise due to the multiplied motivation within the employee. It must correct its wage-rate stickiness, which could amplify the volume of hires in the modern realm in the economy. It would not be a wise policy for our economy to embrace the prospects of international skilled-worker migration, as it could aggravate the equilibrium number of idle-yet-skilled demographic dividend in our economy.

The Road Ahead: Call of the Hour

Youth unemployment, like a banyan tree, is rooted deep into archaic sapience. An array of reforms in multiple directions is the call of the hour. Dampers in recruitment and employment, antique didactics in colleges and universities, orthodox probations and internships are distinct obstacles that have sprung up from the Pandora’s Box of reforms. The interception of graduate unemployment necessitates the holistic efforts of all members embedded in the socio-economic web.

Amidst all this hurly-burly of the present, there is one infallible implement which stains the very fabric of erudite unemployment, ‘Innovision’. It is the synergetic upshot of stimulatory-innovation and calculated-vision that has the power to conquer all odds. There is no trepidation, because there is Nihil Ultra!

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“EMPLOYABILITY EXPECTATIONS OF EMPLOYERS WHILE RECRUITING ENGINEERS WITH SPECIAL REFERENCE TO ELECTRONICS AND RELATED FIELD ENGINEERING GRADUATES”

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Abstract

Employers today are not in search of degree holding employees but skilled ones. Each year lacks of engineering freshers come out of college in search of jobs. There are plenty of jobs available in the market. This means employment should not be an issue for these graduates. However, not many score a proper job. Then the scenario emerges of dearth of employment. This is because though there are plenty of jobs available but skilled resources are scantily available.

The area of research of this paper is to understand what are the expectations of industry while employing these engineers as there are bulk of applicants yet only a few get through the recruitment and selection process.

The research procedure is exploratory, while the tool being questionnaire was circulated amongst employers offering employment to electronics and related field engineers. As there are many fields in engineering, only one branch of electronics and related field engineering is chosen for this study for specification and accuracy of result. The questionnaire is drawn to collect data to analyze employability skills of these graduates.

Employability Skills

Employability skills have been defined as "A set of achievements, understandings and personal attributes that make individuals more likely to gain employment and to be successful in their chosen occupations"-Peter Knight & Mantz Yorke (HEFCE/DFES ESECT group)

To be enterprising, resourceful and adaptable as well as have a degree, possess a range of skills which can be used in a wide variety of settings as well as in their careers are known as employability skills.

Employability skills are those basic skills necessary for getting, keeping, and doing well on a job. These are the skills, attitudes and actions that enable workers to get along with their fellow workers and supervisors and to make sound, critical decisions. Unlike occupational or technical skills, employability skills are generic in nature rather than job specific and cut across all industry types, business sizes, and job levels from the entry level worker to the senior most position .Some of skills overlap with one another. Leadership, for example, encompasses a number of other skills including cooperating with others, planning & organizing, making decisions and verbal communication. Verbal communication itself involves various means of communication,

some of which you may find easier than others - talking over the phone, making a presentation to a group or explaining something to a person with a more limited understanding of the topic. By improving one skill, one may also improve in a number of others.

Work culture and employers' expectations

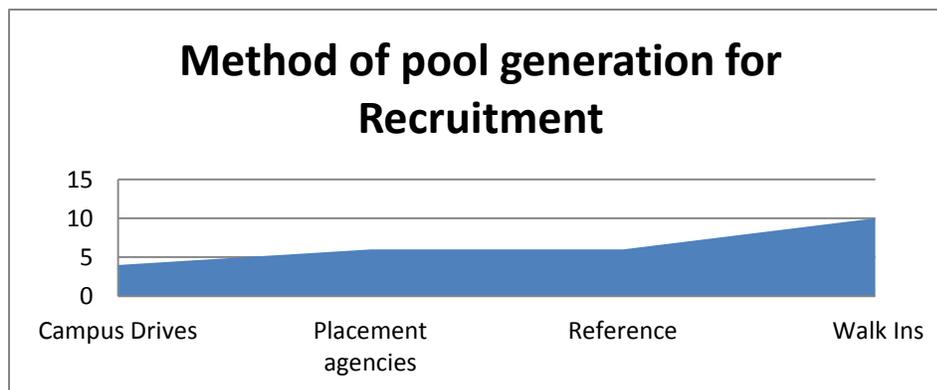
The work culture is changing constantly. Career today may involve moving between a number of different job functions and employers, and those jobs and employers are themselves likely to change and develop during the time one is employed in them. For this purpose, one must be able to adapt himself in the changing work environment, should possess a range of skills which would help him to outperform others. While seeking an appropriate candidate, a company may give preference to a candidate with some extra skills which might prove beneficial for them in the course of time.

Employers may look for a range of skills in graduate applicants, many of which are common to a number of different career areas. Those most frequently mentioned are communication, team working, leadership, initiative, problem-solving, flexibility and enthusiasm.

Electronics engineers are expected to be sound on problem solving skills or in brain storming or emerging with something new to replace the earlier technology's flaws or to generate something new. This is what the general assumption is that they would be technically sound. However with the mass stream of engineers passing out every year and the world growing global expectations arose from technical pursuant as well.

Skills that employers consider important when hiring new engineering graduates-

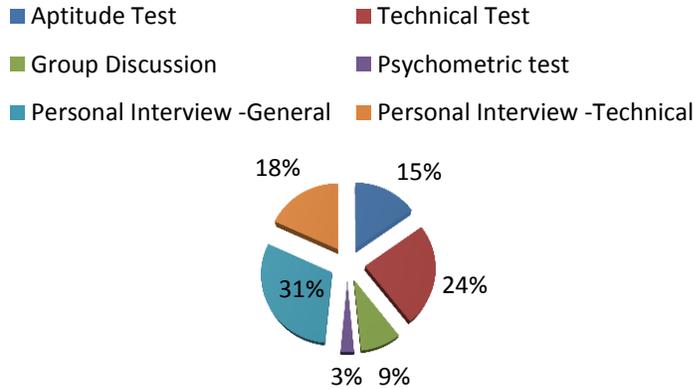
It is found that



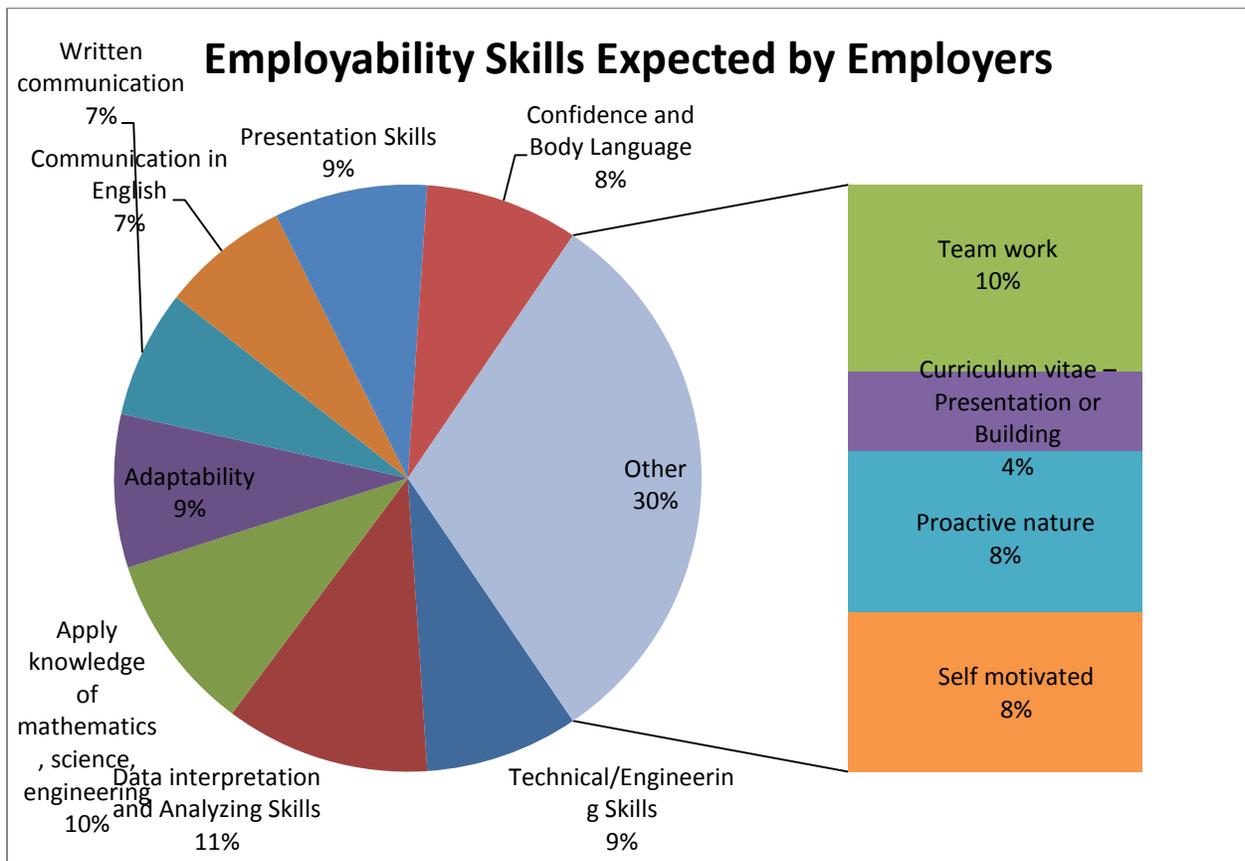
The above shows the general pool creation habitat of the employers for recruitment.

It is found that the employers tend to prefer walk ins for generating pool of recruitment. This might be because there might not be requirement of huge data for selecting a candidate or may be that recruitment cost is to be saved or majorly very limited vacancies.

Method of Screening



There are multiple tests applied for screening a candidate. Placement procedure has to go through screening and not via selecting tests as there are a lot of candidates applying for a very few vacancies and really skilled and efficient employees are few. It can be seen that weight age is given on Aptitude Tests, technical tests and General Personal Interaction for exchange of views to see the compatibility of both the organization and the employee.



The skills are categorized into two categories- Core Skills and Soft Skills

Core Skills

- Technical/Engineering Skills
- Data interpretation and Analyzing Skills
- Apply knowledge of mathematics, science, and engineering

The weighted average of these skills comes to 7 in the rating of 1 to 10

Soft Skills

- Adaptability
- Written communication
- Communication in English
- Presentation Skills
- Confidence and Body Language
- Team work
- Curriculum vitae – Presentation or Building
- Proactive nature
- Self motivated

The weighted average of these skills comes to 5.5556 in the rating of 1 to 10

Employers expect their employees to be competent enough technically as their education suggests but yet it is seen that almost above average importance is given as to what are the other skills that employers want to see in job aspirants. They definitely need to be technically sound as their job requirement but should also be adaptable and should have efficient grasping power for adjusting and learning new technology or to settle in new working environment.

Good written and English communication is expected of engineers as professional working hierarchy requires systematic and efficiently drawn workflows which can be operated through proper communication. As well as these are required to work in countries where English is the spoken language and it is as well an international language which will be required for smooth functioning of work through affluent communication.

Employees are required to work in team for projects and directly might have to communicate with the client for details, orientation or briefing or selling the project or product being worked on. For this excellent, communication Skills, team working skills, presentation skills and confidence are necessary. If an employer expects that the employee should interact with the clientele then this skills are mandatory.

Body Language plays an important role while selection of an employee. The posture one is sitting in, his comfort level his ease at answering questions, his knowledge and integrity can be judged by his appearance and body language.

These are the employability expectations of employers from electronic and related field engineers.

It is suggested that importance be given on developing these soft skills as well in the tenure of four years

of pursuing engineering. This will help students be more employable and increasing the chance of selection by fulfilling the employers expectations.

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MANAGING ATTRITION IN LIFE INSURANCE SECTOR: WITH

SPECIAL FOCUS ON EMPLOYEES OF HDFC STANDARD LIFE INSURANCE COMPANY

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ABSTRACT

Insurance is a human intensive business and therefore the role of human resource is very crucial in the growth of an organization. In present days cut throat market competition, a consistent increase in the rate of employee attrition is identified as a growing critical issue among the Indian life insurance service providers. The present paper is the outcome of a descriptive and empirical based study was conducted to find out the causes of attrition and suggests the useful measures for employee retention. A market survey was done on 50 employees of HDFC Standard Life Insurance Company selected from convenience sampling method who already left the organization and the existing staff.. The data was analyzed by using frequency distribution. A problem of employee turnover mounting particularly at the lower level, most of the HDFC employees are satisfied with the company policies, work-culture but still improvement is required in some of the HR domain like performance appraisal, Job design, perks and benefits, Work life balance etc are the main findings of the study. The paper concludes that human resource is the most important asset and success of any organization ultimately depends on how efficient and effective its manpower is.

Key Words- Attrition, Retention, Insurance, Empowerment, Satisfaction, Management.

INTRODUCTION

Employee Retention

Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Employee retention is beneficial for the organization as well as the employee. Today employees are different. They are not the ones who don't have good opportunities in hand. As soon as they feel dissatisfied with the current employer or the job, they switch over to the next job. It is the responsibility of the employer to retain their best employees. If they don't, they would be left with no good employees. A good manager should know how to attract and retain its employees. Most employees feel that they are worth more than they are actually paid. There is a natural disparity between

what people think they should be paid and what organizations spend in compensation. When the difference becomes too great and another opportunity occurs, turnover can result. Pay is defined as the wages, salary, or compensation given to an employee in exchange for services the employee performs for the organization. Pay is more than "dollars and cents;" it also acknowledges the worth and value of the human contribution. What people are paid has been shown to have a clear, reliable impact on turnover in numerous studies. Employees comprise the most vital assets of the company.

Employee retention refers to the various policies and practices which compel the employees to remain in the organization for considerably longer duration of time. Employee retention helps to minimize the labor turnover. Insurance job is very stressful job. As it is related to finance, mostly managers feel the need to leave the organization. Most of the bank managers do not understand the factors which help in organizational growth. There may be too many variables which are responsible for employee retention like; job satisfaction, performance appraisal by the superiors, compensation schemes, Challenging job, Autonomy, working environment, facilities, Role clarity, equal treatment by the superiors. If any organization values its employees then only it can be on the top. There may be some personal and professional reasons behind leaving the organization. It's the responsibility of the managers to analyze the reasons for turnover and design the suitable strategies for employee retention.

MAJOR CAUSES OF EMPLOYEE ATTRITION:

1. Job Satisfaction- The problem of attrition or job quitting is high among dis-satisfied employee and dissatisfaction may be due to either intrinsic or extrinsic factors or both.

2. Work Environment- A good working environment has a more favorable impact and thus brings reduction in the number of employee turnover whereas poor working condition declines employee productivity and satisfaction level which in turn become the cause for attrition. Job security is an important factor in employee retention. The rate of attrition is high generally in less secured job.

3. Work Pressure-High work pressure and higher expectations of the employers compel many employees to look for other option. Hence high level of work stress may cause high rate of attrition.

4. Salary & Incentives-There may be any number of reasons as to why an employee leaves and one of the major facts is the money.

5. Nature of Job- The extent to which the job provides an individual with the interesting task opportunities for learning and the chance of accept responsibility.

Many studies reveals that less interesting- repetitive and monotonous job results serious job dis-satisfaction and force employees to look for other opportunities.

6. Career Growth Opportunity- Growth and development are the integral part of every individual's career. If an employee can not foresee his path of career development in

his current organization, there are chances that he'll leave the organization as soon as he gets an opportunity

Retention involves five major things:

Compensation

Compensation constitutes the largest part of the employee retention process. The employees always have high expectations regarding their compensation packages. Compensation packages vary from industry to industry. So an attractive compensation package plays a critical role in retaining the employees.

Salary and monthly wage: It is the biggest component of the compensation package. It is also the most common factor of comparison among employees.

It includes:-

- Basic wage
- House rent allowance
- Dearness allowance
- City compensatory allowance
- **Economic benefits:** It includes paid holidays, leave travel concession, etc.
- **Bonus:** Bonuses are usually given to the employees at the end of the year or on a festival.
- **Long-term incentives:** Long term incentives include stock options or stock grants. These incentives help retain employees in the organization's startup stage.
- **Health insurance:** Health insurance is a great benefit to the employees. It saves employees money as well as gives them a peace of mind that they have somebody to take care of them in bad times.
- **After retirement:** It includes payments that an Employee gets after he retires like EPF
- **Miscellaneous compensation:** It may include employee assistance programs (like psychological counseling, legal assistance etc), discounts on company products, use of a company cars, etc.

