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# Integrating Indian Management Philosophy with Modern Management for Human Excellence



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**PRESTIGE**

INSTITUTE OF MANAGEMENT, GWALIOR  
UGC NAAC ACCREDITED 'A' GRADE AUTONOMOUS INSTITUTE

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# Preface

Integrating Indian Management Philosophy with Modern Management for Human Excellence is a tribute to Indian rich ancient philosophical base. India is one of the very few countries having the longest history of unbroken continuity of culture, tradition and ethos. Management is not something new to the Indians. Ancient India was one of the leading countries in the world in trade. This clearly provides strength to managers in current world managers as they can take directions from our vast heritage and come up with the solutions to our problems. In this context the treasure house of knowledge that we possess is in our scriptures. If we explore these treatises of knowledge we will definitely be able to find a solution to all our present day problems. Thus we must not only use these principles to solve our problems, but also let the western world get enlightened by this ocean of knowledge gathered by the sages over the centuries and left for us to benefit from. The book is designed to provide an opportunity to practitioners and scholars for an interface with scholars from the various disciplines of knowledge.

The book is a bunch of variety of flowers in terms of the contributions from scholarly world. There is focus on managing work challenges including stressors at workplace, emotions, procrastination which hinders performances in the area of work in the book. The book gives insight in to this area also. Present generation is facing lots of stressors both at workplace as well as in the families too. The Indian Philosophical System is being wiped out from our lives slowly and gradually. Anxiety among people increased manifold in last few decades and the problems are either tried to address clinically or the worse these are not even apprehended. The current system is working on cure of this problem where as Indian system focuses on prevention of such things. Managing work and family life is burning issue since decades. The book is elaborated reporting of facts to be dealt with. Though the issues are taken care of at places and the book offers reader a good example of such places. *"JO AAVE SO RAAZI JAAVE"* stating whosoever comes will go in good health is emphasized in the paper on *"Patel Hospital-Way to Success"* where patient love to stay in the hospital as it is offering environment conducive to stay in.

Indian philosophy also emphasizes upon the importance managing time and preaches not to delay the work to get things done in time and managed properly. This book offers study on procrastination among students and provides a revelation about the stress generated because of it.

The book is a succinct and coherent presentation of hot issues like gender discrimination in rural areas towards girl child along with other gender related issues at workplace.

When modern management is discussed, the new 'in' is Industry 4.0 as one of the mode for managing talent in the corporate can't be ignored. Consequently, role of HR practices comes in to play.

The book is outcome knowledge pool offered by researchers, academicians and practitioners in the third national HR Seminar organized by Prestige Institute of Management, Gwalior during November 2018.

**EDITORS**

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# ANTECEDENTS OR PREDICTORS OF INNOVATIVE WORK BEHAVIOUR OF EMPLOYEES: A LITERATURE REVIEW AND PROPOSED RESEARCH AGENDA

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## ABSTRACT

*Various studies found positive impact of Innovative work behavior (IWB) of employees over organizational performance therefore organizations are indentifying employees with such behaviors or they try to find major antecedents of IWB of employees to trigger innovation. Considering these implications, this study aims to explore the relationship between various job design variables and innovative work behavior of employees based on Job Demand Resource Model. This study covered literature review of some job resources (Job Autonomy, Workers Participation and Developmental Feedback) and job demands (Problem with work and Emotional Labour). Employee engagement has been studied as an outcome of JD-R model and mediator of innovative behavior of employees. A systematic literature review has been done in order to ensure enriched review and propose a research agenda.*

**Keywords:** Employee Engagement, Autonomy, Participation, Developmental Feedback, Innovation

## INTRODUCTION

Given the cut-throat non-linear intra and inter-industry competition at play Innovative Work Behavior of employees is one of the factors that may be a difference between its success and failure. It is being difficult for organization to sustain and remain profitable in ever changing scenario. Fast changing technology result in social and institutional changes further taking to shorter life of current product, service and organizations. Therefore, continuous innovation is compulsion for business. The recent report of global innovative index (2017) prepared by INSEAD in collaboration with Cornell University said, "Innovation is now widely recognized as a central driver of economic growth and development." Organizations expect employees to have innovative mindset to ensure long term survival and success (Pralhad & Ramaswamy, 2012).

In various studies innovative behavior found direct association with employee performance. Sophie Vandebroek, chief technology officer of Xerox Innovation Group says, "We innovate today to secure the future", Tagline of Apple Inc is "think different" and it says, "discover the innovation" Amazon rated as world's most innovative company of 2017. Therefore, Innovation is only way to gain competitive advantage in this competitive era. To remain and compete in market organizational approach has to go with the wind where organizations are more customers centric leading to employee centricity. Employees of any organizations are considered as human capital or a resource because they are only who will foster the growth of the organization. Hence organizations are creating such platform for generation of ideas because innovative work behavior itself not only a term it has four dimension in its structure as i) problem recognition ii) idea generation, iii) idea promotion, iv) idea implementation (Jong & Hartog, 2010). Organizations have found relation of innovation and creativity with employee performance in various instances.

### **OBJECTIVE OF STUDY**

The present literature review attempts to use JD-R model in unplugging job related factors that contribute in promoting Innovative Work Behavior (IWB) of employees. To find supporting literature to stabilize relation of various job resources with employee engagement and IWB and finding impact job demands over this relationship.

### **Innovative Work Behavior**

Often the term creativity and innovation used synonymously but creativity means unique idea or unusual association and innovation is outcome of creative process turned into useful product of work methods. Employee innovative work behavior is about changing an organization to make it more creative, where they want to stimulate and nurture innovation (Robbins & Coulter, 2012). Innovative work behavior has four dimensional structure as discussed by Scott and Bure in 1994. Various scale has been developed to measure innovation though (Jong & Hartog, 2010) has developed most adapted scale of IWB.

### **Employee Engagement**

The term 'engagement' is popularly used as involvement, commitment, participation, focused efforts and state of being geared (Schaufeli, 2012). Employee Engagement is emerged in businesses. In 1990, Kahn came up with one theory considering psychological conditions of personal engagement and disengagement at work. Gallup also coined it in 1990 through interviewing and surveying employees and managers for 25 years. It is, for instance, conceivable that self-regulation – i.e. goal-directed behavior – is facilitated when people are engaged in their work because they have the energy (can do) and the motivation (want to do) to undertake action (---Bakker & Demerouti, 2008). Work engagement is defined as a 'positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption' (Schaufeli, Salanova, Lez-Roma, & Bakker, 2002, p. 74).

### **PREDICTORS OF EMPLOYEE ENGAGEMENT AND INNOVATIVE WORK BEHAVIOR**

#### **Autonomy, Participation and Developmental Feedback predictor of Engagement:**

Job resources considered as a predictors of engagement and IWB. Job resources refer as work place means to enhance physiological and psychological state of employees in order to strengthen its

personal capabilities. Some job resources have established their importance to empower employee role. As Job Autonomy, Participation of workers in decision making and other role of management and developmental feedback found to be very crucial for an employee. Here are some references and conceptual definition of various resources which are justifying the statement. Resources are also termed as job characteristics or task characteristics coined by Hackman and Oldham in 1980 as skill variety, task identity, autonomy, and performance feedback and task significance have been found important job resources to predict employee engagement –(Saks, 2006), (Bakker & Demerouti, 2008), (Albrecht, Bakker, Gruman, Macey, & Saks, 2015). Autonomy means freedom of individuals in carrying out their work, including freedom regarding decision making, scheduling work and work methods (Hackman & Oldham, 1976), (Morgeson & Humphrey, 2006), (Nahrgang, Morgeson, & Hofmann, 2011). (Krishnan, Ismail, Samuel, & Kanchymalay, 2013), studied nursing and clinical employees and identified job autonomy as a predictor of engagement and further leading to organizational citizenship behavior. At certain point of time employees perceived autonomy moderates the relationship between supervisory support and employee engagement (Menguc, Auh, Fisher, & Haddad, 2013). Employee participation in decision making (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), (Bakker & Demerouti, 2013). Proper feedback fosters learning (Bakker & Demerouti, 2008, p. 212). Considering developmental feedback, literature supported its relation with engagement. Katz (1980) described association of feedback and task significance especially with newcomers during their initial job tenure. (Colarelli & Dean, 1987) has also supported previous findings of Katz (1980), autonomy and feedback were positively related to engagement of an employee at newly hired entry level. (Albrecht et al., 2015) also considered relationship of job autonomy and performance feedback and task variety, found positive association with engagement and meaningfulness (May, Gilson, & Harter, 2004), (Bakker, Demerouti, & Verbeke, 2004), (Schaufeli & Bakker, 2004), (Albrecht et al., 2015). Crawford, LePine, & Rich (2010) conducted meta-analysis, studied extension of JD-R model and considered autonomy and feedback as major job resource of engagement. Providing corrective or developmental feedback to get employees back on track or reinforcing their effectiveness motivated employees to remain more engaged (Menguc et al., 2013).

#### **Autonomy, Participation and Developmental Feedback predictor of IWB**

While reviewing IWB researchers found shared predictors between antecedents of engagement and innovation with common concept. Autonomy as a predictor defined as “Being autonomous means having control, and thus the freedom to implement one's ideas freely and share knowledge (Cabrera, Collins, & Salgado, 2006), both activities being of paramount importance for IWB (De Spiegelaere et al., 2014), (Dediu, Leka, & Jain, 2018, p. 3). Therefore Job Autonomy has drawn attention of various researchers, has frequently been identified as major predictor of employees' creativity (Chang, Huang, & Choi, 2012), (Battistelli, Montani, & Odoardi, 2013). Though why and how it affects IWB remains ongoing (De Spiegelaere, Van Gyes, De Witte, Niesen, & Van Hootegem, 2014)

(Meissner, 1989) described, “A greater autonomy is seen to be supportive to the motivation of innovation, as it allows individuals to explore unknown areas and to detect and solve problems independently, which in turn foster work identification and competence development” (Hartmann, 2006, p. 164).

In addition, a high level of involvement and participation required for innovation (Damanpour, 1991), (Hurley & Hult, 1998). Organizations encourage innovation as to maximize outcome of employee performance through employees' involvement and participation in problem solving and in decision making (Jiménez Jiménez & Sanz Valle, 2005), –(Chen & Huang, 2009, p. 106). Dorenbosch, Engen, &



Verhagen (2005, p. 139) investigated relationship between employees' participation in decision making and engaging in IWB and found positive relationship [ $b = 0.344$ ;  $p < .01$ ].

Various authors considered feedback as a major antecedent of IWB though they have defined it as feedback, supervisors' feedback or developmental feedback. The conceptual definition of the term has been followed by several references. Hackman and Oldham (1980) described Feedback as a message that contains information about the effectiveness of an individual's performance. "A supervisor's feedback – quickly and clearly given – creates the necessary sense of being or not being on the right track, contributing or not contributing significantly to the success of project and firm, and wasting or not wasting resources." (Hartmann, 2006, p. 170)

"Developmental feedback refers to the extent to which supervisors offer employees helpful and useful information that facilitates their employees' learning and development on the job (Shung & Zhou, 2003) (Joo, Hahn, & Peterson, 2015)

In a study conducted by (Dediu et al., 2018) describe that autonomy, developmental feedback and dealing with unforeseen problems showed the highest positive relationship with idea generation and idea implementation and lead to IWB.

Emotion conflict and role conflict considered as hindering job demand. (Crawford et al., 2010) which negatively affect employee engagement and innovative work behavior. "Xanthopoulou, Bakker, Demerouti, and Schaufeli (2007) found two job demands (organizational changes ,emotional dissonance) were significantly negatively related to engagement in one study, and other demand (high workload) was positively related to engagement." (Crawford et al., 2010, p. 836)

#### **Employee Engagement as a Predictor of Innovation**

Employee engagement has been given a recent attention as a mediator between job characteristics and performance outcome of employees. (De Spiegelaere et al., 2014). Employee engagement is considered as potential antecedent of innovative work behaviour --- (A. Agarwal, 2014, p. 60). "Engaged workers are more creative, more productive and more willing to go the extra mile" (Bhatnagar, 2012, p. 932). "(Hakanen, Perhoniemi, & Toppinen-Tanner, 2008) found that job resources, such as the opportunity to be creative (craftsmanship) and positive feedback about the direct results of work, predicted work engagement – which, in turn, predicted personal initiative and innovativeness" (Bakker, 2011, p. 266). Thus engaged employees foster their work behavior to evolve innovative work behavior.

#### **DISCUSSION AND CONCLUSION**

This study is important contributor to the field of employee engagement and innovative work behavior. It is a literature review which covers antecedents of engagement and IWB in common. This study reveals that engaged employee performs as innovative employee. Though, engagement does not mediate the relation of job resources and IWB in every situation. Furthermore, this study investigates the empirical relation of job resources and IWB. This study paid limited attention over various job demands which effect relation all three variables. Future studies may cover job demands considering challenging and hindering job demands.

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## STUDY ON STRESS MANAGEMENT AT WORKPLACE

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### ABSTRACT

*Stress is a fact in our daily life and is generally indicated as a deviation from normal functioning of body and mind. Now-a-days, it is an important issue that stress at workplace must be dealt with to achieve progress. Sometimes stress is beneficial for employees and organization but limited quantity of stress and it helps in achieving the personal as well as to fulfill the goals of the organization. Excess of stress can cause harmful effects on the health, mind and body of the human. In general term, Work Stress is a term that refers to work related stimuli that may lead to physical, behavioural or psychological consequences that affect the health and well-being of the employee and the organization. Process of job stressors or stimuli in the work place, negative responses or reaction leading to strains all these called work stress. Work place stress has been described as "When the requirement of the job does not match with the capabilities, resources or needs of the worker then the harmful physical and emotional response occur". As day by day increasing, the challenges for the people and the employees called 'job stress' due to changes in the work environment. This paper highlights the work stress and its adverse effects on the physical and mental health of the employee.*

**Keywords:** Stress, Workplace, Employee, Job Stressors, Health

### INTRODUCTION

Stress is a natural human response to its environment. The word stress comes from the Latin word 'stingere' which means hardship. Stress is the reaction when people are having excessive pressure of works and other types of demand placed on them. Stress arises when people are worry and not able to cope up with their problems. Fear, Frustration and anger arise when there is unhappy relationship in an organization and the unhappiness of an unsuitable job.

Stress may be positive and it can also be negative. When a situation offers an opportunity to gain something and act as a motivator for peak performance it indicates positive, whereas, in negative when a person faces problems, organizational, social, emotional problems etc.

Stress plays an important role in the productivity of an employee, it is important for an organization to have an effective stress management system. Stress occurs due to overload of work, technology problem, time deadlines, financial problems, nagging boss. However, up to certain limit of increase in pressure will improve the quality of life as well as the performance of work and if there will be pressure becomes excessive it becomes harmful.

### **LITERATURE REVIEW**

Nayak & Swakar (2008) in their research, factors influencing stress & coping strategies among the degree college teachers of Dharwad city of Karnataka, stated that stress affects emotionally, physically & mentally. When the person deals with demanding situation and the person adopt ways of dealing with that situation it means that the person is coping with that situation.

Bashir and Muhammad (2010) in their research "Impact of Stress on Employees Job Performance, A study on Banking Sector of Pakistan. He stated that bankers are under a great deal of stress due to many reasons such as role conflict, Working environment, Lack of feedback, overload of work& rapid technology change. It states that management supports help in reducing or increases stress in employees (Stampes & Johlke, 2003).

### **STRESS MANAGEMENT AT WORK PLACE**

When a person needs help from anyone it means the person feels physically and emotionally disabled. Many factors can cause stress. Studies on stress at work identified many factors which cause stress at workplace some of them are: lack of work and impatience, prejudice in wages, relationship with colleagues, overworking etc.

In the Organization stresses are factors at the work place which can cause stress.

- 1) Job Requirement – This is the big stress factors at work place because some jobs are less stressful and some more stressful than other.
- 2) Physical Requirement- Job location matter's a lot, important factor is temperature. Office design can be problematic too. Working in the organisation the location of the work is very important.
- 3) Role Requirement- This also causes stress. Stress originates from role conflict and role ambiguity.
- 4) Interaction with others- In this factor there is interaction required in which the person have to face at workplace or organizational environment.

### **Measures to reduce workplace stress**

- Schultz & Schultz (2010) have stated that, at the time of high stress Manager can act as positive role models and their best interest to keep stress levels in the workplace to a minimum.



- According to Boman at (2003) Managers and employers can reduce their workplace stress if there will follow some organizational changes:

#### **1. Improve communication**

- All the information should be circulated among the employees to reduce uncertainty about their job and future.
- Role and Responsibilities should be defined clearly to employees.

#### **2. Consult your employees**

- Proper information should be given to employees regarding scheduling and work rules.
- According to the ability of employee's work is provided to them.
- Proper time to time incentives and rewards are given to employees.
- Opportunities should be provided to employees for career development.

#### **3. Cultivate a friendly social climate**

- Social interaction among employees is very important and interaction at the workplace is very important so its necessary to provide the opportunities for employees.
- Establish a zero- tolerance policy for harassment.

#### **OBJECTIVE OF THE STUDY**

- To study the reason of stress among the employees.
- To study the measures to reduce the stress.
- To identify the factors causing job stress.

#### **RESEARCH METHODOLOGY**

This paper is based on secondary data that has been collected from various journals, books, articles, websites etc. This has been used to study the conceptual framework of cause related to stress management at workplace.

#### **FINDINGS**

- When the employees' do not get proper leave, holidays and rest intervals then this is one of the primary reasons for stress.
- When there is overload of work at workplace, stress arises to employees and it affects employee's personal and family life.
- Stress arises when there is unsuitable working environment, shortage in customer demand, staffs and also if there is uncertainty in work allocation.
- If the stress is managed properly it gives a positive effect in the performance of work and achieving the organizational goal and when it's a beyond one's capability to handle it produce a negative impact.

#### **SUGGESTION AND CONCLUSION**

- To overcome the stress people should try to do some exercises, yoga, meditation etc.
- Now a day's stress is become our part of life. Stress is not bad all the time. We cannot avoid stress but we can overcome the stress by the help of exercises, yoga, meditation etc. Stress affects our performance in work. If the stress is managed well and properly then it will give positive result and enrich the working environment and improve the work performance of employees and if it is not managed properly it gives negative impact.

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# A STUDY ON STRESS MANAGEMENT AT WORKPLACE AMONGST THE EMPLOYEES OF UNION BANK OF INDIA, BHOPAL

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## ABSTRACT

*Stress as an internal state exceeding our resources for coping can be caused by physical and psychological demands on the body and mind or by environmental and social situations which are measured as potentially harmful, irresistible and uncontrollable. Some common causes of stress in the workplace include: Excessively high workloads, with unrealistic deadlines making people feel rushed, under pressure and overwhelmed, fear of being laid off, more overtime, promotional pressure etc. Less opportunity and lack of work recognition are the key causes of the stress at workplace. Also absenteeism escalated due to job stress. This study analyzes the effects of stress and muddle through. A 1999 US government report found that the number of hours increased 8% in one generation to an average 47 hours per week with 20% working 49 hours per week. This research paper helps to examine the stressors and its management*

**Keywords:** Workloads, Workplace, Muddle Through, Absenteeism, Stressors.

## INTRODUCTION

Over the last few decades, with increase in employment in service sector and especially in corporate world the stress among employees has increased at tremendous rate. In psychology, stress is a feeling of strain and pressure. Stress can be both good and bad or positive and negative. Small amounts of stress are good and desirable to get the work done on time but when the deadline and workload does not fit the capability of an employee they couldn't cope up with it and they feel over stressed. Stress also plays a role of positive motivation to maintain the enthusiasm and zeal to achieve the goal on time. On the other hand, excessive amount of stress may lead to bodily harm. Stress can increase the risk of strokes, heart attacks, mental illness and depression. There are various stressors at workplace which

can cause stress amongst employees. A stressor is any event, experience or environmental stimulus that causes stress in an individual. They are seen as challenges or threats by an individual who can be physical or even psychological. There are various stressors at workplace and few of them are enlisted here: Workload, deadlines, financial problem, technical changes, peer group, salary, holidays, recognition, competition etc.

#### **REVIEW OF LITERATURE**

Morgan et al (2015) advocated that changes are the main reason for stress in an individual's life. They can be good and bad, but when the stress is beyond coping it becomes distress. Some 75% of bodily disease is said to be stress related and core factor in Heart disease and Cancer.

**Velicu et al** - the research paper has highlighted the fact that in an organization increased workload and unrealistic deadlines are the main reasons behind absenteeism, ill health and poor productivity.

**Cigna Report** - According to updated report of Business Today, 9 out of 10 Indians suffers from stress and 95% of Indian millennial of age range 18-34 are victims of stress as compared to the overall 86% of global average.

**Rica Bhattacharya** - According to survey done by Optum and 1to1help.com India's two of the leading providers of employee assistance programs reported that nearly half of the employees suffers from stress. 1to1help.net, showed that the proportion of workers at high risk of suicide due to unmanaged stress has grown to 8% of all counseling cases in 2018 from 2-4% two years ago.

#### **SIGNIFICANCE OF THE STUDY**

As the world is moving so fast and developing at an uncontrollable speed with its advancement in technology and knowledge in every field, the employment rate has also seen a substantial growth. In this era of cut throat competition, the stress level is increasing at an alarming rate; the cases of depression, heart problem, and hypertension are now more frequent. But in today's competitive world where every second matters, health problem due to stress can leave an employee far behind. So as to cope up with current drifting world, stress management is very crucial and demand of an hour.

#### **STATEMENT OF PROBLEM**

Every change has some positive and some negative impact on an individual's life. With the rapid growth and development in service sector, stress which was earlier seen as a positive motivation has now taken Magnus shape of obstacle to live a healthy and happy life. Workplace is now no longer a place to work with social interaction instead an arena where everyone is competing to win and in worst scenario a battle to survive and earn livelihood.

Today stress is a root cause for various sufferings such as depression, diseases and affecting relationships which is where the stress management is one and only alternative to tackle all these problems.

## OBJECTIVE

- To identify various stressors among employees at workplace.
- To recommend and suggests ways to cope up and manage these stressors to perform their job without any stress and pressure.

## RESEARCH METHODOLOGY

In the study, stress management at workplace with reference to Union Bank of India, Bhopal, both primary and secondary data are collected. Primary data is collected through questionnaire method in which the respondents were the employees of UBI. Secondary data is collected through various reports, journals, articles and magazines.

## DATA ANALYSIS AND INTERPRETATION

Total sample size: - 75

Total no. of respondents: - 41:

No. of male and female respondents: - 18 and 23

Age category: - 20-30yrs., 30-40yrs., 40-50yrs.

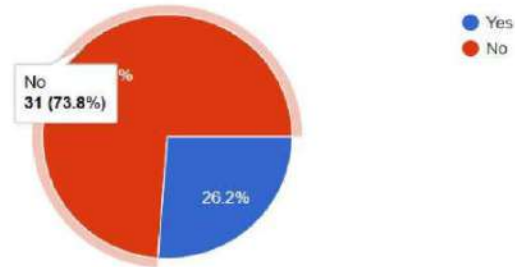
Experience range: - from 1 to 23 years.

The respondents were asked to fill the questionnaire including their basic information such as age group, years of experience, nature of job, educational qualifications and designation in the bank. Questionnaire had 15 questions related to various stressors such as workload, deadline, technical issues, superior-subordinate relationship, working environment etc.

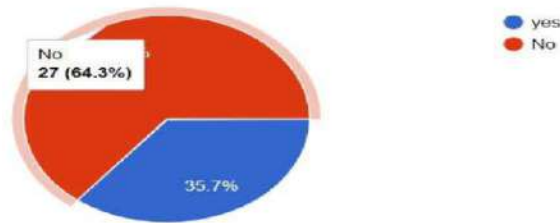
STRESSORS	YES (%)	NO (%)
Job and salary satisfaction	73.8	26.2
Working environment	52.4	47.6
peer group	57.1	42.9
Realistic deadline	64.3	35.7
Allowance to give suggestions	50.2	49.8
Control over work life	57.1	42.9
Superior-subordinate relation	53	47
Clarity of instructions	52.4	47.6
Workload	85.7	14.3
Technical changes	57.1	42.9
Financial problem	71.4	28.6
Optimum period of leave	76.2	23.8
Recreational activities	71.4	28.6



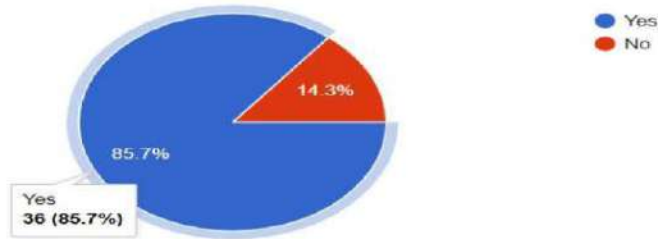
Are you satisfied with your job and salary?



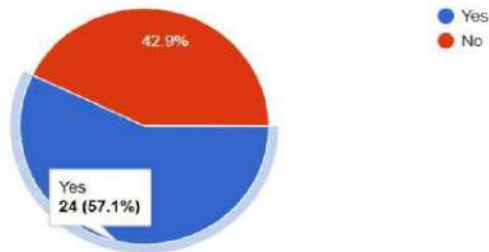
Is the deadline given to you is achievable or realistic?



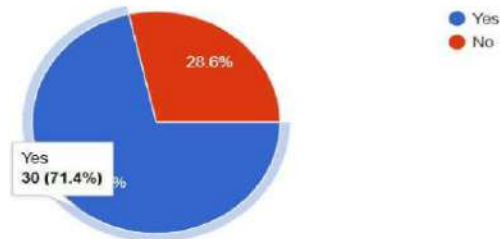
Do you feel stressed due to workload?



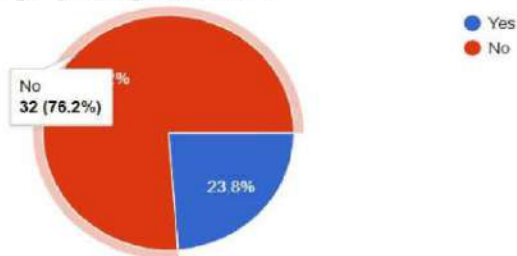
Does a technical change cause stress?



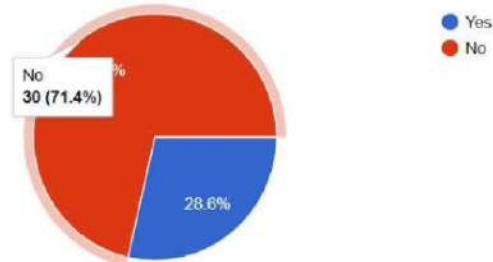
**Are you often stressed due to financial problem?**



**Do you get optimum period of leave?**



**Are there any recreational activities at your workplace?**



## FINDINGS

8 out of 15 stressors were the main cause of stress among the employees.

- Workload plays a crucial role in causing stress with 85.7% i.e. 36 out of 42 employees saying yes that it causes stress.
- Less leave and holidays are second important stressor, followed by salary and job dissatisfaction.
- Financial problems and absence of recreational activities leads to stress which impact their work.
- Unrealistic deadline is another major reason for creating pressure over employees leading to stress.
- Technological changes are also a big stressor among the employees of age group 30-50.

## SUGGESTIONS

- A realistic and achievable deadline should be set up.
- Employees can avoid stress by quitting the habit of procrastination.
- Employers and employees should have a friendly relation to avoid miscommunication.
- Proper training programs should be done for employees to get acquainted with the new technology.
- Managers should assign the task to right person based on his skills.
- A healthy environment and work culture should be developed.
- Organizations should introduce some recreational activities.

## SCOPE

This study is done on the employees (Union Bank of India). It helps in analyzing the various stressors among employees impacting their work. Moreover, it provides various ways to tackle these stressors. the data can be used for further investigation and research purpose.

## LIMITATIONS

- Small sample size taken due to time restrictions.
- Due to small sample size the interpretation may not be generalize.
- All stressors are not covered in the study.
- The study is done on only one organization of Bhopal.
- Respondents may have been biased while filling the questionnaire.

## CONCLUSION

In an organization, employees face and goes through various things which causes stresses among them and leads to bad relation with colleagues, decreased output and most important various health issues including mental illness, depression, hypertension, cardiac problem etc. So to overcome these problems, organizations should take proper initiative to introduce various recreational activities, yoga and meditation for healthy body and peaceful mind.

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## **A STUDY ON FACTORS AFFECTING EMPLOYEE'S EMOTIONS AT WORKPLACE IN BHOPAL**

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### **ABSTRACT**

*In this fast-paced and competitive world, an organization sustains by maximization of sales, profits and expansion. But beyond performance scores, profits and clients the fact is, every workplace runs on people power, i.e. human resource. Employees, the life blood of the organization have power to turn the impossible things into the possible ones. The overall performance of the workforce is affected by their emotions at workplace. Emotion, a complex state of feeling that influences the thoughts and behavior thus, to have a competent workforce, a healthy work environment acts as a requisite. This research paper focuses on the factors that affect the emotional state of the employees and their productivity. The research paper provides a new and important insight about how employees at workplace be treated and offer suggestions on how to maintain a positive emotional climate at the organization.*

**Keywords:** Employees, Emotions, Environment, Influence, Workplace.

### **INTRODUCTION**

The word Emotion gave rise to the term 'Emotional Intelligence' which was introduced by Psychologists Peter Salovey and John Mayer in 1990, is made up of two broad terms i.e. Emotional, which refers to individual's intense feelings and Intelligence, meaning ability to acquire and apply knowledgeable skills. Thus, Emotional Intelligence refers to the capability of an individual to recognize their own emotions and those of others, to discriminate between these emotions and label them appropriately and to use this information to guide one's thinking and action.

The concept of Emotional Intelligence has gained popularity in modern business world as it aids in achievement of organization's goal. Employees as a human-being are also driven by a lot of emotions like excitement, optimism, trust, surprise, fear, stress, anger, sadness etc. at workplace, which are based on various variables known as 'Factors'. These 'factors', affect emotions and are therefore, can be broadly classified as Positive and Negative emotions. Positive emotions motivate an employee to do the best of his ability, while negative emotions hinders the growth and development of an employee

and thus, he become ineffective and inefficient for the organization.

### STATEMENT OF PROBLEM

Fast-paced economy and competitive business environment has made the employees to work harder, which in turn leads to the generation of negative emotions. So, it is eminent for the organizations to understand the concept of Emotional Intelligence and various factors affecting emotions because this will help the organizations to increase the employees' emotional expression, tolerance, creativity and integrity.

### OBJECTIVE OF THE STUDY

The objectives of the study are as follows:

- To understand the importance of Emotions at Workplace.
- To examine the various variables that affects the emotions of employees at workplace.
- To understand the impact of positive and negative work environment on employees' behavior.

### REVIEW OF LITERATURE

**Carmeli and Josman (2006)** Explained that there is a relationship between emotions and environment at workplace. Researchers say that even though they establish the connection between the emotions and the performance, it is basically dependent upon the self reported assessment and it overlooks that work performance is multi dimensional.

**Kannaiah and Shanthi (2015)** State that handling emotion is an essential ingredient for the human resources." The researchers further states that both emotional intelligence and work life balance together aids to the achievement of organizational goal. The researchers conclude that the organization should understand the potential and the talent of the employees and accordingly should allot the work and value them to make it a part of the organisational success.

**Praveen Raghu Narayan and Narashiman (2014)** Highlighted that Emotional Intelligence plays a vital role in the smooth working of the organization. They did the study on the employees having high and low Emotional Intelligence and its impact on their work or output and concluded that the employees with high Emotional Intelligence work better than the employees with low Emotional Intelligence.

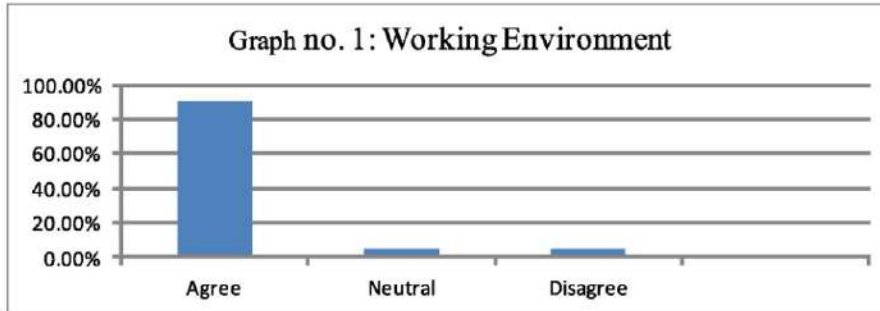
### RESEARCH METHODOLOGY

The study is descriptive in nature, has collected relevant data from both primary and secondary sources. The primary data was collected through questionnaires that highlight the various variables affecting the employees' emotion i.e. working environment, monetary-non monetary incentives, other employees' behavior etc. The secondary sources of data were collected from research reports, articles, websites etc.