Organization Environment

It is not about managing retention. It is about managing people. If an organization manages people well, [employee retention](#) will take care of itself. Organizations should focus on managing the work environment to

make better use of the available human assets.

People want to work for an organization which provides

- Appreciation for the work done
- Ample opportunities to grow
- A friendly and cooperative environment
- A feeling that the organization is second home to the employee

Organization environment includes

- Culture
- Values
- Company reputation
- Quality of people in the organization
- Employee development and career growth
- Risk taking
- Leading technologies
- Trust

Growth and development

Growth and development are the integral part of every individual's career. If an employee can not foresee his path of career development in his current organization, there are chances that he'll leave the organization as soon as he gets an opportunity.

The important factors in employee growth that an employee looks for himself are:

Work profile: The work profile on which the employee is working should be in sync with his capabilities. The profile should not be too low or too high.

Personal growth and dreams: Employees responsibilities in the organization should help him achieve his personal goals also. Organizations cannot keep aside the individual goals of employees and foster organizations goals. Employees' priority is to work for themselves and later on comes the organization. If he's not satisfied with his growth, he'll not be able to contribute in organization growth.

Training and development: Employees should be trained and given chance to improve and enhance their skills. Many employers fear that if the employees are well trained, they'll leave the organization for better jobs. Organization should not limit the resources on which organization's success depends. These trainings can be given to improve many skills like:

- Communications skills

- Technical skills
- In-house processes and procedures improvement related skills
- C or customer satisfaction related skills
- Special project related skills

Individual development: Taking proper care of employees includes acknowledgement to the employee's dreams and personal goals. Create opportunities for their career growth by providing mentorship programs, certifications, educational courses, etc.

Induce loyalty: Organizations should be loyal as well as they should promote loyalty in the employees too. Try to make the current employees stay instead of recruiting new ones.

Support

Lack of support from management can sometimes serve as a reason for employee retention. Supervisor should support his subordinates in a way so that each one of them is a success. Management should try to focus on its employees and support them not only in their difficult times at work but also through the times of personal crisis. Management can support employees by providing them recognition and appreciation.

- By providing feedback
- By giving recognition and rewards
- By counseling them
- By providing emotional support
- Values
- Company reputation
- Quality of people in the organization
- Employee development and career growth
- Risk taking
- Leading technologies
- Trust

5-Relationship

Importance of Relationship in Employee Retention Programmed

A supportive work culture helps grow employee professionally and boosts employee satisfaction. To enhance good professional relationships at work, the management should keep the following points in mind.

Respect for the individual: Respect for the individual is the must in the organization.

Relationship with the immediate manager: A manager plays the role of a mentor and a coach. He designs and plans work for each employee. It is his duty to involve the employee in the processes of the organization. So an

organization should hire managers who can make and maintain good relations with their subordinates.

Relationship with colleagues: Promote team work, not only among teams but in different departments as well. This will induce competition as well as improve the relation ship with colleagues

Recruit whole heartedly: An employee should be recruited if there is a proper place and duties for him to perform. Otherwise he'll feel useless and will be dissatisfied. Employees should know what the organization expects from them and what their expectation from the organization is.

Promote an employee based culture: The employee should know that the organization is there to support him at the time of need. Show them that the organization cares and he'll show the same for the organization. An employee based culture may include decision making authority, availability of resources, open door policy, etc.

Insurance sector and Retention

Insurance job is very stressful job. As it is related to finance, which is a challenging job. Most of the insurance employees do not understand the factors which contributes in organizational growth. There may be too many variables which are responsible for employee retention in insurance too, like; job satisfaction, performance appraisal by the superiors, compensation schemes, challenging job, autonomy, working environment, facilities, role clarity, equal treatment by the superiors. If any organization values its employees then only it can be on the top. There may be some personal and professional reasons behind leaving the organization. It's the responsibility of the managers to analyze the reasons for turnover and design the suitable strategies for employee retention. This way organizations can reduce various expenses like, training and recruitment costs and also, these organizations should also realize the fact that the Executives brought in from outside are twice as likely to fail as those promoted internally and for this good employees have to be retained.

Employee retention is critical to the long term health and success of the organization. Needless to mention that retaining your best employees ensures customer satisfaction, product sales, satisfied co-workers and reporting staff, effective succession planning and deeply imbedded organizational knowledge and learning. If managers can cite these facts so well, why do they behave in ways that so frequently encourage great employees to quit their jobs? Employee retention is crucial. Organizational issues such as training time and investment; lost knowledge, insecure co-workers and a costly candidate search aside, failing to retain a key employee is costly. Various estimates suggest that losing a middle manager costs an organization up to 100 percent of his salary. The loss of a senior executive is even more costly. I have seen estimates of double the annual salary and more.

Literature Review

Retention is defined as “an obligation to continue to do business or exchange with a particular company on an ongoing basis” (Zineldin, 2000, p. 28). A more detailed and recent definition for the concept of retention is “customer liking, id emotional-cognitive retention constructs, and the last two being behavioral intentions”

(Stauss et al., 2001). Studies have indicated that retention is driven by several key factors, which ought to be managed congruently: organizational culture, strategy, pay and benefits philosophy, and career development systems (Fitzenz 1990)

many employees are no longer having the sense of organization loyalty once they left. Increasing numbers of organization mergers and acquisitions have left employees feeling displeased from the companies on which work and haunted by concerns of overall job security. As a result, employees are now making strategic career moves to guarantee employment that satisfy their need for security.

On the other hand, employers have a need to keep their staff from leaving or going to work for other companies. This is true because of the great expenses associated with hiring and retraining new employees. The adage, good help is hard to find, is even truer these days than ever before because the job market is becoming increasingly tight (Eskildesen 2000, Hammer 2000).

Literature of employees retention again show that attracting existing employees costs less than acquiring new talents as organizations know their employees and what they want, and the initial cost of attracting the new employees has already been expanded (Davidow and Uttal, 1989). Employees retention also attain benefits such as customers satisfaction, better service, lower costs (Reichheld, 1995), lower price sensitivity, positive word-of-mouth, higher market share, higher productivity and higher efficiency (Zineldin, 2000). Based on a review of the literature, many studies has investigate employees intentions to exist, for example Eskildsen and Nussler (2000) in their research suggested that employers are struggling to be talented employees in order to maintain a successful business. In the same bases, Mark Parrott (2000), Anderson and Sullivan (1993) and Rust and Zahorik (1993) believe that, there is a straight line linking between employee satisfaction and customer satisfaction. Thus, high satisfaction has been associated to retain both customers and employees. The literature of employee retention clearly explain that satisfied employees who are happy with their jobs are more devoted to doing a good job and vigorous to improve their organizational customers satisfaction (H ammer2000; Marini 2000; Denton 2000). Employees who are satisfied have higher intentions of persisting with their organization, which results in decreased turnover rate (Mobley et al., 1979). Fishbein and Ajzen's (1975) attest the theory of reasoned action as the heart retention of both the employee and the customer. Potter-Brotman (1994) in his research explained how service could affect retention and may result in improving the value of teaching employees to be service providers, with the capability to enhance interaction with customers rather than danger them. In the same research, the authors recommended that firms should focus on hearing customers unique voices as a result to find out what kind of service they consider to be extraordinary.

Significance of the Study

An employee is a real pillar of any organization and long term retention of competent workforce is the most important factor in achieving high level performance. Thus in this context, the present study is highly significant for life insurance companies and other related organization facing problem and huge loss due to employee attrition. Research findings will also be useful for other companies facing similar type of problem.

OBJECTIVES

- To analyze the impact of performance appraisal system upon employee retention.
- To analyze the impact of growth opportunities upon employee retention.
- To analyze the impact of working environment and nature of job upon employee retention.

Hypothesis:

1. There is significant impact of performance appraisal system upon employee retention.
2. There is significant impact of growth opportunities upon employee retention.
3. There is significant impact of working environment and nature of job upon employee retention .

1. Sample source: Divisional head cities of the Madhya Pradesh were taken as the field of the study.

2. Sample size: For this research it is planned that 250 employee' from four different cities (divisional head cities) of Madhya Pradesh (Bhopal, Jabalpur,Satna and Rewa) were taken as a sample of respondents .

RESULTS & DISCUSSION:

1. Majority of the respondents (54%) are not satisfied with company's present appraisal system. Hence management should implement effective and fair appraisal system to attract and retain talented workforce. Salary and Incentives are the major influencing factors of employee retention. Most of the respondents (65%) are not much satisfied with the amount of salary & Incentives paid by the organization. Hence company should provide more competitive pa and other benefits to retain employees in the long run.

2. Majority of the respondents (60%) believe that company provides ample career and growth opportunity within the organization and regularly motivates them to perform

Better.

3. Regarding working environment of the organization. majority of the respondents (62%) are satisfied with the company's working environment. Hence majority of the respondents have good working experience with the company and thus able to attract more competent people from outside and retain the existing workforce.

4.Regarding nature of the job, most of the respondents (80%) work under stressful environment due to continuous demand to meet high sales targets. Absence of WLB

at work place compels many employees to quit from the organization. Hence company should provide conducive, secured environment and also take some speedy initiatives to maintain work-life-balance.

CONCLUSION

These days' companies are trying to acquire not land or capital; they are trying to hire talent. But in this scenario there is no lack of talent among the people. Organizations are trying to develop the measures to hire and retain talented employees. They are developing better System of recruitment, selection and placement.

The measures to be adopted for the purpose of retention call for a positive policy. in the absence of good retention strategy organization face high rate of turnover ,which is bad both for Employee and the industry .any measures for upliftment of the Employee's life, economic advancement.

Better employment and higher remuneration help to retain the employee. Attitude of employers and Employees in the organization are Important in this regard.

As employees are the base for company so retention of employees is a major focus for HR department. The management should identify the important factors that affect retention and should take necessary measures to improve these. Also, the management should take appropriate measures to identify the reasons of employee voluntarily leave.

Human Resource is the most important resource and mounting rate of attrition is a biggest challenge particularly in life insurance companies. Employee turnover has far reaching negative impacts on an organization in terms of its goodwill, competency, profit and level of performance. Quality manpower and its retention is one of the major determining factors in the organization success. Therefore insurance service providers need to implement effective employee retention strategies which can successfully retain insurance employees for longer duration.

RETENTION PRACTICES FOLLOWED BY INSURANCE SECTOR

Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time. Some suggestions have given below to deal with employees' attrition particularly at the lower level are:

1. Appreciating and recognizing the performing employees.
2. Providing adequate salary and other perks to keep employee motivated and satisfied.

3. Occupational stress relives through implementing WLB strategy.
4. Employee support, greater work autonomy and encouragement to participate in decision-making.
5. Hire the right employee from the beginning.

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RELATIONSHIP BETWEEN HR PRACTICES & CULTURE

FOR INNOVATION

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ABSTRACT

Purpose – The purpose of this paper is to explain how human resource (HR) practices have been contributed to build the Culture for Innovation within an organisation. Innovation is an after-effect of effective performance of employees at workplace. The objective of this research paper is to derive instances from the organisations who stick to their objective of being innovative while implementing the HR Practices and results in inculcating the culture of innovation.

Design/methodology/approach – Descriptive study of various organisations was done which demonstrated instances of designing their HRM functions systematically and supporting their employees for being innovative. HR Practices of the organisations such as Google and Whirlpool have been highlighted and instances of their link with innovative employee performance are described in the research paper.

Findings – It is found that the HR Practices implemented within an organisation is influenced by several factors, including ownership, type of industry, age and size of firms. These characteristics have influenced the motivation, capacity and ability of firms to adopt high performance human resource practices. Organisations have implemented HR practices in response to their business objective of introducing innovation. The extent to which firms have adopted various human resource practices is shown to be closely associated with innovative outcomes and firm performance. The HR Practices itself form a corporate culture which is a much more important driver of radical innovation within an organisation.

1. INTRODUCTION

It is every organizations responsibility to tap the energy and creative potential of their employees. This gives the employees a deep sense of pride and helps in feeling valued and staying engaged. Therefore in this era of globalization, where organizations are becoming increasingly competitive, dynamic and innovative, companies need to come up with innovative HR practices that can prepare employees to meet the challenges of a knowledge based economy and respond to the dynamism of the work environment. Creating the culture of innovation is misunderstood as the sole responsibility of a product team or a business unit. Innovation is the output from the minds of creative individuals working in an environment that encourages innovation. HR leaders need to understand the critical importance of innovation today and how to contribute to the organizations need by attracting most innovative people who create the culture of innovation. This practice enables the organization to differentiate itself.

LITERATURE REVIEW

Innovation is a collaborative process, where people in many fields contribute to the implementation of new ideas. Organizations that have a culture that supports innovation are often customer focused, value-driven and strategic. They ensure that their operating strategies are developed through interactions with their: employees, customers, partners, vendors, suppliers and consultants. They review market trends and identify, through benchmarking, what is required to out-perform their competition. Innovation could be explained in following types within an organization;

1. Product Innovation – New and better products that your organization can provide to customers.
2. Service Innovation – New and better service offerings and delivery of those services to customers.
3. Process Innovation – Better ways of doing things that saves time and/or money.
4. Business Model Innovation – Improving the way your organization creates, delivers and extracts value from customers.
5. Organisational Innovation – Improving the way you manage and engage your employees.
6. Brand and Communication Innovation – New and better ways of representing your organisation.

Research strongly indicates that the most successful corporate innovation strategies are the ones which predominantly focus on people and human capital issues. A recent study by the Harris Group indicated that Executives see a culture of innovation as crucial to not only growing their business (95%) and profitability (94%) but also for attracting and keeping talent (86%). The most powerful force in business is culture. While corporate culture is not necessarily the responsibility of HR leaders, the people who are hired and the training and cultural imperatives placed on the business are done so through the role of HR, so HR leaders can have a big impact on whether or not the organization is culturally attuned to innovation. The Boston Consulting Group, McKinsey & Company and Booz Allen Hamilton completed studies, in 2007 on Innovation. On the positive side, the results indicated that it remains a high priority for most corporate leaders around the world; they recognize it as a key growth driver. Unfortunately, they also found that there is a broad belief that most organizations don't have the leadership, systems, or tools to successfully and consistently innovate. As well, they found no statistically significant connection between the amount of money an organization spent on innovation and its financial performance.

HR Practices at Google

Google is an American multinational corporation specializing in Internet-related services and products. These include search, cloud computing, software, and online advertising technologies. Google's success could be attributed to the extraordinary people management practices that results from its use of 'people analytics'. This means that all people related decisions at Google are based on data and analytics. A positive, intellectually motivating, though provoking and relaxed work culture which creates creative thinking is the driving force that has helped employees at Google tackle the toughest problems in Information Technology and develop innovative products that make a positive difference in tens of millions of life every day. The Google's belief in good ideas can and should come from anywhere has helped it to be successful. It was only possible due to this belief that Google was able to push the limits of existing technology to provide a fast, easy-to-use and reliable search service that can be accessed from anywhere in the world Google believes that it is not usual for one person's ideas to grow into a large initiative, however from the Google encourages their engineers to spend some time working on something that they are passionate about, this helps them to think out of the box as well as helps them push their own limits. They develop innovative products that make a positive difference in tens of millions of lives every day (e.g., Hadoop built on BigTable technology) and their performance reviews consider how they spent this time.

Other characteristics of Google's innovation culture are:

- They aren't afraid to take calculated risks; they hire for taking risks.
- They have developed a very flat organizational structure to foster innovation.
- All employees have easy access to face-time with senior management to present their ideas.

- They desire to get new products up quickly as a prototype so that customers can play with them, feel them and provide feedback on them. In this way, they can quickly improve them, re-launch them and make them great. If they wait until it's perfect before launching their experience has shown that they will: lose market share, increase development costs, and in some cases, never get to launch a product that the customer actually wants. Striving for perfection before releasing innovation can be a killer.

Transparency and open communication are the central to Google's culture. This is one way in which innovation beyond regular work is encouraged and the passion present in the talented employees is encouraged. Google has the culture of carrying out white board discussions on topics ranging from future Google products to life at Google. These oversized whiteboard could be found all over Google. In addition, Googlers can find suggestion boxes throughout the offices, where they are free to enter any suggestion from how to maintain the Google culture as they grow or any idea big or small. Google also has a website 'Google Ideas' which is another interesting forum to submit thoughts that are either related to product improvements or other aspects pertaining to how things could be made better around Google. Googlers regularly use this website to post ideas which are then rated by their colleagues. Based on the opinion and reactions that are weighed-in, the concerned individual gets a better understanding of the possible way ahead. It created a culture of openness and free thinking which fosters exchange of ideas that culminates in innovation. Google's constant endeavor is to help employees grow both personally and professionally. Google focuses to establish a work culture that truly drives the employees to perform better, and have a great time at work. Career paths at Google are varied in nature. It encourages its employees to build, lead, break, create, improve, ship and shoot for the moon. Googlers have the right to switch roles within the company so they have the option to work on challenging problems and ideas. Googlers can get out of the way and choose what is best for them. It believes that if people are given freedom they amaze you. Google has Cafes with long tables so that employees across the organisation can come together. The micro kitchens could be considered as 'water holes' where employees gather to discuss ideas or just take a break. Googles recruitment drive is a very holistic process that not only gauges a candidate's skill in terms of job but also tests their life skills – especially innovation and creativity. Google believes that being a Googler is a state of mind: it's a paradigm shift that constantly urges one to innovate and thrive. The hiring policy of Google concentrates more on non-discriminatory approach and gives more importance to the ability of the employees rather than their experiences. Google get over two million application per year, and it seeks out those who want to solve tough problems and work to change the world, who believe in the ability of technology to change the world and are as passionate about their lives as they are about their work. At Google, the commitment to the employees is based on the same approach that they take for their products: focus on the user and all else will follow.

Google has come a long way in all these years, and it is very important to maintain that unique spirit. The Google culture is insight to the human condition. From search to Android, Youtube to Maps, Googlers work on products that touch billions of people around the globe and transform the way they access and use information. Google also believes in rewarding its employees well, at a level matching with their contributions may it be within an employee's core job or outside of the core focus, and even if the contribution is big or small. Google even focuses on non-monetary rewards. Every Friday at TGIE our Senior Management recognize individuals and project teams for reaching milestones, inventing something new or bold, going above and beyond, or successfully launching a new product. Accurate people management decisions are the most important and impactful decisions that a firm can make. Google works with this basic premise of the "people analytics" approach. It is mere impossible to produce superior business results unless and until your managers

are making accurate people management decisions. HR Practices at Google work under the name 'People Operations'. It is designed to underline the fact that it is not an administrative function. The HR team is made up of general HR business partners, internal consultants, line managers, learning and development, and recruitment teams. They are also specialists in the function of compensation and benefits, whereas most of the team members work as general HR internal consultants and business partners. Google is one of the most innovative organisations and has created an incredible employer brand. The organisation has successfully created a 1:1 employee/employer experience. As a part of inducing employee creativity, Google emphasizes on innovation and considers each employee as a contributor of those innovative activities.

Google expects every employee to realize that they are an important part of Google's success. Google expanded its development team, with a motive to look for employees with a commitment to create such perfection. A strategic focus on people management is necessary as innovation comes from people. Organizations are now learning that continuous innovation cannot occur unless you are capable of recruiting and retaining innovators. It also means that you should provide them with great managers and an environment that support innovation. An instance of such a practice is that Google encourages employees to spend 20% of their productive time on their own creative ideas and value addition initiatives. Google is considered to be one of the most popular and preferred destination for the career aspirants in information technology. Google has created the employer branding where ideas of the employees are most valued and encouraged and it has a unique culture for supporting the employee at every possible difficulty. Google among many other organizations organizations have employed Chief Happiness Officers to ensure that laughter in the workplace never dies down. Similarly organizations should keep coming up with such ideas to keep the funny side of the employees engaged. In a survey conducted by Robert Half International, an executive recruitment firm, it was discovered that 84 percent of respondents felt that workers with a sense of humor do a better job. Chris Robert, assistant professor of management at the University of Missouri Columbia, also discovered through his researches that the use of humor is associated with intelligence and creativity – two things highly values in work places.

HR Practices at Whirlpool:

The Whirlpool Corporation is an American multinational manufacturer and marketer of home appliances headquartered in Benton Charter Township, Michigan, United States. Whirlpool Corporation firmly believes innovative thinking comes from everyone, everywhere. Focused on embedding innovation as a core competency, Whirlpool Corporation has made a long-standing investment to build this competency. This investment includes redesigning business processes, training thousands of employees, building an innovation management system and changing the culture of the company. A cadre of innovation experts who know, teach and implement innovative practices is one of the most important innovation resources a company can have. For decades, Whirlpool, the world's largest appliance maker, was an engineering- and manufacturing-oriented company fixated on quality and cost. Its products were mostly commodities sold at large retailers, such as Sears and

Best Buy.

In 1999, the Michigan-based company embarked on a mission to be recognized as being an innovation leader as well. The company started by enlisting 75 employees from across the company to brainstorm about innovative products. The group came up with one hit product, but most ideas were viewed as too far-out or insignificant. Like many first-time innovators, people had a difficult time seeing how a more far-reaching idea could turn into an opportunity. That's when Whirlpool decided to try a different tack. First, every salaried employee was

enrolled in a business innovation course. Second, the company trained certain employees, called I-mentors, who were similar to the Six Sigma Black Belts who worked on quality in the company. The I-mentors still kept their regular jobs but brought to those roles special training on how to facilitate innovation projects and help people

with their ideas. An intranet portal offered employees a common forum for learning principles of innovation, keeping abreast of recent research and tracking the progress of ideas toward realization. Innovation teams comprised of employees from all levels of the company screened and vetted new ideas. Two years into the program, Whirlpool had 100 business ideas, 40 concepts in experimentation and 25 products and business ideas in the prototype stage. By early 2006, Whirlpool had hundreds of ideas in the pipeline, 60 in the prototype stage and 190 being scaled for the market.

By 2007, new products stemming from the innovation areas contributed nearly \$2.5 billion in worldwide revenue, and approximately \$4 billion of \$19 billion in 2008 revenues. In 2008, Whirlpool had 61,000 employees and nearly 1,100 volunteer I-mentors worldwide who helped facilitate innovation throughout the business. Executives at Whirlpool ascribe their success in part to the way this investment in innovation and training has changed the company's culture. Whirlpool's focus on resources demonstrates that a critical starting point for a deliberate, systematic and comprehensive innovation initiative begins by building a community of innovation experts. Most innovations happen within a community, and the core of any community is a common language. All disciplines — management, medicine, law — have their own lingua franca.⁶ So does innovation. Creating a community of innovators requires a good understanding of the language of innovation and its concepts and tools.

CONCLUSION:

Both the cases which have been studied have demonstrated good amount occurrence of innovation within the organization which has led to their success. When it comes to innovation, we can observe that a definite objective and goal has to exist which would give a structure to ensure rigorous innovation process. In sum, innovation provides organisations a competitive edge, which makes driving innovation so important. A few areas to be considered for creating the culture for innovation are: ensuring that a well-defined innovation process exists, creating the conditions that support a climate for innovation, and building capability so that employees possess the skills and behaviours essential for innovation. Whereas, further scope has been noticed in this area, which is to understand the cultural barriers to Innovation. Unsupportive culture could prove to be the number one obstacle to innovation. In short, HR should focus on talent acquisition for innovation, development for innovation and retention for innovation which would lead to competitive advantage and long term success.

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THE MANAGEMENT OF CREATIVITY & INNOVATION

Abstract:

Industry has made some significant improvements in the management of creativity and innovation over the last decade but there are problems in the overall process that still persist. We might assume that on investigation we could expose either a single factor or a small number of key processes which will allow us to resolve this problem, but there are a great many factors and many are sector specific. In this paper we focus on the area of Information and Communication Technology (ICT), however we have also identified 'generic factors' which can be applied to all business sectors. We have come to believe that a truly multidisciplinary approach will greatly enhance the way in which creative and innovative teams work and that the adoption of 'open innovation' can both enhance creativity and reduce costs.

Keywords:

Creativity, Innovation, Management, Business Resources

Introduction:

It is believed that the management of both creativity and innovation is depend on the environment within a business and how this can either enhance or constrain creativity. It also explores the role of research in a business and how this, if well managed, can drive both creativity and innovation. The environment surrounding and supporting the creative person or team can have a major impact on the effectiveness of this. We can best understand the mechanism of creative thought by dividing it into two types:

The intellectual ability to visualize a totally new situation. Einstein claimed that he had his initial insight into the theory of relativity when he thought about what he 'saw' when he imagined that he was chasing after and matching the speed of a beam of light (Shepard & Cooper, 1973). When solving a problem, we are striving for a goal but have no ready means of obtaining it. We must break the goal down into sub-goals and perhaps divide these sub-goals further into smaller sub-goals, until we reach a level that we have the means to obtain (Anderson, 1990). The definition of Innovation from The Oxford English Dictionary is "new methods, new ideas". Innovation requires at its core thinking about a problem from a new perspective; it often involves taking conventional ideas and turning them around, combining them in different ways and producing a new 'idea' which in itself is 'new' but contains existing and often well known concepts. The key difference between this and creativity is that in Innovation there is no clear new intellectual leap or step change in thinking, it is essentially an incremental change which harnesses existing ideas in a different way. Creative individuals have a few features that distinguish them from their peers. First, they possess both a rich body of domain-relevant knowledge and with well-developed skills to express them through different medium. And second, they find their work intrinsically motivating and enjoy the creative process not only interested in the outcome. (IdrisMootee November 30, 2011)

The Relationship between Creativity and Innovation:

Creativity => Screening => Innovation (Majaro, 1997). There has been a great deal of writing over the last 15 years about the 'innovation pipeline' or 'innovation funnel', all of which advocates a system linking the creative or ideas stage to the innovation stage and then onto new product or service development. These all include some kind of filter that assesses the ideas or research coming from the initial stage and only passes a proportion, which are deemed to be of value, onto the innovation stage. Industry has a notional target of 1 in 10 for this process, that is of every ten research activities undertaken at least one of them becomes a new product or service. This target is, in practice, rarely achieved and if used as a target can have a negative effect. However this is not the only problem - management of the research or ideas which do not make it through the process is poor, and often some years later when the market place has moved on it is difficult, if not impossible, to resurrect the idea. This is a breakdown in the 'knowledge management' process. There is generally poor coupling between front-end research people (creativity) and product and service development teams (innovation), generally known as the 'innovation chasm'. This barrier results in lost opportunities and inefficient use of business resources. We might assume that on investigation we could expose a single factor to resolve this problem. Management of the pipeline is key to the success of an industry. To do this 'gates' are set up where new ideas or research are assessed and provided with more time or capital if they are to be moved on/progressed, or archived if they are to be stopped.

There is a belief that to stimulate creativity and innovation a particular type of environment is required. We would argue that the environment is important but that there is not just one solution. Many highly creative environments exist which, when compared to one another, are completely different. This is because they tend to be specific to the industry or sector in which they exist.

Enabling Creativity:

Experience has shown that there are a number of factors that can influence the effectiveness of the work environment or 'ecosystem':

- Intra-team interactions.
- Workplace layout.
- Project supervision.
- Higher-level management support.
- Corporate culture.
- Group dynamics (interaction between teams and other organizational units).
- External meetings or events.
- Ideas management, including ideas storage and indexing.

However for creativity to flourish the ecosystem must provide the individual and team with an environment which will both stimulate and support them.

The Seven Elements:

Seven key elements which make up this ecosystem, all of which are important, some more than others:

- Management Structure.
- Incentive system.
- Peer interaction (internal and external to the organization).
- Societal recognition.
- Physical environment.
- Knowledge system tools.
- Social networks.

If individuals and teams believe they have these, then the basic framework of support exists, but this is a belief based on trust. The key elements of 'management' are expanded below.

Encouraging Creativity:

Examining leadership, structure and culture in more detail we see the following as key factors when it comes to facilitating creativity:

- Leadership style - ideally participative, democratic and non-authoritarian.
- The job - should offer the researcher both discretion and autonomy.
- Organizational structure - a non-hierarchical, flat structure with no perceivable boundaries.
- Culture - supportive of risk-taking, open to new ideas and encouraging non-traditional thinking.
- Attitude - flexible, sharing of thoughts and able to work around preconceived ideas.
- Skills - skilled in terms of knowledge, learning, and creativity techniques.
- Value - understanding and valuing employee creativity.

Technology as an enabler:

There are a number of technologies which can help in enabling teams and the area of 'Knowledge Management'. In the last two years many organizations, both academic and industrial, have experimented with wireless networks to enable a more flexible way of working. Individuals are able to gather in an ad-hoc manner with their laptop and this can encourage creativity as it reduces barriers both in time and in location. There is good evidence to show that this can be very effective, however this assumes that we have already selected the 'right' people who will flourish in this type of environment. There are clear benefits both in terms of collaboration and efficiency. However it must be remembered that always on-line means never off-line and some find it very difficult to switch off; this in turn is a management issue which must be considered.

Conclusions:

We have seen that everything from the funding model to the management structure will affect the creativity of a team. Industry would like to see at least one in ten of its creative ideas down streamed or integrated into a new

product or service via the 'innovation pipeline'. However this is too simplistic a model as it assumes a direct path from research via development into deployment. With corporate incubation, new products or services can be made available to the company via an external route. The environment is often the focus for a company but we have seen that this is sector and activity specific and what works for one may not work for another. There are, however, some things that are not specific to an industry or sector and are generally agreed to be generic:

- Leadership style - participative, democratic and non-authoritarian.
- The 'job' - people should have both discretion and autonomy.
- Organizational structure - a non-hierarchical, flat structure with no perceivable boundaries.
- Culture - supportive of risk-taking, open to new ideas and encouraging on-traditional thinking.
- Attitude - flexible, sharing of thoughts and able to work around preconceived ideas.
- Skills – 'learning and creativity' techniques.
- The organization - understanding and valuing creativity. As well as these generic points there are areas that have been found to be key in our ICT sector. Multidisciplinary teams can enhance creativity, but 'language' problems need to be considered and managed for maximum benefit. The use of prototyping to demonstrate technical feasibility can be useful and storyboarding and the visualization of concepts and ideas is key to moving them forward. Then there is the problem of measuring the outcome. There is an argument that states if you cannot measure it then you should not be doing it. Ensuring the number of licenses or patents can give a view of the value of the creative process but it will not provide a detailed picture. It is essential to review in

detail the valuable contributions of creativity within a business or institution and then build metrics around these. We have seen that using academic partners to provide early warning of disruptive technology and business change is essential to large businesses that need time to change their strategy and business models. However, both culture and communication are core to the successful execution of these processes. Once key changes have been identified to improve the performance of an organization it is essential that these be driven both 'top down' and 'bottom up'. Therefore it is essential that there is buy-in from both the Board and the teams to any change in culture.

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TALENT MANAGEMENT FOR ORGANIZATION EXCELLENCE

A NEW CORPORATE MANTRA

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ABSTRACT

Talent Management has become one of the most important buzzwords in Corporate HR and Training today. Organizational leaders recognize that many aspects of market competitiveness like innovation, new product and service can be easily replicated or substituted. Pricing models and decisions to enter new markets are easily followed by the competitors. To replicate the skill and abilities of a leadership team and workforce is almost impossible. Therefore, the ability of a company to select, engage, retain and deploy talent at all levels is perhaps one of the main competitive advantage a company possess. This is where talent management makes an entry. Talent Management involves individual and organisational development in response to a changing and complex operating environment. It makes use of the skill, knowledge and passion of the employees by proper identification and taking measures for its conversion into company profitability. This article tries to explore the new facets of Talent Management.

KEYWORDS

Talent Management, Talent management process, Nine box model, Talent management Framework.

INTRODUCTION - EVOLUTION OF TALENT MANAGEMENT

In the 1970s and 1980s the business function which was responsible for people was called "The Personnel Department." The role of this group was to hire people, pay them, and make sure they had the necessary benefits. The systems which grew up to support this function were batch payroll systems. In this role, the personnel department was a well understood *business function*.