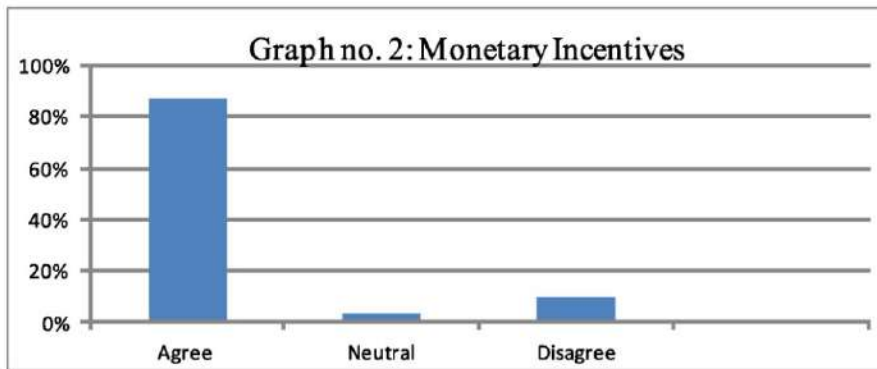
### DATA INTERPRETATION

1. The working environment at workplace affects your emotions.

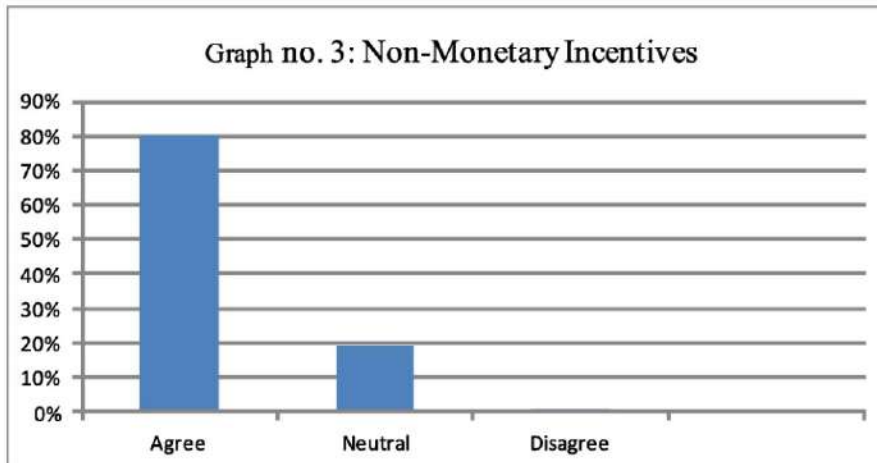




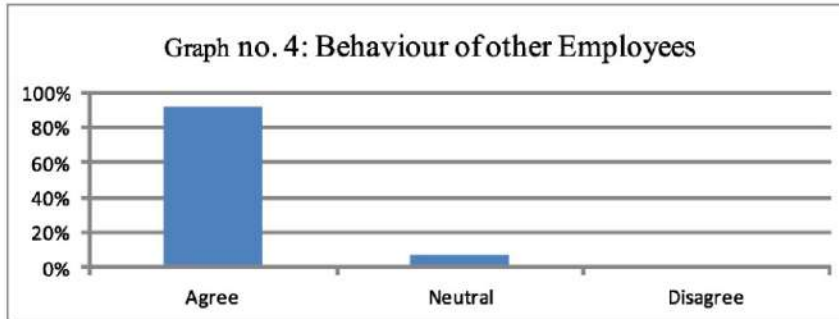
2. Your emotions get affected by the salary you get.



3. Non-monetary incentives provided by the organisation affect your emotions.



4. Behaviour of other employees at workplace influences your emotions.



**FINDINGS**

- It has been found that the working environment of the organization affects the employee's emotion as in *Graph no.1*, 90% of the respondents agreed to the statement that working environment influences employee's emotion while 5% of the respondents disagreed.
- It is evident to say as per *Graph no.2*, that the salary is also one of the factors that affect employees' behavior as in table no.2, 87% of the respondents agreed while 10% disagreed.
- According to *Graph no.3*, non-monetary incentives affect the emotions of the employees, as 80% of the respondents agreed while 19% replied neutral.
- Behavior of other employees at workplace is also a factor that affects the emotions and thus, the output as well. According to *Graph no.4*, 92% of the respondents accepted while 7% replied neutral.
- Other factors like- disobedience of employees, additional responsibilities, rejections, challenging tasks also affects the behavior which results in unproductivity and incompetency.

**SUGGESTIONS**

- As we have seen the various variables that influences the employee emotion which directly or indirectly affects the output and productivity. It is therefore, suggested that-
- Regular seminars should be conducted that will increase the morale and motivation among employees.
- Recreational facilities should be provided to the employees.
- The leader should understand the diverse styles of his team members and then appropriate workshops should be held to boost up their confidence.
- Open mic sessions should be held such that employees also feel free to share up their innovative ideas with the organization.
- Timely increments should be done so, to motivate the employees to work more efficiently.
- Non-monetary incentives such as verbal praises, promotion or promise of career advancement should be provided to the employees to make them more effective.
- Trust of the employees should be maintained as distrust may yield negative results.

## LIMITATIONS

Difficulty in finding literate respondents.

- A questionnaire cannot fully capture the emotions of the respondents. Thus, respondent's actual feeling and emotions were hard to understand.
- Timely responses from the respondents side was not there.
- A Future research can be done regarding the leadership style as one of the factors affecting the emotions of employees at workplace.

## SCOPE

The scope of the study is to create awareness about the role of emotional intelligence at workplace. This study helps the employees as well as employers to understand the importance of emotions which increases the employees' morale, motivates him to do the best of his ability and enhances his skills and performance as well. It provides an insight to the organization to adopt the practices that results to high performance of the employees. This study highlights the practices that the organization should adapt in order to get meaningful results.

## CONCLUSION

From the above studies we can conclude that emotions play a vital role at workplace. The emotions of an employee are driven by many factors. These factors influence the employee's behavior and his productivity as well. Factors like working environment, monetary incentives, non-monetary incentives, challenging tasks, rejections, leadership style etc. should be taken into consideration by the employers. It has been found that employees with high emotional intelligence responses and work well than those with high emotional intelligence. Emotional Intelligence aids to improve employee's self-confidence, participation, decision making and also enhance their leadership qualities and ability to work in a team. Thus, human resources with high emotional intelligence are the success builders of the organizations.

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## A Study on Factors Affecting Employee's Emotions At Workplace in Bhopal

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## IDENTIFICATION OF THE RELATIONSHIP BETWEEN PROCRASTINATION AND STRESS

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### ABSTRACT

*This research paper was an attempt to assess the identification of the relationship between Procrastination and Stress on Student behavior. The research was done on 203 students of different courses which are available and Standardized Questionnaires based on a Likert scale were used for the study. In this study Factor Analysis had been used to study the different factors that are obtained from the itemized scale and Regression Analysis was applied in order to measure the Causal relationship between the variables and finally the study revealed that there is a positive and significant impact of procrastination and stress on student code of conduct.*

**Keywords:** *Procrastination, Stress and student code of conduct.*

### INTRODUCTION

*"Amateurs sit and wait for inspiration, the rest of us just get up and go to work: Stephen King"*

*"We are so sacred of being judged that we look for every excuse to procrastinate: Erica Jong"*

*"Procrastination is the art of keeping up with yesterday: Don Marquis"*

Procrastination is the state of extremely predominant and spiteful form of self - regret failure or it is a type of tendency to postpone an activity which is at the hand of individual and probably cancels at last possible minute. It is the rescheduling of actions or tasks to a later period or even to undecided span of time. It is the avoidance of the task without any appropriate reason of a proposed or scheduled until later. It is a usual behavior which is showed by the individuals in the everyday behaviors. Even though it has been growing for decades and is considered a serious problem today, it wasn't regarded as a serious psychological problem and thus ignored by psychologists for much of history (Brown RT, 1991).

The term generally refers to delaying of the task that you considered as urgent and which are necessary in nature and do something else instead of that on that place conduction of the work which is less essential and of less priority and the best definition for procrastination is the delaying of task that was originally planned despite expecting to be worse off for the delay (Thakkar N, 2010).

Although all the delays are not the real reason of procrastination unless it is the part of configuring and listing, in fact procrastination is the voluntary postpone of the tasks without knowing that it may be harmful to you concerning to your performance and feelings. The delays sometimes is irrational, conflicts arises between the individuals. They know that the effects would not able to maximize their physical, psychological and material well-being. Procrastination is occasionally used in a positive sense which will be going to result into a functional delay or as avoiding rush (Chu AHC & Choi JN, 2005).

In sense of academics the procrastination had a big impact over students which resulted into stress because some students deliberately leave course work tasks at a last time. However, it delaying of the tasks is not producing the desired results, and is leading to negative repercussions for individual and others, then procrastination of action to resolve the situation is unwise (negative/irrational procrastination) (Abdullah, 2017).

#### **Conceptual Framework Procrastination**

Procrastination is the habit of individuals of delaying task by avoiding the consequences they are going to face by delaying the task.

It has been defined as a challenging task that all the individual face at one point or another, for as long as humans have been around, we have been struggling with delaying, avoiding, and procrastinating on routine issues that matter to us. The problem has been defined from centuries. Even the Greek philosophers Aristotle and Socrates named it as AKRASIA.

When your mind and body are in a relax nature, you are likely to feel in control. You may see opportunities for building a better future. By acting to take advantage of these opportunities, you are in a stronger position to build confidence by meeting challenges. You'll have less time for procrastination and are likely to procrastinate less. You may still feel stressed by change, but you'll rebound faster. Procrastination makes the individuals postpone responsibilities, duties, and decisions (Dilmaç, 2009). Procrastination appears to be a troubling phenomenon. It had been most strongly characterizing it as being bad, harmful, and foolish. Justifying this viewpoint, several studies have linked it to individual performance, with the procrastinator performing more poorly overall, and to individual well-being, with the procrastinator being more miserable in the long term. Therefore, it is necessary to investigate the relationship between procrastination and stress that directly impact the college students.

#### **LITERATURE REVIEW**

Vaidhyanatha & Indradevi (2017) concluded that the relationship is irreversible in nature. The results showed that procrastinators were less likely to have any future orientation when they act on any given situation. The procrastinators are more often than not; think less of the future consequences and more of their present scenario when acting out. The same scenario seems to have played out in the case academic procrastination in the current study. The exploration explains that chronic procrastination is

associated with lower levels of self-compassion in both students and adults from the community. They had less self-compassion accounts in part for the stress associated with procrastination expands. The new insights into how the stress associated with procrastination may be reduced as well as highlighting the correlates and consequences of not being self-compassionate conducted by (Sirois, 2013). The result analyzed by (Senecal, Koestener & Vallerend, 1995) had justified a motivation and external regulation in the academic domain were significantly positively associated with academic procrastination and they had evidenced that intrinsic motivation was significantly negatively associated with level of academic procrastination.

A series of analysis were conducted by (Haycock, McCarthy, Skay, 1998) to assess differences in procrastination, efficiency and anxiety as a function of participant demographics. No significant demographics were obtained. Zero order calculations were obtained (procrastination, self -efficiency and anxiety measures and for age and sex). Procrastination is related to the state of self-efficiency and anxiety but showed a negative impact on age and sex. Ozer, Demir & Ferrari (2009) justified the study by using factor and PCA which had analyzed and yielded three factors, which explained 44.5% of the total variance. The first factor, frequency of procrastination, included six items, and it accounted for 13.7% of the variance. The second factor, causing a problem, included six items and accounted for 12.9% of the total variance. The third factor, tendency to decrease, explained 17.8% of the total variance and included six items.

A study done by (Liesel van Wyk, 2004) supports the notation that increased levels of procrastination would result in increased levels of stress was assessed by analyzing the correlation between these two variables. Based on the statistical analysis performed, it was clear that some measure of correlation between procrastination and stress does exist. Not surprisingly, the correlation tended to be higher for respondents with a high tendency to procrastinate and conversely proved to be very weak for respondents with a low tendency to procrastinate. An interesting observation was noted for moderate procrastinators. For these individuals, virtually no correlation was noted. However, the little correlation that could be determined was, in fact, negative! Two variables may be related to each other, but this does not mean that one variable causes the other, they are merely indicative of each other.

Jourdan Ford (2014) justified that most of the students are not scared of their work. A large percentage decided that they choose to procrastinate and enjoy working under pressure. The results yield that the students procrastinate the most because they get distracted. The next two reasons tie with a 75% score. Those reasons do "not want to do something" and "lack of motivation." Tied for third place with 50% does "not know what needs to be done" and "wanting to do another task instead". These students are basically saying that their homework does not interest or motivate them. Half of the students get overwhelmed and do not even know what they need to do. Another analysis made by (Evanya Musolino, 2007) stated that the participants in the high effort-high stress condition would procrastinate more than the participants in other conditions. The results indicated that participants in the high effort-high stress condition procrastinated more than the participants in other conditions. When we conclude the relationship between the procrastination and time the research study done by (Carlyon Fisher, 1999) suggested that there are some psychologists and even some economists believe any type of time discounting is inherently irrational. In this they proposed the simple dynamic model of impatience presented and offers examples of situations where procrastination can be not only dynamically consistent, but also utility maximizing.

Piers Steel (2007) concluded that the Outcomes refer to the expected effects on utility, specifically a



poorer mood and worse performance. It is important to note that these outcomes may still represent more distal causes of procrastination, possibly increasing depression or decreasing self-efficacy. Dianne M Tice and Roy F. Baumeister (1997) conducted the study on students and suggested that among students Procrastinators reported lower stress and less illness than non-procrastinators early in the semester, but they reported higher stress and more illness late in the term, and overall they were sicker Procrastinators also received lower grades on all assignments Procrastination thus appears to be a self-defeating behavior pattern marked by short-term benefits and long-term costs. Lisa M. Zarick and Robert Stonebrake (2009) suggested that Procrastination impacts almost everyone. Although countless students repeatedly swear they will never procrastinate again, they inevitably do. They fall prey to salience, task aversion, and uncertainty that raise the cost of starting a project. This creates delays that cause lower quality papers and projects, lower exam scores and, to a lesser extent, late or missing assignments.

Roxana-Elena Beleaia & Elena Cocoradă (2015) confirmed the findings that Procrastination is negatively linked to proactive coping, proactive coping competences, and strategic planning, because all of them imply that certain preparations ought to be made beforehand in order to use them. Proactive coping involves perceiving difficult situations as being challenges rather than threats, and acting before stress occurs for the individuals.

Adel & Asharaf & Eissa & Amaal (2013) concluded that there was a positive correlation between academic procrastination and Positive Self -Oriented Perfectionism, while no significant correlation was determined between academic procrastination and Negative Self -Oriented Perfectionism. There was another study done on the basis on procrastination and gender diversification by (Ruhsan Burcu Islak, 2011) suggested that there was no gender difference among these students while Based on their self-report survey scores, gender did not appear to play a part in the levels of their procrastination.

The study done by (Ngoc h. Bui, 2007) analyzed that statistically significant interaction effect between evaluation apprehension and procrastination level on the number of days that it took participants to return essays,  $F(2, 41) = 4.41, p = .02, \text{partial } \eta^2 = .18$ . I found the main effects of level of procrastination and evaluation apprehension to be statistically non-significant,  $F_s < 1.00$ . Abdullah (2017) examined the study on procrastination and its relationship with criteria of mental health of children and adolescents, and the impact of gender and developmental stage on it concluded that boys tending to procrastinate more than female, and adolescent more than children.

Another study concluded by them there are significantly positive correlation between procrastination and some aspects/indexes of mental health (Awareness and acceptance of one's self and others, personal and social adjustment, life's purpose and meaning), but significantly negative correlation founded between procrastination and other aspects of mental health.

Mehmet Kandemir (2014) stated in their research that academic motivation is the most important predictor of academic procrastination. Within this context academic procrastination can be said to be primarily a motivation problem.

While other variable said that procrastination is coping with stress strategies. In last they revealed academic procrastination behaviors can be reduced by removing its causes. To this end awareness of the scope of the aforementioned cause-and-effect relationships should be raised with students, teachers, parents and other education shareholders. Shareholder should better understand the causes behind academic procrastination as this may contribute to a decrease of academic procrastination

behaviors among student.

#### **RATIONALE**

The various researches have already been conducted at national and international level in this context. The research is conducted to identify the relationship between Procrastination and stress that affect student behavior. On the basis of previous research they shows that Procrastination is influenced by many of the factors sometimes is influenced in a positive impact while on the other hand it had a negative impact also and the researchers also showed the procrastination had linked to different variables and how it affect the student behavior The current study expects a relationship between procrastination and stress and how both they are linked that it affect student behavior that directly affects their academics.

#### **OBJECTIVES**

- To evaluate the impact of the relationship between the variables and how it affects the student behavior.
- To find out the factors underlying procrastination and stress and student behavior.

#### **HYPOTHESIS**

**H<sub>0</sub>1:** There is no effect of procrastination on stress in educational sector,

#### **RESEARCH METHODOLOGY**

The study population consisted of students which are the part of academics. The study is a causal in nature in which used the systematic survey data collection method to conclude findings. 250 questionnaires had been distributed to who are able to answer and 210 were recorded for the further analysis. 203 questionnaires valid for analysis were recovered. These forms represented the population and sample of the study

#### **Measure**

Standardized questionnaire of (Jordan Ford, 2014) for Procrastination and Stress both were used to solicit the response from the respondents. The questionnaire was divided into two sections where, 1<sup>st</sup> part represent the item scale used to measure the procrastination and other set of item scale is solicits to measure the stress. The response was taken on the Likert type scale of 1 to 5 where 1 represent strong disagree and 5 represent strongly agree.

#### **Tools used for data Analysis**

1. Reliability test was applied to check the reliability of the Questionnaire with the help of Cronbach's Alpha.
2. Factor analysis was applied to find out the different factors that affect the variables.
3. Regression test was applied to check the relationship between procrastination and stress

4. T-test / ANOVA were used to compare the respondents on the variables procrastination and stress.  
**RESULTS AND DESCRIPTION**

**Reliability**

The reliability of the questionnaire had been carried out for the different item scale by using the Cronbach's alpha test and all the results are reliable in nature which is shown as in table follows

S. No	Variable	Cronbach's Alpha	N of Items
1	Procrastination	0.731	10
2	Stress	0.707	10

Since we have applied the test of the reliability on procrastination on the basis of 10 questions so the table indicated the value of the reliability is 0.731 for Procrastination and 0.707 for Stress in the current study which can be considered as fair value as compared to the standard value which is 0.70. Hence, it is considered that questionnaires which were chosen to conduct the current study are reliable.

**Factor Analysis**

As we had analyzed that there are many factors so we had applied principle components factors analysis with Varimax rotation and Kaiser Normalization was applied. The factor analysis results in three factors for affecting the response of the student towards the Procrastination-Stress relationship.

**Procrastination**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.789
Bartlett's Test of Sphericity	Approx. Chi-Square	288.46
	df	45
	Sig.	0

The value obtained by KMO is 0.789 meaning there by that the sample size was good enough to treat the sampling data as normally distributed.

Bartlett's test of Sphericity which tested the null hypothesis that the item to correlation matrix based on the responses received from student for procrastination and stress was an identity matrix Bartlett's Test was evaluated through chi-square

test having chi-square value 288.460 which is significant at .000 level of significance, indicating that null hypothesis is not supported. Therefore, it is clear that item to item correlation matrix is not an identity matrix and the data were suitable for factor analysis.

Identification of The Relationship Between Procrastination and Stress

S. No	Factors	Eigen Value	% of Variance	Items of Scale	Loading
1	Factor1	1.87	18.702	4. I put off doing things I'm not interested in	0.771
				9. I often do things quickly but incorrectly	0.59
				8. I avoid setting personal Deadlines.	0.583
				5. I have a hard time starting	0.478
2	Factor2	1.772	17.723	3. I procrastinate much less when working	0.816
				7. I wait until the last minute to do Things.	0.685
				1. Fear of failure stops me from doing work	0.539
3	Factor3	1.629	16.292	2. I get a feeling of anxiety when I know I'm procrastinating	0.467
				10. I am bad at prioritizing	0.74
				6. I give up when a task gets too difficult	0.724

Principal Component Analysis (PCA) was applied on Procrastination. The PCA with Kaiser Normalization and Varimax Rotation conserved into three factors which have Eigen value as 1.870 and 18.702% variance to be named in the context of factor 1 Eigen value as 1.772 and 17.723% variance to be named in the context of factor 2. Whereas we have 1.629 as Eigen value for factor 3 and 16.292% variance was found.

So there were three factors exerted in which 4 items were conserved in factor 1, 4 items were conserved in factor 2 and 2 items were conserved in factors 3,

**Stress**

KMO and Bartlett's Test		
Kaiser-Meyer - Olkin Measure of Sampling Adequacy.		.774
Bartlett's Test of Sphericity	Approx. Chi-Square	255.647
	Df	45
	Sig.	.000

Kaiser-Meyer Olkin measures of sampling adequacy indicated KMO value 0.774 meaning there by that the sample size was good enough to treat the sampling data as normally distributed.

Bartlett's test of Sphericity which tested the null hypothesis that the item to correlation matrix based on the responses received from respondent for Procrastination and stress was an identity matrix Bartlett's Test was evaluated through chi-square test having chi-square value 255.647 which is significant at .000 level of significance, indicating that null hypothesis is rejected. Therefore, it is clear that item to item correlation matrix is not an identity matrix and the data where suitable for factor analysis.

Principal Component Analysis (PCA) was applied on stress. The PCA with Kaiser Normalization and Varimax Rotation converged into three factors which have Eigen value as 1.818 and 18.175% variance to be named in the context of factor 1 and Eigen value as 1.730 and 17.303% variance to be named in the context of factor 2 and Eigen value as 1.598 and 15.976% variance to be named in the context of factor 3.

So there were three factors exerted in which 4 items were conserved in factor 1, 3 items were conserved in factor 2 and 3 factors were converted into 3 factors

S. no	Factors	Eigen Value	% of Variance	Items of Scale	Loading sums
1	Factor1	1.818	18.175	3. I deny or ignore problems in the hope that they will go away.	0.684
				5. I underestimate how long it takes to do things.	0.632
				7. My self-confidence /self-esteem is lower than I would like it to be.	0.595
				1. I frequently bring work home at night.	0.502
2	Factor2	1.73	17.303	10. I feel fatigued or tired even when I wake after an adequate sleep.	0.724
				6. I feel that there are too many deadlines in my work / life that are difficult to meet.	0.683
				2. Not enough hours in the day to do all the things	0.65
3	Factor3	1.598	15.976	4. I do the jobs myself to ensure they are done properly.	0.773
				8. I frequently have guilty feelings if I relax and do nothing.	0.592
				9. I find myself thinking about problems even when I am supposed to be relaxing	0.574

### Regression

Regression is not just one technique but a family of techniques that can be used to explore the relationship (impact) between one continuous dependent variable and a number of independent variables or predictors (usually continuous). This makes it ideal for the investigation of more complex real-life, rather than laboratory-based research questions.

### Procrastination

**Null Hypothesis (H<sub>0</sub>1):** There is no effect of procrastination on stress in educational sector.

Simple Regression test was applied between procrastination and stress. Here procrastination was taken as independent variables whereas stress was treated as dependent variable

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.302a	0.091	0.87	6.23154
a. Predictors: (Constant), procrastination				
b. Dependent Variable : stress				

The table of the model shows Adjusted R- Square value: We found out 0.87 Adjusted R- Square value it indicates procrastination contributes 87% in Stress.

Identification of The Relationship Between Procrastination and Stress

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	779.139	1	779.139	20.064	.000a
	Residual	7766.425	200	38.832		
	Total	8545.564	201			
a. Predictors: (Constant), procrastination						
b. Dependent Variable: stress						

We have calculated F-value in our study which is 20.064 means the model is best fitted, and high predictability of model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	23.016	1.995		11.538	0		
	Procrastination	0.292	0.065	0.302	4.479	0	1	1
a. Dependent Variable: stress								

The result of coefficient variable indicates that the contribution of independent variable on dependent variable which was tested through the beta value .302 the T value was found to be 4.479 which was significant at 0.00 level of significance hence the hypothesis which was develop in this study was not supported as it was indicating that there is significant effect of procrastination on stress in educational sector.

The value of regression is 0.000 which is less than .005 so we can say that the null hypothesis is rejected and there is an impact of procrastination and stress on students.

### CONCLUSION AND DISCUSSION

The research done on the students concluded that procrastination has positive significant effect on stress. That means if student's keeps on procrastinating they will ultimately experience high level of stress this further suggests that in order to minimize stress they should reduce procrastination of things as indicated by (Sirois, 2013) said that stress associated with procrastination may be reduced as well as highlighting the correlates and consequences of not being self-compassionate. A study done by (Liesel van Wyk, 2004) supports the notation that increased levels of procrastination would result in increased levels of stress was assessed by analyzing the correlation between these two variables. Another analysis made by (Evanya Musolino, 2007) stated that the participants in the high effort-high stress condition would procrastinate more than the participants in other conditions. The results indicated that participants in the high effort-high stress condition procrastinated more than the participants in other conditions.

Last but not the least the Mehmet Kandemir (2014) stated in their research that academic motivation is the most important predictor of academic procrastination. Within this context academic procrastination can be said to be primarily a motivation problem. While other variable said that procrastination is coping with stress strategies. Like this most of the studies concluded that procrastination has positive significant impact on stress but it varies to the extent of the student that how they made the relationship between the variables.



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## THE EFFECT OF HUMAN RESOURCE PRACTICES ON JOB QUALITY

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### ABSTRACT

*The main purpose of this research paper is to examine the relationship between human resource practices and job quality. In the past research, there were studies on the constructs of human resource practices and job quality, however little attentions have been focused on the relationship between these two and its importance. This paper also contributes to bridge the gap in current literature. Furthermore, the understanding in developing the association between human resource practices and job quality outcomes could be helpful to the management in the development of HR practices as to ensure high achievements of employees' performance. The study has been conducted on 150 employees in manufacturing sector with the help of a questionnaire. Result showed the association between the variables and effect of independent variable on dependent variable.*

**Keywords:** Human Resource practices; Job quality and employees Performance.

### INTRODUCTION

Human Resource practices considered as a function to manage all the human capital within the organization by ensuring the productivity and directed them towards the organizational objectives. It is a function which starts before the joining of an employee, look after him/her during the retention in the organization and will continue even after leaving the organization. HR practices is wide function and applicable to all parts of organization.

Schuler and Jackson (1987) defined HRM practices as a "system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members. Besides, Human resource practice is explained as asset of policies and practices which are internally linked designed and implemented in a way that an organization's human resource should contribute to the achievement of its business objectives".

HR Practices is concerned with people and manage them within the organization. This broader function includes many sub function e.g. Human Resource Planning, Recruitment, Selection, Performance appraisal, Training & Development, Compensation, Retrenchment, etc. The employees have great effect of these sub functions. An organization which used to maintain very high standards in the implementation of these sub functions are better in terms of satisfaction and the retention of the employees. These functions also play a very important role to determine the job Quality for the employees.

Traditionally Job Quality used to understand the wage level of the workers, later on it's started referring as working conditions at the job. Different researches have studied job quality and found out the different dimensions of Job Quality.

Layerd (2005) had conducted a study to found out the dimension of job quality. He had conducted a survey among employees to know what they feel about job and what components of job used to affect their lives. A study conducted in Europe also refers the linkage of Job quality with work – family relationship.

Now it is understood that Job Quality refers socio economic dimension, working conditions, wage levels, training opportunities, promotion opportunities and equal treatment of employees. This paper is an effort to investigate the relationship of Human resource practices with job quality for the employees. The paper has been trying to explore the different dimension of Human Resource Practices present in the Manufacturing organization of Gwalior Region of India. The job quality was also investigated and tried to found out the relationship between HR Practices and Job Quality.

#### **REVIEW OF LITERATURE**

To investigate the relationship between HR Practices and Job Quality, researchers and academicians conducted various studies.

Katou (2008) did a study in Greece. The data was collected from the manufacturing sector. The study highlighted the relationship between HRM practices and Organizational Performance. Katou evaluated resourcing, compensation and involvement with job Performance. This study had concluded that Human Resource Practices with job Quality have effect on Organizational Performance.

Martin (2011) conducted an investigation to found out the influence of HRM practices on job quality, organizational commitment and influence on intention to quit. Martin has conducted study on compensation & benefits, recruitment & hiring, training & development, and supervision. The study resulted in significant relationship found between human resource practices and intention to quit, mediated by job quality.

Khan et al (2012) also done a study on university teacher. The data was collected from different Pakistani university. They have examined the relationship between job quality and HR practices. The study concluded that teachers in the universities are satisfied with their job; specifically, male teachers because of the presence of Human resource practices. This relationship would become stronger because of job quality.

Schuler and Jackson (1987) develop the strategic model of HRM by linking HR practices to competitive strategies framework that an organization can use to gain competitive edge. Job Quality is a dimension which organization have to maintain it. No organization may avoid it.

Patterson et al (1997) concluded in their study that Human resource practices impacted the Job Quality and it will further enhance the performance by providing appropriate skills. Guest (2002) have mentioned in his study that Human Resource Management have effect on Performance but it will depend upon what workers feel about HRM practices.

Miller and Monge (1986) reported a positive correlation between participation and job quality in studies conducted in organizational settings that incorporated measures of multiple-issue participation. A correlation between participation and productivity was revealed when they averaged the results of field studies lacking goal-setting interventions.

Snape & Redman (2010) examines the relationship between HRM practices, conceptualized at the workplace level, and individual employee attitudes and behavior. He focused on two possible explanations for the relationship for job quality. The study was done on the employees of North-East England it suggested that there is a positive impact of HRM practices on job quality.

### **RATIONALE OF THE STUDY**

Employees are considered as useful resources in the organization since few decades as compare to the previous days. Human resources practices and Job quality are two variable uses in the study. The study checks the Participation of HR practices and Job quality. Earlier many studies have been conducted using these variables in foreign context but in Indian context very few researchers have been conducted taking these variables together and in Gwalior no research have been conducted so far. The study will be helpful for the HR manager so as to formulate effective policies to make the employee committed towards the organization and improve the effectiveness of the organizations.

### **OBJECTIVES OF STUDY**

The main objective of the study is to examine and analyze the participation of human resource management practices and job quality of manufacturing industries.

- To identify the underlying factors of Job Quality.
- To identify the cause & effect relationship between human resource practices and Job Quality.

### **RESEARCH METHODOLOGY**

The study was causal in nature. Population was included the employees of manufacturing organization in Gwalior region. Individual Employees was the sampling element. Non probability purposive Sampling was used. The total sample size was 150 respondents.

Self designed questionnaire was used for the evaluation of HRM Practices and The Job Quality questionnaire developed by (Mercer 2007) contains 15 items have been used to measure the study variables. Data was collected on a Likert type scale, where 5 stand for maximum agreement and 1 stands for minimum agreement.

### **Tools Used for Data Analysis**

Item to total correlation was applied to check the internal consistency of the questionnaires. The measure was standardized through computation of reliability and validity. Factor Analysis Test was

conducted to explore underlying factors of Job Quality. Regression Tests was applied to evaluate the relationship between HRM Practices and Job Quality.

## RESULTS AND DISCUSSIONS

### Reliability Measure

The reliability of all two measure viz. HR Practices and Job Quality was computed by using SPSS software. Cronbach's alpha reliability coefficients were computed to calculate reliability of all items in the questionnaire. Reliability test using SPSS software and the reliability test measures are given below

**Table 1: Cronbach alpha Reliability statistics for total data**

Measures	Cronbach alpha value	No. of Statements
Recruitment and Selection Reliability	.776	5
Training and Development Reliability	.827	6
Performance Evaluation	.726	6
Promotion Practices	.701	4
Career Planning	.789	5
Job Quality	.846	15

It is visible that all reliability values are greater or equal than the standard value that is 0.7. It is considered that reliability of all measure is adequate. So the statement in the questionnaire was treated as reliable statements.

**Face validity:** The questionnaire has been checked by the panel of the experts and the result is quite satisfactory.

### Factor Analysis

Exploratory Factor analysis test was conducted through SPSS software to identify the underlying factors of Job Fit. The result of KMO was found .854, indicated the adequacy of sample to conduct the factor analysis. Also Barlett's test was found significant which indicated that correlation matrix is not an identity matrix.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.854
Bartlett's Test of Sphericity	Approx. Chi-Square	570.538
	Df	105
	Sig.	.000

Factor analysis resulted into four underlying factors in Job Quality Questionnaire The tables represent the factors name with their Eigen values and % of variance also the items which contributed to single factors are represented in the table along with their factor loading.