STRATEGIC HR

In the 1980s and 1990s organizations realized that the HR function was in fact more important - and the concepts of "Strategic HR" emerged. During this period organizations realized that the VP of HR had a much larger role: recruiting the right people, training them, helping the business design job roles and organization structures (organization design), develop "total compensation" packages which include benefits, stock options

and bonuses, and serving as a central point of communication for employee health and happiness. The "Head of Personnel" became the "VP of HR" and had a much more important role in business strategy and execution. The systems which were built up to support this new role include recruiting and applicant tracking (ATS), portals, total compensation systems, and learning management systems. In this role, the HR department now became more than a business function: it is a *business partner*, reaching out to support lines of business

TALENT MANAGEMENT

In today's world of fast moving global markets and fierce competition the HR function is becoming integrated with the business in a real-time fashion. Talent management focuses on

- ✓ Making the recruitment process effective and efficient by using competency based recruiting
- ✓ Developing managers and leaders to reinforce culture, instill values and create a sustainable leadership pipeline
- ✓ Identifying competency gaps to deliver training, e-learning or development programs
- ✓ Hiring the right people for training
- ✓ Managing people in a consistent and measurable way so that everyone is accountable and paid fairly.
- ✓ Identifying high performers and successors to key positions throughout the organization to have a highly flexible and responsive organization.

TALENT MANAGEMENT PROCESS

People are, undoubtedly the best resources of an organization. Sourcing the best people from the industry has become the top most priority of the organizations today. In such a competitive scenario, talent management has become the key strategy to identify and filling the skill gap in a company by recruiting the highworth individuals from the industry. It is a never-ending process that starts from targeting people. The process regulates the entry and exit of talented people in an organization. To sustain and stay ahead in business, talent management cannot be ignored.

Stages in talent management process:

1. **Understanding the Requirement:** It is the preparatory stage and plays a crucial role in success of the whole process. The main objective is to determine the requirement of talent. The main activities of this stage are developing job description and job specifications.
2. **Sourcing the Talent:** This is the second stage of talent management process that involves targeting the best talent of the industry. Searching for people according to the requirement is the main activity.

3. **Attracting the Talent:** it is important to attract the talented people to work with you as the whole process revolves around this only. After all the main aim of talent management process is to hire the best people from the industry.
4. **Recruiting the Talent:** The actual process of hiring starts from here. This is the stage when people are invited to join the organization.
5. **Selecting the Talent:** This involves meeting with different people having same or different qualifications and skill sets as mentioned in job description. Candidates who qualify this round are invited to join the organization.
6. **Training and Development:** After recruiting the best people, they are trained and developed to get the desired output.
7. **Retention:** Certainly, it is the sole purpose of talent management process. Hiring them does not serve the purpose completely. Retention depends on various factors such as pay package, job specification, challenges involved in a job, designation, personal development of an employee, recognition, culture and the fit between job and talent.
8. **Promotion:** No one can work in an organization at the same designation with same job responsibilities. Job enrichment plays an important role.
9. **Competency Mapping:** Assessing employees' skills, development, ability and competency is the next step. If required, also focus on behaviour, attitude, knowledge and future possibilities of improvement. It gives you a brief idea if the person is fit for promoting further.
10. **Performance Appraisal:** Measuring the actual performance of an employee is necessary to identify his or her true potential. It is to check whether the person can be loaded with extra responsibilities or not.
11. **Career Planning:** If the individual can handle the work pressure and extra responsibilities well, the management needs to plan his or her career so that he or she feels rewarded. It is good to recognize their efforts to retain them for a longer period of time.
12. **Succession Planning:** Succession planning is all about who will replace whom in near future. The employee who has given his best to the organization been serving it for a very long time definitely deserves to hold the top position. Management needs to plan about when and how succession will
13. **Exit:** The process ends when an individual gets retired or is no more a part of the organization. Talent Management process is very complex and is therefore, very difficult to handle. The sole purpose of the whole process is to place the right person in the right place at the right time. The main issue of concern is to establish a right fit between the job and the individual

TALENT MANAGEMENT FRAMEWORK



IMPLEMENTATION OF TALENT MANAGEMENT STRATEGY

Talent Management is a "forward-looking" function. Not only should talent management improve your organization's flexibility and performance, it should give you the information and tools to plan for growth, change, acquisitions, and critical new product and service initiatives

1. Talent Management requires integration and communication between existing HR

Training can no longer be "left on an island." The organization must align much more closely with the performance management and recruitment process. Training programs should be developed and updated to continuously address problems which surface in the performance management which are hired because of certain competencies should see a set of training offerings which complement and reinforce these competencies. Compensation program should naturally tie to the performance management process.

2. Competency management, a mis-understood and difficult part of training and HR, has become critical.

The job descriptions, roles, and competencies used for performance management are shared by recruiting, and succession planning for effective use of competencies. There are many techniques-many are described in our performance management systems research. A simple Best practice is for the organization is to have a small set of consistent, easy to understand competencies which can be applied across the organization

3. Software solutions are maturing.

Despite vendor claims, there is no complete "talent management" software solution yet. Vendors each offer different elements problems, most companies today buy standalone systems: standalone learning management systems standalone recruiting and standalone compensation systems. As the market matures and companies press harder for integration, integrated solutions. Even if companies do find an integrated integrating their own business processes.

THE NINE BOX MODEL FOR MANAGING TALENT

The 9-box potential performance grid provides an easy way to plot leadership talent in the organization on a single page. It's a great way to create an open dialogue amongst a leadership team. Open discussions and multiple perspectives allow better calibration of ratings and expectations and a shared ownership of the organization's talent pool. It's a great way to identify development needs and succession planning opportunities.



THE CONCEPT

The horizontal of 3 boxes assesses (leadership) performance and grid that the leader is placed.

WHY USE THE NINE BOX GRID?

- ❖ It's a straight forward way to assess any population of leaders on two important dimensions

- ❖ It's a useful tool to facilitate a dialogue amongst a senior leadership team. Teams can use it to calibrate their expectations and ratings
- ❖ With an open debate, the multiple perspectives provide for a much more accurate assessment compared to one person's opinion
- ❖ The process when used by all managers can facilitate a shared sense of ownership for the organizations talent pool
- ❖ It's an effective way to identify the development needs of individuals and explore the transition towards development planning
- ❖ Provides a framework for succession planning

PUTTING THE NINE BOX GRID TO USE – TALENT MANAGEMENT

Every individual has unique capabilities and talent. An employee of the organization will be able to contribute effectively if the talent he or she possesses suits the job profile otherwise it will be regressive for both the employee and the organization. The company will have to hire new resource or retrain an existing one leading to wastage of resources. From talent management's point of view, an employee is evaluated on the basis of two aspects: potential and performance. The track record or previous performance of the employee forms the basis for his or her selection for a particular role. But talent management also looks into the potential of the employee to evaluate how an employee will perform if appropriate skills are made available. The nine box model of talent management as illustrated in the figure specifies the categories of employees depending upon the various potential levels plotted against performance levels. Talent management is a key element to an organization's succession planning process

ENIGMA

These are the kind of employees who are completely wasted in an organization. They are the people with high potential but deliver low performance. They are either wrongly placed or are working under wrong managers who have been unable to harness their full potential. This scenario requires external intervention and a heart to heart with the employee and the manager can yield good results.

DILEMMA

The employees having average potential but showing low performance fall under this category. The reason could be many: not upgrading as per the job requirement, not falling in line with the changes in the company. They can perform better if given proper opportunities and motivation.

UNDER PERFORMER

These employees are the individuals with low potential coupled with low performance. They under perform and don't show any scope for improvement. Here the management has to take a tough decision of either throwing

the ball in their court and giving them some time to improve their performance or asking them to leave the organization.

GROWTH EMPLOYEES

This category has employees that constantly show high potential but the performance is not up to that standard. They may not be getting enough motivation or inspiration to move forward. The company should value the talent and should try to extract the best out of every employee. These kinds of employees can become great assets for the company by giving them enough challenges and by praising them as they achieve goals. It further instills a sense of confidence and the performance is bound to increase.

CORE EMPLOYEES

This category has employees that more or less perform up to the job potential but there is always a chance to achieve higher performance by giving them necessary push. They are just like employees in the category dilemma but are more promising.

EFFECTIVE

These are people with specific talents as they show higher performance as compared to their potential. They may have reached their full career potential so here the talent management team can keep them engaged, focused and motivated to get the desired results.

FUTURE LEADERS

These employees are the leaders of tomorrow and are the best possible options for succession at senior positions. They depict leadership qualities and yield results. People listen to them and they know how to get the work done. Talent management team should recognize their efforts and should reward them appropriately. Promote them and give them the chance to grow as an individual and also as a part of the organization.

HIGH IMPACT PERFORMERS

High impact performers are those who by some grooming and motivation can become the future leaders. They may have lost pace with the changes in the organization like dilemma and core employees but can be among the top talent.

TRUSTED PROFESSIONALS

Trusted professionals perform much higher than their potential because of some special talent they may be having. Your effort should be to retain them by rewarding and recognizing their efforts. You can always take their help to develop high performers. This nine box model shows an organization can do effective talent management by recognizing the categories of employees using the appropriate techniques to retain and groom the top talent pool. The talent management system is of even more importance in tough economic times as it helps in optimizing the performance of the employees and achieving profound growth in the organization

THE CHANGING FACE OF TALENT MANAGEMENT

Talent retention is identified as the most important HR challenge to critically meet the business demands beyond tomorrow. Organizations can use a combination of four strategies viz., pay, benefits, learning and development and work environment to create and retain a pool of talented employees for the organization. Successful companies assign the same importance to employer branding as they give to product branding which help them in becoming an employer of choice. They are continuously innovating and inventing new ways to keep talented employees stick to the organization which is changing the face of talent management in India.

CONCLUSION

Many approaches to strengthening leadership capabilities focus on individual 'stars' rather than the whole leadership bench. Leaders drive results and if there are gaps in their ability, performance suffers. If the gaps are known, development plans can be created. Now more than ever in the history of business, it is imperative for the organizations to manage people well. The shift from industrial age to the knowledge worker's age is sweeping the country, in fact the whole world. In today's information economy, people's knowledge, skills, and relationships are an organization's biggest asset and main source of competitive advantage. People related costs have risen to more than two thirds of organizational spending. Increasingly, talent attraction and retention is viewed as a significant driver of shareholder value and bottom line results.

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ROLE OF HRM IN GAINING SUSTAINABLE “COMPETITIVE ADVANTAGE

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Abstract:

With the changing scenario of organizational framework, it has been realised that, traditional sources of competitiveness, such as strong financial resources, production capacities, cheap & easily available raw materials, distribution channels etc., are considered necessary, but no longer sufficient for organizational success. This paper emphasizes human resources as a source to achieve the competitive advantage in the age of globalization and its relation to human resources, which are viewed as a source of competitive advantage. Therefore, the aim of this paper is to reveal that human resources management is essential to ensure the success of any organization which is based on the belief that an organization gains competitive advantage through utilization of its employee power effectively and efficiently. Referring to this global challenge of HRM, efforts to identify whether the HRM can be considered as a source of competitive advantage of the firms or not? Finally the findings of this study highlight the value of human resources (HR) and its strategic activities which have an influence on organizations performance and competitive abilities.

Human resource management- Human resources, their knowledge, skills and competencies as central binding force among them, become the most valuable asset, the new source of wealth, and the key ingredient of competitive advantage.

Modern thought to HRM- is work knowledge and intellectual capital is crucial for economic success, it is logical that the ability to attract, retain, and use the talents of employees, provides a competitive edge.

Consequently, the HR functions, recruiting, training & retaining, now are merged with the mainstream of organizational strategy and management and finally aligned with Business objectives.

Keywords: Competitive advantage, skill competencies, Globalization, Human Resource Management (HRM), Performance management, Strategic management

Introduction:

Competitiveness refers to a firm's ability to maintain and gain market share in its industry. It is related to firm's effectiveness, which is determined by whether the firm satisfies the needs of stakeholders.

Competitive Advantage means a firm implementing a value creating strategy, not implemented by any other competitor.

Competitive advantage refers to the ability of an organization to formulate strategies to exploit profitable

opportunities, thereby maximizing its return on investment. The main source is its' organizational capability. Organizational capability represents the business's ability to manage the organizational systems and people in order to match customer and strategic needs.

In today's fast dynamic global market, there is a need for the organizations to adapt to these changes in order to survive. This is key responsibility of HR professionals as deals with live source-HR.

In the world of globalisation and free market, organizations are facing increasing competition and therefore faced with issues on how to ensure survival and competitive advantage. In meeting the external pressures, measures such as mergers, acquisitions, strategic alliances, downsizing and restructuring are common responses. In a nutshell, the integral part of these responses is the method of using human resources (HR) more effectively.

HR's creation of true competitive advantage comes from continuously improving the organization to fit to the changing business environment. Traditional concept of HR, acting vital link between the strategic and operational functions, is to be modified with the emerging of Business Partnering trend. HRD managers, presently, do not have enough preparation in terms of skill-sets. They need to do more of Professional preparation. The HR professional of tomorrow has to be more proactive and systematic. HR department has to perform interdisciplinary responsibilities.

The key objectives:

- (1) To review existing literature of HRM's contribution to the achievement of competitive advantage through people, and
- (2) To identify the Role & Practices of HRM, in order to make it equipped to gain competitive advantage.

Scope of the Study:

Scope of the study is limited to study the role of HR department in building Organizational Competency and mostly focusing on the different functional aspects of HR in effective implementation to increase the highest competitiveness of the organization, mostly in India.

Methodology:

The study is conducted using secondary data. Secondary data, was collected from various books, articles, journals and blogs on HRM & Competitive Advantage.

Limitations of the study:

- The study considers HRM, more in Indian business houses i.e. focus laid on how best HRM roles are carried out.

-Human resource managers are well positioned to play an instrumental role in helping their organizations, bound by certain ethics, may not be possible in practice, due to certain issues related to unions, Govt. Policies, labour laws, political situation or top management etc.

Review of the Literature:

There are enormous research studies that have looked into the changing HR practices and roles of HR professionals. Some relevant studies to our topic are as under:

1) Kydd and Oppenheim (1990) with the help of case study research in four organizations proposed a two-dimensional contingency framework which offers guidelines as to how certain HRM practices should be implemented to gain competitive advantage. The first dimension is based on environmental challenges ce that an organization faces. The second dimension is based on organization's key competitive thrust is to be an innovator. An organization's position on each of these dimensions predicts what its approach will be to HRM practices and issues.

Schuler (1992) defined strategic human resource management as all those activities affecting the behaviour of individuals in their efforts to formulate and implement the strategic needs of business and proposed a 5-P model of strategic human resource management. In his model, business objectives are articulated and flow into the "5P" component enabling human resources management philosophy, policy, programmes, practices and processes to be established.

2) Another research study identified ten approaches that organizations can follow to establish the linkage between business plans and HR plans in an organization (Garavan et al., 1995). These approaches are top down approach, market driven approach, career planning approach, the featuring approach, performance diagnosis approach, artificial experience approach, pulse taking approach, the educational approach, interpersonal approach and the rifle approach.

3) The model of organizational learning and strategic HRM for sustainable competitive advantage Source: Khandekar, Aradhana; Sharma, Anuradha. "Organizational learning in Indian organizations: a strategic HRM perspective," *Journal of Small Business and Enterprise Development*, 12, 2, 2005b, pp. 222. he resource-based view suggests that HR systems can contribute to sustained competitive advantage.

4) Changing Roles of HR professional:

Aradhana Khandekar, Anuradha Sharma, (2005) "Managing human resource capabilities for sustainable competitive advantage: An empirical analysis from Indian global organisations", *Education + Training*, Vol. 47 Iss: 8/9, pp.628 – 639

5) McClean and Collins (2011) examined the relationship between high-commitment HR practices and firm performance in professional services firms through the mediator of employee effort. They found that the relationship between effort and performance is contingent on the value of the employee group to organization's competitive advantage, suggesting that organizations may only want to expend

the effort and resources on building a high-commitment HR system for employee groups that are clearly tied to creating organization's competitive advantage.

6)a) One such study proposed that to sustain the transformation of human resource functions, HR professionals must develop and demonstrate a new set of competencies to fulfil their changing roles and responsibilities (Yeung et al., 1996). Based on in-depth interviews, they proposed an HR competency model which is both generic & specific competencies. (i.e. the key competencies)

Integral Review - A Journal of Management

E-ISSN : 2278-6120, p-ISSN : 0974-8032, Volume 5, No. 2, Dec.-2012, pp 1-11

([http://www.integraluniversity.ac.in/net/journalsAndPublications.aspxIntegral Review](http://www.integraluniversity.ac.in/net/journalsAndPublications.aspxIntegral%20Review))

6)b) A Journal of Management, Vol.5 No.2, Dec.-2012, is frequently used by Companies in different industries) and specific (i.e., able to highlight the competency differences in various HR roles). Research indicated that only 10-35% of HR professionals possess the required new competencies. They also discussed ten strategies that ten prominent companies use to bridge the competency gap of their HR professionals. Important levers for competency development include planning and assessment, communications, performance management, training, and development.

Research was conducted on the strength of HR practices in India and their effects on employee career success, performance, and potential (Stumpf et al., 2010). The study explores the role of HR practices for individual and organizational success via a survey of 4,811 employees from 32 units of 28 companies operating in India. Study focused on employee perceptions of the effectiveness of three specific human resource practices within their firms and the relationship of these practices to career success, performance, and potential.

Companies operating in India appear to be creating strong human resource climates based on structured HR practices in performance management, professional development, and normalized performance ratings potential. Study also reports differences in perceptions of HR practices among national, international, and global companies and among the industries of information technology (IT), manufacturing, and services.

Research has also looked into empirical assessment of human resource competencies with data from 12,689 associates of human resource (HR) professionals in 1500 businesses in 109 firms (Ulrich et al., 1995). The research work focused on an extensive assessment of HR competencies. It extended current HR theory and practice in two ways. First, it proposed specific competencies HR professionals may demonstrate to add value to a business. Second, it offered an empirical assessment of how these competencies affect the performance of HR professionals as perceived by their Associates. The results indicate that when HR professionals demonstrate competencies in business knowledge, delivery of HR, and management of change, then HR professionals are perceived by their associates as more effective.

7) Deepak Sharma Integral Review - A Journal of Management, Vol.5 No.2, Dec.-2012- contribution has almost twice the influence on the businesses where it occurs. Strategic Contribution has a 43% impact on business performance, Personal Credibility was found to have 23% impact on business performance, HR Delivery was found to have 18% impact, Business Knowledge was found to have 11% impact and HR Technology was found to have 5% impact on business performance.

8) Roles for HR Professionals: The Model

The model identifies roles that HR professionals are going to play in future to cater to the changing needs of the organizations. Organizational goals and HR Systems and Practices serve as basis from which the roles of HR practitioners are going to emerge. The roles might not be present in same proportion.

Roles for HR Professionals Integral Review - A Journal of Management, Vol.5 No.2, Dec.-2012

9) Deepak Sharma, Integral Review - A Journal of Management, Vol.5 No.2, Dec.-2012, with HR competencies, HR practitioners need to increasingly focus on cross functional excellence such as exposure to other functions and internal customer service orientation. HR departments of tomorrow need to work on formulating policies and systems that are able to develop leadership qualities such as leading from the front, empowering nature, coach and mentor, a role model, value driven and culture sensitive. HR professionals need to work on strategic change management skills such as change positive, creativity, empathy and problem-solving skills.

10) In all organizations but would vary depending on the organizational vision and objectives, sector, environment, competition and competencies required from HR professionals to proactively work on and provide solutions to strategic business issues facing the organization.

Source : Author, 3.1 Roles for HR Professionals in the model : 3.1.1 Strategic Partner:

HR department as a whole and HR professionals have to become a strategic business

partner in developing a highly effective organization by aligning the HR strategy with the business objectives. HR managers should identify weaknesses that are affecting business performance, create value by shaping that organization around business needs, identify the core areas that need attention in terms of people and technology, provide input and take action to increase organizational and individual capabilities. Systems to motivate employees for their long term commitment and stay and improve business and individual performance. HR professionals need to have a total business orientation. They need to be goal-driven and use HRD effectively as a strategic intervention and a future building tool. They must possess a high degree of cross-functional orientation. They need to align HRD very well with business and organizational goals. They have to be vision-driven and futuristic. They need to balance the present with future, short-term and long term systems and spirit.

Conclusions:

1) Three challenges companies face are sustainability, technology, and globalization. Emphasize how managers can more effectively acquire, develop, compensate, and manage the internal and external environment that relates to the management of human resources.

2) Moreover, the key dimensions of the present business environment mainly concentrating on proper access of knowledge, skills and technology up gradation. Where, HRM is considered to be a key player as a Business partner.

3) On the basis of HRM role, some recommendations for effective utilization of human resources in an

organization that can act as a tool for enhancing the competitive advantage of the firms.: (a) to increase the superiority of the firms' managers would provide a framework that not only offers performance measurements, but helps planners to identify what should be done and measured;

(b) To get the best output management should provide better opportunities for their employees truly to implement and execute their modern strategies for business development;

(c) This would lead to efficient to increase the excellence of the firm, Management should offer education and guidance about the development and advancement of their employees.

(d) to improve the firms' competitiveness Managers should develop self-knowledge & skills initially, cooperation with other firms in order to enhance joint development as well as to reduce cultural divergences.

Key dimension for a healthy business environment concentrate on proper accessibility & coordination of knowledge, skills & up gradation of technology.

Suggestions:

1) Socialization activities (such as team building and developmental assignments) help in developing supportive knowledge as a source of sustained competitive advantage.

2) Unlearning, e-learning & training are the essential ingredients of HR development, indirectly leading to a new source of sustained competitive advantage.

3) Maximization of empowering employees, produces long term relationship & sustainable behavioural competencies. Makes strategic behavioural foundation strong and overall darkening of retention are diluted.

4) HRM's role of Business partner, empowers the HR people first, makes strong foundation of HR.

5) HRM in wide sense will be for the people, to the people & through the people.

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PERSPECTIVE OF MANAGEMENT STUDENTS ON ETHICAL VALUES

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ABSTRACT

During the recent past many incidences of major corporations and businesses engaging in unethical practices are under scrutiny of Public and Government and they expect their employee to maintain high standards of ethics. Hence, in the current scenario it is necessary to study how College Students especially Management Institutes perceived ethics, as they are main source of new recruitment and employment due to their fresh knowledge in the field.

Considering all the above mentioned aspect research has been undertaken to explore the order of preference of students on ethical issues and a perspective of Management Students have been analysed on Ethical issues and values.

Key Words: Internal Branding, Employee Branding, Role of HR, HR Factors, MBA Institutes.

INTRODUCTION

Ethics refers to the code of conduct that guides an individual while dealing in a situation. It relates to the social rules that influence people to be honest in dealing with the other people. Ethics are the principle of behavior that distinguishes between the right and the wrong. Ethical conduct confirms with what a group or society, as a whole considers right behavior.(1)

In other words we can say that ethics is a set of moral principles or values that deals with the right and wrong, moral or immoral of human behavior and which guides ones conduct in relation to others.

This set of moral principles varies from individual to individual. At work and College it is important to analyse the student's order of preference of certain attributes of ethics so that they can be molded accordingly to ensure the orderly pattern of family and society at large.

It involves critical reflection on morality and the ability to make an order of preference between the values and to examine the moral dimension of relationships. Morality and values is the individual's view of what is right and wrong.

During the recent past many incidences of major corporations and businesses engaging in unethical practices are under scrutiny of Public and Government and they expect their employee to maintain high standards of ethics. Hence, in the

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1. Murthy CSV (2011). Business Ethics – Text and Cases, Himalaya Publishing House Page no. 3.

Current scenario it is necessary to study how College Students especially Management Institutes perceived ethics, as they are main source of new recruitment and employment due to their fresh knowledge in the field. By gaining knowledge and an insight on order of preference of College Students on ethical issues the College Authority and Prospective employer can assess status of mind of students to make necessary training module and from employer point to view to make necessary policy accordingly.

Considering all the above mentioned aspect it seems prudent to undertake research that explores the order of preference of students on ethical issues.

A survey questionnaire was developed and administered to students enrolled at a Management Students of RTM Nagpur University, Nagpur. The Survey was sent to many students of various Institutes but was responded to at will by those who chose to participate.

This study focuses on five 10 main attributes of Ethics and Value which includes Fairness, Hardwork, Honesty, Integrity, Punctuality, Respect Responsibility, Self Discipline, Sincerity and Trust. All of these focus on ethical values, virtues, or character values. The purpose of the current study are : a) Investigate college students' perceptions and order of preference of ethical values b) Review literature in areas related to ethical values, virtues or character values of college students; d) Use the developed instrument to analyze and describe the status of Management Institutes Student's ethical values; and e) Present conclusions and recommendations from the analysis of the data results.

The primary research question was, "What are the order of preference of Management Students on the ethical values and virtues?"

LITERATURE REVIEW

Because of recent unethical business practices that have made news headlines, the general consensus among many individuals is that professionals in the business field are perceived to be unethical when compared to their non-business counterparts. The supporting literature for this study explores this possible connection and other connections to perceptions of ethics involving gender, age, and business education. In this research, ethics is formally defined as “the discipline dealing with what is good and bad and with moral duty and obligation” (2).

Ethical Values have been discussed all through the centuries including their influence upon education in many different ways.

Ethical values form an important aspect of the life of college students, many times without consciously knowing they are applying them in their different activities of life. Wynne(1998) emphasized, “Many educators are re-discovering an historic truth, that good character and good learning complement each other”(3). Especially now when there are many different codes of ethics that people follow in order to behave appropriately within Organisations and society. Nevertheless, it is not a matter of law; it is a matter of wholeness and inner success where virtues pertain to people and the live they lead (4).

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Ethical values are recognized as valuable but are not always applied in the proper manner into life (Bennett, 1992, Conroy, 2000; DeRoche& Williams, 2001; Devettere, 2002; Hays, 1994; McBeath& Webb, 2002; Oksenberg, 1993; Rodriquez, 1996; Springer, 2000; Wilson, 1993). One of the best places to learn and to apply ethical values is most likely in education and college is the highest level (Edwards, 1996; Eisenberg, 1999; Hutchison, 2002; McNeel, 1994; Morrill, 1980; O’Flaherty & Gleeson, 2004; Pascarella&Terenzini, 1991; Rest & Narvaez, 1994; Vessels, 1998; Yeazell& Johnson, 1998)(5)

When researchers are talking about ethics, to know what ethical values are included in ethics results as an interesting clue because there are so many ethical values that may be considered. Therefore, it was a challenge after an extended literature review to summarize the many different classifications that people have generated related to character values, traits, or strengths, also to virtues, moral values, and ethical values.

It was the intention of this literature review to summarize the most relevant ones according to the focus of this study. Mercader, Victor, "Study of the ethical values of college students" (2006). Graduate School Theses and Dissertations has summarized in his dissertation list values for choosing the selected values used in the proposed study. From that list we have identified 10 virtues on which the students were evaluated and asked to rank in order of their preference which comprises of Fairness, Hardwork, Honesty, Integrity, Punctuality, Respect, Responsibility, Self Discipline, Sincerity and Trust.

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5. Mercader, Victor, "Study of the ethical values of college students" (2006). Graduate School Theses and Dissertations.

The analysis of all these lists in context with an extensive literature review has validated the selected ethical values that were part of the questionnaire developed for this research. It also provided a strong basis for a more open-minded and widespread knowledge base regarding the variety of ethical values, character strengths, and traits.

OBJECTIVES OF THE STUDY

- a) Investigate college students' perceptions and order of preference of ethical values
- b) Review literature in areas related to ethical values, virtues or character values of college students;
- c) Present conclusions and recommendations from the analysis of the data results.

RESEARCH METHODOLOGY

An Exploratory Research has been carried out and reported in the present Paper. A survey was conducted at Management Institutes of Nagpur City affiliated to Rashtrasant Tukdoji Maharaj Nagpur University. Survey questionnaire was developed and administered to students enrolled at these Management Institutes. Pre designed questionnaire and pre structured interview schedules was canvassed for collecting primary data from the students and Total 130 Questionnaire Survey Collected from the Students of Management Institute affiliated to RTM Nagpur University and located at Nagpur. Sampling is done with the help of random Sampling and cluster Sampling Method. The data was collected through Primary and Secondary Sources. The Secondary Sources were also conducted and the study reviews a summary of 28 list of values or character strengths proposed by various authors and as well as the opinion by others who are not a part of any given list. And from this list 10 were identified to assess the above areas of research was developed. This instrument can be made use of other researchers to utilize or to conduct further research as a consequences of this study's finding and analysis.

DATA ANALYSIS AND RESEARCH FINDINGS

After the survey questionnaires were administered, useful data were collected, organized, summarized, and meaningful descriptive statistics of the sample population are extracted gender wise. The details of which is given hereunder:

Table No. 1: Descriptive Statistics

		Gender		
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	57	35.2	35.2	35.2
Valid Female	105	64.8	64.8	100.0
Total	162	100.0	100.0	

As seen from the tables mentioned above out of the total sample Female are in majority who opted voluntary for this survey the total percentage of which goes to 64.8% and the Male students Percentage ratio is 35.2%

For analyzing the Order of Preference of ethical values of Male and Female. The data

Table No. 3 : Response of the Respondents

Ethical Values	1	2	3	4	5	6	7	8	9	10
Fairness	18	6	6	3	3	9	36	18	12	51
Hardwork	30	18	18	15	15	3	18	12	27	6
Honesty	36	12	24	15	9	15	6	21	18	6
Integrity	18	12	15	9	9	21	21	15	6	36
Punctuality	3	21	12	12	33	3	12	33	21	12
Respect	18	18	12	33	12	15	18	12	15	9
Responsibility	3	12	30	15	9	36	9	27	18	3
Self Discipline	3	15	18	21	27	24	15	18	15	6
Sincerity	21	21	0	18	27	15	21	9	21	9
Trust	9	24	27	9	18	36	9	3	9	18

The responses collected from the students were analyzed as to how they rank the above mentioned ethical value in their order of Preference. The scale on which the respondents have ranked is 1- Most Preferred to 10- Least Preferred.

Then the response of Male and Female was analysed separately so as to have a clear idea of their preferential rank order. The detail of which is given hereunder :

Table No. 3: Summarised Rank Order

Summarized Rank Order	General	Male	Female
Fairness	1143	348	795
Hardwork	798	252	546
Honesty	759	309	450
Integrity	975	306	669
Punctuality	969	342	627
Respect	819	288	531
Responsibility	909	336	573
Self Discipline	894	339	555
Sincerity	858	357	501
Trust	828	291	537

As per the scale given for order of preference wherein 1 stands for Most Preferred and 10 – Least Preferred. We can refer the above mentioned table and analysed that the ethical attribute which has scored less marks has been most preferred by the respondents and the attributes which has highest marks has been least preferred by the respondents.

Hence on the basis of above evaluation and calculation we can conclude that the order of preference generally vary from Girls to Boys as can be given in the below mentioned table:

Order of Preference	Order of preference of Female	Order of preference of Female
1.	Honesty	Hardwork
2.	Sincerity	Respect
3.	Respect	Trust
4.	Trust	Integrity
5.	Hardwork	Honesty
6.	Self Discipline	Responsibility

Order of Preference	Order of preference of Female	Order of preference of Female
7.	Responsibility	Self Discipline
8.	Punctuality	Punctuality
9.	Integrity	Fairness
10.	Fairness	Sincerity

CONCLUSION

The purpose of this study was to determine the college students' perception of ethics using 10 Factors. These Factors were : (1) Fairness (2) Hardwork (3) Honesty (4) Integrity (5) Punctuality (6) Respect (7) Responsibility (8) Self Discipline (9) Sincerity (10) Trust. The findings in this study presented in the manner of order of Preference of Students of Management Institutes has practical implications for both academic and professional worlds

From the data analysis we can conclude that the perception of Management Students vary with the gender but there are common factors like Honesty, Hardwork, Trust and Respect which comes in their priority list. This indeed is a happy news for Corporate and businesses that are hiring the freshers that they have a strong ethical nature and awareness and they have the capability to shape the future and we can expect a corruption free moral behavior in the professional field.