**Table 1: Factor Loading table of Job Quality**

Name	Total	%age Variance	Variable convergence	value
Security	4.861	32.405	I trust the management at the place where I work	0.803
			The place where I work is run in a smooth and effective manner.	0.703
			Work experience of senior employees is appreciated at my workplace	0.581
			The safety of workers is a high priority with management where I work.	0.562
			Compensation policies are transparent	0.485
			I am given a lot of freedom to decide how to do my own work	0.743
Freedom	1.242	8.821	Employer encourages employees to seek meaning and passion related to work.	0.653
			Employees have opportunities to work on jobs that use their competencies	0.522
			Employees can gain experience which enhances their employability	0.783
			Where I work, employees and management work together to ensure the safest possible working condition.	
Friendly policies	1.154	7.696	Employer offers opportunities for employees to fully engage in challenging work	0.665
			Employer clearly communicates the benefits and risks associated with the terms of employment.	0.529
Leave facility	1.014	6.758	Employer makes provisions for sick time.	0.505

**Regression analysis was used to measure the effect of Human Resource Practices on Job Quality**

Regression analysis was used to measure the effect of Human Resource Practices on Job Quality. In this Human Resource Practices has taken as an independent variable and Job Quality as a dependent variable.

**Table 2.: Regression Table**

Independent Variable		Dependent Variable	F	Sig	R Square Value	
Human Resource practices		Job Quality	60.727	.000a	0.678	
<b>Coefficients</b>						
Model		Unstandardized Coefficient		Standardize Coefficients	d t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.91	2.504		6.754	0
	RECRU_SEL	1.456	0.373	0.557	3.899	0
	TRAIN_DEV	0.153	0.313	0.062	0.487	0.627
	PERF_EVAL	0.437	0.353	0.17	1.236	0.218
	PROMOTION_PRAC	-0.458	0.161	-0.164	-2.855	0.005
	CAREER_PLAN	0.29	0.441	0.108	0.657	0.512

a. Dependent Variable: JOB\_QUAL

**H<sub>0</sub>: There is no impact of Human Resource Practices at work on Job Quality.**

$$Y = a + bx_1 + bx_2 + bx_3 + bx_4 + bx_5 \quad Y = 16.910 + (1.456) \times (.153) \times (.437) \times (.458) \times (.290) \times$$

X = Human Resource Practices (independent variable) Y = Job quality (dependent variable)

The result shows that r square value .678, which indicated that independent variable is causing 67.8% variance in the dependent variable. The significance level is .000 which is less than .05 and it means that the result is significant. The null hypothesis is rejected. Therefore, there is significant cause and effect relationship exists between Human Resource Practices and Job quality but if individually evaluate the cause & effect then Training & Development, Performance Evaluation and Career Planning do not have positive & significant effect on job quality.

## CONCLUSION

The objective of the present study was to analyze the Participation of HR practices on Job quality. It is seen that Job quality is a pattern that arises from well conducted HR practices, providing employees with willingness to perform the expectations. A well conducted HR Practices create a positive participation on the employees and they feel committed towards the organization. And in today's competitive era there is a need for every organization to have a strong HR practices. The result of the study shows that there is an effect of HR practices on Job quality. HR Practices were grouped under five factors and Job quality was grouped into four factors. Earlier studies were also found positive Participation of HR practices on Job quality.

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## **JOB STRESS: A STUDY OF COLLEGES PROFESSORS IN GWALIOR DIVISION**

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### **ABSTRACT**

*Now days Teaching job is getting more ambitious profession and it is becoming most viable and significant profession around world. There are hard times to be a professor. The existing nature of the job, that encompasses diverse activities in addition to teaching makes teaching inherently challenging. Professors face new hurdles and opportunities from increasingly diverse student environment. The requirement of developing abilities, knowledge and skills to perform new tasks further complicates the teaching job. That is why too much expectations from professors creating accountable to them. Taken up, the conditions and characteristics of teaching presently creating stressful conditions for them even have positive or deleterious issues for them and for their dealing with students. The objective of this paper is to analysis psychological stress arising in the workplace during job, focusing especially on organizational sources and aftermaths of stress. The researcher used regression, Chi-square analysis, Correlation and ANOVA using SPSS to get outcome and try to delivered result to avoid stress arising job.*

**Keywords:** Organizational Stressors, Individual Stressors, Role Clarity, Role Conflict.

### **INTRODUCTION**

In 1936, Hans Selye was the first to present the idea of stress in to the life science. He defined stress as "the pressure, strain and force, exerted upon a material object or person who resist these forces and attempt to defend its original state." Stress is universal in the society. Stress is an unavoidable result of present day living. With the development of enterprises, weight in the urban territories, quantitative development in populace and different issues in everyday life are a portion of the explanations behind increment in stress. Stress is a state of strain that has an immediate bearing on feelings, manner of thinking and physical states of a man. Steers (1981) demonstrate that, "Word related pressure has turned into a vital point for investigation of hierarchical conduct for a few reasons."

1. Stress has destructive mental and physiological consequences for representatives (employee),
2. Stress is a noteworthy reason for representative turnover and absenteeism,
3. Stress experienced by one worker can influence the security of different representatives (employees),
4. By controlling useless pressure, individual and association can be overseen stress more successfully.

The word related job pressure identified with bury job remove, job stagnation, job desire, job strife, job disintegration, job over-burden, job confinement, individual deficiency, self job separate, job vagueness and asset insufficiency.

Undertaking the investigation among the professors is exceptionally appropriate and pertinent. The examination by their creators entitled "Investigation of Stress among Colleges Professors in Gwalior District" concentrated on the essential variables viz., association with companion gathering, Satisfaction with the Pay, word related stressors, Working conditions and individual stressors. Taken together, these general conditions and current difficulties present possibly distressing circumstances for educators, circumstances that may have malicious complexities for them and for their work with students.

### REVIEW OF LITERATURE

Miles and Perrault (1976) recognize four unique sorts of job struggle:

1. Intra-sender job strife
2. Entomb sender job struggle.
3. Individual job struggle;
4. Job over load.

The utilization of job ideas recommends that activity related pressure is related with individual, interpersonal, and basic factors (Katz and Kahn, 1978; Whetten, 1978). The presence of supportive peer groups and strong associations with super visors are negatively correlated with R.C. (Caplan et al., 1964).

There is proof that job office holders with elevated amounts of job vagueness likewise react to their circumstance with tension, sadness, physical side effects, a feeling of uselessness or lower confidence, bring down levels of employment inclusion and authoritative responsibility, and view of lower execution with respect to the association, of managers, and of themselves (Brief and Aldag, 1976; Greene, 1972).

Madhu et al., (1990) considered the impact of antecedent factors on job pressure. The antecedent factors considered were close to home elements of the individual, administration, and communicator style of the boss, work conditions and organizational factors. The outcomes demonstrated that individual elements had no area and nine were selected from the rural area It was chosen to gather the essential data from 60 educators from every zone So total of 60 professor were selected for the final study. In this paper Non probability, convenient sampling method was used for the getting the output.

### Measurements

The predictor variables in this study were represented by four organizational variables namely conflict, alienation, work overload, and unfavorable work environment. By using 5 point rating liker scale was used ranging from (5) Strongly Agree to (1) Strongly Disagree. This trait was assessed by NEO Five Factor Inventory (Costa & McCrae, 1992). SPSS package has been used to analyze the data.

Tools for analysis: Chi-square analysis, Correlation, One way ANOVA and Regression

**FINDINGS**

**Table 1: Depicts profile of the respondents**

Factors	Frequency	Percent	Mean
<b>1. Gender</b>			
Male	54	90	
Female	6	10	1.9
Standard Deviation: .3014			
<b>2. Age</b>			
Below 26	4	6.7	
26- 30	12	20	2.2
35- 40	14	23	
Above 40	30	50	
Standard Deviation: .140			
<b>3. Marital Status</b>			
Married	34	56.7	1.6
Unmarried	26	43.3	
Standard Deviation: .6871			
<b>4. Working Experience</b>			
Below 5	6	10	
years 5- 10	14	23.3	1.3
years Above 12 years	40	66.7	
Standard Deviation: .6603			
<b>5. Monthly Income</b>			
Below 10,000	51	85	
Rs.10,000 – 20,000	5	8.33	1.24
Above 40,000	3	5	
Standard Deviation: .7740			

**Table 2: Represents the Reliabilities of the survey instruments**

<b>Reliability statistics scale (alpha) - Reliability Coefficients</b>
<b>N of Cases = 60</b>
<b>N of Items = 32</b>
<b>Alpha = .7860</b>

**INFERENCES**

As seen from Table 2, reliability statistics showed that with Coefficients ranging is .7860 which greater the minimum acceptance level of 0.70

**H01: There is no relationship between getting tiredness in the travel and satisfaction with the job hours**

**Table: 3**

Calculation of chi square Test

	Value	df	Asymp. Sig. (2sided)
Pearson Chi Square	100.996	3	0
Likelihood Ratio	137.848	3	0
N of Valid Cases	60		

Result: calculated value = 100.996, Table value = 7.81473 (df is 3 with 5% level of significance)

**Interpretation**

The researcher concludes that there is significant relationship between getting tiredness in the travel and satisfaction with the job hours.

**H02: There is no positive relation between organizational stress and job stress.**

**Table 4: ANOVA**

Temptress	df	SS	MF	Statistical Inference	Sig.
Between Groups	3	20.897	6.966	F = 47.615>P	0
Within Groups	57	16.97	0.146		
Total	60	37.86			

P=2.6802 at 5% level of significance.

Solution: calculated value is greater the tab value

Interpretation: The researcher concludes that organizational stress positively related to job stress.

**Ho3: There is no significant relationship between impact of work and freedom of work on family life.**

Cross-tabulation:

	Impact of work in the family life			Total
		To a great extent	To a certain extent	
Freedom of work	To a great extent	4	16	20
	To a certain extent	6	10	24
Total		10	26	24
				60

**RESULTS**

Value of co efficient of correlation = 0.427 It means a perfect substantial relationship between impact of work and freedom of work on the family life. That is why null hypothesis is rejected and alternative is accepted.

H04: There is no enough (adequate) relationship between Stress level and independent variables while taking special class for inactive (slow) learners.

**Regression**

Table: 6.1

Modal	R	R square
1	0.601	0.361

a Predictors: (Constant), Years of Experience, Monthly income of the respondents, Marital Status, Gender, Age of the respondents, b. Dependent variable: Stress level.

**Regression**

Table: 6.2

Modal	R	R square
1	.510	.260

a Predictors: (Constant), Monthly income of the respondents, Gender, Age of the respondents

**Result:** As depict in Table 6.1, when the 5 variables such as Years of Experience, Monthly income, Marital Status, Gender, Age of the respondents and Stress level were entered into the regression equation in the first step, the coefficient of determination (R) was found to be 0.601. In step 2, by adding the three independent variables such as monthly income, Gender, Age R change (0.510) is significant. In second regression model, it is found that control variables such as marital status and working experience having significant influence on job stress.

**CONCLUSION**

In conclusion, the contribution of this study rests on the identification of structure based mostly stressors and also the role compete by the temperament dimension of neurosis as a moderator within the relationship between structure stressors and job stress by the professor at the work. though many studies on job stress inside the academics context are reportable every of them differs in terms of the variables selected(organizational-based, personal-based, or personality-based), the instruments used, and sample.

This study failed to aim to construct an entire model of job stress for academics however just to increase one's data regarding the influence of organizational-based factors and neurosis on the duty stress.

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## CORPORATE PROPAGANDA AND INDIA: AN EMPIRICAL INVESTIGATION

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### ABSTRACT

*Communication is elementary for the emergence of brand trust and managing reputation of the business entity. Umpteen battles are fought to leverage the brand and enhance confidence among stakeholders, and corporate propaganda is a potent tool used for enhancing brand trust to achieve desired outcomes. Corporate propaganda is intentional and is strategically infused to achieve synchronized thinking and behavior among the target audience. "Propaganda elicits public attention and retains it too, enabling engagement of stakeholders through a reciprocal relationship" (Sørensen), allows to garner more significant market share; and ensures the steady flow of revenue and secure investments. It can be tactfully used to neutralize or decimate the competition. Corporations globally have dedicated resources to manage propaganda to put their brands and reputation in the most favorable light.*

**Keywords:** Communication, Brand Trust, Value Creation

### INTRODUCTION

Any form of business requires expression. Business communication is elementary for the emergence of the image (Impression) Brand trust and value creation of business entity and its leadership, reputation of the business entity. Essential elements of business communication are content and medium. Corporate communication is a battlefield where umpteen battles are being fought concomitantly. It's a turf to leverage brand and enhance trust of stakeholders tactfully, and reputations are crafted and crushed as a strategic initiative. In Latin propaganda means "to sow" or to propagate"

Propaganda has always been used as an instrument of control and conformity by the dominant social power. Due to its covert, subtle, and unassuming nature, propaganda functions as a method of social control by using tools of persuasion, manipulation, and "hidden" or undefined source [s] (Henderson,1943).

Terrance Qualter (1962) described propaganda as a deliberate attempt by individual or group to form control or alter the attitudes of other groups using the instruments of communication with the intention that in any given situation the reaction of those so influenced will be as desired by the propagandist.



Furthering the argument Qualter (1962) emphasized on the phrase “the deliberate attempt” as a key to the concept as he succeeded in establishing the strong premise “beyond doubt” that anything may be used as propaganda and that nothing belongs exclusively to propaganda. The significance, he said, was that any act of promotion can be propaganda” only when it becomes part of a deliberate campaign to induce action through the control of attitudes”

Harold further fortified this by stating that “The control of opinion by significant symbols, or, so to speak, more concretely and less accurately, by stories, rumors, reports, pictures, and other forms of social communications” (Harold Lasswell, p 627, 1927).

Jowett & O'Donnell (2012) have stated that Truth is continually manipulated by power structures (Jowett & O'Donnell, p. 3). Jowett & O'Donnell (2012) in their book, Propaganda and Persuasion, state“ ... propaganda uses truth, half-truth, and limited truth (p.4).”

The manipulation of the truth through propaganda is delivered in many forms, including advertising, television, social media, narrative and documentary film, and persuasive verbal dialogue (Silverstein,1987, p.50-51).

Early concerns about the effects of propaganda stemmed from pioneer communication scholars view of the propaganda audience as an easily manipulated mass of atomized individuals. Thus, before continuing our discussion of propaganda, it is useful to examine mass communication scholarship that has deliberated the nature of the audience, thus placing a study in a theoretical context. For a long time, the most frequent and strong disseminators of propaganda have been the governments from all views of political ideology (Democracy to Dictatorship to Monarch) and a spectrum of issues. Jowett and Donnell (1992) give the overview of the history of propaganda, tracing its philosophical and theoretical origins back to ancient Greece. Scholars generally agree that the modern study of propaganda – indeed the term propaganda itself-came about largely during or after world war (Doob,1950), allied governments began not only to study propaganda, but also develop ways to influence their own citizens, whose purpose was to counter-opponent propaganda and disseminate information that would encourage support for the regime. Later the efforts of the agency became institutionalized as the British government established the department of Information in 1917 to facilitate positive media coverage and cinema portals of the war and its democratic cause.

It also needs to be understood that propaganda is different from a public communication relation campaign to encourage people to behave in ways that leaders perceive to be socially desirable or to educate the population, public communication campaign is defined as purposive attempts to inform, persuade or motivate behavior changes in a relatively well defined and large audience generally for noncommercial benefits to the individuals/or society at large, typically within a given time period by means of organized communication activities involving mass media and often complimented by inter-personal support”(Atkin,1989)

Taylor, in *Munitions of the Mind*, for the disambiguation of education and propaganda states” Whether the propaganda is moral, he notes, is a question that involves not the technique itself but the motives behind it.”

It is also worth mentioning that education and propaganda are different from each other as the goals are different as elaborated by Taylor Education differs from propaganda because the Purpose of “the

imparting of information and ideas for educational purpose is to enable the recipients to make up his or her own mind on any given issue" "Propaganda, however aims to make up the audience's minds by presenting one position as correct." (Jack, Fun and facts about American Business; Economic Education and Business Propaganda in an Early Cold war cartoon Series, September 2015), however during the post war scenario in US educational institutions have supported the propaganda of business class primarily because "College or institution name to such projects make it much more effective, than by Industrial organization" (Jack, Fun and facts about American business: Economic education and Business Propaganda in an early Cold war Cartoon series, 3<sup>rd</sup> Sept. (2015)

"Advertisers heavily lean on propaganda to sell products, whether the "products" are a brand of Toothpaste, a candidate for office, or a particular (Propaganda techniques in today's advertising," (AnnMcClintock,n.d.). Alfred P. Sloan, Chairman -General Motors, Du Point, Benson, John Sutherland, twentieth century Fox, WaltDisney, Warner Brother's studio, pioneered this form of propaganda which was delivering persuasive message in form of inverted standard model of entertainment.

Not much literature is available about corporate propaganda, but it is categorized as industrial communications, Public relations but is largely influenced by rightist or capitalist ideologies, various scholars have defended the role of propaganda in furthering the cause of....(Bartlett, 1973, 1940, 1997) As expressed earlier Jowett and Donnell described propaganda as the "deliberate and systematic attempt to shape perception manipulate cognitions, and direct behavior to achieve response that furthers the desired intent of the propagandist."

Corporate and research literature reveals interesting facets of propaganda definitions touching upon the DNA of propaganda by notable's also Edward Bernays, the father of public relations, defined Propaganda as "a consistent, enduring effort to create or shape events to influence the relation of a public to an enterprise, idea or group" (1923, P.25)

This change in connotation of the term came about in the early 1940, when the term propaganda was replaced by "persuasion" "information" and "communication" (Doob, 1996, 1997) thus; Edward Bernays noted that "the advocacy of what we believe in is education. The advocacy of what we don't believe in is propaganda"

To summarize we can attempt to refresh the definition of corporate propaganda as

***"An attempt by totalitarian business entities to create an Image, generate credibility and influence the stakeholders through communication persuasive in nature."***

Industrialization, globalization and consumerism in the early 19<sup>th</sup> century created a demand for communicators-publicists who specialized in persuasive communication to counter organized dissent and iron out ideological differences with governance and promote post-cold war Industrial propaganda and develop a socio-economic class of people who could be encouraged, influenced to acquire and consume ever increasing amounts of goods and services. This was also popularly known as "Economic Education or "The New Vision of America to the World" (Yarrow, 2009), the need for such propaganda was also felt due to the tension between industrial management and organized labor as mass production (post world war 1, 1914-1918, war economy) led to economic crisis, over production and supply grew beyond consumer demand with reduced consumers pending turning economies non sustainable.

This swing in business cycle impelled the emergence of a genre of sponsored propaganda in form of educational films (comic books, illustrated classics, travelling exhibitions and other cultural ephemera) that used the techniques of public relations to foster both knowledge of and allegiance to the practices and guiding principles of American Industrial Capitalism. Corporate-sponsored economic education materials were sometimes bankrolled by individual corporations, but more often were funded in directly through business interest groups. (Jack, Fun and facts about American Business; Economic Education and Business Propaganda in an Early Cold war cartoon Series, September 2015).

This subsequently progressed in 1940 and at global level (world war II-1939-1945) "the main propaganda battle field of the late 1940's and early 1950's (apart from political and war) was in Europe and the United States pursued to ensure that Western Europe would remain noncommunist (allied with consumerism and free economy) and the Soviet Union tried to exploit and fanned anti Americanism. Apart from foreign policy the other contextual and relevant shift in propaganda messaging was "Changed America" "New Era" and "Peoples Capitalism" this change in propaganda message was disseminated to the world and the idea that had conquered the business cycle producing country where "Everybody was rich" (is new era really here?, 1955), (Peoples capitalism, 1956), (Changed America, 1953) (EverybodyisrichinUS,1956).

This paradigm shift in propaganda a communication was in the heart and mind of Europeans, less developed countries and overseas colonies (British, Including India) who were on verge of Independence, Leading Indian industrialist including JRD Tata, GD Birla and many more ushered on an industrial mission to U.K. and USA in 1945; supported by Federation of British Industries and Association of the British chamber of commerce. (R.M.Lala,1999). This was after the publishing of the Bombay Plan in 1944. This was opposed by Mahatma Gandhi and many other Nationalistic leaders and is documented in letters. This form of propaganda was not new to Indian industrialist but was crucial as was undertaken to diffuse the call of "swarajya" home rule and "swadeshi" produce made from materials available in the country.

On the other side Soviet propaganda emphasized on the inevitable triumph of Communism, which was adopted by the first prime minister in mixed economy of Social empowerment and industrial development.

There has been a constant push by the IMF and other benefactors lending to India to support the issue of opening of economy. This was visible and documented during the exchanges of subsequent prime ministers be it Morarji Desai or Indira Gandhi. India was always projected as underdeveloped country leaning towards west even though the businesses were doing fairly well." Bajaj Auto growth rate of 1852 percent under Rahul Bajaj, sales swelled from Rs. 519m. to 18.5 bn." "R.P. Goenka controlled massive 35percent of India's tire production, Aditya Birla had established himself as the world leading producer of viscose staple fiber and palm oil, the third largest insulators and the sixth largest of carbon black. Within India he was largest producer of cement, rayon filament yarn, flax and caustic soda" (Dr. Gita Piramal, 1999). Towards the end of the 20<sup>th</sup> century and global corporations control economy and promote propaganda through larger media houses, Ben Bagdikian in his book states "corporate ownership of media became considerably concentrated" (bagdikians, 1983,2000) including educational and research institutions and brand image was being promoted and being channeled through reports" global corporations proactively writing management discourse" which are none other than tools of corporate propaganda, the control on educational institutions by large corporations

like-Nike, Disney, McDonald's, Monsanto, RJ Reynolds and Walmart is explored in detail in David M. Boje paper "Corporate writing in the web of post modern culture and post industrial Capitalism" (David M, Feb2001).

The same model was replicated in United Kingdom-Britain, its colonies and Europe where business news and media was controlled by elite and that corporate PR was used extensively to gain competitive advantage over rivals and further exclude non- corporate elites from participation in production of financial and business news. It is further stated by Davis that PR was used as an effective form of "mind control" with which to influence the Masses" (Davis), as the businesses understood that control of medium ensures control of messages. This was also studied by as" it was the medium itself that shaped and controlled" the scale and form of human association and action" (McLuhan, 1964).

Herman and Chomsky have said that the media" is not a solid monolith" but that it represents a debate between powerful interests while ignoring perspectives that challenge the "fundamental premises" of all these interests. As a result, a more general corporate advantage was being gained as much by persuasion of the general public (S. Herman and Noam Chomsky, 1988).

Further establishing the role of industrial propaganda "are effective and powerful ideological institutions that carry out a system-supportive propaganda function, by reliance on market forces, internalized assumptions, and self-censorship, and without overt coercion", by means of the propaganda model of communication (S. Herman and Noam Chomsky, 1988).

#### **Propaganda in India Emergence**

Modern Indian business history is largely uncovered by two scholarly works- one done by Dwijendra Tripathi in "Business communities of India" which explores the hereditary communities in trade and Industries like Birla, Tata, Bajaj, Godrej, and the other done in a combined effort by F.R. Harris, G.D. Khanolkar and A. Joshi, which gives intricate details about businesses in "Entrepreneurs of Colonial India". In Indian context corporate propaganda was sublime and limited to select brands and industry leaders who later crossed over to public life.

Majority of home grown corporations like Birla, Bajaj, Mafatlal, Tata, Walchand, Kastur bhai lalbai, etc. followed a balanced stand between the British rulers and Indian political ideologies, some of them also ensured to safeguard their businesses with fewer indirect conflict with the business interest of British companies and their promoters largely in the business of Tea, Textiles, Hotels, FMCG and shipping, continued to be in touch with political leaders and pursued businesses scaling up to large industrial empires, a few to name are Birla Jute Mills, & Birla Brothers, Calcutta, Century Textiles and Industries Ltd., TISCO-later Tata Steel, Indian Hotel Company-owner of Taj Hotels and resorts, Tata Hydroelectric power supply company-later known as Tata Power, Mafatlal, Godrej and Boyce Manufacturing Co. Ltd., Wadia-Bombay Burmah Trading Corp., Ruia-Phoenix Mills Ltd.

Kirlosker Brothers, Walchand Hirachand, Bajaj -Bajaj Hindustan sugar Ltd, Radio Lamp Works Ltd, Imperial Tobacco Company(Now ITC) and a gamut of banks and Insurance companies with Indian promoters at the helm Companies owned and operated by American or European promoters like Goddard Phillips India ltd- Philip Morris of the US, Colgate Palmolive Ltd, Crompton Parkinson works ltd. BASF ltd., Escorts Agents Ltd, had limited interest and scope as India was a British colony. There was a limited scope for business propaganda as business media was controlled largely by English and the

vernacular media apart from being limited circulation had focus on political ideology and sparsely circulated. However, in the late 40's and post-world war II Indian business leaders GD Birla, Bajaj, Tata, Mafatlal, et al.

Finding hope in the economic and political revival rededicated themselves to the political ideology of the Congress and swadeshi, a symbolic departure from the loyalty towards the British and many more had new found interest in post-colonial economic reforms, this also led to development of a blue print "Bombay plan 1940" where industrialists proposed a capitalist domination in a largely social country. This was highly publicized and is studied in great detail by Medha Kudasia. Bajaj.

J.R.D. Tata, G.D. Birla and other IBH unhesitatingly aligned themselves with nationalist aspirations and were willing to give up the cautious attitude pursued until then "Publishing of Bombay Plan-a historic document advocated the central premise that a nationalist government undertakes the task of economic development in which IBBH would be an equal partner" (Medha Kudasia, Business History review, 2004). Post-independence under the socialist ideology which is also acknowledged as "Nehruvian Era" the government promoted public sector enterprises and the institutional propaganda found its roots and flourished in the name of nation building. Indian corporations aligned themselves to the goals of political masters with great reluctance and communications was focused to be reflected upon as partners of welfare state with contributions to education, Population control and other socio-political activities.

As a quick adaptation from the American and European capitalists the Indian corporations used industrial communication, lobbying baptized as public affairs, advocacy groups and advertising, largely to suppress the frequent outburst of labor unions who were predominantly impressed with Communist Idealism. This era also witnessed the emergence of advocacy and public affairs-liaisoning and formation of merchant chambers and industry bodies.

Newsprint, Radio and Television was in control of government. India faced three wars during these decades and Government propaganda was supported by Business and Industry, Including Film and Media. Government maintained strict control through license and inspector raj, Pro government business houses flourished, and hence home-grown brands evolved. It marked the institutionalization of the long relationship between IBH and Political leadership.

IBH increasingly started pushed for policies which can be broadly classified as "Economically Nationalistic" (Manali Chakrabarti, Modern Asian Studies, 2008). This period was also significant because of the increasing presence of IBB class in the manufacturing sector. Much of new investments in the existing industries were by Indian hereditary businessmen in several new imports substituting industries including sugar, paper, matches, aviation and cement which came up during that period. Almost scrupulous growth for the pro political regime, with monopolistic control like Walchand established Premier Automobiles near Mumbai 1955, it tied up with Fiat and started manufacturing engines in India. By 1956 ([https:// en.wikipedia.org/wiki/Walchand\\_Hirachand](https://en.wikipedia.org/wiki/Walchand_Hirachand), 2018), Hindustan Motors Limited, established by Birla's during the same time.

All in name of nation building and nationalistic agenda with profit motive behind. Tata Motors and Tomco, this is also document in studies, one such study states "During the decolonization era from the late1940s to the 1970s, British and French firms operating in Africa and Asia at first largely ignored



local, nationalistic aspirations. However, they learned to adjust to exploit the new spirit of independence that was shaping consumer attitudes.

The new emergence of a middle class was the target audience. Their advertising abandoned the traditional paternalistic attitude toward the natives. Instead there was a portrayal of locals as up-and-coming middle-class men in control of developing their nations. ([https://en.wikipedia.org/wiki/History\\_of\\_advertising](https://en.wikipedia.org/wiki/History_of_advertising), 21 October 2018)" This was further supported by the campaigns by industry bodies like CCI and FICCI and by individual companies. The foot prints of the same was as laid by American corporations and NAM in Mid 40' sin US.

Corporate started attempting to build an influential and accentuated persona by offering a corporate personality/Imagery and credibility. Stories of corporate leaders like GD Birla, Aditya Vikram Birla, JRD Tata, Rattan Tata, Rahul Bajaj and most dashing Dhirubahi Ambani from reliance donned the tabloids and Business dailies like business standard, financial express, etc. Media stories played a pivotal role in this arena. Business personalities were carved out as inspirational leaders portraying an epitome of leadership who is capable of being the bellwether of the corporation on all fronts. He was the principle voice, holding the cynosure. The focus of the stories was to project individuals as unique identities in the corporate world.

## CONCLUSION

The key theoretical position derived is that industrial and corporate propaganda has been used as an indispensable tool of communication for developing, modifying and sustaining the corporate interest and identity.

Persuasive communication was a hands on approach which emerged from the WW 1 era in Europe and permeated to the 3<sup>rd</sup> world countries, Indian businesses have been quick and smart to rise up with the every tide of industrial development and Corporate persona of leader has been leveraged by the propagandists to ensure that the thinking across the stake holders is uniform, In the business of democracy and business of business the difference of opinion or decent has been softened by the apt use of public and business propaganda.

This examination will be instrumental in understanding and laying the bed rock for the future of research in persuasive corporate communications and reveal how corporation's attempt to build such influential persona. Peruse propaganda as a tool of Advertising, Public relation and Mass Communications.

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## **PATEL HOSPITAL: WAY TO SUCCESS**

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### **ABSTRACT**

*Patel Hospital most reputed 200 bedded multi-specialty and Super- Specialty hospital in Northern India. This was started by an experienced team of a physician and a surgeon, Dr. B.S. Chopra M.D. and Dr. S.K. Sharma M.S and with their dedication towards hospital, the hospital has grown to induct a number of specialties, culminating in the first private cancer hospital to become fully functional in North-West India with all facilities for Oncology and Cancer Surgery. Within Short span of time Patel hospital was in Top 10 Hospital in Punjab for Cancer Treatment and its efficient patient care with latest health care techniques. Patel Hospital is differentiated from other hospitals because they have proper Mission and Vision and they also believes in "JO AAVE SO RAAZI JAAVE". Patel Hospital satisfied its patients with Administrative and clinical facilities given to them.*

**Keywords :** Cancer Surgery, Mission, Patel Hospital, Vision.

**Let us work together to create awareness; sensitize people and other stakeholders to work for improving healthcare quality and patients safety.**

Dr. K.K. Kalra (CEO, NABH)

*People love to visit tourist sites, religious places, amusement parts, restaurants, resorts, places where they can feel relaxed, get fun and excitement. Nobody is interested to go to hospitals, courts etc. But one will be astounded to hear the fact that in Patel Hospital, patients request whether they can further stay in the hospital. This shows the utmost level of care and cure people get from the hospital.*

### **The World Tourism Organization defined Medical Tourism**

India Healthcare Federation (IHCF), a nodal body in India was working with tour operator and key medical services providers to promote attractively packages for medical tourism.

*"Tourism associated with travel to health spas or resort destinations where the primary purpose is to improve the traveller's physical well-being, through a regimen of physical exercise and therapy, dietary control, medical services relative to health maintenance. (1)*

A hospital is a health care institution providing patient treatment with specialized staff and equipment. The best-known type of hospital is the general hospital, which has an emergency department. A district hospital typically is the major health care facility in its region, with large numbers of beds for intensive care and long-term care. India had the technological complexity and infrastructure to maintain its market niche and Indian doctors were among the best in the world.

*"Solutions come to those who try to search them out":*

*Dr. S.K. Sharma, M.S Patel Hospital.*

### **INTRODUCTION OF PATEL HOSPITAL**

The prestigious hospital was founded in 1976 in Jalandhar (Punjab, India) for serving humanity. The Organization strongly believes in ethical dealings. It is not materialistic in nature. They don't believe in increasing the length of stay of patients. Rather they prefer to provide efficient technology oriented patient care with compassion and dedication. The Co-founders, Dr. B.S. Chopra, Managing Director and Dr. S.K. Sharma, Medical Superintend, had initiated the project as a 20-bedded hospital which has expanded to 200 bedded multispecialty hospitals. They believe in principles of philanthropy. They are working with motto: *I treat he heals.*

### **About Patel Hospital**

This hospital was started in Jalandhar in the year 1976 by an experienced team of a physician and a surgeon, Dr. B.S. Chopra M.D. and Dr. S.K. Sharma M.S. as a 20- bedded hospital. With their dedication, the hospital has grown to induct a number of specialties, culminating in the first private cancer hospital to become fully functional in North-West India with all Facilities for oncology and cancer surgery. The total bed strength has reached 153 beds out of which 65 beds are only for cancer patients.