CONTRIBUTIONS OF RESEARCH

The main contribution of this study lies in its being among the early studies on ethics specifically on Management students of Nagpur City affiliated to RTM Nagpur University, Nagpur. This study also helps to enrich the literature on ethics in particular and understanding the order of preference of Management Students on Ethics. The research contributes as guidelines for academics. The guidelines can lead to enhancement of teaching material and making the training module as per the preference of the Students as well as it will help in improvement of the syllabus and curriculum of ethics courses. This research will help the Business person to understand the perception of students on ethical value and order of preference of student's gender wise so that they can be inducted and trained accordingly to fulfill the ethical goal of the Organisation and ensure the prevailing of ethical practices at work place.

LIMITATION AND SCOPE FOR FUTURE RESEARCH

Only Management Students of RTM Nagpur University participated with the sample population. All data collection was by questionnaire and no interviews of students occurred.

An exploratory data analysis conducted on the data set revealed several important research findings. While the current research provides a macro view of how college students perceived ethics on campus, future research will focus on a more in-depth examination of the differences in their perception with regard to their gender, academic discipline, and student classification. Future research would involve confirmatory data analysis and bivariate cross tabulation to investigate the cross-classification of ethical behaviors with each of the variable.

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BUSINESS EXCELLENCE WITH INDIANISM: AN EPITOME TO GLOBAL LEADERSHIP

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ABSTRACT

A leader must be trust worthy, reliable to focus on predetermination, loveable and affectionate. Most of these qualities are visible in Indians. The person who is having these qualities of leadership can have ample chances to create novice leaders. Indians are proven that they are celebrated for “value oriented leadership” there by a special recognition for them is named after as ‘The India Way’. At the time of difficulties faced by international market, others also track the Indian strategies and globally, most of the countries have been ready to adopt the Indian leadership styles for the future course of efficacies. Strategies in every organisation in association with competencies and innovations are pretty famous in the global market and the results expected from these strategies are considerably adroit for that instance. As a matter of fact, the consistency of the success has become very critical because the value orientation in the business is not given any importance at global level. Indian leaders’ insight on values associated with employee development at every trait, furnishment of social responsibility, increased levels of determination & commitment, fair competition, relationship building, promising principles and insight on poor segment have made them to make waves in their respective areas of specialisation. This review paper discusses the elements that are directly and indirectly influence the growth of the business with the views, statements and experiences of epitomised Indian leaders

Key words: Indianism, Value orientation, Social responsibility, Determination, Relationship building

I. INTRODUCTION

Indians play an imperative role in driving the international organizations and teaching in the exceptional

Management schools. Now-a-days thinking like Indians is a primary prerequisite to the unswerving growth. It is the spanking a new success mantra discovered by 'The India system'. Many players in the international market show their way of achieving the desired results. To name a few are Indra Krishna Murthy Nooyi, Chairman-CEO, Pepsico; Santhan Narayan, President, CEO, Adobe systems; Ajay pal singh Banga, President, CEO Master card; Harish Manwani, Chief operating officer, Unilever; Anshujain CO, CEO, Daish bank

There are several other personnel included in this list. Internationally, so many organizations have employed Indians in anticipation of their successful leadership. Many crores of turnovers are effortlessly carried out by Indian leaders with apposite strategic decisions which affect the worldwide business. **Indians are making the country proud by getting top jobs despite tough competition. Its very exiting to hear that a top Indian-American executive at Citigroup Neeraj Sahai was appointed president of Standard & Poor's Ratings Services, while Beverages giant Coca Cola elevated India-born Atul Singh as the president of its Asian operations with effect from January 1 this year, another Indian Venkatesh Kini, currently Deputy BU (Business Unit) President, India & South West Asia (INSWA), will be appointed Business Unit President, INSWA.** The same sort of standing is sustained in the educational sector in the way of teaching business administration in many universities like Harvard business school and enlightens globally with their leadership qualities. On the other hand, dynamism shown by our Indian leaders in the management of gigantic companies such as Pepsico, Adobe evicted to be the most successful business leaders by showing the path to the successors by consigning their cherished facet. Thoughtful activities in supplanting actions at the time of catastrophies make any leader indomitable. Indian professionals show their work competence in many ways like the decisions taken at the time of inflation, recession and crisis, by giving more priority to the values, rapid adoptions of change, working with team and the acquisition of advices, trust and coherence. Globally, our CEOs are included both in the world wide highest salaries received list and in the progression of knowledge management teachers.

As Japanese are pretty famous for their group effort, Americans are illustrious for their marketing strategies and Britishers are renowned for their dignity, Indians are also proven that they are celebrated for "value oriented leadership" there by a special recognition for them is named after as 'The India Way'. At the time of difficulties faced by international market, others follow the Indian strategies. So many market leaders of America are also browbeaten at the time of drastic economic problems and in search of alternative leadership principles doting on other countries, their vision is focussed on Indians which led to a research on Indianism. This review paper discusses the elements that are directly and indirectly influence the growth of the business with the views, statements and experiences of epitomised Indian leaders.

II. ULTIMATE LEADERSHIP:

A. Making Leaders

The factual definition for leadership is given by Indians. A leader must be trust worthy, reliable to focus on predetermination, loveable and affectionate. Most of these qualities are visible in Indians. The person who is having these qualities of leadership can have ample chances to create novice leaders. For illustration, IndraNooyi, CEO Pepsi Co has created almost 12000 leaders under her leadership is turned out to be a factory for leaders. She proudly announced that the company has five highly experienced specialists who are always observant for every work at every phase by being stimulated with the philosophy of “performance with purpose”. Performance capacity is an important factor which should not be either overestimated or underestimated and on the other hand, appropriate usage of the same leads to productive output which gives complete sense of meaning.

When a painter draws a diagram or a picture on a road it is not a matter that how fastly does he draws and but how beautiful it is, at the time the picture’s maximum life time is 24 hrs as it is painted on road and only a few who cross that picture can see that. If that picture is drawn on a canvas, it will reach to the vision of every country and there by it makes glad to everyone by hosting the art gallery. This is nothing but “performance with purpose”. People who have the forecasting substance can only enormously act on the situation.

B. Employee Development

Conception of leaders is exactly the dream of Indians. Normally, when there is a need for new skills, so many international organizations terminate the old and hire the new staff. No Indian organization tends do such as Indian leaders never behave like a malicious persons but search the ways to make the most of the employees. Unlike other country professionals, Indian’s forte is that they can convert even an ordinary person into highly efficient specialised by giving pertinent training and development. Tata consultancy services give 7-8 months training to their employees in their respective ares of specialisation as well as in personality development focussed on professional ethics and team workmanship. HCL gives the agenda with a statement named “employee first” and the vice chairman proudly says “we destroy the office of a CEO”. The employees here do have chances to measure the capacity of superiors where superiors are responsible to their subordinates and the role furnished by CEO office is shared much by them. The statement “authority of an employee” is heard in the organizations in which the most number of Indians exist. A book on the Indian way which was published by Harvard business press suggests that the principles of Indians can be followed by every American company. Peter Kapelli, Harbeer Singh group discovered the importance of the principle and its impact on productivity and discussed with so many supervisors of many organizations about its execution and applicability. Globally,

most of the countries have been ready to adopt the Indian leadership styles for the future course of efficacies.

III. SOCIAL RESPONSIBILITY AS AN IMPORTANT ELEMENT :

- Though Anil Ambani had to go to overseas on an urgent business convention at the time of terrorism attacked on Mumbai, he postponed his tour not because of the threats of insecurity but to give a hand in hand to the sufferers at the time of destruction.
- The primary reason for showing much interest and taking up the project called aadhar duty by the Nandan Nilekani is considerably a part of social responsibility that has tresspassed many of his opportunities which gives 1000 times more earnings and experience in IT sector.
- Area of expertise is distinguished when Indians can amalgamate the market targets with social responsibility. Ambani has made the significant changes in communication sector especially in cell phone services that are provided on par with the price of a post card.
- Ratan Tata's ideas are built to reach the normal person who is able to consume one lakh rupee car, inexpensive water filter and etc which will certainly helpful to Indian customers.
- Master card CEO Ajay Bhanga said that if we promote the usage of plastic money, there will be a chance of transparency in economic affairs and in turn the same may be a good suggestion to the Indian government in eliminating the corruption.
- Unilever CEO Harish Manwani who has a habit of visiting nearby super markets whenever time permits strongly denied the opinion that market is separate, social responsibility is separate. He says that business with social responsibility is an authentic business. Unilever in India promotes their products to the backward regions in the name of 'operation Shakthi'. In consideration with the principles of microfinance, they make transactions in rural areas which are turned out to be a way-out to meet the customers directly inspite of sitting in AC rooms which ofcourseinturn are resulted into the profit making activities for self- help groups.

IV. EPITOMISED PIONEERS:

A. Determination and Commitment with Normal Lifestyle

Indians do not only dine in star hotels and but also taste the tea in a normal hotel. He can either drop in Benz or travel on a scooter. They can talk with oxford pronunciation as well as in a rural language. Indianism supposes that a leader must have to know about both perspectives in a life to win. Internationally many famous Indian business leaders start their life like a layman but conquered the glory. The Dan & Bradsheet chairman Sara Mathyu reached that position by showing strong determination and commitment towards work. After getting married, she went to America with her husband and joined in Procter

& Gamble as an assistant supervisor. She has worked there approximately for 18 years in different positions. After that she undertook the responsibilities of Dan & Bradstreet as CEO. She made strategies for the expansions and diversifications which were productive enough and she states the reasons for the success are to accept the failures so that only solutions are produced by us.

Deepak Jain, who is a dean for most famous Kellogg School of Management, having come from a poor family in Assam, did not have money even to buy books and collected the donations for buying ticket going for America. The same person has become a key person for United Airlines board of directors with a commitment of the work. He stated that after completing the five decades, earning phase is stopped and sharing phase is started. He established an educational institution for the weaker sections and motivating them by teaching several business principles.

The name 'Vikram Pandit' is known to everyone in the business world because he changes the Citibank from losses to profits. Indian government awarded him with 'Padmabhushan' as he is in the list of American richest persons. But his lifestyle is like a real Indian. Gandhi mark of Indian business leaders is a new lesson for humble phase of management students.

Daish Bank co-chairman, Ansh Jain has been working for one and half decade. Growth of the bank graph and his career graph are similar in nature. He is the one among a few that can give suggestions to Warren Buffet. He is listed in the professionals getting highest salaries in Germany. But there is no pride in his life style for he leads a normal life and keeps himself a way away to luxuries.

B. Healthy Competition

Santhannarayan of Adobe organization said that there are so many hardships. There is a huge competition which is not seen before. Also there are so many opportunities for those who produce an ultimate product. He studied in Hyderabad public school and completed his engineering in O.U. as everybody does. Interestingly he went to America with some pickle bottles in a brief case. As Darwin said "struggle for existence" to lead a life anywhere, one has to adopt the changes quickly rather than the importance to be given to their intellectuality. Santhan follows this principle and extended his services with the same commitment to the software businesses like Acrobat, Photoshop etc and he established a company in a different manner successfully and believes much in competing without cheating attitude but certainly with a healthy competition. As mounting huge competition, the marketing specialization and strategies will bounce back to success unlike going for the worst provisions that one can take over the opportunities of others. Indian management mostly avoids this type of competencies.

C. Relationship Building

How nice it is to take the words of K.Narayana Murthy into consideration that though he has only 5% of shares in Infosys, having 100% of relationships with it is a motivating factor to him that could take back him to Infosys again and work without any flaws. We can notice this type of emotional attachment only in Indians.

VALUE ORIENTATION:

A. Promising Principles

Likewise MLAs to presidents take oath before obtaining the duties, the graduates who seeking jobs in management should take an oath. Indians give more value to the word 'promise' (or) 'oath'. Harvard business school dean NitinNohriya tries to make that common minimum principle to worldwide. He suggests 'MBA oath'. I must do my duty with trust & coherence. I must help my shareholders, customers etc. Totally, I must help the social needs. It is a brief description of oath forum which was started from Harvard business school students. This oath program became a programme of world-wide. He is considered as one of the 50 persons in the world's most powerful management leaders. If we come across creativity, Indians show their versatile talents.

Sunil Kumar, who is the dean of Chicago booth school of business create a little field technologies. This can be used by so many operations management students worldwide.

B. Keen Insight on Poor

C.K Prahlad is an industrialist who buys the business ideas from richest persons to normal persons. He finds a principle called 'bottom of the pyramid' in which the character of an intellectual is his vision that should concentrate on more people who buy the products available at low cost but not on the rich people who buy less number of products. This was acknowledged by international business world.

V. PHENOMENONS OF SUCCESSFUL INDIAN MANAGERS

- There is naturally a huge competition in a highly growing sector and chances are more for failure. Similarly, if we select a new sector or a new path leads to success- VikramPandit, Former CEO, Citibank
- When I am in duty, I give equal priority to costliest corridor in London head- quarters and Indian roads. A leader must focus on targets not on facilities.- Harish manwani, CEO, Unilever
- Life is not a 100m run or 1000m run take it granted that it is 10,000m run. I give suggestions to students by focusing on this view. Better not to run after the market instead promote with core competancies and the market will follow you. There should be an equal importance for values and specialties.- Nitinnohrya, Dean, Harvard business school

- The rate of importance that we give to both failure and success should be identical. If anyone ignores both of these leads to incur losses. - SanthanuNaryana.
- By thinking we form commitment, by commitment we could understand the business and if we have utmost commitment then we will get utmost business.
- Competition is compulsory, we must be in the race of competition but it is not with anyone else. Better compete with ourselves in pure productivity and creative thinking. If we compete only with others, our ego will increase but not purity.
- A real leader should create more leaders but not followers.
- A strong pre- planned person has the knowledge on predetermined course of action. A leader must trust his follower so as the follower does have the same where the trust is the main pillar for any development of organization.
- Leader's affection should not be artificial which may be caught before long. Affectionate instruction and direction will certainly accomplish the objective.
- I must do the work in a different manner and in a powerful way for which I must work hard. I spare half of my life time to that. In my point of view, a company should not only hires the people but also give a great career.-Indranooyi, CEO, pepsi
- I don't belong to a rich family. My father is a normal government officer. He is a trust oriented person. He shared certain assets associated with values and an ultimate discipline to us.- Anshjain, CO-CEO, Daish bank
- As a leader, I trust my followers. Trust & reverence are the primary characteristics of a leader. The secret for my growth from clerk to chairman position is this.- Sara mathyu, CEO, Dan & Bradsheet

VI. CONCLUSION

Strategies in every organisation in association with competencies and innovations are pretty famous in the global market and the results expected from these strategies are considerably adroit for that instance. As a matter of fact, the consistency of the success has become very critical because the value orientation in the business is not given any importance at global level. Indian leaders' insight on values associated with employee development at every trait, furnishment of social responsibility, increased levels of determination & commitment, fair competition, relationship building, promising principles and insight on poor segment have made them to make waves in their respective areas of specialisation. A review on the philosophies of Indian leadership does not exclusively appreciate Indians but to make an emphasis on certain values are made must especially while marketing the products in our country. It can also be dexterous enough if the same is followed by other countries in accordance with the demographical, geographical and psychographical

conditions of the place that the organisation is trying to promote their products. Further study may be carried out to evaluate different business units and their performance relationship with value oriented management.

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“A STUDY OF HIGH EMPLOYEE TURNOVER EXISTING IN INDIAN PHARMACEUTICAL INDUSTRY AS COMPARED TO MULTINATIONAL PHARMACEUTICAL COMPANIES IN INDIA” (WITH SPECIAL REFERENCE TO NAGPUR AND WARDHA REGION)

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Abstract

The Pharmaceutical industry plays a vital role in the economic development of a country. This study attempts to evaluate turnover causes among employees in different pharmaceutical companies. It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. The result shows that salary, promotion, Training, and nature of work are the most important factors contributing to job satisfaction. The overall job satisfaction of the employees in Multinational pharmaceutical sector is at the positive level but same is not with the Indian pharmaceutical employees. The nature of business operation, the work culture and the level of job satisfaction have undergone sea change for the pharmaceutical companies. The tools used are Mean, Standard deviation, Z- Test and Karl Pearson’s coefficient of Correlation. The study highlights some of these problems and presents a picture of level of turnover intention among employees of pharmaceutical companies.