### **The motto of the hospital is:**

*"Comprehensive, compassionate, dedicated and efficient patient care with latest health care techniques"*

### Unique Feature of Patel Hospital

Patel Hospital has many unique features such as Department of Medicine, ICU, Surgical Oncology, Medical Oncology, Radiation Oncology, Laboratory, Catering and Canteen Services Ambulance, and Hospital Management Information System.

### Departments of Patel Hospital

There are different departments in Patel Hospital and they provide the department according to the disease and maintain department and provide facilities to the patients to book an appointment and with the contact number and email id of the respective doctor's. The Departments in Patel Hospital is:

Cardiology	Gastroenterology
Cardiothoracic Surgery	Gastrointestinal Surgery
Critical Care & Anesthesiology	Gynecology & Obstetrics
Dermatology & Cosmetology	Head & Neck Cancer Surgery
Dietetics	Internal Medicine
Endocrinology & Diabetes & Metabolism	Laparoscopic, General & Cancer Surgery
Medical Oncology & Hematology	Microbiology
Nephrology & Dialysis	Neurosurgery
Nuclear Medicine	Orthopaedics& Arthroscopy
Otolaryngology-ENT	Paediatrics& Neonatology
Pain Relief & Palliative Care	Pathology & Blood Bank
Physiotherapy	Plastic & Reconstructive Surgery
Psychology & Counseling	Pulmonary (Chest) Medicine
Radiation Oncology	Radiodiagnosis
Urology, Andrology& Kidney Transplant	

### Core Competences of Patel Hospital

In order to maintain the healthcare management in the hospital and for goodwill they recruit the employees who can maintain the satisfaction level of the employees. The recruitment process of the hospitals is

- Vet the Best Candidate
- Revamp Recruiting Procedures
- Offer Residencies and Internships
- Monitor New Employees Closely

Time to time they organize the workshops such as "Total laparoscopic Hysterectomy Call of the Time", "Live Operative Workshop and CME" and Third Head and Neck Forum.

### Employee satisfaction

Patel Hospital trained their employees time to time. On the daily routine round on the ground floor of the hospital, he stopped at the admission counter of the OPD. Every work was being done by the staff with perfection and diligence. There was a huge rush of patients, but was being handled in a very professional and smooth manner. He was fully contended with the workflow and had a sudden

thought of his wonderful past experience of Patel Hospital. He was overwhelmed to get an opportunity to work as HR manager, for the most renowned and leading cancer hospital of the Northern India. At present, He is strongly motivated to work upon innovative methods so as to further improve the management of patients' time effectively.

**(Conversation with Mr. Rohit Sachdeva)**

Patel hospital has done their marketing and branding very successfully. They organize the events for cancer patients and time to time organize the free Cancer detection OPD for the patients. Patel hospital Provides the different facilities to their patients to save their time they can call in hospital and book their appointment according to their problem and they told to patients on that time the doctor is available and at what time your number will come so that time the patients can come. Patel hospital connected with Mumbai-based NGO, Indian Cancer Society (ICS).

Patel Hospital is the 11th hospital in the country that they have signed a MoU to work for cancer patients in the state.

**(Gouri Raverkar, Project Director)**

In Operations department the Patel Hospital maintained decorum for all the process like Patients cloths, Patient food, Doctor's Equipment, and the other things used in the hospital.

On being asked the process she told about how they maintain the inventory of goods. First of all in the morning they got the information about the day's Operation, after getting information about doctor and type of operation they first count the tools, gloves, doctor's cloth and the patient cloths, they handover to the responsible person and after the operation the sterilization department starts working they count all the materials and then they wash and sterilized the material and in the last evening they handover the material with the inventory. So from this process they easily maintain the things in this process they did the same for patient food.

**(Conversation with Quality Head of Patel Hospital)**

### **Social Media**

Patel Hospital was easily approachable on social media. The patients and the nurses and doctors can get the events details on Facebook and also twit on twitter. Patel Hospital can found on Just Dial and Sehat.com also.

### **Patients Perspective**

Patel Hospital journally believes in "JO AAVE SO RAAZI JAAVE" and Hospital's motto is "Comprehensive, compassionate, dedicated and efficient patient care with latest health care techniques". For the patient satisfaction Patel hospital has maintain one cell in which they provide one feedback and as well as a complaint form to their respective patients. In the Feedback form they measure the Overall experience, Reception staff, Nursing care, cleanliness of the environment, Food, Discharge information and Discharge pain Management. In the Complaint they include Food services, Housekeeping, Reception, Surgery and Administration. When the patient was discharge from the

hospital then hospital provide form to the patient's relative and requested them to take respective suggestions and also received their experience in the form of feedback with Patel Hospital.

Patel Hospital Provides TPA (Third Party Administrator) for claims and cashless Health Insurance to their patents. A Third Party Administrator (TPA) is an organization which processes claims or provides cashless facilities as a separate entity. Seen as an outsourcing of claim processing, TPA processes claims for both retail and corporate policies. The risk of loss incurred remains with the insurance company. The list of TPA is

- ÿ Bharat Heavy Electrical Limited
- ÿ Ex-Servicement Contributory Health Scheme
- ÿ Food Corporation of India
- ÿ Indian Oil Corporation
- ÿ MukhMantri Cancer RaahatKosh Society
- ÿ Power Grid Corporation
- ÿ Rail Coach Factory
- ÿ Steel Authority of India
- ÿ State Bank of India
- ÿ Union Bank of India
- ÿ Bajaj Allianz Private Limited
- ÿ ICICI Prudential
- ÿ Max Bhupa
- ÿ MD India Private Limited
- ÿ Medicare TPA Services
- ÿ Parekh Health Management
- ÿ Star Health Private Limited
- ÿ United Health Care
- ÿ VipulMedicorp Private Limited
- ÿ State Trading Corporation of India

These are those companies which provide cashless services to the patients and they all are associated with the Patel Hospital.

In the Patel Hospital the Grievance Cell got all the feedback and complaint from the patients and then maintains a list according to their suggestions and then after discussing with their heads they try to facilitate the facilities and demands of the patients. Patel Hospitals Believes in Patients' Satisfaction because the hospital can advertise faster from the word of mouth mode of advertisement.

The Hospital is continuously working on achieving its commitment to patients' satisfaction. For the attainment of this goal, it is assured by the purchase and store department, that hospital inventory is regularly maintained as per requirement. The head of the department, Mr. RakeshKhosla shared his experience at work. He told that online prescription is being followed. Each Department has minimum and maximum stock level. Daily based balance is being checked. If there is any discrepancy in the accounts, it is detected and sorted out immediately. Internal monthly audits are conducted. Discrepancy is negligible, if there is any; it is generally due to data entry. Innovative ideas are being encouraged and are implemented after discussion with the top management. The best thing is that an organization culture has been developed where realization of mistake is encouraged. This



phenomenon will definitely lead to the generation of brilliant ideas. Despite of fortnightly training sessions in various divisions (Administration, Inventory, quality assurance, Purchase, Hospitality etc.) there are some human errors that are inevitable. Need of the hour for the management staff is to be agile to tackle such contingencies.

### **Teaching Note on Case Study , Patel Hospital: Way to Success Case Synopsis**

Good health and right time are the essentials for beautiful life. Right treatment at the right time has been the basis for the successful running of Patel Hospital. Patel hospital is the role model for the efficient service delivery in the healthcare.

Patel hospital has been running successfully since 1976 which initiated with experienced team of a physician and surgeon, Dr. B.S. Chopra M.D. and Dr. S.K. Sharma M.S. as a 20-bedded hospital. It has gained recognition as First private cancer hospital to become fully functional in North West India with all facilities.

The Patel hospital is differentiated from other hospitals because of its diversified interests towards societal commitment with the cause of medical and patient care at affordable rate. The motto is broad because hospital wants to provide patient care with latest healthcare techniques. In addition to that they have been adopting latest techniques such as IGRT (Image Guided Radiation Therapy).

The hospital has been always concerned and paying emphasis on effective time management and satisfaction level of its patients. In this regard they have allocated the responsibility of Patient Time Management towards Admission and Discharge In charge, Nursing Supervisor, Hospitality officer.

They are highly committed towards quality assurance in each aspect of health delivery in clinical services as well as administrative services. They still find the scope for benchmarking with themselves. The case study focus on various challenges being faced by the hospital and various endeavors implemented by them to achieve the patient satisfaction to the fullest.

**Target Audience:** Case will be used for Undergraduate and Postgraduate level of the audience for specific courses i.e. Management, Time management, Decision Making,

### **Learning Objectives**

1. Ability to identify different satisfaction level of the patients. (On the basis of Admission to discharge process)
2. Ability to explain how to enhance satisfaction level of the patients towards the Patel Hospital facilities. (On the basis of Feedback taken by the Patients and various level of staffs)
3. To explain the training methods adopted by the Patel Hospital to satisfy patients. (On the basis of monthly training sessions)

### **Relevant Theory**

During discussion of the case study, various theories can be related with the case.



1. Chaos theory can be discussed, emphasizing complexities of situations at health care organizations.
2. Contingency theory will be discussed as how to deal with different contingencies
3. How to deal with the time management and stress management
4. Students can learn decision making skill
5. Moreover good brainstorm session can be conducted
6. Techniques of control: Feedback control, feed forward and real time information system will be discussed
7. Concept of innovation can be discussed

#### Discussion Questions

1. Do you think Patel Hospital need to enhance the satisfaction level of its patients with Administrative and clinical facilities?
2. Which aspect in Patel hospital need to be focused more upon either administrative or clinical while enhancing the satisfaction level of patients?
3. Do you agree with the initiatives already being taken by the Patel hospital in reducing errors committed in Quality, Purchase and Hospitality departments?
4. How patient traffic can be effectively managed by hospital and what possible errors are committed at that time?

#### Organizing Discussion

- Step 1: Discussion can be started by introducing the challenges faced in hospital in general.
- Step 2: Brief History of Patel Hospital can be discussed with the students
- Step 3: Discussion on the various efforts rendered by the hospital for quality assurance
- Step 4: Discussion on various challenges being faced by the hospital
- Step 5: Recommendations to be given for improving upon the various challenges being faced by the organization

#### Board Plan

How to Manage Patient traffic at registration counter	Handling of patient rush at OPD counter
Satisfaction level of patients from Administrative and Clinical Services	Potential human errors committed in Quality, Purchase and hospitality departments

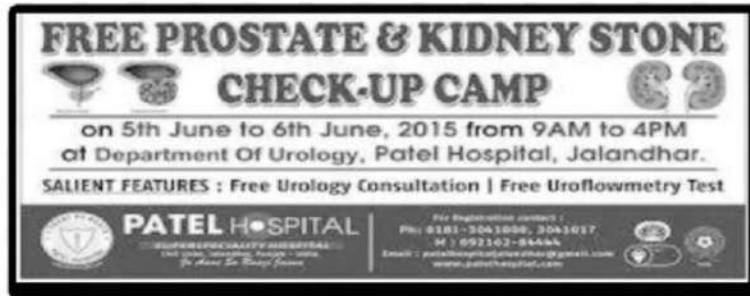
#### Epilogue

As the HR head reflects on the work processes and strive to achieve the Excellency in operations as well as patient satisfaction level therefore further the measures that are adopted by hospital administration comprises of:

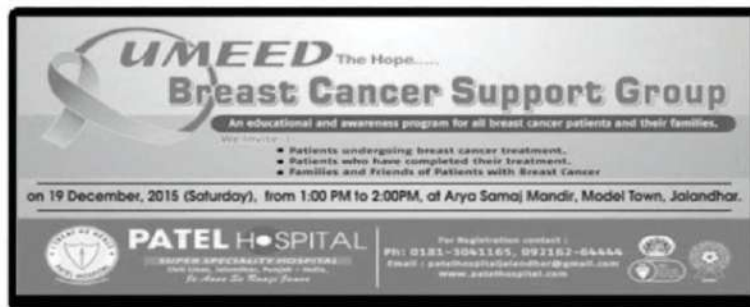
- Increasing the number of billing counters available for registration from three to six.
- Organizational restructuring by introducing the new post of Admission and Discharge officer who will be supervising the staff allocated under him
- Training programs organized twice in a week on Tuesday and Thursday involving every employee of the hospital

- Regular feedbacks from patients which are classified as In Patient departments in written form and Outpatient department which is telephonic
- The issues that are collected telephonically are being discussed in critical sessions
- Open sessions for one hour every Tuesday for self-assessment

Annexure 1



Annexure 2



Annexure 3



Annexure 4

The advertisement features a dark blue background with a photograph of the Patel Hospital building. At the top, there are three circular logos: the first contains a Swastika symbol, the second shows a caduceus, and the third depicts a globe. Below these logos, the text reads: "LIVE OPERATIVE WORKSHOP & CME", "TLH Simplified & Laparoscopic Gynae Onco Surgery", "20<sup>TH</sup> September 2015 (Sunday) 10 AM-4 PM", and "VENUE :- Live Operative Workshop - Patel Hospital Jalandhar, Telecast & CME - Hotel Ramada, Jalandhar". At the bottom left is the Patel Hospital logo, and at the bottom center is the text "PATEL HOSPITAL SUPERSPECIALITY HOSPITAL Civil Lines, Jalandhar - 144001, (PUNJAB) | www.patelhospital.com".

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- <http://www.justdial.com/Jalandhar/patel-hospital-pvt-ltd-%3Cnear%3E-civil-lines>

**COLLABORATION OF HUMAN RESOURCE DEMAND OF INDUSTRY@4.0  
WITH SUPPLY OF EDUCATIONAL INSTITUTION - A STEP TOWARDS  
TALENT MANAGEMENT**

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**ABSTRACT**

*Industry has become dynamic due to 4<sup>th</sup> Industrial Revolution(industry@4.0) with the advent of Artificial Intelligence, Robotics and other technological advancement. It increases demand for reskilling of human talent. Organizations are made up of people who are creating value through proven academic qualifications, innovations, teaching & learning process and involvement in important activities. The educational institution strives to meet its academic goals. But it must make sure that it should provide talent pool as per HR demand of industry which is essential for 'Talent Management'.*

*The people who create such a successful institution come from heterogeneous background, culture, ethnicity, skill sets, goals and ambitions. They have all sorts of abilities, talents and mindsets. The ethnographic study will reveal the talent pool for Human Resource supply of industry. This paper strives to understand the Talent Management in the era of 4<sup>th</sup> Industrial Revolution by collaborating HR demand and supply of industry. It will give HR policy insights to Industry as well as educational institutions. It will also give insights for career management to the students.*

**Keywords :** 4<sup>th</sup> Industrial Revolution, HR demand and supply of industry, Talent Management, Ethnographic study, Career Management

## INTRODUCTION

We are now at the beginning of fourth industrial revolution (industry@4.0). Let's see what happened to the previous industrial revolution. The first industrial revolution spanned from about 1760 to around 1840. Triggered by the construction of railroads and the invention of the steam engine, it ushered in mechanical production. The second industrial revolution, which started in the late 19<sup>th</sup> century and into the early 20<sup>th</sup> century, made mass production possible, fostered by the advent of electricity and the assembly line. The third industrial revolution began in the 1960s. It is usually called the computer or digital revolution, because it was catalyzed by the development of semiconductors, mainframe computing (1960s), personal computing (1970s) and the internet (1990s). (Klaus Wab, 2016)

According to Klaus Wab, Founder and Executive Chairman of World Economic Forum, "In Germany, there are discussions about 'Industry 4.0', a term coined at the Hannover Fair in 2011 to describe how this will revolutionize the organization of global value chains."

The Fourth Industrial Revolution is marked by emerging technology breakthroughs in a number of fields, including robotics, artificial intelligence, nanotechnology, quantum computing, biotechnology, The Internet of Things (IoT), 3D printing and autonomous vehicles. Fourth industrial revolution impacts on our existing interaction, distribution, production and consumption systems - and even on our identities.

With one of the youngest labour forces in the world, a sizeable technical aptitude, the second largest number of internet users on mobile devices and the second largest English speaking population, India is well positioned to enhance its global leadership in a post Fourth Industrial Revolution era. World Economic Forum has partnered with the Government of India to set up the Center for the Fourth Industrial Revolution in India in Mumbai, Maharashtra. It will impact India's job creation and skill enhancement in the upcoming years.

## LITERATURE REVIEW

According to LinkedIn report, "as the country's economic landscape evolves; new jobs are emerging with technology roles dominating the market, and machine learning engineer and application and application development analyst leading the pack".

- e) **Talent relationship management:** This refers to creating a great place to work where people are encouraged to perform, are recognized and rewarded. Talent management seeks to make people committed to their work and the organization.
- f) **Attraction and retention policies:** Attraction policies refer to external sourcing of talent. Company image, its growth potential, compensation and advancement opportunities, attract people and tempt them to apply for jobs in the organization. Retention of employees depends upon many factors, such as fair pay, job location, career growth, flexible work environment, being recognized, challenging and meaningful work , inspiring boss, fun and enjoyable work environment etc.
- g) **Self-driven:** The most effective talent initiative is the individual himself or herself. It was sheer grit and determination that Ekalavya become the greatest archer. It was the same inspiration that made Columbus and Vasco da Gama discover new continents. It was the same force which made Einstein to invent new things.



**Career management** is one of the important aspects of talent management. Lets us discuss factors influencing career choice in College of Delhi University. The most widely used classification in career choice studies is three-dimensional framework by **Carpenter and Foster (1977)** and **Beyon et al (1998)**. The three factors are:

- a) Intrinsic factors (interest in job, personally satisfying work);
- b) Extrinsic factors (availability of jobs, well paying occupations); and
- c) Interpersonal factors (influence of parents and significant others).

Organizations are made up of people who are creating value through proven academic qualifications, innovations, teaching & learning process and involvement in important activities. The educational institution strives to meet its academic goals. But it must make sure that it should provide talent pool as per HR demand of industry, which is essential for 'Talent Management'.

Based on Clement and Cord (2009) model , proper collaboration with companies is vital to meet the demands in the economy and ensure a sustainable supply of talent. The fourth industrial revolution is indicating about the demand of Human Resource in an economy. The educational institution is giving supply of Human Resource in an economy. Talent management process is collaboration of demand and supply of talent pool.

This research paper raises the following **Research Questions:-**

- i. What is the career orientation of graduating students of the College of Delhi University?
- ii. Which type of industries to be preferred by graduating students of the College of Delhi University for employment in the future?
- iii. Does reskilling of talent required for graduating students of the College of Delhi University?
- iv. Is there any requirement for formal career counseling for graduating students of the College of Delhi University?
- v. Is there any requirement for industry- academia collaboration in the College of Delhi University?

## **RESEARCH METHODOLOGY**

This research paper is designed on the basis of ethnographic studies as a tool of qualitative research. Our research design is exploratory in nature. There are many ways of carrying out ethnographic studies, such as field work and autoethnography. The **ethnographic study** will reveal the talent pool for Human Resource supply of [industry@4.0](#).

The word ethnography literally means 'a portrait of a people', which reminds us that ethnography is about representing the field (**van Maanen, 1995**). Ethnographic research takes a cultural lens to the study of people's lives within their communities (**Hammersley and Atkinson, 2007; Fetterman, 2010**). Ethnographers argue in favour of inductive and discovery-based research processes focusing on 'local interpretations' (**Geertz, 1973; Fetterman, 2010**).

The concept of 'field' implies that the research is carried out in the real world. The field site is the place in which our research happens, such as a small enterprise, a department in a larger company, or a shopping centre. Fieldwork includes all activities that you need to carry out in order to collect your data (e.g. observations, interviews and site documents).

Overall, fieldwork is a personal experience because all researchers are different and have varying interests and skills. The field notes should be written either during the stay in the field or as soon as possible after leaving the field site. A variety of site documents can be relevant to ethnographic research. These include: advertisements, work descriptions, annual reports, memos, correspondence, brochures, newsletters, websites, minutes of meetings, menus, and many other kinds of written items.

Another emerging variant of Ethnographic study is autoethnography. Autoethnography (**Adams, Jones and Ellis, 2014**) refers to an approach where the researcher's personal and reflective perspective is part of the analysis.

Workplace, industrial and organizational ethnographies (**Eberle and Maeder, 2011; Yanow, Ybema and van Hulst, 2012**) provide in-depth descriptions on a wide range of topics within the field of management . Organizational ethnography is more relevant in 'Human Resource Research' . The present research paper has studied only one educational institution of Delhi university of India. The institutional identity has not been disclosed due to ethical perspective of research.

**NAAC A+ College of Delhi University, India** is selected for the study. This paper studies Under Graduate(U.G.) students only . The Primary data collection process was mainly from Students of Commerce background. The deliberate sampling method was used. Semi structured interviews and focus group discussions were conducted during lunch hours or any other non- class hours. Focus group discussions were carried out in 18 tutorial groups. Each group consists 8-12 students. Discussions were mainly on the topic of 'career orientation' and 'industry choice for employment'. Semi structured interviews were also conducted with separate respondents. Field Notes were also done by all authors separately to find blind spots and for better findings.

The primary data was collected by 210 respondents for 9 month duration (Jan, 2018- Sept, 2018) till it reaches to 'data saturation point'.

The study was supplemented by site documents and autoethnography. One of the authors has worked for long duration in the college. The study was mainly oriented towards talent management. Our research findings are based on primary data as well as secondary data. The secondary data was collected between duration 2013 to 2018.

Triangulation was done by different methods for validation of findings.

## FINDINGS

The demographic profile of college (name not to be disclosed) of Delhi University which is under study are given in tabular form:



**Table 1. Demographic Profile of U.G. Students in the College Of D.U., India**

U.G. DETAILS	PROG.	2015-16	Percentage (%)	2016-17	Percentage (%)
Total number of students studying		2392	100	2423	100
Number of male students		1176	49.16	1228	50.68
Number of female students		1216	50.84	1195	49.32
Number of students from within state(Delhi)		874	36.5	803	33.14
Number of students outside state(Delhi)		1439	60.2	1534	63.31
Number of students outside country(India)		79	3.3	86	03.55
Number of students economically backward class		601	25.1	766	31.6
Number of students socially challenged(SC,ST & OBC)		1023	42.8	1038	42.8

SOURCE: NIRF REPORT 2016, NIRF REPORT2017

Total number of students studying in graduation has increased from 2392 to 2423, but there is slight change in male and female student ratio. The number of students outside Delhi but within India increased from 60.2% to 63.31%. There is slight increment in foreign students also.

The number of economically backward students increased from 25.1% to 31.6%. There are 42.8% students who are socially challenged. It means that demographic profile is diverse in the culture. Our primary data supports that students outside Delhi are mostly from south Indian, such as Andhra Pradesh, Telangana, Tamilnadu and Kerala. Rest of them mainly from Haryana, Uttar Pradesh, Bihar, Odisha, Arunachal Pradesh etc.

Let us take a glance over **Summary of Ranking Parameters and Weightages as per NIRF 2017**

Sl. No.	Parameter	Marks	Weightages
1	Teaching, Learning & Resources	100	0.30
2	Research and Professional Practice	100	0.30
3	<b>Graduation Outcomes</b>	<b>100</b>	<b>0.20</b>
4	Outreach and Inclusivity	100	0.10
5	Perception	100	0.10

Graduation outcomes are one of the determinants of NIRF ranking and supply pool of talents of educational institution. Let's take an observation over graduation outcome of the college under study.

**Table 2. Students preference for campus placement and Higher Studies**

Academic year	Number of students graduated in min stipulated time		Number of students placed through campusplacement		Median salary in per annum after placement	Number of students selected for higher studies	
2013-14	735	100%	289	39.12%	5,65,000	360	48.98%
2014-15	758	100%	333	43.93%	6,00,000	371	48.94%
2015-16	729	100%	352	48.29%	6,50,000	357	48.97%
2016-17	820	100%	332	40.49%	3,50,000	344	41.95%

Source: NIRF2016, NIRF 2017, NAAC REPORT 2015,IQAC REPORT 2016 -17

The campus placement was increasing till 2015-16 academic year. The highest campus placement was 48.29% in 2015-16, but it was drastically fell to 40.49% in 2016-17. The number of students selected for higher studies were consistently above 48% till 2015-16, but it fell to 41.95% in 2016-17.

The median salary has sudden fallen from ` 6, 50, 000 per annum in 2015-16 to

`3,50,000 per annum in 2016-17 academic year, but it increased from 2013-14 to 2015-16 academic year . It is surprising facts to the college. This may be due to lack of skills among students in dynamic environment. Then, primary data through semi-structured interviews reveal that % of civil servants aspirants increased. Therefore, they were neither preferring campus placement nor higher studies. In 2017-18 academic year, civil aspirants got highest success. One of the author also attended felicitation programme organized for them in 2018-19 academic year.

Placement Report elaborated below is the Placement report for the year 2014-15

**Table 3: Tier-wise Placement Report of the College**

Tier	No. of Companies	Students Placed	New Companies
Tier I (INR 11-15 LPA)	6	16	3
Tier II (INR 07-11 LPA)	12	32	6
Tier III (INR 03-07 LPA)	35	287	10
<b>Total</b>	<b>53</b>	<b>335</b>	<b>19</b>

Source: NAAC report 2015(p -188)

Above report indicates that Tier III placement is greater than Tier I and Tier II which is not good for the college in academic year 2014-15.

The median salary was `3, 50,000 for academic year 2017-18, which indirectly coincides and supports above findings. The median salary is increased by reskilling of talent.

Our findings for top three campus recruiting firms in the college are presented in the table :

Table 4. Top 3 Categories of Companies for Campus Placement in the College

Companies category	Percentage In 2014-15	Percentage In 2017-18
Consulting	37	29
Audit	12	19
Finance	10	19
Others	41	33

Source: NAAC REPORT 2015 & IQAC REPORT 2017-18

Recruitment of students is mostly done by consulting firms and four big audit firms. % of recruitment by audit firms increased in 2017-18 academic year. In focus group discussions with second year and third year students of commerce revealed the career preference for the followings:

- a) Consultant firms;
- b) Audit firms
- c) Government jobs (UPSC exam or any other competitive exam.
- d) Higher studies (MBA, MCom, LLB) and
- e) Wants to be Entrepreneur.

Their career choice is affected by external environment in the college. It is extrinsic factor for career orientation. Some of them also agree that college environment is also responsible for career choice. They are influenced by good friends and ideal teachers.

During in semi structured interview with one of the second year student said that “.....my father says that crack UPSC exam, but I do not want to do that because of low success rate..... I want to join consultant firm or audit firm ”

Another respondent from third year commerce student said that “... I had

problem in my eyes. There is corruption in the hospital system. I want to change the system. So, I am preparing for UPSC exam... will try to eradicate the corrupt system.....”

One thing common in both respondents is that their career choice depends upon their personal interest, which is intrinsic factor for career orientation. We conclude that students' career choice is affected by intrinsic, extrinsic and interpersonal factors.

We have presented the data about firms visiting the college and career choice of students in the college. Summary of different field notes compiled by different authors are presented below in the form of table: Now, we are presenting the documented facts of the college.

According to Internal Quality Assurance Cell, Annual Quality Assurance Report (2016-17) p-32, The Following strategies are adopted for strengthening industry interaction and collaborations:

- 1) On regular basis industry-academia interface programmes are organized to strengthen relations with industry.

- 2) Organisation of events at University and National level such as Youth Conference and Business Conclave, where senior Executives from industry are invited for interaction with the students.
- 3) Collaborations with industry are created for community service and outreach programmes.
- 4) For the PDGBO programme, industry experts and management personnels are invited to deliver lectures on the applied aspects of the curriculum.
- 5) The College has a separate unit named Office of International Programmes (OIP), that looks after the extension activities pertaining to international collaborations and linkages. The OIP organised several international programmes in association with reputed global institutes from USA, UK, France, China, Netherlands, etc. Further, it also organised the first "Global Millennium Summit" on the theme of 'Future of the Millennium', which entailed speaker sessions, panel discussions, workshops and competitions centering around Entrepreneurship, Banking, Smart cities and Technology.

As per Internal Quality Assurance Cell, Annual **Quality Assurance Report** (2016-17) p-42, The Institution plans the following for the 2017-18 academic years:

1. **Increase in Value-Added and skill-enhancement courses for both undergraduate and postgraduate students.**
2. Developing and promoting innovation in teaching-learning methodologies.
3. Organization of summer and winter schools to promote applied learning in students
4. Upgradation of the PGDGB0 programme to a full-fledged Postgraduate Degree course.
5. Enhancing the application orientation of the curriculum by incorporating more field work, guest lectures, projects and training based summer/ winter schools.
6. **Increasing industry-academia interface through consultancy and projects.**
7. Promotion of research opportunities for students & faculty members.
8. Organizing workshops/symposia for faculty, non-teaching staff and students on a periodic basis.
9. Enhancing the teaching-learning infrastructure of the College
10. Organizing international and national seminars/conferences on various relevant themes.
11. Enhancing the role, accuracy and timelines of information for student support.
12. Development of more streamlined MIS based systems in the College and greater integration of ICT based systems.
13. Promotion of inclusiveness and better environmental practices in the College such as greater adoption of solar energy, Solid Waste Management and Water Management.

**This research paper suggests the following policy perspective for talent management in the college of Delhi University:**

- 1) Formal counseling of student is required for career management. [Industry@4.0](#)
- 2) demands reskilling of talent.
- 3) New jobs in data analytics and Human Resource are emerging due to industry@ 4.0.
- 4) Revision of CBCS syllabus of Delhi University is urgent according to HR demand of industry.
- 5) Training of young teachers are required to enhance the skills among students
- 6) Value Added courses are essential for specific career aspirants.

- 7) **CSR funds of industries should be directed for talent management that will help economically backward students in the College of Delhi University.**
- 8) **Extensive Industry –academia collaboration is required.**

#### **5. ETHICAL CONSIDERATIONS**

Ethical considerations have been taken care in writing the research paper. Prior permission from top authority in the particular college of Delhi university was availed before data collection.

Institutional name is kept confidential. Individual identity has not been disclosed. Class room teaching was not disturbed during data collection process. This research paper is basically for academic use only.

#### **6. LIMITATIONS & FURTHER RESEARCH**

The findings of research paper are based on only one Commerce College of Delhi University. Further research should be extended to other colleges of DU. A comparative analysis of talent management of different college may be examined. Career prospects of science and arts stream students may be explored.

Further research scope is on Talent management perspective of teachers of different colleges.

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## **IMPACT OF COST OF HUMAN RESOURCES ON PROFITABILITY: A STUDY ON TELECOMMUNICATION SERVICE COMPANIES IN INDIA**

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### **ABSTRACT**

*The Human Resource of any organization play a major role in the success as well as profitability of the organization and when it comes to the telecommunication sector it becomes even more important due to the personalized nature of work as well as due to the wide applicability of the telecommunication because it is a pervasive concept. The American Accounting Association Committee on Human Resource Accounting (1973) defined Human Resource Accounting as "the process of identifying and measuring data about human resource and communicating this information to interested parties". The key indicator of the revenue generation of any organization is the performance of the employees of that organization. This study will be an attempt to analyze the relationship between the capital expenditure, revenue expenditure and profit before tax, and to check the impact of capital expenditure and revenue expenditure on profit index from year 2007 to 2016. The variables to be employed in the study include; salary, commission, allowances, bonus, training, development, retention, acquisition.*

**Keywords :** Human Capital, PBT, Human Resource Accounting, Telecommunication Service , India.

### **INTRODUCTION**

Human resource is the most vital part of any organization; it is the melting engine between financial and all other physical resource toward the achievement of organizational objectives and goals. The impact of the wrong classification on the organization profit annually is unimaginable, as analyst and investor who rely on the report tend to under value the organization, managers may be judged as non performance, the report generated using the conventional accounting will show a distorted net income.

Human resource as expenses in statement of comprehensive income is traceable to the inability of organization to separate the expense element (salaries, wages, commission, bonus, maintenance, allowances) from the capital expenditure element (acquisition, recruitment, training, development and retraining). The concept of human resource was first developed but research into human resource Accounting (Petty and Likert 1960).

The American Accounting Association Committee on Human Resource Accounting (1973) defined Human Resource Accounting as "the process of identifying and measuring data about human resource and communicating this information to interested parties".

Human resource accounting denotes just this process of quantification, measuring and reporting of human resource in organization, its objective is to facilitate the effective and efficient management of human resources, (Porwal, 1993)

#### **Capital expenditure**

The expenditures which generate revenue or income is called capital expenditure. Capital expenditure incurred either for buying permanent assets or for improving their existing working capacity. Capital expenditure helps in increasing production volume or decreasing cost of production. Such expenditures are shown on the asset side of balance sheet.

#### **Acquisition**

An investment in which a company or person buys a publicly-traded company, or, more commonly, most of the shares in that company. For example, if Corporation A buys 51% or more of Corporation B, then Corporation B becomes a subsidiary of Corporation A, and the activity is called an acquisition. A single investor may buy out a publicly-traded company; one calls this "going private." Acquisitions occur in exchange for cash, stock, or both. Acquisitions may be friendly or hostile; a friendly acquisition occurs when the board of directors supports the acquisition and a hostile acquisition occurs when it does not.

#### **Recruitment**

According to E. McFarlan, Recruitment is the process of attracting the potential

#### **Bonus**

Something good that is more than what was expected or required an extra amount of money that is given to an employee.

#### **Allowances**

An amount of money that is given to someone regularly or for a specific purpose a small amount of money that is regularly given to children by their parents an amount of something (such as time) that is allowed or available.

#### **Short term motivation**

Short-term motivation can be gained from another person who projects ideas, wisdom, and agreeable



content on behalf of the listener. When a mutually advantageous conjunction of distinct elements, also known as synergy, is conveyed upon them, this can produce short-term motivation in that person.

### **Profit before tax(PBT)**

PROFIT BEFORE TAXES (PBT) is a profitability measure that looks at a company's profits before the company has to pay income tax. This measure deducts all expenses from revenue including interest expenses and operating expenses, but it leaves out the payment of tax.

### **Formula of PBT**

Sales revenue LESS: Cost of goods sold  
= Gross profit LESS: Operating expenses  
= EBIT (earnings before interest and tax/operating profit) LESS: Interest  
= **Net profit before tax**

### **LITERATURE REVIEW**

Nassazi (2013) explained that those considered might have been in light of three bodies of evidence: investigations of the greatest telecommunication organizations working over Uganda. A qualitative scrutinize methodology of the information gathering might have been embraced utilizing a questionnaire including 18 inquiries conveyed to 120 respondents. Dependent upon this example, the effects got demonstrated that preparation has an acceptable impact on the execution from claiming representatives. The reason for this postulation might have been with assessing those impacts from claiming preparation on Worker Performance, utilizing the telecommunication business clinched alongside Uganda. Likewise, a detailed analysis.

In place should get it those study aims, four objectives were formed and these centered especially looking into identifying the preparing programs' existing in the industry, the goal of the preparation offered, those systems utilized and at long last the impacts of preparing and improvement with respect to representative execution. Those discoveries accounted in this examine propose that preparing and improvement have a sway on the execution from claiming workers for respects with their employments. This brings about shortages will be comprehensively reliable with former oversight economy written works on preparing and improvement.

Chaudhry & Roomi (2010) explored the groundbreaking partake energizes Pakistan. Furthermore, thereby an expansion of the existing worldwide written works around mankind's asset accounting. This examine gives new directions for those written works in this area, toward swaying a discussion something like the vitality of contributing in the advancement for mankind's capital. The reason for this paper may be to inspect observationally those effects of mankind's capital improvement in associations. It will be dependent upon a percentage applied viewpoints about human asset bookkeeping. What's more, acknowledges how ventures in the improvement of human capital could have a chance to be measured so as on research those budgetary returns for associations.

Cho (2004) investigated the regulate impacts of mankind's asset administration (HRM) polishes on authoritative execution in the inn industry. The fundamental objective about this study might have

been on create those applied model will measure those regulate impacts of the six domains from claiming HRM hones on the three measures about authoritative execution. Will finish those primary objective from claiming this study, three sub-objectives were investigated.

ObengApori, Mensah & Ahumatah (2008) Investigation includes of the understanding of the interesting nature for entrepreneurship to tourism Eventually Tom's perusing recognizing those importance for human capital elements What's more wander assets on the execution for tourism ventures. Grounded On mankind's capital hypothesis What's more resource-based view, this paper expects will inspect the impact of the entrepreneur's mankind's capital and the venture's assets on the execution of smalland medium-sized tourism ventures (SMTVs) to Ghana.

Those examine found An critical certain association the middle of education, knowledge Also execution. However, those hypothesised certain relationship the middle of entrepreneurial gang foundation Also SMTV execution might have been conflicting for former investigations. Those discoveries with admiration to the hypothesised association between wander assets and SMTV execution were blended.

Vlachos (2009) Surveyed on the joins between firm execution and the taking after hr practices: (1) occupation security (2) specific hiring, (3) self-managed groups (4) recompense policy, (5) broad training, Furthermore (6) majority of the data offering. We surveyed hr supervisors Furthermore recorded their recognitions something like those joins the middle of hr hones and firm development. Comes about exhibited that payment approach might have been the strongest predictor of offers development. Outcomes provide general backing to the greater part hr polishes but about work security. Eventually, selecting, training, Also compensating workers and in addition providing for them those energy choose for the profit from claiming their firm, help fundamentally to firm development.

Bassey & Tapang ( 2012) Examined the impact of human assets cost for corporate profit. Mankind's assets have been identifier Similarly as a standout amongst those fundamental wellsprings about focused focal point Eventually Tom's perusing some associations to today's economy. The consider uncovered that procurement Furthermore improvemencostochondritis are paramount determinants of human assets cosset Also can altogether impact corporate gainfulness.

Conclusively, human assets cosset approach to corporate execution estimation which have picked up significant consideration and use done later A long time gives further chances for use of mankind's asset accounting measures. The ponder recommended that organizations ought further bolstering utilize vocation administration projects on support their representatives done vocation arranging.

Wright, Gardner and Moynihan (2002) Inspected those sway from claiming hr polishes Furthermore authoritative dedication looking into business-unit working execution Also productivity. Using a predictive plan with An example from claiming 50 self-sufficient business-units inside the same corporation, those examine uncovered that both authoritative promise What's more hr polishes were essentially identified with operational measures about execution and also working overheads and pre-tax benefits

### **OBJECTIVES OF THE STUDY**

- To analyse the impact of cost of human resource on profitability.
- To open new vistas for further research.

### **RESEARCH METHODOLOGY**

#### **The Study**

The study was causal in nature. It was aimed to find out the Impact of cost of human resources on profitability. The study was carried out to analyze the relationship in Indian context. The data were taken for the last ten years (2007-2016). Individual indicator would be evaluated for analyzing the Impact of cost of human resources on profitability.

#### **Methodology**

The time series data on capital expenditure, revenue expenditure and profit before tax was collected for this study mainly from the Money Control websites. The data was collected of capital expenditure, revenue expenditure and profit before tax . For uniformity in analysis, all the data on capital expenditure, revenue expenditure and profit before tax were taken in Indian Rupee.

#### **The Sample Design**

**Population-** All Telecommunication Companies.

**Sampling Frame:** 10 selected telecommunication service companies.

**Time Frame-** 10 years of time period from 2007 to 2016 was the time frame.

**Sampling element-** capital expenditure, revenue expenditure and profit before tax.

**Sampling technique -** Non probability purposive sampling technique was used.

**Tools use for Data Collection-** Reliable Secondary sources was used to collect data like websites of Money Control.

#### **Tools Used For Data Analysis**

The study was conducted through following tools:

- ADF test was applied to check the stationary of data.
- Correlogram test was applied to check the stationary and graphic presentation of residuals.
- Residual analysis was applied to test the assumptions of regression model through the following test.
- Heteroskedasticity ARCH LM test.
- The cause and effect relationship was checked by using least square regression model.

**RESULT & DISCUSSION**

**UNIT ROOT TEST**

Since time series data was employed, it is important to test for the stationarity of the variables in order to avoid spurious regression. The Augmented Dickey – Fuller test was used for unit root testing. The results of the unit root test for the variables are presented below:

**Table 1: Unit Root Test results**

Variabe	ADF-statistic	Critical value	Probability value	Level of significance	Order of integration
PBT	-2.888089	-3.497727 -2.890926 -2.582514	0.0503	1% 5% 10%	Level
Capital Expenditure	-4.277508	-3.499910 -2.891871 -2.583017	0.0008	1% 5% 10%	Level
Revenue Expenditure	-3.495051	-3.500669 -2.892200 -2.583192	0.0102	1% 5% 10%	Level

The Unit Root tests showed that all variables stationary at level Order of integration. Augmented Dickey- Fuller unit root test statistics are greater than their critical values considered at 1% level of significance was considered for Capital Expenditure and EPS while DPS at 5% level.

**CORRELOGRAM RESIDUAL TEST OF STATIONARITY:**

**Chart 1: Correlogram Test**

Autocorrelation	Partial Correlation	AC	PAC	Q-Stat	Prob
1	1	0.324	0.324	10.800	0.001
2	0.334	0.256	0.256	22.394	0.000
3	0.287	0.148	0.148	31.093	0.000
4	0.003	-0.119	-0.119	31.786	0.000
5	0.211	0.126	0.126	36.684	0.000
6	0.035	-0.084	-0.084	36.713	0.000
7	0.014	-0.048	-0.048	36.734	0.000
8	-0.003	-0.052	-0.052	36.735	0.000
9	0.017	0.087	0.087	36.766	0.000
10	0.009	0.101	0.101	37.867	0.000
11	0.163	0.162	0.162	40.904	0.000
12	0.188	0.067	0.067	44.900	0.000
13	0.166	0.022	0.022	48.133	0.000
14	0.100	-0.093	-0.093	49.309	0.000
15	0.241	0.163	0.163	55.291	0.000
16	0.243	0.127	0.127	63.460	0.000
17	0.061	-0.150	-0.150	63.914	0.000
18	0.056	-0.109	-0.109	64.305	0.000
19	0.012	0.049	0.049	64.325	0.000
20	0.007	0.025	0.025	64.330	0.000
21	-0.008	-0.081	-0.081	64.330	0.000
22	-0.018	-0.004	-0.004	64.380	0.000
23	-0.016	0.027	0.027	64.412	0.000
24	-0.003	0.010	0.010	64.413	0.000
25	0.004	-0.038	-0.038	64.416	0.000
26	-0.009	0.074	0.074	64.427	0.000
27	0.009	-0.075	-0.075	64.439	0.000
28	0.041	0.041	0.041	64.674	0.000
29	0.028	0.086	0.086	64.786	0.000
30	0.013	-0.016	-0.016	64.809	0.000
31	0.045	-0.058	-0.058	65.118	0.000
32	-0.013	-0.027	-0.027	65.142	0.000
33	-0.019	0.051	0.051	65.200	0.001
34	-0.024	-0.015	-0.015	65.289	0.001
35	-0.013	-0.012	-0.012	65.317	0.001
36	0.018	0.058	0.058	65.370	0.002
37	0.004	0.071	0.071	65.372	0.003
38	0.015	-0.000	-0.000	65.385	0.004
39	0.000	-0.047	-0.047	65.395	0.005
40	-0.008	-0.062	-0.062	65.400	0.007
41	-0.023	0.028	0.028	65.403	0.009
42	-0.029	0.038	0.038	65.445	0.011
43	-0.036	-0.003	-0.003	65.502	0.014
44	-0.035	-0.046	-0.046	65.527	0.017
45	-0.032	-0.003	-0.003	65.518	0.021
46	-0.031	0.035	0.035	65.499	0.026
47	-0.034	-0.024	-0.024	65.717	0.031
48	-0.027	-0.042	-0.042	65.862	0.037
49	-0.017	-0.004	-0.004	65.920	0.045
50	-0.021	0.023	0.023	67.009	0.054
51	-0.022	-0.022	-0.022	67.106	0.065
52	-0.013	-0.022	-0.022	67.141	0.077

Correlogram residual test was applied on the variables Capital Expenditure and Revenue Expenditure (independent) & PBT (dependent) of our proposed research. The assumption of this test is that all the splices must be restricted within the fitted (regression / estimated or predicted) line and actual line. Thus, there is no autocorrelation in the data and it explained the stationarity of the data.

Statistically, stationarity is checked by measuring the last P value of the Q- Statistics. the assumption of this test is, the corresponding p value of Q- Statistics must be greater than the standard value (0.05). Here, in the above table, last P value of the Q-Statistics (0.067) is more than the standard value (0.05), hence these results recommend that the data is stationary.

**REGRESSION ANALYSIS**

**Table 2**

**REGRESSION ANALYSIS**

VARIABLE	COEFFICIENT	STD.ERROR	T STATISTIC	PROB.
C	134.4697	182.1390	0.738281	0.4621
Capital Expenditure	-0.825788	0.159382	-5.181186	0.0000
Revenue Expenditure	0.659367	0.035952	18.34022	0.0000

Dependent Variable: PBT

The outcome of regression model has shown that the Prob. value of t-statistic of independent variables; Capital Expenditure (0.0119) and Revenue Expenditure (0.0000) are less than 0.05 so, there is a significant effect of Capital Expenditure and Revenue Expenditure on Profitability.

$$y = a + b_1x_1 + b_2x_2 + e$$

$$\text{Market value} = 134.4697 - 0.825788 (\text{Capital Expenditure}) + 0.659367 (\text{Revenue Expenditure}) + e$$

**Table 3**

**MODEL SUMMARY**

R-squared	Adjusted R-squared	Durbin-Watson statistic	F-statistic	Prob.(F-statistic)
0.776713	0.772109	0.901349	168.7096	0.00000

The above table (Table-3) defines the results of regression analysis. The coefficient of determination 0.772109 means that 77.21 % of the variation in market value is being explained by the independent variables Capital Expenditure and Revenue Expenditure. Value of F-statistic 168.7096 is significant at 0.000% which is less than 5% reveals, model is good fit.

**REGRESSION'S ASSUMPTION TESTS**

**ARCH LM Test**

H<sub>0</sub> - residuals are not serially correlated.

F-statistic	0.490625	Probability	0.485039
Obs*R-squared	0.496928	Probability	0.480853

From the above table it is resulted that P-value (0.480853) of **Observed R-square** is more than standard value (0.05) so, null hypotheses is not rejected. It means the residuals are not serially correlated.

#### IMPLICATIONS

**For Organization:** With the outcomes of this research organization and policy makers can know the pattern of capital expenditure, revenue expenditure and profitability and thus, it can helpful to manage the return on human resource costing and cost of human resources.

**For Students:** The study will be useful to students who are interested to known the pattern of Capital Expenditure, Revenue Expenditure and Profitability as well as their impact on that.

**For Research Scholars:** This Research study may be useful to open some new vistas for the further researches in related area.

#### FINDINGS AND SUGGESTIONS

The result of this study has provided relatively strong support for the existence of a positive relationship between human resources cost and the profitability of the company with a strong variability of the coefficient of multiple determinations for multiple regressions.

The findings of this study revealed that capitalized human resources cost is an important determinant of company performance. An overall test was carried out to observe the significant effect of all independent variable (Training cost, development cost, acquisition cost, recruitment and retention cost) on the dependent variable (profit before tax).

Also in line with the findings of this study revealed that a combined significant effect of revenue natured human resources cost (salary & wages, commission & bonus, allowances & short term motivations) on company's profitability.

The study revealed that capitalized human resources cost is significantly related to the company's profitability thus it is suggested that The human resources cost approach to corporate performance measurement which has gained substantial attention and use in recent years provides further opportunities for utilization of human resource cost measures and profit enhancement.

Suggest that a positive relationship exists between the extent to which companies implement HR practices and firm growth achievements. This overall result corroborates previous empirical studies on the links between HRM and firm performance. These findings provide tentative support of the contention that HR practices can create a competitive advantage.

#### SUMMARY

The study has been divided into seven parts. First chapter is introduction, and it is subdivided into conceptual frame work, review of literature, rationale and objectives. In the conceptual Framework all definitions, causes and introduction about the topic is included. In review of Literature, all researchers which have done the study previously', done in the related field is Included, rationale is the need of the study, that is why we have done this research, the Objectives include all the objectives of carrying out the research. Second chapter is research Methodology, which include the study, sample design, tools



used for data collection and tools Used for data analysis. In this study, we have specified which type of study is this, like this One is empirical and causal study. The next is sample design which includes population, sampling frame, Sample size, sample element and sampling techniques. Then comes tools used for data Collection, secondary data used for data collection. The tools used for data analysis shows which type of test and methods has been applied in this study; like in this we have used ADF Stationarity test to check whether the data are Stationary or not, Correlogram residual test was used to check the Stationarity of residuals, Regression model assumption test, like; Breusch- Godfrey ARCH LM Test was applied to check whether the residuals are serially correlated or not, and finally to check the Impact of cost of human resource on profitability, Regression test was applied. Forth chapter include implication and suggestion for policymakers, Academicians and research scholars. Fifth chapter is the summary and Sixth chapter is conclusion.

## CONCLUSION

This study examined “Impact of Cost of Human Resource on Profitability: A Study of Telecommunication Service Companies in India”. The time series data on capital expenditure, revenue expenditure and profit before tax is collected for this study mainly from Money Control website. The data is collected of capital expenditure, revenue expenditure and profit before tax. Time period is taken for analysis of the study is the 10 years period from 2007 to 2016. For uniformity in analysis, all the data on capital expenditure, revenue expenditure and profit before tax has taken in Indian context. Stationary test, Correlogram residual test, Regression Model assumption test, likes; Arch LM Test and Histogram normality test were applied. To check Impact of Cost of Human Resource on Profitability: A study of Telecommunication service Companies in India, Regression test was used. It has been concluded by testing the hypothesis and following results were obtaining that.

1. Capital Expenditure and Revenue Expenditure has no unit root.
2. Profit Before Tax has no unit root.
3. There is no autocorrelation in the data and it explained the stationarity of the residuals.
4. Residuals are not serially correlated.
5. There is a significant impact of cost of human resource on profitability.

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## EFFECT OF STRESS ON EMPLOYEES JOB PERFORMANCE AND COMMITMENT

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### ABSTRACT

*According to the recent scenario, Stress management is a very important issue for employees as well as the organization as its challenges increasing day by day. Stress is all pervasive whether it is personal life or professional life and personnel in every sector has to face stress. Employers today are also seriously analyzing the causing reasons for stress that leads to less productivity, absenteeism, high employee turnover, and many other commitment issues in the organization. The aim of the study is to identify the effect of job stress on employees' productivity and commitment among the staff of private banks in Kanpur City. The Questionnaire is used as the primary data collection instrument. Data were analyzed by using statistical techniques with SPSS (Version 20) calculated chi-square. The results showed that there is an effect of job stress on the productivity of employees and also there is an effect of job stress on employees' commitment. It was suggested that proactive measures need to be used by management to reduce the effects of job stress on a permanent basis.*

**Keywords:** Stress management, Quality of work life, Work place stress, Productivity.

### INTRODUCTION

In this day and age, stress has turned into an overall wonder, which happens in different structures in each work environment. In the present work life, employees are for the most part working for longer hours, as the rising levels of obligations expect them to strive significantly more strenuously to meet rising assumptions regarding work execution. Stress is a Common component in any sort of occupation and people need to confront it in relatively every part of life. Stress has been characterized in various routes throughout the years. As indicated by Robbins and Sanghi (2006) "A dynamic condition in which an individual is gone up against with a chance, requirements, or request identified with what he or she wants and for which the result is seen to be both dubious and vital." push is an expanding issue in organizations and frequently cause antagonistic impacts on execution.

Stress can thusly be depicted as the unfriendly mental and physical responses that happen in a person because of his or her powerlessness to adapt to the requests being made on him or her (Moorhead and

Griffen, 1998). That is, stress from additional standard requests on a person. It is noticed that, stretch isn't really awful; it is an open door when it offers potential gain. In any case, whatever its tendency, it for the most part starts when people are set in a workplace that is contradictory with their work style and additionally disposition. It winds up exasperated when people discover that they have or can practice little authority over it. "Numerous organizations on the planet are seeing a disturbing increment of the negative impacts of weight on representative's efficiency. Michac (1997) determined reasons for worry as pursues: poor time administration, vague sets of expectations, sentiments of deficiency and weakness, powerlessness to complete things, absence of correspondence, terrible individual connections, quality and multifaceted nature of errands. In a similar broadness, Dean (2002) saw stress related diseases as the main source for low efficiency levels in the working environment. Monstrous weight at work has prompted stress, which made it the main factor causing disease.

## REVIEW OF LITERATURE

### Inception, Terminology and Definition of Stress

The term stress was first utilized in a natural setting by the endocrinologist Hans Selye in the 1930s. He later expanded and advanced the idea to incorporate unseemly physiological reaction to any request. In his use stress alludes to a condition and the stressor to the boost causing it. It covers an extensive variety of marvel from mellow disturbance to extreme brokenness that may cause serious wellbeing breakdown. (Wikipedia site, 2015)

As indicated by Robbins (2004), stretch is a dynamic condition in which an individual is stood up to with circumstance, requirement or request identified with what he wants and for which the result is seen to be both questionable and imperative. From this definition one can state that stress isn't really awful, it likewis keep up basic factors (which can be social, mental, otherworldly or organic in nature) inside adequate breaking points. The experience of stress includes an occasion that is requesting or assets and additionally the emotional sentiment of misery experienced in its face. An occasion could be experienced as upsetting if individuals (assessed) it as troubling. Regardless of whether an occasion is experienced as distressing relies upon a man's psychosocial introduction with things like culture, otherworldliness, qualities, convictions and past encounters impacting the evaluation. Occasions that are evaluated as being overpowering, debilitating, unacceptable or confliction will probably be experienced as distressing. Stress isn't unmistakable and can't be contacted. This makes it a perplexing marvel.

### Employee Commitment

Employee responsibility has been characterized in different ways (Mowday, Porter, and Steers, 1982; Reichers, 1985). Steer (1977) alludes employee promise to compatibility between the objectives of the individual and the organization whereby the individual relates to and expands exertion in the interest of the general objectives of the organization. Meyer and Allen (1994) express that representative duty is a mental express that: describes the employee's organizations with the organization.

Spector's (1986) meta-analysis of 88 considers researched the connections of saw control to other occupation factors, (for example, work fulfillment, employee duty, passionate misery and non-attendance) with independence and support being treated as joint markers of control. Employee duty has been portrayed as comprising of two develops full of feeling and continuation (Allen and Meyer,

1990). As a disposition, contrasts among responsibility and occupation fulfillment are found in a few different ways (Mowday, et al., 1982). Duty is a more worldwide reaction to an organization and occupation fulfillment is to a greater extent a reaction to a particular employment or different features of the activity.

Wiener (1982), states that activity fulfillment is a disposition toward business related conditions, features, or parts of the activity. In this way, responsibility proposes a greater amount of a connection to the utilizing organization instead of particular errands, natural components, and the area where the obligations are performed (Mowday, et al., 1982). At the point when talked about on these terms, responsibility ought to be more predictable than employment fulfillment after some time. "Despite the fact that everyday occasions in the work place may influence a employee's level of occupation fulfillment, such transient occasions ought not make a representative reexamine genuinely his or her connection to the general organization" (Mowday et al., 1982, p.28). In an analysis by Andrew Hale Feinstein Assistant Professor of University of Nevada, Las Vegas "Connections Between Job Satisfaction And Organizational Commitment Among Restaurant Employees" (1998), he demonstrated that the few of the segment scores for Job fulfillment; store area significantly affected the level of fulfillment with approaches; and the level of training essentially influenced fulfillment with acknowledgment. Further, fulfillment with arrangements, remuneration, work conditions, and progression were found to have a noteworthy relationship to authoritative duty.

#### **The Impact of Stress on the Organization**

Beginning another employment would liable to be exceptionally distressing if the individual felt unpracticed, unfit to adapt to remaining task at hand, awkward around their managers or partners and un-empowered by their work. Then again, a man entering a zone of work where they felt skilled, upheld by their associates and animated, would probably encounter the change as trying than distressing. As indicated by Luthans (2002) other than the potential stressors that happened outside the organization, there were additionally those that were related with the organization. In spite of the fact that an organization is comprised of gatherings of people, there are likewise more full scale level measurements, one of a kind to an organization that contains potential stressors. DCS gaumail (2003) is of the conclusion that at the authoritative level, look into has discovered that business related anxieties might be in charge of hierarchical results, for example, decrease in execution, disappointment, absence of inspiration and responsibility, and an expansion in non-appearance and turnover.

Desseler (2000) implied that there were two primary wellsprings of occupation stretch; natural and individual. As per this creator an assortment of outside natural variables could prompt occupation push. These included work routines, work environment, employer stability, course to and from work and the number and nature of customers. Indeed, even clamor, including individuals talking and phones ringing, added to stress. This creator, in any case, noticed that people responded contrastingly regardless of whether they were at a similar activity, since individual factors likewise impacted stress. The creator additionally noticed that stress isn't really broken; a few people function admirably just when under a little stress and discover they are more gainful when a due date approaches.

As per Levin-Epstein (2002) weight at work inflicted significant damage on charities: lost time from work, collapsed efficiency, low staff assurance, turnover and higher human services costs. Favreau was cited by Levin-Epstein (2002) said that stress related issues ought to be talked at three levels: individual, authoritative and social. On the individual level she noticed that employees can turn

out to be more in charge of their own prosperity by perceiving unfortunate passionate and work designs before they achieve emergency extents. At an authoritative level, employees should know about the work environment structures that may add to wear out and adopt an inventive strategy to establishing changes that can avert and assuage stress. The social condition inside which employees work regularly adds to the issue.

Levin-Epstein (2002) additionally noticed the most well-known pointers of worry as getting a handle on overpowering and consume. Passionate and physical depletion regularly go with such emotions, he additionally accentuated that businesses as implementers of stress-jeopardizing approaches and methods, should enable employees to deal with their stress particularly in the event that it influences work execution. Hymn and Walton (1997) spread that the idea of employment related stress has been recognized and depicted by numerous scholars (Maslash 1976; Cooper 1988; Cox 1991).

Bowin and Harvey (2001) condensed factors prompting worry in the work put as pursues:

Little control of the workplace;

- Lack of investment in basic leadership;
- Uncontrolled changes in arrangement;
- Sudden redesigns and unforeseen changes in work routines;
- Conflict with other individuals (subordinates, bosses, peers) and different divisions;
- Lack of input;
- insufficient time to do expected obligations; and
- Ambiguity in obligations

As indicated by Frost (2003) the recurrence with which dedicated, important employees have negative encounters in the work environment or hear terrible news that leaves their expectations dashed, their objectives crashed, or their certainty undermined. The wellsprings of the agony fluctuate, however quite a bit of it originates from injurious chiefs, absurd organization strategies, troublesome collaborators or customers, or from ineffectively oversaw change. It is a result of hierarchical life that can have genuine negative consequences for people and their organizations, except if it is distinguished and dealt with in sound and productive ways. Ice is of the conclusion that this sort of agony appears in individuals' lessened feeling of self-esteem and lost certainty and expectation. It is dangerous to execution and resolve. The substantial outcomes incorporate lost benefits coming about because of things like decreased efficiency or more awful mass migration. Ice is likewise expressed that separated from stopping, which conveys its very own arrangement of expenses to the organization, demonstrations of retribution, attack, robbery, vandalism, withdrawal practices, spreading tattle or for the most part acting skeptical or suspicious would all be able to speak to immediate or circuitous expenses to the organization. Ice trusted that when authoritative pioneers perceive passionate torment when it happens and act to mediate, conceivably deadly circumstances in the work environment could be switched.

### **The Impact of Stress on Productivity**

Mathis and Jackson (2000) recommended that to quantify hierarchical human asset efficiency one needs to consider unit work cost, or the aggregate work cost per unit of yield. The creators additionally expressed that an individual execution relies upon three elements which are; capacity to take every necessary step, level of exertion and bolster given to that individual. The relationship of these variables, broadly recognized in administration writing, is that Performance (P) is the aftereffect of

Ability (A) times Effort (E) times Support (S), that is:  $(P=A \times E \times S)$ . Execution is lessened if any of these elements are decreased or missing. Mathis and Jackson (2000) additionally accentuate that nature of generation should likewise be considered as a component of efficiency since one option may be to deliver all the more yet a lower quality. Just put by Chase and Aquilano (1995), efficiency is estimated regarding yields per work hour. Anyway this estimation does not guarantee that the firm will profit (for instance when additional yield isn't sold however amasses as stock). To test whether efficiency has expanded, the accompanying inquiries ought to be asked: 'has the move made expanded yield or has it diminished stock?' 'Has the move made diminished operational cost?' This would then prompt another definition which is: Productivity is every one of the activities that convey an organization closer to its objectives.

Mathis and Jackson (2000) characterized efficiency as a proportion of the amount and nature of work done considering the expense of the asset it took to take every necessary step. Steers (1991) is of the feeling that it is helpful from an administrative point of view to consider a few types of counterproductive conduct that are known to result from delayed stress. Thompson and Mc Hugh (1995) are of the sentiment that when particularly with respect to worry in the working environment, contemporary records of the stress 'process' frequently pursue the idea of worry as coming about because of a loner between an individual and their specific condition, where interior or outer elements push the people versatile limits past his or her breaking point. Be that as it may, no two individuals respond to a similar activity in the specific same way, since individual factors additionally impact stress. For instance, type A identities; individuals who are obsessive employees and who feel headed to be dependably on time and meet due dates, regularly put themselves under more prominent worry than do others (Dessler 2000). This is additionally repeated by Bowin and Harvey (2001) who underlined that individuals can't totally isolate their work and individual lives; the manner in which individuals respond and handle worry at work is a perplexing issue. As per Blumenthal (2003) a reversed U-type bend has been utilized to portray the impact stress has on execution. It tends to be demonstrated that, as stress increments, so does the execution. In any case if push keeps on expanding past an ideal point, execution will top and begin to decrease. This demonstrates stress is important to upgrade execution yet once it achieves a level of intense distress, it is unsafe and counterproductive. Blumenthal (2003) proceeded to contend that overabundance stretch is unsafe, ruinous and negative to human prosperity and efficiency. Stress can affect a person's prosperity by causing brokenness or interruption in various zones.

This brokenness reaches out into the hierarchical world and prompts diminished efficiency. Battalion and Bly (1997) expressed that partnerships have turned out to be intensely mindful of the issues caused by stress. The ailments related with stress are exorbitant, and they can incapacitate an important laborer. At the point when push isn't taken care of well, truancy, turnover, and therapeutic pay increment and efficiency diminishes. Army and Bly (1997) additionally expressed that the work environment is extraordinary simply because such a large amount within recent memory is spent at work. To accomplish a pinnacle of execution, stress ought to be overseen successfully, with the negative impacts of stress limited.

## RESEARCH METHODOLOGY

The information for the analysis draws on overview directed in private sector banks, Kanpur. Out of the one hundred questionnaires conveyed to 40 male and 20 female managing an banking staff, forty was returned. The selection was random for both male and female of banking staff.

### **Sample Description**

Of the 40 respondents, 29 (72.5%) were male 11 (27.5%) were female. The age of the members went from 21 to 70, with a average of 50 years. The education levels of the members were: MBA is 2 (5%), B.Sc. is 8 (20%), M.Sc. is 25 (62.5%) and others (12.5). Additionally, the Years of Service of respondents: 7 people showing to 17.5% of the respondents have worked in the bank underneath five (5) years, 23 people showing to 57.5% of the respondents have worked between 6– 10 Years and the rest of the 10 people showing to 25% of the respondents have worked in the bank between 11– 15 years.

### **Measures Demographic Variables**

The analysis included six demographic factors: gender, age, and education, bank designation, working experience in the banking sector, the bank they work in and marital status. Gender was coded (1 = female; 0 = male), Age and working knowledge were estimated in years. Training comprised of three levels from (1) BA degree to (3) Banking degree. Marital status was surveyed with a settled reaction thing (1 = single; 2=married; 3= separated; 4= widowed).

### **Instrument**

Primary data sources were utilized for checking the level of stress and its effect, the fundamental instrument for primary data gathering was the utilization of questionnaires and additionally, the subjective information is likewise decided through perceptions, articles and ongoing research papers.

### **Technique for Data Analysis**

In investigating the information for this study, the SPSS ascertained chi-square analysis will be utilized to dissect the data. Chi-square will be utilized to score, in order to empower the researcher to demonstrate the connection between the different factors test in the study. Also to be used in the simple percentage.

This will empower the researcher to know the relative significance of the different items use for study (Osuala, 2011).

The expressed formula for the chi-square is:

$$X^2 = \sum [(FO - Fe)^2 / Fe]$$

FO = Observed frequency Fe = Expected frequency X<sup>2</sup> = Chi-square

## **EMPIRICAL RESULTS**

### **Hypothesis Testing**

Over the span of this research, a few hypothesis were created. Under this segment, the hypothesis created will be tested. The hypothesis are re-stated with the end goal of lucidity.



**Hypothesis one**

**H01: Job stress has no effect on employees' dedication.**

To test for the hypothesis, the reaction to address number 10 question on the questionnaire was subjected to chi-square analysis utilizing the SPSS 20.0. The aftereffect of the chi-square test is displayed beneath;

**Table 1: Is there an effect of job stress on employees' commitment?**

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	36	90	90	90
NO	4	10	10	100
Total	40	100	100	

**Table 2: Chi Square Test Analysis**

	Hypothesis One
Chi-Square	25.600a
Df	1
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies under 5. The base expected cell recurrence is 20.0. Source: SPSS Output

From the chi-square test measurements, it will be seen that chi - square ascertained is 25.600

**Decision Rule:** Reject Null Hypothesis (Ho) if X2 figured is higher than X2 classified and acknowledge Null Hypothesis (Ho) if X2 computed is lower than X2 organized.