Keywords: Turnover intention, Pharmaceutical Industry, Employees

Introduction

The Success for any organization and labour productivity are significantly affected by employee turnover and that is why it has been one of the most interesting areas of study. Hence it is important to assess and understand avoidable employee turnover. Turnover intention is the thoughts of the employee regarding voluntarily leaving the organization. **The intention of quit is the most crucial and immediate antecedents of turnover decisions.**

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

People management is a key aspect of organisational development. This emanated from the recognition that the human resources of an organization and the organisation itself are tantamount. A successful business organisation usually considers the average employees as the primary source of productivity gains. These

organisations believe employees rather than capital as the core foundation of the business and contributors to firm development. To ensure the achievement of firm objective, the organisation maintains an atmosphere of commitment and cooperation for its employees through policies that ensures employee satisfaction. Satisfaction of human resource results in highly motivated employees. Motivated employees then develop devotion and commitment to the firm ensuing to greater productivity and lower turnover rates.

However, even with the pervasive recognition of the importance of facilitating the relationship between job satisfaction and motivation in facilitating organizational commitment, there are varying viewpoint on the means of accomplishing it. The first strategy is to use wage increases to link job satisfaction and motivation to organizational commitment. With the recognition that this is not sufficient to bring about motivation uttered in job satisfaction, other perspectives like training and skills development of employees can be applied through appropriate policies.

Objectives for the Study

The following objectives were set for the study

1. To study and compare the turnover intention among Indian and Multinational Pharmaceutical employees.
2. To study the extent of impact of Pay satisfaction on employee turnover intention among Indian and Multinational Pharmaceutical employees.
3. To identify whether there is significant relationship between supervision and turnover intention among Indian and multinational pharmaceuticals employees.
4. To study the impact of Promotional opportunity on employee turnover intention among Indian and multinational pharmaceuticals employees.

Research Methodology

HYPOTHESIS

Ho. There is no significant difference between turnover intention among Indian and Multinational Pharmaceuticals employees.

H1. There is significant difference between turnover intention among Indian and Multinational Pharmaceuticals employees.

Ho2. There is no significant difference between pay satisfaction among Indian and Multinational Pharmaceuticals employees.

H2. There is significant difference between pay satisfaction among Indian and Multinational Pharmaceuticals employees.

Ho3. There is no significant difference between supervision among Indian and Multinational Pharmaceuticals employees.

H3. There is significant difference between supervision among Indian and Multinational Pharmaceuticals employees.

Ho4. There is no significant difference between promotional opportunity among Indian and Multinational Pharmaceuticals employees.

H4. There is significant difference between promotional opportunity among Indian and Multinational Pharmaceuticals employees.

Sampling Technique -The sampling technique used was convenient sampling which is a non-probability sampling technique.

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

S. No	Indian	Multinational
1.	Apex lab ltd	Ranbaxy
2.	Ayulab	Lupin
3.	Apium	Dr. Reddy
4.	Acia lab ltd	Novartis
5.	DupenPharma Ltd	Glenmark
6.	ElanPharma ltd	GlaxoSmithline
7.	G-Next lab	Abbot Health Care
8.	Galanic Pharmaceutical ltd	Pfizer
9.	Heramb Healthcare Ltd	Mudi Mondi Pharma
10.	Innovac Lab	German Remedies
11.	Kanad Lab	Cadila
12.	Kay Kay	Elder
13.	Solumix	MSD Pharma
14.	Solvay	Biogenex
15.	Hindustan Latix Ltd	USV Ltd
16.	Indoss Life Sciences	Watson Pharma
17.	Leolife Sciences Ltd	Stedman Pharma
18.	Senex Pharmaceuticals	Excel Life Science
19.	TTK Healthcare Ltd	Smith Life Science
20.	Varent Life Sciences	Novo Nordisk

21.	Omnicare Medicaments	AstraZeneca
22.	Organon India Ltd	Bristol Myers Squibb
23.	P&B Laboratories	Akumentis Healthcare Ltd
24.	Sucheta Laboratories Pvt Ltd	Knoll Magnus
25.	GlenmarkPharma Ltd	Knoll Pharma
26.	J.K. Ansell Ltd	Glowderma Lab
27.	MacleodsPharma Ltd	Eris Life Science Pvt Ltd
28.	JuggatPharma	Aventis
29.	Zuventus Healthcare Ltd	Merck
30.	Fourrts India Lab Pvt. Ltd	Eli Lilly Pharmaceuticals

Indian Pharmaceuticals companies

31	Biodyne Remedies
32	Wanbury Ltd
33	Praise Pharma
34	H & H Pharmaceuticals
35	Meridian Medicine Pharma
36	Quick Heal Life Science
37	Hetero Healthcare
38	Sanat Product Ltd
39	I-Med Health Care
40	LasorPharma
41	Dr. Sabharwals
42	Meyer OTC
43	Molecule(India)
44	Neon Lab Ltd
45	Tablet India
46	VHB Life Science
47	Aristo Pharma
48	YashPharma
49	SystopicPharma
50	Ipca Lab

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	

Data analysis and Interpretation

Age wise distribution of employees in both the groups

Age Group(Yrs)	MNC Group	Indian Group	χ^2 -value	p-value
21-30	67 (44.67%)	61 (40.67%)	0.50	0.77 NS,p>0.05
31-40	78 (52%)	84 (56%)		
41-50	5 (3.33%)	5 (3.33%)		
Total	150 (100%)	150 (100%)		
Mean Age	31.22	31.57		
SD	4.95	4.74		
Range	23-45 yrs	24-45 yrs		

The above table shows that employees between age group of 21-30 years are 44.67% in MNCs and 40.67% in Indian Pharmaceuticals. In age group of 31-40 the employees found in MNCs were 52% whereas in Indian Pharmaceuticals 56%. In the age group of 41-50 the percentage of employees in both groups were found same. The mean of the MNCs were found 31.22 whereas in case of Indian it has been found 31.57.

By using Chi square test and examining the value of test and P we can say that there is no statistically difference found in the ages of employees working in stated groups under stud

Comparison of Turn Over intention in MNC and Indian employees group.

Group	N	Mean	Std. Deviation	Std. Error Mean	Mean Difference	Z-value	p-value
MNC	150	10.46	2.04	0.16	3.92	14.45	0.000 S,p<0.05
Indian	150	14.38	2.61	0.21			

The above table shows that mean of the turnover intention in MNCs employee is 10.46 with standard deviation of 2.04 whereas in Indian Pharmaceutical employees the value of mean is 14.38 with standard deviation of 2.61. The difference of mean is 3.92

By using z test and examining the value of p it is clear that statistically significant difference exists in turnover intention of both the groups of employees.

Karl Pearson's coefficient of Correlation

Relation between Pay, Supervision, Promotion and Turnover Intention Correlation is significant at 0.05 level

Independent Variables	MNC Group		Indian Group	
	Correlation 'r'	p-value	Correlation 'r'	p-value
Pay Satisfaction	-0.478	0.034	-0.870	0.008
Supervision Satisfaction	-0.011	0.060	-0.013	0.070
Promotion Satisfaction	-0.060	0.008	-0.774	0.030

1.The Karl Pearson's coefficient of Correlation calculated above gives value of $r=-0.478$ and $p=0.034$ which indicates that there is a very low degree of negative correlation between Pay satisfaction and Turnover intention among MNCs employees.

However the values of $r=-0.870$ and $p=0.008$ indicates that there is significant and negative correlation between pay satisfaction and turnover intention among Indian Pharmaceutical employees.

2.The Karl Pearson's coefficient of Correlation calculated above gives value of $r=-0.011$ and $p=0.060$ which indicates that there is a very low degree of negative correlation between Supervision satisfaction and Turnover intention among MNCs employees.

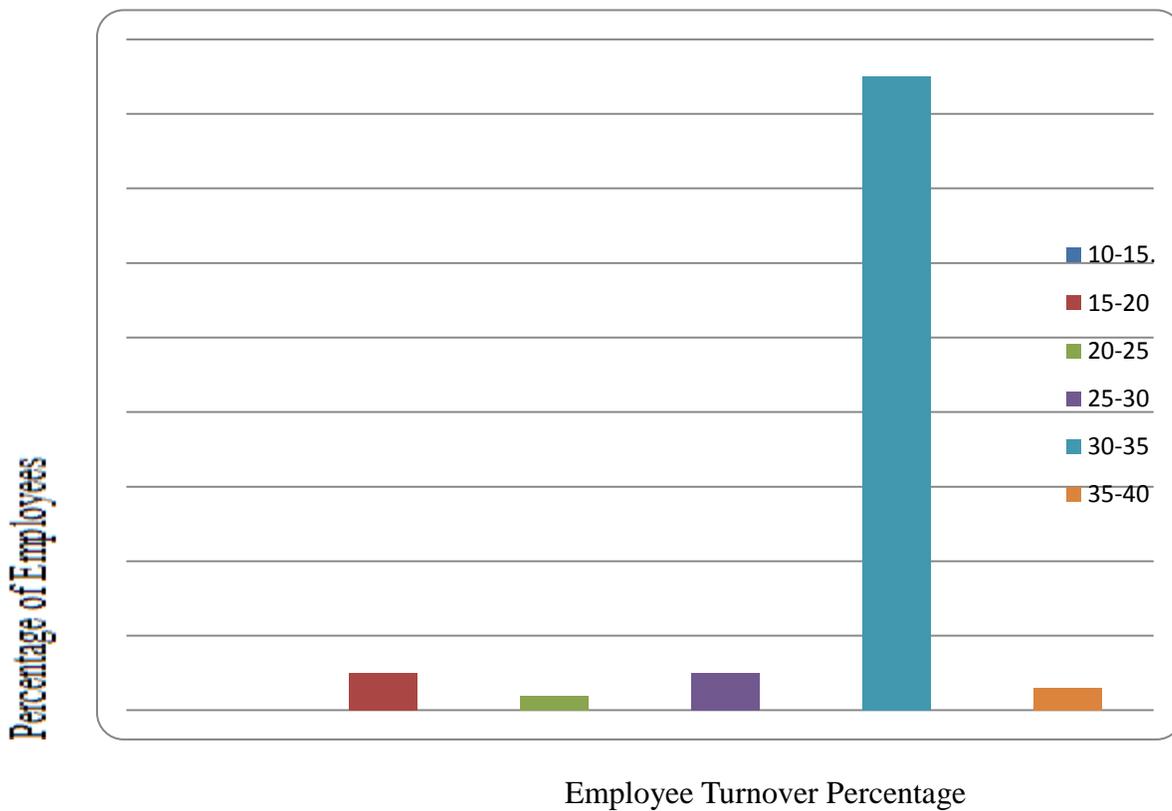
Again the values of $r=-0.013$ and $p=0.070$ also indicates that there is significantly low negative

correlation between Supervision satisfaction and turnover intention among Indian Pharmaceutical employees.

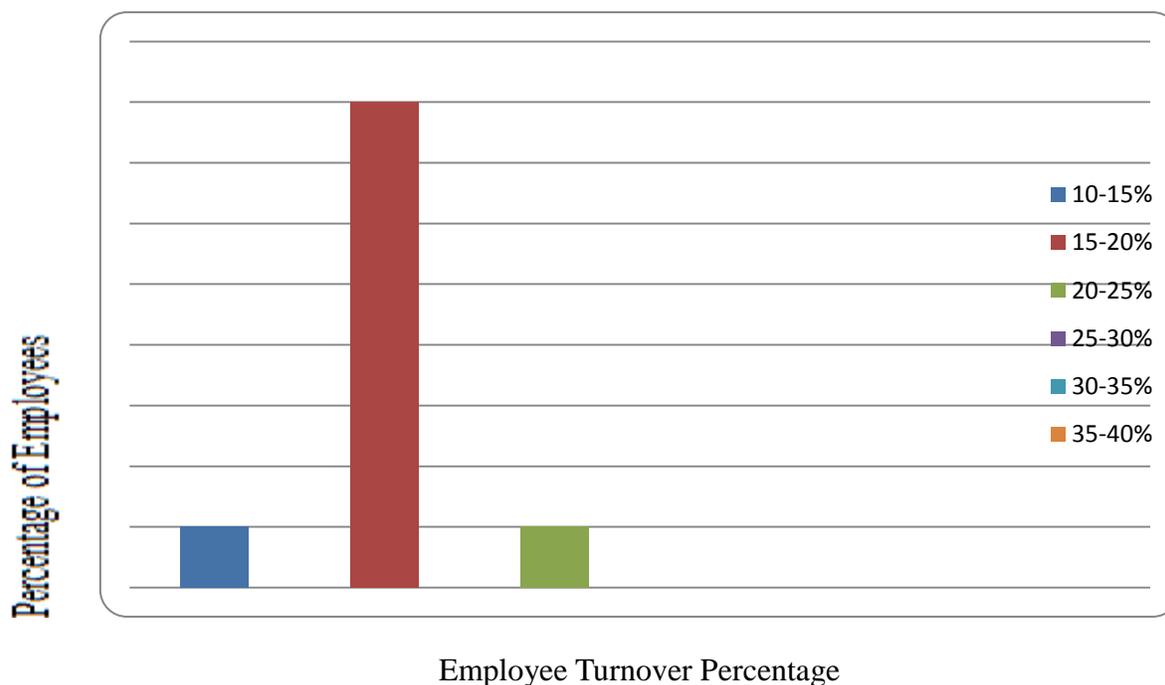
3. The Karl Pearson's coefficient of Correlation calculated above gives value of $r=-0.060$ and $p=0.008$ which indicates that there is a very low degree of negative correlation between Promotion satisfaction and Turnover intention among MNCs employees.

However the values of $r=-0.774$ and $p=0.030$ indicates that there is significantly negative correlation between Promotion satisfaction and turnover intention among Indian Pharmaceutical employee.

Graph indicating employee turnover percentage in both Groups



The above graph shows that in Indian Pharmaceutical employee turnover is reflected as 30-35% according to majority (85%) of respondent's opinion.



The above graph shows that in Multinational Pharmaceutical employee turnover is reflected as 15-20% according to majority (80%) of respondents opinion.

Findings and conclusion

1. From the data analysis it is very clear that the employees in Indian Pharmaceutical are looking to switch to other organization whereas such intention is not prevailing in the minds of employee who are working in the Multinational Pharmaceuticals.
2. Indian employees are not happy with their income when they compare it with others. They feel the efforts which they are undertaking is not rewarded properly and the other benefits like incentives are also not satisfactory. However employees in MNCs are quite satisfied from their salary and other benefits.
3. Very less difference in the supervision satisfaction of the employees working in Indian and multinational Pharmaceutical companies.

The employees in Indian Pharmaceuticals are not satisfied with the promotional policies. On the other hand MNCs employees are quite happy with the transparency maintained in the promotions and feel it is based on the ability factor.

4. The multinational Pharmaceutical companies are having more division and bigger portfolio hence the employees have more chances of promotion as compared to Indian Pharmaceutical companies. Hence promotional opportunity exists more in Multinational companies which act as reason of job switching for Indian Pharmaceutical employees.

Implication of the Study

Based on the conclusions derived after the in-depth and comprehensive study, following implications can be made for checking employee turnover. Employee retention is vital to the long term health and success of any business organization as the organizations spend so much in the recruitment and their initial and ongoing training of the employees. Organizational issues such as time and investment involved in training; knowledge lost due to employee turnover; mourning and insecure coworkers and a costly replacement of candidate costs a lot to the organization. To reduce employee's turnover intention is the major organizational challenge for human resource department in almost every country, for this purpose human resource department engages employees in fair motivational activities. To analyze employee's turnover intention determinants are observed through statistical tests. This study strongly indicate that less Pay satisfaction and promotional opportunity are important factors for employee's turnover intention . So directors of human resource department should take significant measures for overcoming such issues so as to strengthen the employee tenure.

The study will benefit the Pharmaceutical companies which are facing issue of high employee turnover by understanding the factors which affect the psychology of their employees.

The organizations apart from Pharmaceutical where the problem of high employee turnover exists would be benefited by understanding the turnover intention which is antecedent of employee turnover.

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“CONTRIBUTION OF YOGNIDRA IN INCREASING THE WORK PRODUCTIVITY”.

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Abstract:-

Everyone needs an extraordinary Wealth that adds to the spirit of healthy and wonderful working habits Which Will result fibulas out come in minimum human effort.