**Decision:** From the SPSS result as appeared above in table 4.1, X2 figured is 25.600. At 5% level of Significance and 95% Confidence level, X2 arranged at a Degree of Freedom of 1 is given as 3.84.

A gander at table 1 above demonstrates that 90% of the respondents are of the conclusion that job stress has an impact on employees' commitment. The staying 10% of the respondents are of the supposition that Job stress does not affect the responsibility of a representative. Therefore, both the chi-square figured and classified similarly as appeared in table 2 uncovers that chi-square ascertained is higher than chi-square arranged. Along these lines, the decision rule is to dismiss the invalid hypothesis and acknowledge the elective hypothesis, which expresses that there is an effect of of job stress on employees' commitment.

**Hypothesis Two**

**Ho2: There is no effect of Job stress on efficiency of employees.**

To test for the **Hypothesis**, the reaction to address 14 number question on the survey was subjected to chi-square analysis utilizing the SPSS. The aftereffect of the chi- square test is exhibited beneath;

**Table 3: Is there an effect of job stress on the productivity of employees.**

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	36	90	90	90
NO	4	10	10	100
Total	40	100	100	

**Table 2: Chi Square Test Analysis**

	Hypothesis One
Chi-Square	25.600a
Df	1
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies under 5. The minimum expected cell frequency is 20.0.  
Source: SPSS Output

From the chi-square test measurements, it will be seen that chi – square ascertained is 12.100.

**Decision Rule:** Reject Null Hypothesis (Ho) if X2 computed is higher than X2 arranged and acknowledge Null Hypothesis (Ho) if X2 figured is lower than X2 organized.

**Decision:** From the SPSS result as appeared above in table 4.2, X2 figured is 12.100. At 5% level of Significance and 95% Confidence level, X2 arranged at a Degree of Freedom of 1 is given as 3.84.

A glance at table 3 above demonstrates that 72.5% of the respondents are of the assessment that job stress affects the efficiency of employees. The remaining 27.5% of the respondents are of the assessment that job stress does not affect the efficiency of employees. In this way, the decision rule is to dismiss the invalid hypothesis and acknowledge the elective hypothesis which expresses that: there is an effect of job stress on the efficiency of employees.

### CONCLUSION AND RECOMMENDATION

The real discoveries of the analysis were that job stress affects the efficiency of employees. This in huge degree is because of the workplace as employees showed that they are not very content with their work space. What's more, the test found that there is an effect of job stress on employees' dedication. This is on the grounds that employees feel uncared for their organization.

In light of observational discoveries it is presumed that activity stretch is a genuine test for employees who are working in various banks in Kanpur. For this reason, the analysis is directed to screen the impacts of occupation weight on employees' efficiency and duty. The factors are drawn through the writing which causes the activity stress and influences the employees' efficiency and responsibility and additionally the fulfillment of employees'. The factors of causing worry at employment were absence of monetary prizes, firmness in work hours, individual issues, low power over the workplace and administration framework. The outcomes demonstrated that there was an effect of occupation weight on employee duty, in this manner causing diminish in the employees' execution. Chi-square was utilized to quantify the impacts of occupation weight on employees' dedication and efficiency.

## SUGGESTIONS

Gathering from the disclosures made amid this analysis, the researcher thusly suggests as pursues.

1. The overemphasized work diminishes employee efficiency and maybe a central supporter of employees' absence of responsibility. Appropriate techniques ought to be made with respect to working hours, relational connections and supervision to decrease stress and to more readily deal with the execution of employees.
2. The directors and bosses should give appropriate thoughtfulness regarding the employees and make an obliging situation that may ask them to be dependable and gainful. It is vital that workplace is as a rule consistently observed for stress related variables.

Further, it isn't just essential to screen the variables, yet to make a solid situation in which employees' work in effective path and there ought to be a legitimate reward framework which would propel the employees' to do work in a productive way.

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## IMPACT OF EMOTIONAL INTELLIGENCE AND STUDENTS STRESS ON STUDENTS SATISFACTION IN BOTH UNDERGRADUATE AND POSTGRADUATE STUDENTS

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### ABSTRACT

*The objective of this study was to find out the relationship between emotional intelligence, students stress and students satisfaction. In this paper examined the influence of emotional intelligence and students stress on students satisfaction. As emotional intelligence and students stress were taken as independent variables and students satisfaction was consider as a dependent variable. For the analysis of data, reliability test and multiple regression was used. Results showed that there was significant relationship between students stress and emotional intelligence on students satisfaction.*

**Keywords:** Emotional intelligence, Students stress, Students satisfaction.

### INTRODUCTION

The transition to life in college can be a challenging time for many young adults, thus perceptions of social support and being cared for by those in one's life can be very important to levels of wellbeing. Among high school students, Chou (2000) found that family social support was associated with lower levels of depression while friend social support was associated with lower levels of anxiety. Among college students, Clara et al. (2003) found that both family and friend social supports were associated with lower levels of depression, while Davis, Morris and Kraus (1998) found social support from friends to be the most powerful support associated with college student wellbeing followed by that of parents and romantic partners.

### Emotional Intelligence

When it comes to happiness and success in life, emotional intelligence (EQ) matters just as much as intellectual ability (IQ). Emotional intelligence helps you build stronger relationships, succeed at work, and achieve your career and personal goals. Learn more about why emotional intelligence is so important and how you can boost your own EQ by mastering a few key skills.

Emotional intelligence (EQ) is the ability to identify, use, understand, and manage emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges, and defuse conflict. Emotional intelligence impacts many different aspects of your daily life, such as the way you behave and the way you interact with others.

If you have high emotional intelligence you are able to recognize your own emotional state and the emotional states of others, and engage with people in a way that draws them to you. You can use this understanding of emotions to relate better to other people, form healthier relationships, achieve greater success at work, and lead a more fulfilling life.

Many of us are aware of IQ (Intelligence Quotient) an individual's score when performing a series of tests designed to measure intellectual intelligence. Higher

IQs indicate better cognitive abilities - these include the ability to learn and understand - and people with higher IQs are more likely to do well academically, without exerting the same amount of mental effort as those with lower IQ scores.

A logical assumption, therefore, is that people with higher IQs will be more successful at work and through life. This assumption has been proven incorrect – there is more to success than simply being 'clever'.

Emotional Intelligence (EI or sometimes EQ – Emotional Quotient) is a more modern concept and was only fully developed in the mid-1990s.

Emotional Intelligence is the measure of an individual's abilities to recognise and manage their emotions, and the emotions of other people, both individually and in groups.

### **Elements of Emotional Intelligence**

Emotional Intelligence is split between our personal and interpersonal skills, these are sometimes also referred to as personal and social competencies. Within each of these sections are a range of skills which are the elements of emotional intelligence.

Self-management also includes knowing our personal limits and abilities. Personal time-management, self-motivation and assertiveness are key skills in this area. Do not make unreasonable demands on yourself, learn to be assertive rather than just saying, 'Yes' to the demands of others.

Personal development is another form of self-management and is concerned with our desire to become a better person by learning new skills and developing existing skills. Personal development is about being proactive and showing innovative, about learning new skills because we feel we have to.

### **Interpersonal Skills**

Interpersonal skills are the skills we use to interact with other people, they enable us to communicate appropriately and build stronger, more meaningful relationships. Emotional intelligence includes how we understand others and their emotions and our actions and behaviours towards them.

**Social Awareness:** is the skill-set used to understand the emotions and feelings of other people both individually and in group situations. Comprehension and acceptance of the emotions of others allows us to empathies seeing things from their point of view and therefore developing a stronger bond and understanding.

Empathy, however, can often be difficult to achieve. Learn to listen effectively to both the verbal and non-verbal messages of others, including body movements, gestures and physical signs of emotion. Use questions to find out more about other people and what they are feeling, use feedback to clarify that what you have understood is a true reflection of their feelings. Acknowledge and respect the feelings of others even if you disagree, avoid making comments or statements that are judgemental, belittling, rejecting or undermining.

**Rapport Building:** The final element of emotional intelligence is concerned with developing strong social skills and by doing so building rapport with others. By understanding your emotions and the emotions of others you can work towards building rapport. Rapport enhances the effectiveness of communication and is fundamental to building meaningful and lasting relationships.

The term 'social skills' covers a wide variety of skills and competencies, many of which are rooted in self-esteem and personal confidence. By developing your social skills, being easy to talk to, being a good listener, being sharing and trustworthy you also become more charismatic and attractive to others. This in turn improves self-esteem and confidence, which makes it easier for positive personal dialect and a greater understanding and acceptance of your own emotions.

#### **Why is emotional intelligence (EQ) so important?**

As we know, it's not the smartest people that are the most successful or the most fulfilled in life. You probably know people who are academically brilliant and yet are socially inept and unsuccessful at work or in their personal relationships. Intellectual intelligence (IQ) isn't enough on its own to be successful in life. Yes, your IQ can help you get into college, but it's your EQ that will help you manage the stress and emotions when facing your final exams.

Emotional intelligence affects:

- **Your performance at work.** Emotional intelligence can help you navigate the social complexities of the workplace, lead and motivate others, and excel in your career. In fact, when it comes to gauging job candidates, many companies now view emotional intelligence as being as important as technical ability and require EQ testing before hiring.
- **Your physical health.** If you're unable to manage your stress levels, it can lead to serious health problems. Uncontrolled stress can raise blood pressure, suppress the immune system, increase the risk of heart attack and stroke, contribute to infertility, and speed up the aging process. The first step to improving emotional intelligence is to learn how to relieve stress.
- **Your mental health.** Uncontrolled stress can also impact your mental health, making you vulnerable to anxiety and depression. If you are unable to understand and manage your emotions, you'll also be open to mood swings, while an inability to form strong relationships can leave you feeling lonely and isolated.



- **Your relationships.** By understanding your emotions and how to control them, you're better able to express how you feel and understand how others are feeling. This allows you to communicate more effectively and forge stronger relationships, both at work and in your personal life.

### STRESS AND COLLEGE STUDENTS

College life can be very stressful. Sometimes parents, faculty and others tend to idealize their college experience and remember it as that idyllic time when they had few worries or responsibilities. To students currently attending college, however, the process is often stressful and frustrating. The competition for grades, the need to perform, relationships, fear of AIDS, career choice, and many other aspects of the college environment cause stress.

Before condemning stress outright, we need to understand that stress is only harmful when it is excessive. Much of the stress that we all experience is helpful and stimulating. The challenges of life tend to be stressful and an attempt to avoid stress completely would lead to a rather boring existence. The problem comes when you experience too much stress.

Although some stress reactions are part of deeper and more serious emotional problems, many are not, and can be handled with relatively simple counseling and stress-management techniques. You can use the following guidelines to help manage your stress:

1. Understand your role in stress reactions.
2. Develop a balanced life-style and effective personal organization.
3. Learn specific relaxation techniques.
4. Gain perspective on problems by discussing them, and
5. Clarify your values and develop a sense of spirituality.

### Source and Symptoms of Stress

There are four primary sources of stress:

- **The Environment** - examples include noise, pollution, traffic and crowding, and the weather.
- **Physiological** - examples include illness, injuries, hormonal fluctuations, and inadequate sleep or nutrition.
- **Your Thoughts** - the way you think affects how you respond. Negative self-talk, catastrophizing, and perfectionism all contribute to increased stress.
- **Social Stressors** - examples include financial problems, work demands, social events, and losing a loved one.

Symptoms of stress appear in many forms. Some symptoms only impact the person who is directly experiencing stress, while other symptoms may have an impact on our relationships with others. Perhaps you experience some of the examples below when your stress levels are elevated.



### **Physical Symptoms**

- Muscular Tension
- Colds Or Other Illnesses
- High Blood Pressure
- Indigestion
- Ulcers
- Difficulty Sleeping
- Fatigue
- Headaches
- Backaches
- Emotional Symptoms
- Depression
- Anger
- Fear Or Anxiety
- Feeling Overwhelmed
- Mood Swings

### **Cognitive Symptoms**

- Forgetfulness
- Unwanted Or Repetitive Thoughts
- Difficulty Concentrating

### **STUDENT SATISFACTION**

Student satisfaction is of compelling interest to colleges and universities as they seek to continually improve the learning environment for students, meet the expectations of their constituent groups and legislative bodies, and demonstrate their institutional effectiveness. Unlike service industries, which hold satisfaction as a goal in and of itself, colleges and universities typically perceive satisfaction as a means to an end. Higher education tends to care about student satisfaction because of its potential impact on student motivation, retention, recruitment efforts, and fundraising. But as Astin (1977) asserted more than three decades ago, "it is difficult to argue that student satisfaction can be legitimately subordinated to any other educational outcome" (p. 164).

### **REVIEW OF LITERATURE**

Gupta, Koolwal et al. (2014), the authors aims to assess the level of perceived stress and emotional intelligence, and to find a relation between Emotional Intelligence and level of perceived stress in 1st year medical undergraduates. A negative correlation was found between emotional intelligence and perceived stress. The present study shows that as the emotional intelligence increases, the level of perceived stress decreases. Aranda, Extremera et al. (2014), the authors found that emotionally intelligent people evaluate situations as less stressful which results in a higher satisfaction with life and happiness. Gupta, Kumar (2010), the authors found that emotional intelligence and self-efficacy are positively Correlated with mental health. It also revealed that male students were better than Female students in terms of mental health, emotional intelligence and self-efficacy which underline the importance of training in emotional intelligence, self efficacy and mental health for female college

students. Nelson, Jackson et al. (2010), that students who were satisfied with their progress in their program perceived a significantly higher ability to manage stress than students who were not sure if they were satisfied, or who were dissatisfied with their progress. Pau, Croucher et al. (2004), the authors suggested that high EI students reported stress coping skills that low EI students lacked, and low EI students were more likely to engage in health-damaging behaviours. Kaut, Kaur, the authors found that teachers with high emotional intelligence experience low teacher stress. Thus, emotional intelligence was found to be helpful in reducing stress of teachers and enhancing their effectiveness in teaching.

Khaniyan, Foroughan et al. (2013), the authors showed that persons having high level of EI may suffer less from occupational stress. Therefore it indicated that EI plays a key role in maintaining the personnel's mental health and reducing their occupational stress. Kong, Zhao et al. (2012), the authors examined both the mediation effects of social support and self-esteem for the relationship between trait emotional intelligence and life satisfaction in late adolescence. Mehta (2013), the author found that the application of emotional intelligence can increase teacher effectiveness and reduce occupational stress among teachers.

Lolaty, Ghahari et al. (2012), the authors suggested that the mean score of emotional intelligence increased in the case group after training in life skills, and the difference was significant. Rageb, Abd-El-Salam et al. (2013), The purpose of this paper is to explore (1) the effect of the relationship among role stress (role conflict, role ambiguity, role novelty and role overload) on job performance, job satisfaction, organizational commitment and turnover intentions; and (2) the situational relationships among job satisfaction, job performance, employee commitment to organizations and employee turnover intentions through a case analysis on college of management and technology (CMT) one of the Arab academy for science and technology and maritime transport. Ramana (2013), the focused to analyze the concept of emotional intelligence and teachers' effectiveness in the class room of schools and universities.

Fakhrmoqadam, Bahrami et al. (2013), indicate that there are significant differences, in the emotional intelligence of students with or without marital satisfaction, as the degree of emotional intelligence among student with marital satisfaction is significantly greater than students who lack marital satisfaction. Jorfi, Yacoob et al. (2011), the authors found that the stress management of emotional intelligence has a positive relationship with communication effectiveness and also communication effectiveness plays a key role in job satisfaction. Das (2010), the author suggested that the study indicated the personality differences between professional students and nonprofessional students. The study also examined the influence of personality on emotional intelligence between professional and non-professional students.

Kumar, Rooprai (2009), the authors found that the low and high level of Emotional Intelligence establish relationship to some extent with stress and anxiety. Negative correlation of Emotional Intelligence with stress and Anxiety highlights that emotional intelligence will prove helpful tool in dealing with stress and anxiety at workplace. Singh (2011), the author focused on the interrelationship among academic stress, anxiety, time management, and leisure satisfaction among 249 university undergraduates by age and gender. Ugoji (2012), the author found that perceived emotional intelligence and stress management were related and high emotional intelligent students were better in stress management.

Cogan, Cassandra (2011), the authors focused on stress in college students has focused on the sources of stress and coping styles, and research on life satisfaction in college students has focused on specific correlations between life satisfaction and worry, self-concepts, and life events. Tajudin, Omar et al. (2014), the authors that there is a positive relationship and significant relationship between emotional intelligence and there is a significant negative relationship between job stress and the effectiveness of teaching. Meanwhile strong relationship existed between emotional intelligence and overall teaching effectiveness. The same case goes to the relationship between job stress and teaching effectiveness. Mishra, Vashist (2014), found that both variables stress and well-beings of adolescent's students are negatively co-related with each other and it is also affected by IQ, EQ and SQ.

Bartwal, Raj (2013), the authors revealed that the academic stress experienced by both male and female adolescents is similar, high score on EI can deal in a better way with the academic stress. Hassan, Pheng et al. (2013), the authors found out that teacher self-efficacy can assess the multifaceted tasks in teaching profession because it reflects one's capability to perform the variety tasks in teaching and it drives one to attain the particular goal. Moreover, teachers with emotional intelligence enable them to establish satisfactory relationship with others because they are aware of their emotion and are less likely to lose control when they interact with others.

### **OBJECTIVES OF STUDY**

Present study analyzes the effect of Emotional Intelligence and Students Stress on Students Satisfaction in both under-graduate and post-graduate. To fulfill this objective following objective was formed:

- To examine the relationship between emotional intelligence and students stress on students satisfaction.

### **HYPOTHESIS**

- In order to fulfill the objective following hypothesis was formed:
- **H<sub>0</sub> = There is no significant relationship between students stress and emotional intelligence on students satisfaction.**

### **RESEARCH METHODOLOGY**

The study was causal in nature as data was collected with the help of questionnaires; which was survey method for data collection. This study was conducted on both under-graduate and post-graduate students of Gwalior region. The sample included 100 individual students as respondents. For the purpose of this study non probability (judgemental) sampling technique was used. The final data was collected on 1 to 5 likert type scale. The survey instrument was based on validated measures of emotional intelligence, students stress and students satisfaction. The data collected for the purpose of research is hence analysed using different test like reliability and regression analysis.

### **RESULTS AND DISCUSSION**

#### **Reliability**

To measure reliability of the variables Cronbach's alpha reliability is calculated using SPSS software. Cronbach's  $\alpha$  (alpha) is a statistic. It is commonly used as a measure of internal consistency or reliability

of a psychometric test score for a sample of examinees. The table below shows reliability of the variables.

**Table: 1**

S.NO.	Variables	No. of Items	Cronbach's Alpha Reliability
1	Emotional Intelligence	16	.812
2	Students Stress	32	.881
3	Students Satisfaction	38	.932

**REGRESSION ANALYSIS**

$H_0$ : There is no significant relationship between students stress and emotional intelligence on student's satisfaction.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.648 <sup>a</sup>	0.42	0.409	16.78258	1.923

a. Predictors: (Constant), Student Stress, EI  
b. Dependent Variable: Student Satisfaction

Model	Sum of Squares	df	Mean Square	F	Sig.
1	19820.77	2	9910.384	35.186	.000 <sup>b</sup>
	27320.54	97	281.655		
	47141.31	99			

a. Dependent Variable: Student Satisfaction  
b. Predictors: (Constant), Student Stress, EI

The results from multiple regressions were presented in above given tables. It shows that Emotional Intelligence explain 40.9% variance on the student's satisfaction, as value of adjusted  $R^2$  0.409, F (35.186),  $p = 0.000$  which found Emotional Intelligence and Students Stress to be significantly related to Students satisfaction. Therefore, null hypothesis was rejected.

**CONCLUSION**

The results of the study were up to an extent were in confirmation with the previous researchers. The data, which is collected from a representative population, provide an insight of relationship among variables. The role and importance of Emotional Intelligence and Students Stress on Students satisfaction of both under-graduate and post-graduate. The result revealed that better the emotional intelligence, more will be their satisfaction level. Students have different perceptions towards their emotional intelligence and they exert great pressure in the colleges / universities which increases their stress level and this ultimately influences the satisfaction level of the students.

## Impact of Emotional Intelligence and Students Stress on Students Satisfaction In Both Undergraduate and Postgraduate Students

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## GENDER ISSUES AT WORKPLACE - A CRITICAL ANALYSIS

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### ABSTRACT

*The purpose of this paper is to provide a conceptual framework about the Gender Issues at Workplace which affect a class of gender i.e. women. Due to such issues, inequality in the society arises and it is not an easy task to work in adverse environment which ultimately tends to depression. Considering gender issues, several measures were adopted and special laws were framed. Recognition of sexual harassment at workplace in India was observed by Vishaka's Case and thereby POSH Act came in force in 2013 with the aim to provide redressal to victim. As there are several laws working for the prevention and protection of gender at workplace but the law alone cannot change the society. Paper further deals with other issues related with gender inequality and discrimination based on sex. The paper answers the question whether there is need to empower and uplift discriminated gender in the society. The aim of the Constitution is to maintain the equality in society as women are the half population of the Nation and contribute equally in the society. Instead of this, they experience various inequalities such as inequality in pay-scale in private companies and gender-biasness. The Second phase of the paper deals with the Constitutional Provisions, laws framed by the Government, Redressal provisions through Acts and also suggests about online platform for complaint any kind of harassment at workplace. This paper covers every dimension of gender equality laws in India along with International Laws. It also contains various case laws dealing in gender inequality and at the end considers some suggestions.*

**Keywords:** - Gender Inequality, Discrimination, Gender Biasness, Sexual Harassment at Workplace, Article 14, Fundamental Rights.

### INTRODUCTION

According to dictionary sense, 'Gender' refers to the social and cultural differences rather than biological ones. Although the words gender and sex are often used interchangeably, they have slightly different meanings: sex tends to biological differences, while gender more often refers to cultural and social differences and sometimes encompasses a broader range of identities than the binary of male and female. Whereas in the same sense, 'discrimination' means the unjust or prejudicial treatment of different categories of people, especially on the grounds of race, age or sex. And a situation in which



someone is treated less well because of sex, usually when a woman is treated less than a man such discrimination is known as gender discrimination.

Indian Society is complex because of its construction of a hierarchical social order on the basis of class, caste and gender. If one wants to know the conflicts which women face today in India then one has to explore the traditional position of women in early Indian society. In India, men are the sole earner for the family but now-a-days, women are also incorporating in the jobs and outrunning the men. No one can deny about the fact that the role of the woman in the society has been radically changed from past few decades. Women are touching heights and doing better day by day in Their respective fields with aplomb. Despite these incredible advances, women are still facing a lot of gender issues respective with their work and professional challenges at workplace.

The Question arises that why there is need for the Gender-Equality and why the laws are protecting the women's or men's rights. Whether Gender-Inequality still exists, in the 21<sup>st</sup> Century, in present scenario? The answer is, simply, in affirmation. In this paper, the gender inequality or discrimination at work is dealt in respect of women rather than men because the data and research says about the gender-discrimination against women whereas in respect of men, they are mentally retarded towards their work-load so, the principal of necessity deals with the empowerment and protection of women at work. There are several Laws and Government's policies made specifically for the women but their implementation must be held appropriately.

#### **OBJECTIVE OF THE RESEARCH**

The main objective of the research is to analyze the gender-issues, critically across the India with brief description at international-level, at workplace. There are heteromorphic issues regarding discrimination against women at workplace and the paper depicts about the same. Women of easy virtue can be harassed easily at workplace and the paper talks about such problems which are being faced by the female employees or workers in the present scenario. This paper deals with the provisions given in the Constitution of India along with the International laws.

#### **Present Scenario**

In Present-Period, Women are becoming the role-models for everyone and their contribution can be easily observed at corporate, firms, government sectors etc. There are inspirational examples of women like Indira Nooyi; Kiran Mazumdar Shaw; Indu Jain; Chanda Kochar; Naina Lal Kidwai; Ekta Kapoor (woman who changed the face of Indian Television); Suchi Mukherjee; Kanika Tekriwal; Aditi Gupta etc. These women entrepreneurs are the role-models for every Indian woman. According to a survey India ranked 16<sup>th</sup> out of 17<sup>th</sup> Countries surveyed, in women entrepreneurship. It is a great achievement for a woman to be an entrepreneur because to reach on that height, a woman has to face a lot of challenges like lack of finance (women generally face); conflicts between the work and domestic commitments; gender gaps in education; legal constraints in family law; lack of family support; and lack of capital etc. with respect to heavy household responsibilities.

Women are playing pivotal roles in every field of society whether at workplace or even at domestic place.

### **Main and Important Gender-Issues arise @ Workplace**

On one hand, women are performing equally as men in their jobs whereas on the other hand, gender discrimination has been a major issue at workplace. In respect of such inequalities and discrimination, here, important issues are being discussed as follows:

1. **Harassment-Issue:** -Harassment may be mentally or sexually. Sexual Harassment at workplace is a pervasive problem, not only in India, but around the world. Sexual Harassment of women particularly the working women at workplace by their male counterparts is one of the evils of the modern society. Generally, Sexual favours are asked from the female employees by their employers as *quid pro quo*. Sexual harassment at workplace is one of the severe problems which women face. Sexual

2. Harassment is an unwanted sexual behaviour verbally or physically and it has deeply impact on women. It doesn't mean to touch the private parts or genitals of any women. It covers the abusive or offensive comments, sending or showing obscene pictures or videos. An unwanted or unwelcome sexual gesture to women is threat to sexual assault. It is also known and factually stated that women are allured for promotions and salary hike in lieu of sexual favours asked by employer. Sexual Harassment doesn't stop here. It is very exhaustive chapter which covers unnecessary verbal activities or gestures like remarks about appearance, gender based insulting comments, whistling, and cracking adult jokes etc. Sexual Harassment at workplace is type of gender discrimination which violates the fundamental rights of women guaranteed under Articles 14, 15 and 21 of the Constitution of India. Sexual Harassment at Workplace creates an insecure and hostile working environment for women as well as impedes their ability to deliver in today's competing world. #Me Too movement is a burning issue these days in which big celebs are being inculpated. It is also important to know that there are several cases of false sexual harassment.

### **3. Pay-scale Issue**

There are various discrepancies in pay-scale between men and women. According to several researchers, occupational segregation due to gender and few other factors, play the major role in pay-equity at workplace. Working women are equally efficient and qualified as compared to men, instead of this; they get less salary than male employees. The reason behind this discrepancy in field of pay-scale is the social acceptance that they are below in position before men and under protection of men whilst they are capable to do every work on their own. Women are called *Ardhangini* (after marriage they became so not to serve her husband but to contribute equally in the society). They are almost half of the workforce and still get less salary than men workers in almost every single occupation. If a woman or other gender (here, transgender) is at equal position in job then surely she should be equally paid as compare to other employees of equal designation. In companies or firms, they are considered to be worthy to get low pay and their effort and hard work are undermined in comparison that of male co-workers. It has been revealed in a recent survey that the median wage for women in India was 27% lower than what men make. But there is an exception in government departments regarding the pay-scale. In Govt. Department, if any gender is at same post then surely each will get the same salary and increments in terms of salary-hike. Because all are treated alike in government sectors (differ in pay-scale or salary in case of less or more experienced). Now-a-days, in private companies or firms, women are being equally paid which shows a positive growth and also empowering the women to work at their fullest potential. But such equality in pay-scale is less in number.

#### **4. Workplace Environment Issue**

We are living in 21<sup>st</sup> Century even then women don't feel safe and comfortable at workplaces because of their inner insecurity and adverse environment. They are adjudged by male co-workers in terms of numbers, appearance and looks, and sexually structured. This mentality exists in both sectors i.e. private as well as public. There must be a supportive and healthy office atmosphere with a group of understanding colleagues. For a person to get his or her dream job is a matter of applaud but when there is a discrimination arises whether reasonable or unreasonable then it becomes a matter of concern to provide such person with supportive and comfortable atmosphere at workplace because it takes time to be settled in that environment. Sometimes this inequality or other kind of discrimination leads that person in stress, losing confidence and in isolation condition. Apart from this, especially women are not supported by their families to

do job because outworn thoughts (cerebration) still exist in this 21<sup>st</sup> century. Women have household responsibilities and are expected to look out their family completely with social responsibilities, another major reason which leads to stress and conflicts for female workers who are trying to balance both job and family.

#### **5. Pregnancy and maternity leaves Issue**

It is a provision for the maternity leaves provided by law (as Maternity Benefit Act) which become a reason for discrimination as leave with pay. The time period of paid maternity leaves, for the women employees, are from the existing 12 weeks to 26 weeks. Generally in private firms or companies, pregnancy discrimination has been an issue even today and it gives a negative impact during employment which further leads to the firing or demoting the female worker or restriction to work. Pregnancy and other related medical conditions are considered as temporary disability and that's why most of the employers deny giving such benefits and treatment to the women workers. Insufficient maternity-leaves trouble the women workers as per their future perspective. If a female worker gets maternity-leaves as prescribed by the law then she has to re-join her office but certain time period, given to them, is a reason of issue because of insufficiency of time regardless health and safety conditions of the baby and the employee herself, otherwise she will be without pay. This hinders their performance at office and also in their personal lives. And research says that too much exaggeration of work leads to frustration and causes in ill-health and increases the dependability on medicines and it also leads to the domestic-clamour.

#### **6. Gender-Biasness Issue**

Although Indian Culture has progressed considerably in terms of civil rights, unjustified differences in employment pay and other benefits still threaten the potential of our society. Discrimination in the workplace based on gender, race, and other factors serve to maintain the status quo, leaving individuals within certain demographic categories behind. During recruitment in the private companies or entities, it is a notion of recruiter that women are less intelligent, efficient and are weaker than men. This gender discrimination at workplace leads to job dissatisfaction and stress in working women. Due to this, women also lack in motivation and commitments towards their jobs. There are ample empirical evidences supporting the notion that workplace prejudice based on sex, exists, and can affect employment and hiring decisions. Largely, this prejudice comes from a mixed perception of

workplace gender roles and the employer's expectations of gender role stereo typicality<sup>2</sup>. This is certainly problematic, as many organizations have loose criteria for hiring processes, and are often not held accountable for their decisions<sup>3</sup>. Overall, hiring decisions are largely unstructured, relying primarily on the impressions received by the interviewer. Discrimination at Workplace based on sex can disadvantage both women and men, as both are penalized when successful in areas that are not consistent with their respective gender stereotypic role<sup>4</sup>.

- Eagly, 2004
- Powell & Graves, 2003
- Uhlmann & Cohen, 2005

#### **6. Safety and Security Issue**

This is another pivotal concern that women have to deal with. Providing several safety measures and security determination to them, somewhere, women still face less secure at workplace because of negative attitudes of male co-workers or colleagues. Because of daily headlines of newspapers related with incidents of rape and sexual assault, parents or family members do not support female-worker. And it cannot be denied that women have been victims of sexual assault and harassment by male colleagues.

#### **7. Privacy and Role model Issue**

A person learns by following the footsteps of others so the young professionals learn the way of working from their senior counterparts as young and newcomers also take training under them during training or probation period. From a female professional side, it is contended that women don't find female role model to follow so they have to seek help from male colleagues for guidance. Women are much vulnerable and considered as easy target by their fellow male colleagues so they are easily harassed by cracking obscene jokes, offensive and outrageous comments. In most of the cases, absence of role model tends female professional in figureless insecurity and sometimes they hesitate to ask on any point. It has been also revealed by the study that women worker lose their privacy too in the professional life.

It cannot be negated that such issues or problems are still being faced by the specific class of the society which is based on gender and the cause behind such issues is the old and rudimentary notions made against Women Employees which are further distinguished as *Glass-Ceiling* and *Gender-Stereotype*.

Gender stereotype means the preconceived ideas whereby females and males are arbitrarily assigned characteristics and roles determined and limited by their gender. 'Gender stereotyping' is the practice of ascribing to an individual woman or man specific attributes, characteristics, or roles by reason only of her or his membership in the social group of women or men.

According to Black's Law Dictionary, 'Glass Ceiling' is "the next stage or level of advancement barred by some invisible barrier. Although illegal, such practices exist in most countries. Age, ethnicity, political or religious affiliation, and/ or sex are typical barriers. A section of qualified and deserving employees are typically barred.

### **Constitutional Provisions**

It is, undoubtedly, accepted that the contribution of women is in all spheres of life and women also have a unique position in every society of the world and they are suffered in silence on account of several barriers and impediments. India is a country of paradoxes so the Constitution of India plays a pioneer role in protecting the women from discrimination and ensuring gender justice in the present times. Any discussion on justice for women or any other gender (here, other gender means transgender) would be incomplete without relating it to the Constitution of India. The Constitution of India, rightly described as the 'cornerstone of the nation' embodies provisions for social, economic and political revolution in India. It is the foremost document that defines and guarantees equality, justice, liberty and democracy to the citizens of India. The Constitutional provisions which guarantee gender-justice and non-discrimination on the basis of sex primarily fall under Part III and Part IV i.e., Fundamental Rights and Directive Principles of State Policy, respectively.

The Constitution of India is the basic document of the nation which sets the framework and principal functions of the organs of the government of the state and being the supreme law of the land, the whole legal system is to be framed according to the provisions of the Constitution. But law alone cannot change the society. There must be some positive changes in behaviour to the female professionals and come forward to eliminate such things happened to them.

The Fundamental Rights (FRs) ensure equality before law and equal protection of law and prohibit any kind of discrimination irrespective of religion, race, caste, race or place of birth, and guarantee equality of opportunity to all citizens in matters related to employment. According to Article 14 of the Constitution of India, it states that "The State shall not deny to any person equality before the law or the equal protection of laws within the territory of India." The Provisions have very wide connotations and protect the gender whether women or other gender from discrimination from their counterparts because equality before law prohibits discrimination. Article 14 uses the two expressions to make the concept of equal treatment binding principle of State action.

For long the nature and the extent of the guarantee has been understood to be the same under both the expressions. The first expression "equality before the law", which is said to have been taken from the English common law, is a declaration of equality of all persons in the eyes of law. The second expression, "the equal protection of the laws", which is rather a corollary of the first. The two expressions are simultaneously used in Article 7, Universal Declaration of Human Rights, 1948 which may have influenced the formulation of Article 14. The underlying purpose of the two expressions is to give as wide amplitude to Article 14 as possible.

In *State of W.B. v/s Anwar Ali Sarkar*<sup>5</sup>, Patanjali Sastri CJ observed that the second expression was a corollary of the first. In *Indra Sawhney v/s Union of India*<sup>6</sup>, it was held that the right to equality is also recognised as one of the basic features of the Constitution. In *Charanjit Lal Chowdhury v/s Union of India*<sup>7</sup>, it was stated that Article 14 applies to all persons and is not limited to citizens. A juristic person such as a corporation is entitled to the right in this article. The 'doctrine of Equality' is a dynamic and evolving concept, which has many facets.

It is embodied not only in Article 14 but also in Articles 15 to 18 of Part III as well as in Articles 38, 39, 39-A, 41 and 46 of Part IV. Accordingly Article 15, it talks about the prohibition of discrimination on grounds of religion, race, caste, sex or place of birth. Art.15 secures the citizens from every sort of



discrimination by the State. Art.15 (1) specifically prohibits the discrimination against any gender and Art.15 (3) lifts that rigour and makes special provision for the women favouring laws in order to protect the women and uplift them from such discrimination. Article 16 deals with the equality of opportunity in matters of public employment. Therefore, any discrimination in employment on the basis of sex is considered the violation of this article. In addition to the FRs, some provisions of gender justice are also contained in the Directive Principles of State Policy (DPSP). However, DPSP are not enforceable in any court of law. DPSP are essential in the governance of the country and provide for the welfare of people, including women. According to Art.37, it is duty of the State to apply these directive principles in making laws. Art.39 (a) directs the State to direct its policy towards securing that citizens, men and women, equally have the right to an adequate means of livelihood.

- AIR 1952 SC 75, 79: 1952 SCR 284.
- AIR 2000 SC 498.
- AIR 1951 SC 41.

Art.39 (d) directs the State to secure equal pay for equal work for both men and women. Art.39 (e) specifically directs the State not to abuse the health and strength of workers, men and women. Moreover the provision for 'equal pay' for 'equal work' has to be read as an extension of Articles 14 and 16.

Move on to Art.42, it provides for securing just and humane conditions of work and maternity relief. According to Art.43, it is the duty of State to secure work, a living wage, and conditions of work ensuring a decent standard of life. Art.44 assures the formulation of a uniform civil code for citizens of India. According to it, the State shall endeavour to secure for the citizens a uniform civil code throughout the territory of India. But women still experience inequalities and injustice. The founding fathers of the Constitution were aware of the gender injustice and sexual inequality of women and they incorporated Article 44 of the Constitution with the aim that it may be exercised in future at appropriate time. Art.46 provides the State to promote with special care the educational and economic interests of the weaker sections of the people and shall protect them from social injustice and all forms of exploitation.

Part IV-A i.e. Fundamental duties consist only one Article 51-A was added to the Constitution of India by the 42<sup>nd</sup> Amendment, 1976. Clause (e) speaks that it shall be the duty of every citizen of India to promote harmony and the spirit of common brotherhood amongst all the people of India and to renounce practices derogatory to the dignity of women.

There are other Articles given in the Constitution for the promotion of women. Those are Art. 243D (3 & 4) {added by 73<sup>rd</sup> Amendment}; Art.243T (3 & 4) {added by 74<sup>th</sup> Amendment}; and Art.243G (25).

The Underlying Principle of Equality is not the uniformity of treatment to all in all respects, but rather to give them the same treatment in those respects in which they are different. In a nutshell it is stated: Equals must be treated equally while unequals must be treated differently.

### **Judicial Approach**

In *Madhu Krishnan v/s State of Bihar*<sup>8</sup>, it was observed by the Supreme Court that women form half of the Indian Population. Women have always been discriminated against men and have suffered denial

and are suffering discrimination in silence. Self-sacrifice and self-denial are their nobility and fortitude and yet they have been subjected to all kinds of inequalities, indignities, incongruities and discrimination.

In *Air India v/s Nargesh Meerza*<sup>9</sup>, it was held by the Apex Court that a woman shall not be denied for employment merely on the ground that she is a woman as it amounts to violation of Article 14 of the Constitution.

In *Miss. C.B. Muthamma v/s Union of India*<sup>10</sup>, the Apex Court held that the Rules relating to seniority and promotion in Indian Foreign Service which makes discrimination only on ground of sex is not only unconstitutional but also a hangover of the masculine culture of having cuffing the weaker sex.

- (1956) 5 SCC 148.
- AIR 1981 SC 1829.
- AIR 1979 SC 1868.
- AIR 1982 SC 879.

In *Randhir Singh v/s Union of India*<sup>11</sup>, the Apex Court has expressed the opinion that the principle of "equal work" is not declared in the Constitution to be a fundamental right but it is certainly a constitutional goal.

In *Daily Rates Casual Labour v/s Union of India*<sup>12</sup>, the doctrine of 'equal pay for equal work' is equally applicable to both men and women, even the daily wagers are also entitled to the same wages as other permanent employees in the department employed to do the identical work.

Similarly, in the *State of Haryana v/s Rajpal Sharma*<sup>13</sup>, the Supreme Court has held that the teachers employed in privately managed aided schools in the State of Haryana are entitled to the same salary and dearness allowance as it paid to teachers employed in Government schools.

### **Other Legal Aspects**

To keep the parameters of the Constitution and the continuation, for such rights and legal fraternity, to disallow the discrimination of any kind while maintaining the obligation and constitutional goal, Legislation has prepared some acts for the protection to specific gender that have been suffered. Some are as follows:

#### **I. The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ("POSH Act")**

Workplace Sexual Harassment in India was for the first time recognised by the Supreme Court of India in its landmark Judgment of *Vishaka v/s State of Rajasthan*<sup>14</sup>. In this case, the Supreme Court laid down the guidelines and norms to provide for the effective enforcement of the basic human rights of gender.

The power was exercised under Article 32 of the Constitution for the enforcement of the fundamental rights. According to the guidelines and norms it will be the duty of the employer or the responsible person to take care about such harassment and the definition of sexual harassment evolved as:



- Physical contact and advances;
- A demand or request for sexual favours;
- Sexually coloured remarks;
- Showing pornography;
- Any other unwelcome physical, verbal or non-verbal conduct of sexual nature.

In the same case, it was being inserted that all employers and persons in charge of work place whether in public or private sector should take appropriate steps to prevent sexual harassment and complaint should be filed in accordance with Criminal Proceedings i.e. in consonance with IPC (Indian Penal Code, 1860) and Cr.P.C (The Code of Criminal Procedure, 1973). There should be an appropriate mechanism of the complaint made by the victim.

There must be complaints committee at work place and should be headed by a woman and not less than half of its member should be women and such committee should involve a third party, either NGO or other body who is familiar with the issue of sexual harassment.

- (1988) 1 SCC 122.
- AIR 1997 SC 449.
- AIR 1997 SC 3011

In case of third party harassment, the Employer will take all the necessary and reasonable steps to assist the affected person in terms of support and preventive action. It was also opined and requested by the Central/State Governments to consider adopting suitable measures.

Accordingly, certain guidelines and norms directed by the Supreme Court should be strictly followed and observed in all work places for the prevention and enforcement of the right to gender equality of the working women.

The Aftermath of this Landmark Case: the POSH Act was enacted by the Ministry of Women and Child Development, India in 2013. The Govt. also subsequently notified the rules under the POSH Act titled the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Rules, 2013 (POSH Rules, 2013). The object of the POSH Act is to prevent and protect the women against sexual harassment at workplace and to ensure effective redressal of complaints of sexual harassment.

In Apparel Export Promotion Council v/s A.K. Chopra<sup>15</sup>, the Apex Court referred to the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and also the gender equality under the constitution of India. In this Judgment, the Supreme Court enlarged the definition of Sexual Harassment by ruling that physical contact was not essential for it to amount to an act of sexual harassment.

In Medha Kotwal Lele & Ors. v/s Union of India & Ors.<sup>16</sup>, the Supreme Court observed that “the implementation of the Vishaka Guidelines has to be not only in form but also in substance and spirit so as to make available safe and secure environment for women at workplace in every aspect and thereby enabling working women to work with dignity, decency and due respect”.

In Vidhya Akhave v/s Union of India<sup>17</sup>, the Bombay High Court observed the important aspects of Sexual Harassment at workplace and stated that an employer must ensure that appropriate safeguards

are provided to protect the women from any kind of harassment by constituting Internal Complaint Committees.

In *Shanta Kumar v/s Council of Scientific and Industrial Research (CSIR) & Ors.*<sup>16</sup>, the Delhi High Court stated that physical contact alone would not constitute an act of sexual harassment. "Contact should be part of the sexually determined behaviour. Such physical contact must be in the context of a behaviour which is sexually oriented".

The POSH Act, addresses workplaces such as schools, colleges, hospitals, private residences, agricultural labourers and many others. The Act provides a procedure for redressal. The Sexual harassment at workplace is a wide term and some of its examples are Leering, Making Sexual gestures, unwanted sexual advances or prepositions, Eve-teasing, Gender based insults, sexist remarks, whistling, staring etc.

## **II. Equal Remuneration Act, 1976**

The objective of this Act is to pay equal remuneration to men and women workers for same work or work of a similar nature. No employer can, while making recruitment for the same work or in any condition of service subsequent to recruitment such as promotions, training or transfer, make any discrimination

- (2013) ISCC 297.
- WP 796 of 2015.
- WP © 8149/2010

against women except where the employment of women in such work is prohibited by or under any law for the time being in force.

## **III. Indian Penal Code, 1860**

Sexual Harassment at workplace not only violates the Prevention of Workplace Sexual Harassment Act, but also constitutes offence under IPC. There are several sections of the penal code which are specifically related with the women such as section 354 states the "Outraging the modesty of a woman" and section 354-A deals with the sexual harassment by a man. In the same code, section 354-C deals with the Voyeurism whereas section 354-D deals with the Stalking. Section 509 speaks about the Insulting the modesty of a woman.

## **IV. The Maternity Benefit Act, 1961**

This Act regulates employment of women in certain establishments for a certain period of 12 weeks before and after childbirth and provides for maternity and other benefits.

There are several other acts or laws working with the aim to maintain gender equality and to provide redressal to the aggrieved.

The Ministry of Women and Child Development has launched "SHE-Box", an online platform for reporting complaints of sexual harassment arising at the workplace. The "SHE-Box" facility can be

used by both government and private sector employees. 'SHE-Box' can be accessed at [www.shebox.nic.in](http://www.shebox.nic.in), seeks to ensure effective implementation of India's Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ("Anti-Harassment Law"). SHE-Box has been launched with an aim to provide speedy redressal of sexual harassment complaints.

The Ministry of Women and Child Development has done a great work in the field of Gender-Equality by providing relief and rehabilitation to destitute women and women in distress; ensuring safe accommodation for working women away from their place of residence; to ensure sustainable employment and income generation for marginalised and asset-less rural and urban poor women across the country; Policy made on Rashtriya Mahila Kosh to provide micro-finance services to bring about the socio-economic upliftment of poor women; to promote all round Development of Women.

#### **CONDITIONS OF WOMEN AT WORKPLACE IN INTERNATIONAL SCENARIO AND INTERNATIONAL LAWS**

The United Nations have chalked out a comprehensive programme by means of various conventions to uplift and develop the status of women in the field of education, politics including the position in social life with the formation of the Commission on Human Rights and the Commission on the Status of Women in 1946 and the adoption of the Universal Declaration of Human Rights in 1948.

United Nations have incorporated a series of treaties and conventions to achieve the equal legal and political rights of women worldwide. Some of them are as:

- Universal Declaration on Human Rights, 1948.
- Convention on the Political Rights of Women, 1948.
- Convention on the Elimination of All Forms of Discrimination Against Women, 1979
- Commission on Status of Women.

It is Important to know that the Government of India has ratified the CEDAW's resolution on 25<sup>th</sup> June, 1953.

Articles 232 and 243 of UDHR (Universal Declaration of Human Rights) has specified and clarified the Right to Work as an imperative human right. According to the ILO Report, discrimination is still an issue in the work environment.

#### **Gender Inequality in Australian Workplace**

According to 2012 Australian Census of Women in Leadership found that women comprise only 9.2% of executives in Companies which is concerning problem. According to a report, 2013, by BlackRock found that the growth of women on boards continues at a 'glacial-pace'. Another area of concern is the gender pay-gap. *Workplace Gender Equality Act, 2012* has an effective role in redressing gender inequality in the workplace.

#### **Gender-Biasness at Workplace in America**

Discrimination in the workplace based on gender, race and other factors serve to maintain the *status quo*. In a study, the median earnings of women in the United States in 2007 were 77.5% of men's

earnings. Stereotypes play an integral role and influence the decisions at workplace. There is ample research suggesting that there are gender biases against women in the workplace.

#### **Gender Discrimination among academic staff of Govt. Universities in Lagos State, Nigeria**

The Concept of Gender Discrimination is synonymous with the concept of glass- ceiling. Gender discrimination has negative implications on development of organizations and people. Gender discrimination could be seen as an obstacle against the employment or appointment into leadership positions or authority of an individual based on sex.

*To overcome this challenge, the Federal Govt. of Nigeria made strategies in its policy on women employment to include sponsored training in the public and private sector institutions on gender sensitization programmes on the role of women in the development process in order to raise awareness of women in the society in order to break traditional attitudes and stereotypes about women's work.*

#### **The Act on Equality between women and men, 2015**

The purpose of the Act on Equality between Men and Women is to prevent discrimination based on gender, to promote equality between men and women, and to improve the status of women, particularly in working life. The Act is also intended to prevent discrimination based on gender identity or gender expression. The Act on Equality between Men and Women applies as a rule to all sectors of society and in all areas of life. The Act on Equality between Men and Women contains three types of regulations: those promoting gender equality, those banning discrimination, and those related to legal protection and supervision.

The Equality Act obliges every employer to promote gender equality in a purposeful and systematic manner. This applies to both public and private sector employers regardless of the number of employees. Workers' experience of equal and fair treatment influences the level of motivation and well-being at work.

According to the Equality Act, the employer must, with due regard to the resources available and any other relevant factors.

- Act in such a way that job vacancies attract applications from both men and women;
- Promote the equitable recruitment of men and women in the various jobs and create for them equal opportunities for career advancement;
- Promote equality between men and women in the terms of employment, especially in pay;
- Develop working conditions to ensure they are suitable for both men and women;
- Employers also have the responsibility to prevent in a purposeful and systematic manner all discrimination based on gender identity or gender expression.

#### **CONCLUSION AND SUGGESTIONS**

There are several schemes for women operated by different departments and ministries. The efforts of

government and its different agencies are ably supplemented by NGOs that are playing an equally important role in facilitating women empowerment and the obstacles can be eliminated by changing the traditional attitudes and mind-sets of people in the society.

Every Gender keeps his or her importance and responsibility in the Society. Both Men and Women are the two facets of a coin. No one is supreme and no one is possessed. Every person is of equal status as provided us by the Very Supreme Legal Document i.e. Our Constitution.

It cannot be neglected that women had suffered from long but the Conditions are much better than before in present time and a lot of measures have taken place for their betterment and upliftment in the Society. They are getting reservations in terms of employment. Despite of this, gender still matters and that's why several Acts made for the protection and prevention of gender discrimination and such acts have substantial support to deal with.

To bring Complete Change in this area of concern or to diminish these gender issues, the mind-set and level of acceptance of people requires to be altered and to overcome these challenges, women need to be self-confident and aware of the women rights. There are several policies and laws made for the protection of women rights and protection of females from harassment, gender biasness and gender inequality at workplace but such laws and policies could not be exercised because of deficiency of awareness and proper implementation. The Change cannot be brought in one day, it can be achieved gradually. In furtherance of this, if offences done against Women then the complaint can be filed at Complaints Committee which should be empowered to deal with and women can get complete redressal. There must be appropriate work condition and proper security with safety measures to diminish the offences against women at workplace. Now-a-days, Several Companies are coming up with new policies and rules to offer safe and secure work atmosphere for female employees.

It is also a matter of concern that these laws and policies of government are being misused by some women. In dealing with false sexual harassment cases at work, it came in Knowledge that there are some instances where women had used sexual harassment as a weapon to get their way. So, there must be proper monitoring and fair investigation of the complaints filed.

Thus, Every Gender must respect each other and should make the working atmosphere favourable for every gender of the society.

*A Gender-equal society would be one where the word "gender" does not exist: where everyone can be themselves*  
Gloria Steinem.



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## INTERNAL MARKETING AND MODERATING ROLE OF EMPLOYEES: STUDY OF TOUR OPERATORS & TRAVEL AGENCIES

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### ABSTRACT

*Internal marketing is deemed important by various scholars over the period. This piece of research examines the moderating role of demographic characteristics employee's role on internal marketing. For the desired purpose, the data was collected using standardized questionnaire. The sample size for the research was 150 and was collected from employees of tour and travel agencies. Independent sample t-test and One Way- ANOVA was applied to test the difference in opinion of employees on the basis of their characteristics, six hypotheses were proposed and only one had significant effect on internal marketing practices. The regression was applied to examine impact of internal marketing practices on employee satisfaction and it was found that internal marketing practices significantly predicted employee satisfaction in tour and travel agencies. Finally, the limitations and conclusion of the result was presented.*

**Keywords:** Internal Marketing, Employees, Hr Policies, Travel Agencies

### INTRODUCTION

The central theme of this research is Internal Marketing and Moderating Role of employee attributes for Tour Operators and Travel Agencies, by theoretical and empirical research. Research is based on several aspects of internal marketing practices in the real world. Researcher planned to examine differences in selection attributes across demographics.

#### Conceptual Framework

In this study, the researchers have examined the role of the employee in internal marketing.

**Internal Marketing:** Internal marketing is the process of inspiring and empowering the employees of a company to work as a squad for the overall comfort of the customers and thereby the company itself. This is the core of the success of a company. A harmonised effort within the company is the highest

necessity to provide customers with services at the desired level. If we do not deliver the service we promise in our marketing campaign, we will fail for sure. Moreover, we only can keep that promise when all of our employees at all levels realise what we are going to deliver.

Internal marketing is a means of linking staff at all levels in active marketing programmes by allowing them to realise their role within the marketing process.

Internal marketing programs entail of training and staff development, effective internal communications and integration schemes, designed to improve knowledge and understanding of the overall marketing orientation within the organisation.

Internal Marketing (IM) is a new and emerging discipline that is practised in multiple companies under different names. Whether called internal marketing, employee engagement or internal communication, the concept is the same: to align, motivate and empower employees -at all functions and levels- to consistently deliver positive customer experiences that are aligned with the firm's organisational goals.

**Key concepts of internal marketing**

- IM functioning as a repeated internal 'upskilling' process.
- Alignment of the organisation's purpose with employee behaviour
- Motivation, reframing and empowerment of employee attitude.
- Inside-out management method.
- Retaining a positive customer knowledge through the business objectives.

**RATIONALE OF THE STUDY**

In the Gwalior region, travel agencies are not very organised, therefore, the need to organise their HR policies. Which can be replicated into the research of marketing efforts? In this study, researchers develop some policies for helping to organise the travel agencies, and it will also help them to develop the human resource management practices in the region.

It was also thought by the researchers that how the HR policies can be made more acceptable. That is why the researchers have selected the study for attaining the professional knowledge and exposure of marketing discipline in broad and methodological aspects of research also.

**SCOPE OF STUDY**

The internal relationship between employees is the focus of internal marketing. The first scope would be which use to operate in Gwalior region of tour operators and travel agencies this study would be useful for them.

This study would help them to understand different dimensions and aspects related to job satisfaction of employees' and even joyfully doing the jobs at their real concern. It is a bit difficult to understand the exact phenomenon as a maximum of these concerns is not in the organised form of the industry.

Therefore, it is more important to decipher the reality and need to be implemented with the help of the top management of organisations.

## LITERATURE REVIEW

In the review, we will discuss the internal marketing.

### Internal Marketing

Michon, 1988, defines "the internal marketing is the approach of marketing inside the company allowing this to conceive and promote ideas, projects or values useful for the company, to communicate by the dialogue with the personnel so that they can express themselves, choose freely and after all facilitate their implication in the company".

Gronroos, 1990, state that internal marketing is above all "a philosophy to manage the staff and a systematic way for developing and performing a service culture"; this definition emphasises the customer orientation of the staff of service.

Berry, Conant, & Parasuraman, 1991, the philosophy of treating employees as customers is called internal marketing.

Lings, 2004, defines internal marketing as '... The process of creating market conditions within the organisation to ensure that internal customer' wants and needs are met.'

Ahmed & Rafiq, 1993, defines a view of internal marketing as a human resource strategy, they propose, in turn, a measurement tool allowing to estimate the degree of the internal marketing set up by the company; the used scale consisted of 26 items which converged to 6 factors.

Lings, 2004 supports the idea that, for information generation to take place, the internal market should be segmented so that various employee needs can be identified. He also positions that similar to the external market orientation, the adoption of IMO requires the information generated to be spread and communicated to the relevant departments and individuals within an organisation.

Hartline & Ferrell, 1996 says Employees are the significant part of any business success, and therefore, they need to be educated, motivated and maintained in the organisation at all cost to support the organisation to be globally competitive. In service organisations, frontline employees are critical to the success of the organisations as they are in direct contact with external customers. Accordingly, these employees can have a high impact on the quality of products and services delivered by the firm, and this influence should be fully leveraged by supervision.

Snell, 2009 indicated that internal marketing is practised within professional services, albeit with varying degrees of sophistication, in order to execute wide-ranging projects related to marketing and human resources.

### Historical perspective of Internal Marketing

As early as 1976, internal marketing was recommended as a solution to the problem of different service delivery by Berry (Rafiq, 2000). One of the reasons for the slow espousal of this solution is the fact that no single unified notion of what internal marketing is, exists. Several clarifications of the concept of internal marketing have been developed over a period by various authors.

Sasser and Arbeit (1976) claim that IM is related to functions that are traditionally regarded as HR functions because the efforts of IM are directed at recruitment, training, motivation, and retention of suitable service orientation employees (Dunne and Barnes, 1999: 192-220)

Two separate papers published in 1981 by Gronroos and Berry focused on the ideas of the impact of IM on strategic marketing. In this paper, Gronroos emphasised internal communications and attitude management as strategies to manage a customer-orientated service culture. He described IM as holistic management process to integrate multiple functions and formulated the following description of IM: "IM starts from the notion that employees are a first, internal market for the organisation. If goods, services and external communication drives cannot be endorsed to their internal target group, marketing to the external customer cannot be expected to be effective either" (McGuire, 1999).

Payne (Quester & Kelly, 1999) suggests that external marketing techniques such as research, segmentation, the marketing mix and promotion activities must be utilised when developing a structured internal marketing plan.

Philosophy of human resources management has projected a new subject in service section which is called internal marketing. Internal marketing concept initiates from studies about the quality of service section and mechanisms of a service contribution by employees in the 1990's (Allen & Meyer, 1990). Internal marketing as the organisation's efforts for education, reward and general management of human resources for well service offering. They believe that employees constitute primary gears of the organisation also believes that jobs are internal products primarily in the service sector which satisfy employees' needs and demands and result in recognising of the organisation's resolves and employees are considered as primary customers of the organisation.

The concept of internal marketing is a tool that companies use within their workforce to communicate with their employees. Many company owners and authors of internal marketing believe this concept is as essential to a company's survival as external marketing (communicating to customers). When communicating with employees, this involves the communications of "corporate culture and goals, mission and vision statements, as well as personnel policies and procedures". Internal marketing was introduced in the mid-1970's. This was initiated so companies could use the concept as a way of achieving consistent service quality. Internal marketing became known in the service marketing industry. The objective of this concept was to get more improved performance from the employees who regularly dealt with the customer.

Internal marketing and interactive marketing. (Kotler & Armstrong, 2008) As Cahill states above, in reality, employees, are customers within the business, company or organisation. So regarding internal marketing, the targets are the employees.

There should never be any form of sexism, racism or bullying but if it does occur, then it should be publicly dealt with, and discussions should be had on how it affects the organisational a whole. It is necessary that these strategies be regular and continuous. Internal marketing is the method, a company promotes its values and brand internally to employees that help generate its brand value. It is a management viewpoint that believes employees are "internal customers" that require motivation on company policies. Rafiq, & Ahmed, (2000).

This integrative approach finds further attendance from Stauss and Schulze (1999). They propose a

human resource oriented IM approach, which should secure, continue and achieve the external marketing strategy through the fellow employee. Keeping in mind the employee-customer and job-product perspective mentioned above the critical thing is to satisfy and motivate the needs and wants of internal customers with marketing like technique. It seems to form a critical element of IM (Tansuhaj et al., 1991). Assuming that customers in intensive service businesses are buying a non-insubstantial portion of labour, the performance and with it, the motivation and satisfaction of the person who generates it are inseparable (Berry, 1984).

Jaworski and Kohli (1993) report that organisational reward systems have the most substantial impact on market orientation and that intelligently chosen reward systems can help to support the three main elements of market orientation: collecting information, dissemination of data and design of responsive actions. Grönroos (1981) focused in his research on customer-contact people and brought to the discussion the point that buyer-seller interactions not only provide significant interaction for re-purchasing opportunities but that buyer-seller interactions also provide a marketing opportunity for the organisation. Extending the original view of George (1977) that employees have to be motivated in order to deliver the best performance for their customers Grönroos (1981) and collaborators stressed that employees also have to be market orientated or sales-minded (Grönroos, 1981, George 1990, Day and Wensley 1988; Narver and Slater 1990; Kohli and Jaworski 1990). Parasuraman et al. (1988) express that failures in customer satisfaction are reduced by a companywide exchange of information on customers' perceptions and that it might improve the integration of work activities between all members of the organization. In order to reach this goal Ballantyne (1991a) treats the importance for an organization to educate their employees on customer service skills. He further names techniques like the quality improvement that can be reached through a market-oriented business philosophy and further on identifies it as a source for competitive advantage and differentiation.

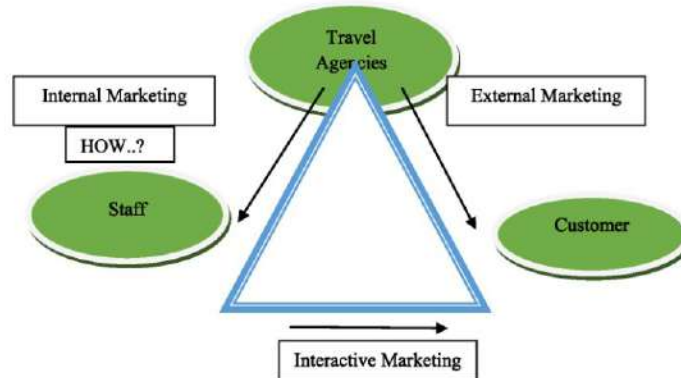
However, in order to take benefit of this source of differentiation the will of the employees to co-operate and commit is required and it is considered to be an essential task of IM to make the employees "buy-in" the basic belief of a customer-focused quality management philosophy (Barnes, 1989; Ballantyne, 1991b). Influencing and educating the internal market of employees to a customer oriented and sales driven attitude is extensively treated by George (1990) and Grönroos (1985). They propose the implementation and use of active marketing-like techniques for internal customers with the aim to educate employees towards customer-consciousness and sales-mindedness. Drummond (1992) expands this point of view and demands that employees have to be motivated and educated to identify the external customer by "thinking backwards" from the customer's needs and wants to the necessary actions to be undertaken. The importance to make service providers aware of service skills and marketing approaches is addressed by Green et al. (1994) who states that "...the quality of the service is inseparable from the quality of the service provider."

A further problem for the effective planning and implementation of change strategies seems to be the lack of ownership resulting in undefined commitment from different managers (Pettigrew and Whipp, 1991). More specifically Pettigrew and Whipp (1991) observed that differences between senior management regarding responsibility and distinctions in interest are not treated actively and therefore can have a negative influence on the overall process of change.

Ballantyne (1991a) argues that IM should provide a vital application enabling decision makers and organisations to close the gap between the formulation and implementation of corporate strategies. His approach finds further support from other writers who extend his view with the necessity to generate

knowledge, understanding, involvement and consensus for marketing strategies within the organization (Christopher et. al. 1991; Gummesson, 1991; Payne; 1988; Piercy and Morgan, 1990, 1991; Piercy and Peattie, 1988). Hence, IM is considered as a mechanism for implementation and a vehicle to integrate cross-functional departments and interests (Rafiq and Ahmed, 2000).

### Graphical Representation of Research issues



In this study, we will discuss how the travel agencies convince their employee to fulfil the need of the customer. This study presents an empirical exploration into the reliability among internal marketing, employee customer orientation and service quality; this study sets out to consider whether internal marketing practices in a service firm, particularly in a travel agencies employees, has an impact on the level of customer orientation to the contact employee. This study aims at presenting, also, a scale of internal marketing. A description is provided on how the internal marketing scale is developed.

## RESEARCH METHODOLOG

### The Study

The research was exploratory. Exploratory research helps regulate the best research design, data collection technique and selection of subjects. It should draw definitive conclusions only with extreme caution. Given its fundamental nature, exploratory research often concludes that a perceived problem does not exist.

### Research objectives

In this section the researcher describes the objectives of the research:

1. To develop and standardise questionnaire on internal marketing, which measures the internal marketing among the employees working with tour operators and travel agencies.
2. To identify the impact of Internal Marketing on Employee and on the company itself also.
3. To review and provide a critique on the literature on internal marketing and its impact on the organization.



### Sampling Design

This section is based on the respondents like no. of respondents and region of the respondents:

1. Population: The employee which were worked in the Travel Agencies and those who organise the tour or tour operators in Gwalior Region.
2. Sampling frame: As there was no list available about the Tour Agencies Employees that is no sample frame would be available for the research study. There was no specific sample frame available.
3. Sample element: All the employees who are working in the tour and travel agencies with zero to five year of experience.
4. Sample Size: In the Gwalior Region 150 Employees are taken from all tour operators and Travel Agencies.
5. Sample Technique: Convenience sampling method would be utilized for data collection.

### Instrument Development

In the questionnaire Particularly there were two sections known as Section A and Section B. Section A Consist of 16 attributes in this section the 15 attributes are independent and one attributes is dependent where respondents have to indicates their Level of agreements on a 5-point Likert scale where one stand for strongly disagree and five stands for strongly agree. Section B consists of a five demographics.

### DATA ANALYSIS

#### Sample profile

The sample size of a survey refers to the number of units that were chosen from which the data were gathered. Following is the demographic profile of the respondents.

Table no.4.1: Variables	Category	Frequency	Percentage
Gender	Male	95	63.3
	Female	55	36.7
Age Groups	>10-20	14	9.3
	>20-30	117	78
	>30-50	18	12
	>50	1	0.7
Marital status	Single	116	77.3
	Married	34	22.7
Qualification	School	12	8
	U.G	38	25.3
	P.G	82	54.7
	Others	18	12
Employee experience in TO & TA	0-1yr	114	76
	1-5yr	36	24
Value of employee satisfaction in TO & TA	Low	41	27.3
	Medium	91	60.7
	High	18	12

### Measure of reliability

It is essential to assess the reliability of instruments in order to design good scales for measurement. Reliability can be defined as the extent to which measures are free from error and thus yield consistent results (Zikmund W. G., 1994). Reliability is construed as the internal consistency of items comprising a construct and repeatability of the measure (Avkiran, 1995). Stone (1978) postulated that internal consistency addresses the homogeneity of a measure.