Effective Employee must be willing and able to work on the team & Also Gives higher productivity to the organization because human being is one of most precious resource for organization & it can't be replace by one another.

Effective employee is good at the 5 C's:

- **Cooperating**
- Coordinating
- Communicating
- Comforting (psych support)
- Conflict resolving

Productivity has now become an everyday watch word. It is crucial to the welfare of industrial firm as well as for the economic progress of the country. High productivity refers to doing the work in a shortest possible time with least expenditure on inputs without sacrificing quality and with minimum wastage of resources.

European Productivity Agency (EPA) has defined productivity as, “Productivity is an attitude of mind. It is the mentality of progress, of the constant improvements of that which exists. It is the certainty of being able to do better today than yesterday and continuously. It is the constant adaptation of economic and social life to changing conditions. It is the continual effort to apply new techniques and methods. It is the faith in progress.”

A major problem with productivity is that it means many things to many people. Economists determine it from Gross National Product (GNP), managers view it as cost cutting and speed up, Engineers think of it in terms of more output per hour. But generally accepted meaning is that it is the relationship between goods and services produced and the resources employed in their production. Organization Going for numbers of Tanning & Development Program to improve productivity of organization, Simple way to improve productivity of individual employee with the help of “YOGNIDRA”

Key words:-Yognidra, Limb of Yoga, Internalization, Sankalp, Rotation of consciousness, Breathe awareness, Manifestation of opposites, Creative visualization, Sankalp and Externalization.

Introduction :-

What Is Stress?

- ▶ Stress is the body's automatic response to any physical or mental demand placed on it.
- ▶ Adrenaline is a chemical naturally produced in our body as a response to stress.
- ▶ Fight or Flight response is elicited.

It is finding that all stress is not bad

- ▶ Moderate levels of stress may actually improve performance and efficiency
- ▶ Too little stress may result in boredom
- ▶ Too much stress may cause an unproductive anxiety level

The state of the mind and that of the body are intimately related. If the mind is relaxed, the muscles in the body will also be relaxed. Stress produces a state of physical and mental tension. Yoga, developed thousands of years ago, is recognized as a form of mind-body medicine. In yoga, physical postures and breathing exercises improve muscle strength, flexibility, blood circulation and oxygen uptake as well as hormone function. In addition, the relaxation induced by meditation helps to stabilize the autonomic nervous system with a tendency towards parasympathetic dominance. Physiological benefits which follow, help yoga practitioners become more resilient to stressful conditions and reduce a variety of important risk factors for various diseases, especially cardio-respiratory diseases.

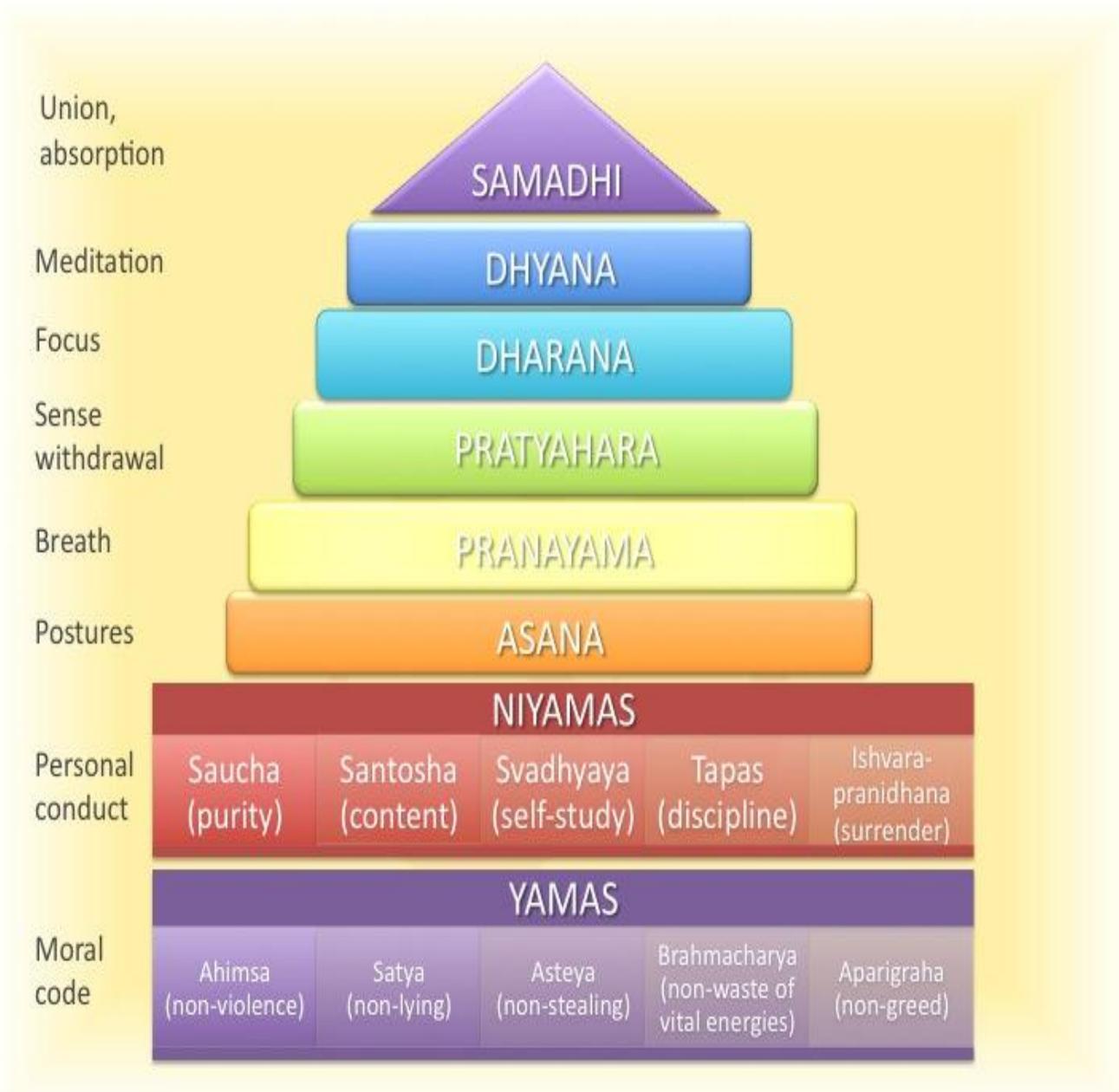
What is yoga?

Yoga, derived from the Sanskrit word 'Yuj' or union, is a 3000 year-old discipline that was developed as part of traditional Indian medicine. It is not a religious dogma, but is simply a tool for exploring the depth of human nature or examining the mysteries of the body and mind. Yoga is now recognized as a form of mind-body medicine, because it promotes the integration of physical, mental and spiritual parts, of one's being, and because there is growing research to support its health benefits.

Yoga practice usually includes the use of physical postures, controlled breathing and meditation to improve overall well-being. Physical postures, known as asanas, provide a gentle workout that improves muscle strength, flexibility and body alignment and enhances circulation as well as hormone functions. Yogic breathing known as pranayama, is a practice of controlled inhalation, exhalation and retention of breath; it provides an optimal intake of oxygen and an optimal removal of carbon dioxide.

Meditation, known as dhyana, means focusing the mind on the object of meditation. It enhances concentration by controlling the wave of thoughts and thus enables one to control one's mind. Overall, the practice of yoga cultivates emotional stability firstly by bringing involuntary muscles under the control of the mind, secondly, dissociating the mind from sensory fetters by controlling the senses thereby bridging the gap between the body and the mind, and thirdly, by completely merging the subject and the object whereby the mind loses its sense of identity, a necessary prerequisite for the liberation of soul. The Sanskrit word for soul is atman or jiva, the innermost self or spirit and is infinite, and eternal. Yoga is now practised by millions of people in the world for wellness, relaxation, and spiritual growth.

Eight Limbs of Yoga



WHAT IS YOGNIDRA

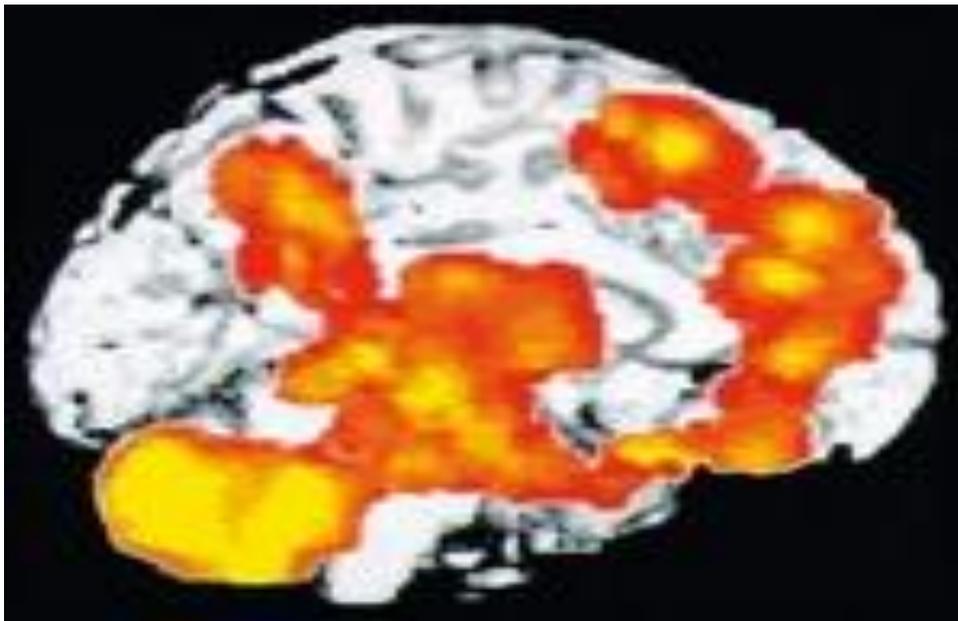
Yognidra is a **TECHNIQUE OF RELAXATION** which helps to integrate our body, mind, emotions and soul. It is a practice to enter into the super-conscious stage of mind. Yognidra is not just a sleep; it is a sound sleep which increases our working capacity and efficiency.

Yognidra has its own stages:

- Internalization,
- Sankalp,
- Rotation of consciousness,
- Breathe awareness,
- Manifestation of opposites,
- Creative visualization,
- Sankalp and
- Externalization

During the practice if we go through the EEG (electroencephalograph), we find that the Theta waves rise significantly and alpha waves reduce. This has been proved by Researchers for the first time and succeeded in taking pictures of the brain during yognidra by PET scanning.

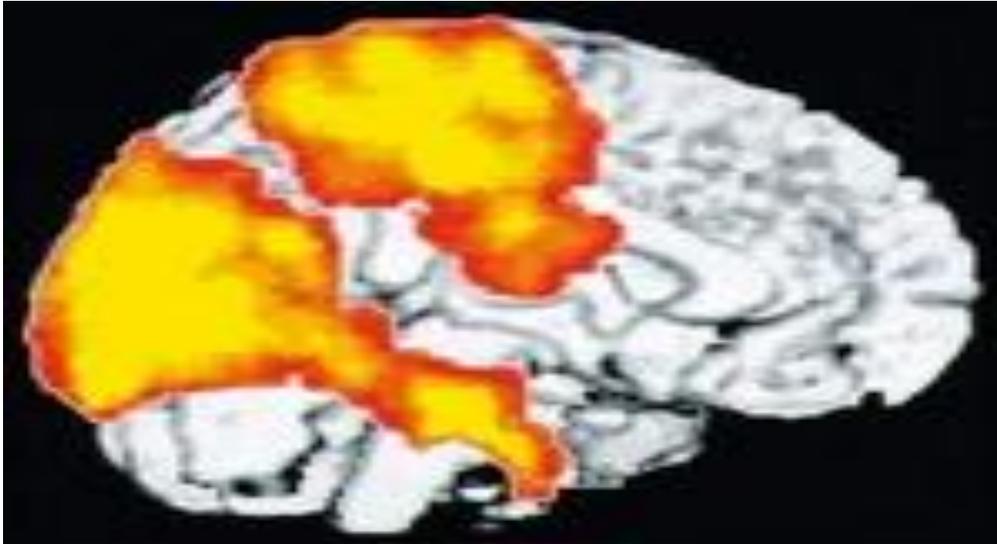
1. Rest



This picture is based on the data gathered prior to and following YogaNidra. It illustrates the state closest to normal waking consciousness, though without being a tired or stressed state. Those who use YogaNidra remark that not only do they get something out of the deep relaxation while doing it, but that it has a definite beneficial effect on the remaining part of their day.

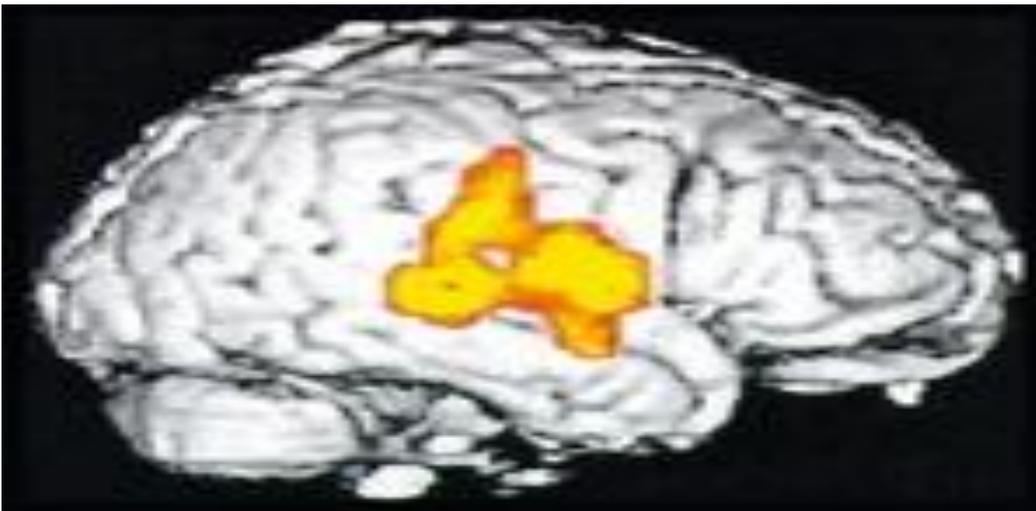
The brain stem and the cerebellum are also active, indicating that one is 'ready for action'.

2. Meditation



This picture shows the general state during the entire Yoga Nidra. The visual centre at the back of the head and the somatosensory center at the top of the head (for the sense of touch and body position) are active and are in contact with the limbic system. This implies an increased ability to visualize and, more importantly, that there is better contact with emotions.

3. Abstract



This picture is created on the basis of measurements taken during the feeling of happiness and at the end of the relaxation during the experience of identity, of being centered. During these 'abstract experiences' in YogaNidra, the centre for speech and language was especially active.

4. Concrete



It was primarily the visual and tactile centers which were active as the subjects went through the body's different parts (especially the face) and also when they experienced a pleasant day in the country.

Effects of Yognidra

- Sadhak enjoys sound but deep sleep during yognidra and gets relaxed on physical, mental and emotional level.
- It reduces negative attitude; achieves control over tension, stress and increase working capacity and energy level.
- It controls migraine, peptic ulcer, anxiety, and hypertension through stress management.
- It reduces doses of medicine like hypnotics, anxiety and painkillers etc. and raises the mental strength.
- It increases concentration and receptivity.
- It is a strong and effective tool for prevention and treatment on psychosomatic problems.
- It will be a treatment for de-addiction from bad habits and compulsive disorder.
- It improves endurance and ability to learn languages.

Benefits of Yognidra

- It increases sound and deep sleep
- It is Stress, anxiety and pain killer. It improves resistance power
- It helps for introspection and Increases creativity
- It helps to balance emotional state.
- It increases happiness, internal bliss and communication skills
- It is complementary for curative therapies.
- It helps to communicate with super-conscious state of mind.

Conclusion

The technique of yognidra has promotive, preventive, curative and rehabilitative value. It prevents stress and stress-related disorders by inducing deep physical, emotional and mental relaxation, by training the mind to remain calm and quiet and by rooting out the repressed desires and thoughts from the deeper realms of the mind. As a primitive science, yognidra awakens the inherent creativity and promotes the learning and memory abilities of the practitioner.

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