Nunnally (1978, 1988) indicated that newly developed measures could be accepted with an alpha value of 0.60; otherwise, 0.70 should be the threshold. However, considering the use of these scales for the first time in a new culture, the cutoff value for the alpha coefficient was set up for 0.60 for all the scales (self-developed scales).

	<b>Cronbachs Alpha</b>	<b>Number of Items</b>
Internal marketing	.774	16

It is considered that the reliability value of more than 0.6 is good and it can be seen that most of the important reliability methods applied here, reliability value was higher than the standard value. Therefore, dataset was highly reliable. Items in the questionnaire had the Cronbach's alpha reliability of internal marketing value .774. That is why the items in the organisational commitment and internal marketing dataset was treated as reliable.

### 4.3 Hypotheses testing summary (Internal marketing)

<b>Hypothesis No.</b>	<b>Statement</b>	<b>Test applied</b>	<b>Result</b>
H <sub>0</sub> 1:	There is no significant difference in internal marketing practices by gender.	Independent sample t-test	Null hypothesis retained (2-tailed; sig.: 0.437)
H <sub>0</sub> 2:	There is no significant difference in internal marketing practices by age group.	One -way ANOVAs	Null hypothesis retained (Sig.: 0.628)
H <sub>0</sub> 3:	There is no significant difference in internal marketing practices by marital status.	Independent sample t-test	Null hypothesis retained (2-tailed; sig.: 0.283)
H <sub>0</sub> 4:	There is no significant difference in internal marketing practices by qualification.	One -way ANOVAs	Null hypothesis rejected (Sig.: 0.001)
H <sub>0</sub> 5:	There is no significant difference in internal marketing practices by experience.	Independent sample t-test	Null hypothesis retained (2-tailed; sig.: 0.469)
H <sub>0</sub> 6:	There is no significant difference in internal marketing practices by employee satisfaction.	One -way ANOVAs	Null hypothesis retained (Sig.: 0.526)

### 4.4 Regression analysis for (effect of Internal Marketing on employee satisfaction)

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.526	.277	.196	1.044

The dependent variable is overall satisfaction received by the company itself.

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	56.014	15	3.734	3.424	.000
	Residual	146.126	134	1.090		
	Total	202.140	149			

a. Predictors: (Constant)

b. Dependent variable: your overall satisfaction from the company

The table mentioned above is the ANOVA table. This table indicates that the regression model predicts the outcome variable significantly well. F test indicates that the model was fit having f value 3.424 at the significant level at .000, which is less than 0.5. Hence reflected that overall the model applied can statistically significantly predict the outcome variable.

Model	Unstandardized Coefficients		Standardised Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.096	.554		1.976	.050		
travel agencies offer employees a vision	.106	.079	.115	1.344	.181	.736	1.359
travel agencies vision is well communicated to all employees	-.085	.078	-.095	-1.099	.274	.729	1.372
travel agencies prepare employees to perform well	.040	.093	.035	.430	.668	.827	1.209
skill and knowledge development of employees happens as an ongoing process in travel agencies	-.028	.085	-.030	-.325	.746	.651	1.536
personnel interrelation	.017	.081	.018	.214	.831	.778	1.285
the feasibility of learning from other more experienced individual	.014	.077	.015	.182	.856	.780	1.282
travel agencies go beyond training and educate employees to work together	.301	.083	.305	3.618	.000	.758	1.319
measuring and evaluating employee performance	.120	.080	.128	1.497	.137	.743	1.346
the behavior of your departmental head in travel agencies	.076	.082	.080	.928	.355	.729	1.372
the feasibility of using your own initiative	-.035	.092	-.035	-.379	.706	.646	1.548
travel agencies places considerable emphasis on communication with employees	.063	.077	.073	.815	.416	.664	1.506

travel agencies have the flexibility to accommodate the differing needs of employees	.004	.089	.005	.050	.960	.650	1.540
travel agencies performance measurement and reward systems encourage employees	.286	.092	.282	3.116	.002	.657	1.522
travel agencies organization communicates to employees the importance of their service role	.135	.085	.137	1.598	.112	.734	1.363
have good coordination among themselves at a tourist destination	-.241	.097	-.232	-2.486	.014	.620	1.612

The table above is the coefficient table, coefficients, provides us with information on each predictor variable. This gives us the information needed to predict overall satisfaction from the company. We can see that both the constant and other variables contribute significantly to the model (by looking at the sig. column). By looking at the B column under the unstandardized coefficients column, we can present the regression equation as:

**Y = a + b(x) where y is dependent variable and x is independent variable.**

$$\text{Overall satisfaction from company} = 1.096 + 0.106(\text{vision}) - 0.085(\text{communication}) + 0.040(\text{performance}) - 0.028(\text{knowledge}) + 0.017(\text{interrelation}) + 0.014(\text{learning}) + 0.301(\text{training}) + 0.120(\text{evaluation}) + 0.076(\text{head behavior}) - 0.035(\text{initiative}) + 0.063(\text{emphasis}) + 0.004(\text{flexibility}) + 0.286(\text{measurement}) + 0.135(\text{service role}) - 0.241(\text{coordination}).$$

Vision, communication, performance, knowledge, interrelation, learning, training, evaluation, head behavior, initiative, emphasis, flexibility, measurement, service role, coordination have impact on your overall satisfaction from company with coefficients value of beta (β) 0.115 (Vision), -0.095 (communication), 0.035 (performance), 0.03 (knowledge), 0.018 (interrelation), 0.015 (learning), 0.305 (training), 0.128 (evaluation), 0.08 (head behavior), -0.035 (initiative), 0.073 (emphasis), 0.005 (flexibility), 0.282 (measurement), 0.137 (service role), -0.232 (coordination).

t-test value 1.344 (Vision), -1.099 (communication), 0.43 (performance), -0.325 (knowledge), 0.214 (interrelation), 0.182 (learning), 3.618 (training), 1.497 (evaluation), 0.928 (head behavior), -0.379 (initiative), 0.815 (emphasis), 0.05 (flexibility), 3.116 (measurement), 1.598 (service role), -2.486 (coordination).

significant level respectively 0.181 (vision), 0.274 (communication), 0.668 (performance), 0.746 (knowledge), 0.831 (interrelation), 0.856 (learning), 0 (training), 0.137 (evaluation), 0.355 (head behavior), 0.706 (initiative), 0.416 (emphasis), 0.96 (flexibility), 0.002 (measurement), 0.112 (service role), 0.014 (coordination). It has identified through model summary that independent variable (Vision, communication, performance, knowledge, interrelation, learning, training, evaluation, head behavior, initiative, emphasis, flexibility, measurement, service role, coordination) has 27.7 % variance on dependent variable overall satisfaction from company.

## CONCLUSIONS

The present study aims to examine the adoption of internal marketing concept from Tour operator and travel agency sector employees and their role and commitment on it. This survey contacted with a sample of 150 employees of tour operator and travel agencies in Gwalior region. This discussion of the finding contributes to understand how internal marketing influences work commitment of the employees.

Today internal marketing has been considered as a strategy for market orientation. Related studies in this ground reveal that internal marketing activities improve the competitiveness of the organisation through influence and creating of motivation and enhance competencies. We can say that implementation of internal marketing in service organisations will equip these organisations with capabilities and abilities that will result in customer satisfaction while enjoying environmental opportunities and improves organisational performance. Research results exemplify that all factors related to internal marketing. The internal marketing construct requires further theoretical development and elaboration to distinguish it from some of the constructs that are described and customarily treated as part of human resource management. In turn, this may point to the need for the improvement of the internal marketing instrument, and further aspects of validity need to be considered. In this research applied hypothesis testing and exploratory factor analysis of internal marketing.

The importance of developing and maintaining relationships with customers of service provider (tour operator and travel agencies) is generally accepted in the literature. A key challenge for researchers is to identify and understand how managerially controlled antecedent variables influence important relationship marketing outcomes. The study also expected to make recommendations to business managers on the critical role of marketing relationship in doing business, particularly in competitive markets. The study suggests internal marketing is essential for tour operators and travel agencies to set up good services. The project is useful for a better understanding of the employee's satisfaction. The project encompasses the various satisfactions of employees and to know the role of internal marketing. This project will also be helpful to the manager of the tour operator and travel agencies in planning a suitable strategy for the futuristic development of their enterprise.

Limitations are matters and occurrences that arise in a study which are out of the researcher's control. They limit the extensity to which a study can go, and sometimes affect the result and conclusions that can be drawn. Every study, no matter how well it is conducted and constructed, has limitations. This is one of the reasons why we do not use the words "prove" and "disprove" concerning research findings. It is always possible that future research may cast doubt on the validity of any hypothesis or Conclusion from a study. Your study might have access to only certain people in an organization, certain documents, and certain data. These are limitations. Subsequent studies may overcome these limitations. Despite making sincere efforts, the researchers came across some limitations that would have affected the quality of the study. Following are those limitations of the study:

1. As the researchers collected primary data, there are the chances that data can be distorted because of the literacy level of employees from tour operator and travel agencies and knowledge about the subject to them.

2. The geographic area affects the study a lot in manner to collect the data because number of respondents at that particular sector made challenging to find out the exact respondents to give the information, like in Gwalior city there are few no's of tour operators and travel agencies, so it is a big challenge to collect the data from employees according to sample size and generalize it for all overpopulation spread.
3. The sample size should be according to the availability of respondents in that sector, which is indirectly a problem to researcher how to find out the exact no of respondents to be, fit-in sample size.

There are few suggestions to other upcoming researchers for research related to this field. These directions are as follows:

1. The researchers can also apply the same combination of variables in any other sectors so that the new findings can come out with the findings in several other dimensions.
2. Opinion measured was of the employer only, even top executives or owner of there organisation can also be tested against.
3. Statistically, this study can be more robust like CFA can be done in further researches.
4. Further studies can be replicated for both in an international context and in different sectors as well.
5. Few more exciting variables were also be tested in an attempt to increase the exploratory ability of proposed and resultant model.

Researchers have solid statistical evidence to prove that there is a causal relationship between practices of internal marketing and overall satisfaction of employees. Hence the researchers need to identify the implication for increasing managerial efficiency in tour operator and travel agencies.

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## **STUDY OF IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE IN INSURANCE SECTOR WITH SPECIAL REFERENCE TO MADHYA PRADESH**

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### **INTRODUCTION ORGANIZATIONAL CULTURE**

Each organization has its own unique identity, just like people do have. The unique identity of an organization is referred as its culture. In group of people who cooperate or work together, organizational culture is an invisible but powerful force that impacts or influences the behaviour of the members of that group. So, we define organizational culture as a system of shared assumptions, values and beliefs which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs. Every organization develops and maintains a unique culture which provides guidelines and boundaries for the behaviour of the members of the organization.

### **EMPLOYEE PERFORMANCE**

Every organization performs its tasks or objectives with the help of their employees. Employees are key resource of their organization. Human resource utilizes other resources and gives an effective output.

Employee performance management is a process for establishing a work force who knows that what is achieved or done for an organization. It may be like a lot of work on little payroll. An organizational performance encompasses the actual output or results of an organization as measured against its intended outputs. It is about expressing goals into results. The performance of an employee is measure the performance of an organization.

The personality of an organization encompasses three basic components:

1. Values depend on company mission, and how it represents itself?
2. Assumptions include the attitudes, formed through company's processes and actions that

inform what employees think.

3. Artifacts include produce by business the kinds of products, technologies, publications, processes, dress code, location and architecture.

Culture creates a sense of order, continuity, and commitment that permeates every aspect of the organization, from how employees interact to customer perceptions. Culture is often difficult for an organization to articulate, but its impact is far reaching and influences management, process, products, employee attraction and retention, productivity, reputation, and ultimately the bottom line.

Effectiveness of employee is traced and measured in multiple dimensions with the help of the tool balance scorecard. A balance scorecard proposed by (Kalpan & Norton, 1992) is used to measure the employee performance.

The current financial circumstances are identified by globalization, high competition and new innovations. Therefore employees with different perception, background and states of mind needs to deal with the globalized business environment. But a core set of assumptions, understandings, and implicit rules that govern day to day behaviour in the workplace is developed in every organization. Interaction among the employees at the workplace is governed by the culture offered by the organization.

The culture of an organization speaks about predefined strategies which guide the employees and give them sense of direction at the working environment. The new comer is expected to learn the rules of the organization in order to be accepted as a full-fledged member of the group. Everyone is ensured to strive in same direction by an organization which provides a wide span of control, flat structure, new team, reduced formalities and empowered employees, the shared meaning provided by a strong culture.

For creating a productive work environment employees and management always play a key role. A prospective employee always looks out for a perfect work culture of an organization before deciding any job. The behaviour patterns and standards are bound together in the culture of an organization, Schein (2004).

## REVIEW OF LITERATURE

Many studies have been conducted both at national and international level to evaluate the impact of organizational culture on employee performance. Generally the researcher concentrated on examining the elements influencing the performance of employees and+ the organization.

George & Ronald, (1993) In this study it is explained that organizational culture is operational by many inactive variables like organizational structure, organizational values & purpose, beliefs and climate, individual values. Further, these variables are hypothesized in turn to impact the organizational performance.

Adaptability: - Adaptable organizations are driven by their customers, learn from their mistakes and take risks and have potential and experience of creating change. Consistency: - Organization which has

strong culture is well integrated, well coordinated and highly consistent.

Involvement: - Effective organizations build their organization around teams, develop human potential at all levels and empower their people.

Mission: - Successful organizations have a clear direction and purpose that determine organizational goals and long term objectives and express a vision of future.

Cultural traits of adaptability, involvement, consistency & mission in organizations exercise a significantly positive influence on performance management practices.

Dai, & Changjun, (2009) In his study on the "Influence of organizational culture on organizational learning, worker involvement and worker productivity" found that there is significant correlation between the explanatory variables, that is the dependent variable (organizational culture) and the independent variables (organizational learning, worker involvement, worker productivity). Organizational performance is significant factor of organizational culture. The affirmation support the conclusions that organizational learning, employee productivity and employees motivation significantly impacted by organizational culture.

Bhati, (2012) The study "Impact assessment of organization culture on employee" measure by using private companies in Saurashtra region the effect of corporate culture on job performance of an employee as well as organizational efficiency. There will be two hypothesis i.e; there is no positive relation between organizational culture and employee job performance and there is no positive relation between organizational culture and organization productivity.

Momeni, Marjani, & Saadat, (2012) The objective of this study is "to examine the relationship of organizational culture with commitment." The independent variable is the constituents of organizational culture which is derived from Denison's model and the dependent variable is organizational promise components which is taken from Allen and Mayer's model and further, these two kinds variable's association were tested.

Uddin, Luva, & Hussain, (2012) The primary aim of this research is to determine the impact of corporate culture on organizational effectiveness and organizational productivity from the point of view of multidimensional companies managing under the telecommunication sector of Bangladesh. The paper reveals that organizational culture significantly influences the employee job performance and the productivity of organization in the dynamic and emerging context.

Xiaoming, & Juchen, (2012) In this study, focus is on the culture that has direct relationship between organizational culture and corporate performance, this paper explore the relationship between organizational culture and organizational performance together with organizational commitment as a mediator or a moderator. The organizational commitment conclude that some antecedent variables (such as age, experience, personal character etc) are used to establish some other phenomenon (job performance, turnover rate and attendance). This paper would like to choose the corporate commitment while explaining the relationship between organizational culture and corporate performance.

Loisch, (2013) The aim of this study is to investigate the influence of organizational culture on the

performance of luxury hotels based on the Ritz- Carlton Hotel company L.L.C. Considering the above analysis and interpretation, the conclusion is that the research has been successfully establishing an organizational culture indeed improves the overall performance of a company.

Bashayreh, & Junoh, (2014) The study aims to close the gap between understanding the role of organizational culture and the effect on organizational performance among the employees in Insurance companies. The objective of this study is to examine the relationship between the dimensions of organizational culture and organizational performance among insurance companies operating in the Jordanian market. The results shows that there is a limited significant relationship b/w organizational expectation encourage development, behavioural styles, and stability & communication and organization performance. This study improved the managers understanding on a way to improve organizational culture dimensions that have a vital impact on overall performance.

Ahmed & Shafiq (2014) The aim of this study is to regulate the effect of organizational culture on organizational performance. This study explains the effect of organizational culture on organizational performance conducted in telecom companies. The findings of this study suggests that in different perspective all the cultural dimensions influence the organizational performance.

Omondi, (2014) The aim of this research study was to expand the base knowledge and empirically test the influence of organizational culture on employee job performance at Pacis Insurance company Ltd. The study revolved around four specific element of organizational culture:- involvement, adaptability, consistency and mission which influence the employee job performance. The study confirmed that high performing organizations have committed workforce that is aligned with the organization's mission, vision and values. This study shows the significant relationship between organizational culture and employee job performance.

Ponnu, & Hassan, (2015) Study investigates the influence of organizational culture on the performance management in insurance industry. This study used five variables to measure organizational culture: adaptive perspective, communal, network, mercenary and fragmented culture. The result shows that there is a significant and positive correlation between organizational culture and performance management. This mean that certain type of organizational culture is acceptable and instills to improve performance.

Menaka, & Chandrika, (2015) This research attempts to fill the gap by studying the situation of the Sri Lankan apparel industry and to provide more empirical evidence on the impact of organizational culture on employee job performance by investigating and measuring the possible relationships between organizational culture and job performance in BASL-Finishing. The result shows that there is positive relationship between organizational culture with employee job performance. According to the results organizational culture strong in order to enhance the job performance of employees by improving adaptability, mission, involvement and consistency of culture.

Dahie, Takow, & Osman, (2016) This current study attempts to examine the effect of organizational culture on employee performance at Telecommunication firms in Mogadishu- Somalia. The main objective of this research is to examine the relationship between competitive culture, entrepreneurial culture and consensual culture with employee performance. The result found that three constructs had statistically significant, positive and straight effects on employee performance.

### **OBJECTIVES OF THE STUDY**

1. To identify factor influencing organizational culture.
2. To establish the relationship between the selected factors of organizational culture and factors affecting employee performance.
3. To investigate the work culture of an organization and to study its impact on the performance of employees.
4. To develop a model to examine the relationship between factors of the organizational culture and factors of employee performance.
5. Ranking the factors which influence organizational culture.
6. To provide recommendation to top management regarding development of healthy organizational culture.

### **SCOPE OF THE STUDY**

This study is based upon the impact of organizational cultural factor on employee performance. The construct organizational culture is complex in nature; therefore this study is confined to the insurance sector in India. The firms which have been taken for sampling purpose are limited and operating in Madhya Pradesh. The organizational performance considered for the purpose of this study demonstrates the employee performance metrics of public and private sector insurance companies. Therefore, the application of result might not fit well to other sector at large.

### **PROPOSED PLAN OF WORK (METHODOLOGY) ORGNIZATIONAL CULTURAL MODEL Organizational Cultural Factors**

#### **Employee Performance Factors Demographic Factors**

Figure 5.1

#### **Denison's Framework of Organizational Culture**

Denison's organizational cultural model (fig 1.5) is based on four cultural traits involvement, consistency, adaptability, and mission that have been shown in the literature also, which put an influence on organizational performance (Denison, 1990; Denison & Mishra, 1995). The four traits of organizational culture in Denison's framework are as follows:

#### **Involvement**

The involvement includes - Empowerment, Team Orientation & Capability Development. Employees of an organization make it effective. The organization builds teams & increase human capability at all levels. A sense of commitment towards the work is experienced by executives, managers & employees. Involvement is the feeling of ownership felt by the employees of the organization. The feeling among employees that they have at least some input in decision making process would affect their work



which is directly connected to the goals of the organization (Katzenberg, 1993; Spreitzer, 1995).

### **Consistency**

The consistency includes - Core Values, Agreement, Coordination and Integration. The effectiveness of the organization tends to rise because they have 'strong culture' that are highly consistent, well coordinated & well integrated. A set of core value is rooted in behaviour. Even when there are diverse points of view, the leaders and followers have the skill to reach & come to an agreement (Block, 1991). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Senge, 1990).

### **Adaptability**

It includes - Customer Focus, Organizational Learning & Creating Change. Ironically, organizations that are well integrated are often the most difficult ones to change (Kanter, 1983). Internal integration and external adaptation can often be at odds. Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience of creating change (Nadler, 1998; Senge, 1990).

### **Mission**

It includes - Vision, Goals and Objectives & Strategic Direction and Intent. A clear sense of purpose and direction can be observed in a successful organization. Strategic objectives and organizational goals are defined and a vision to look in the future is expressed (Mintzberg, 1987; 1994; Ohmae, 1982; Hamel & Prahalad, 1994). The other aspects of organizational culture are changed in accordance to the change in the organizations underlying mission.

### **Employee Performance Factors**

#### **1. Key Area Responsibility (KRA)**

It includes key responsibilities of employee. These are New Business Production, Renewal Production and Business Expansion.

#### **Compensation Review and Promotions**

It includes financial and non-financial benefits which employees get from organization. These are Incentives, Bonus, P.F, Medical benefit, allowances and gratuity etc.

**Hypothesis:** Hypothesis based on organizational cultural model (fig 5.1).

#### **Adaptability -**

H<sub>01</sub>: There is no significant relationship between the employee adaptability within the organization/work place and key responsibility area of employee.

H<sub>02</sub>: There is no significant relationship between the employee adaptability within the organization/work place and compensation received and promotions achieved by him.

### **Involvement**

H<sub>03</sub>: There is no significant relationship between the employee involvement with the organization /work place and key responsibility area of employee.

H<sub>04</sub>: There is no significant relationship between the employee involvement with the organization/work place and the compensation received and promotions achieved by him.

### **Consistency**

H<sub>05</sub>: There is no significant relationship between the employee consistency with the organization/work place and key responsibility area of employee.

H<sub>06</sub>: There is no significant relationship between the employee consistency with the organization/work place and the compensation received and promotions achieved by him.

### **Mission**

H<sub>07</sub>: There is no significant relationship between the mission of the organization and key responsibility area of employee.

H<sub>08</sub>: There is no significant relationship between the mission of the organization and the compensation received and promotions achieved by him.

### **Sample Design Universe of the study**

The universe of the study consists of insurance companies operating in Madhya Pradesh.

### **Sampling Frame**

This study will be carried out among the employee's of the Insurance sector in Madhya Pradesh.

### **Sampling Size**

For this study a sample of insurance companies will be taken from each selected city of Madhya Pradesh. A sample size of 100 employees will be selected from the selected cities- Indore, Bhopal, Gwalior and Jabalpur of Madhya Pradesh.

### **Sampling Techniques**

The random sampling technique and non-probability techniques like judgemental and convenience sampling will be used.

### **Data Collection**

For this study, primary and secondary both data will be used. The primary data will be collected with the help of questionnaire from 100 employees selected randomly. The secondary data will be collected

from the available literature and other sources.

#### Statistical Tools

Based on data collected and the sample size, statistical tools will be used and analyzed using SPSS.

Descriptive statistics shall be used to explain the nature of data. Various cross- tables would be used for the data analysis purpose. Further simple graphs like Histogram, Bar charts, Pie charts, Frequency polygon etc. would be used to elaborate study. Cross tabulation would provide a basic picture of the interrelations between two variables and further help us to find interactions between them.

$$\text{Mean} = \bar{X} = \frac{\sum X}{n}$$

Mean-  $\sum x$ = The sum of all the observations divided by n= numbers of observation.

Standard Deviation = The standard deviation of a sample is known as S and is calculated using this formula:

$$\text{Standard Deviation} = \sqrt{\frac{\sum (x - \bar{x})^2}{n - 1}}$$

Where  $\sum$  is the summation (or total),

x represents each value in the population ,  $\bar{x}$  is the mean value of the sample and n-1 is the number of values in the sample minus 1.

Reliability and Validity test will be used to pre test questionnaire. Reliability refers to the repeatability of findings. If the study were to be done a second time, would it yield the same results? If so, the data are reliable. If more than one person is observing behaviour or some event, all observers should agree on what is being recorded in order to claim that the data are reliable. Validity refers to the credibility or believability of the research. (which test)

Regression Analysis shall be employed to test the proposed hypotheses concerning the relationship among the variables.

This technique is used for forecasting time series modelling and findings the casual effect relationship between variables. Multiple Regression is a statistical tool that allows to examine how multiple independent variables are related to a dependent variable. Once these multiple variable relate to dependent variable identified then information about all of the independent variables and use it to make much more powerful and accurate predictions about why things are the way they are. (equations)

**Data Analysis:** The collected data will be analysed by using SPSS software. Different parametric and non-parametric statistical tools will be used for analysis and interpretation.

### EXPECTED OUTCOME OF THE STUDY

It is expected that the organizations which have strong external focus and are adaptable in nature does well in generating good market share, high revenue and optimum sales growth.

While the organizations which have strong internal focus and consistent in nature will be able to maintain higher levels of quality, fewer defects and less rework, optimum utilization of resource and increase level of employee satisfaction.

In addition to this the organizations which are flexible in nature will get higher level of product and service innovation, creativity and fast response to changing needs of customers and employees. And the organizations which are stable in nature have the capacity to remain focused and correlated with high returns on policies, investments and strong business operations.

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## **RESEARCH PAPER ON WORK LIFE BALANCE WITH REFERENCE TO PEOPLE WORKING IN SHIV SHAKTI TIMBERS**

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### **ABSTRACT**

Work-life balance is the term used to describe practices in achieving a balance between the demands of employee's family and work lives. Having work life balance is the most challenging issue faced by workmen nowadays. The demands and pressures of work make it difficult for an individual to stretch time for balancing work-life activities. With the change in technology and increase in number of unemployed youngsters resulting in increase of competition in manufacturing industry, working scenario has become more complicated and thus there are lot of annoyance, inconveniences and imbalances in the life of workmen across India. Owing to these changing scenarios, sustaining a mellifluous work-family life is becoming more difficult for workmen.

For this study 50 employees of a small enterprise, Shiv Shakti Timbers, have been approached to understand the This study compares the work life balance of employees working in an office and the ones doing technical jobs in a small enterprise. It further suggests that how the owner of the enterprise and the employees themselves should make some extra efforts and compromises to maintain a balance between their personal and professional life.

**Keywords :** Work Life Balance, Employees, Workmen and Small Enterprise

### **INTRODUCTION**

Work-life balance is the term used to describe the balance that an individual needs between the time given for work and other aspects of life. It is can only be achieved when an individual's right to a fulfilled life is accepted and respected as the norm, for the mutual benefit of the individual and society. In small enterprise especially in manufacturing industries working men are generally the ones belonging to the BPL families or the lower middle class families. Their first priority as per there requirement is always money. So they extend their working hours by working over-time to earn extra money. Increased working hours means less time given to family and himself. Extra working also results in more tiredness and depression.

In this paper an effort is made to understand and compare work life balance of workmen working in a small enterprise as office staff and as technical staff.

### Review of Literature

**Alison A. Rife (2015)** stated that regardless of organizational policy, the best driver of an employee's work-life balance may be how well the surrounding manager, colleagues and his workmen balance their work and life.

**David E. Guest (2002)** stated that a work-life imbalance has negative consequences on well-being and effective functioning. He further said that however we can only gain a partial understanding of the effects by exploring work in isolation.

**Michael Blanding (2017)** in his article 'Having No Life is the new Aspirational Lifestyle' printed on 20<sup>th</sup> February, 2017 concluded that leisure-less lifestyle is so aspirational that any products or services associated with it becomes status symbol. We are so obsessed with the productivity and efficiency that we tend to keep ourselves busy even when we are supposed to be at rest.

**Delecta P. (2011)** in his research paper titled 'Work life Balance' published in International Journal of Current Research, 2011 defined work life balance as the ability of an individual to meet his/her work and family commitments. He also added an individual's ability to manage the other non-work responsibilities and activities along with the work and family. He also gave several determinants of work life balance. Some of them are family, work organization, social environment and individual himself.

### OBJECTIVE

To study and compare work-life balance of office staff and technical staff working in a small enterprise.

### RESEARCH METHODOLOGY

For the purpose of study the data is collected through questionnaires, schedules and for the review of literature secondary sources like journals, books, websites etc. have In this table response of technical staff of Shiv Shakti Timers is represented. Number of respondents for this survey was 43.

### FINDINGS

- Only 15% of the office staff often works for more than 8 hours whereas 65% of the technical staff works for more than 8 hours a day. The reason being office work generally begins at around 10:00am and usually ends up at 6:00pm but technical staff has to start their work by 6:00am in the morning. The technical staff during urgent orders, peak seasons, month ends and year ends work till 9:00pm or 10:00 pm or even till midnight sometimes.
- But if we compare the work pressure when not on work then it is vice-versa. While 70% of the office staff are often worried about their work despite of not being there on work only about 25% of the technical staff is worried about their work when not at work. Reason being the office staff's work is more psychological than the technical staff. Office staff is given long term goals to achieve and till

the time they don't achieve their goals they have pressure of completing it. Whereas technical staff is given day to day goals so when they go back home completing that day's goal, they don't need to worry much about their work.

- When we ask them about the tiredness and depression caused due to their work in both cases majority of respondents believes that they feel tired and depressed due to their work which definitely imbalances their work and life. Despite working hours for majority of office staff is less than that of technical staff but the mental pressure they take make them feel tired and depressed. While the heavy amount of physical work makes technical staff feel tired affecting their family time.
- When we asked the workers about do they miss out quality time with their family and friends the majority of the technical staff said yes they often miss out quality time with their family and friends like birthdays, parties, outings etc. In case of Office staff there was a mix reaction on the same question.
- Two of the questions asked on the whether they are able to maintain work life balance and does their company help them in maintaining it or not were answered NO by majority of the workmen. The reason being the owners of the firm themselves being unaware about its important.
- With the help of other questions asked in the questionnaire we also get to know that majority of staff at Shiv Shakti Timbers wish that their firm should have some policies helping them to maintain their work life balance. Questions were asked for their willingness of having policies for paid time- offs, paternity leaves and organizing of some family programs at regular intervals which were answered positively by the respondents which shows that every workmen wishes to have a balance between work and personal life.

#### **SUGGESTIONS**

- The owner should analyze the demands of the workmen take some actions for his workmen's welfare.
- Facts regarding work life balance should be involved in labor laws of the country.
- The owner should organize programs and gatherings of workers and their families once in every two or three months.
- The owner should increase number of workmen despite of putting pressure on existing workmen.

#### **CONCLUSIONS**

- Work-Life balance is important for the people working in the manufacturing industry also.
- The above tables show that there is no significance difference between the work-life balance of two levels of a firm despite of huge differences in their working hours and working styles.
- The research also indicates the willingness of people to have a balanced life between work and family.

### LIMITATIONS

- Language Barriers – Majority of the respondents did not know English. Due to language barriers it took a lot of time for the surveyor for collecting the data.
- Willingness of the respondents – the respondents were frightened that if the owner will see the report they might lose their jobs for reporting their discomforts because of work.
- Time Constraints – As the data was collected only during breaks very less time was available for respondents to answer questions.

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## GOVERNMENTAL ORGANIZATIONS IN BHOPAL

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### ABSTRACT

*As the world is evolving towards sustainable economy, the accountability of all organizations has amplified to go ecological. The term Green Human Resource Management (Green HRM or GHRM) adverts the application of human resource management policies to encourage the sustainable use of resources and environment friendly practices among the organizations. Increasing the awareness amidst the employees about ecological issues is the prime aim of Green HRM. The globally augmenting concern for environment compels organizations to move towards sustainable actions and contrive green policies. Practicing these activities helps in preserving environment. As scads of workplaces are adopting this ecofriendly initiative and converting into a green workplace this study is to scrutinize and emphasize the question that 'Are the governmental workplaces adopting this green initiative and implementing Green HRM practices in their offices?' and also examines the awareness about green HRM amongst government employees based in Bhopal.*

**Keywords** - Green Human Resource, Green HRM, Ecological, Sustainable, Eco-friendly, Environment, Workplace, Governmental Organizations, Bhopal.

### INTRODUCTION

The intense cognizance of the causatum of our diurnal hustle on the environment and the draining natural resources has evoked, not only individuals but also the organizations to go green. The situation is exigent. This globally amplifying concern enforce the organizations to evolve towards formulation of green policies and sustainable operations. The global standards for protection and preservation of environment summons the organizations to implement ecological strategies. Organizations along with stakeholders are evolving progressively environment conscious. Green Human Resource Management, GHRM or Green HRM is arising as an imperative area in management. The elongating concern for ecological issues, sustainable development and Human Resource Management practices is now acknowledged as a new sector for the society's development. HRM department plays a significant role in forming strategies to develop sustainability culture amongst the organizations. It is today's need to develop a green sense amongst the employees along with job responsibilities, which will aid in achieving sustainability. Green HRM encourage the awareness about ecological sustainability which

results in reducing menaces to environment and achieve efficiency at lower cost. Government offices in a huge number are present here in Bhopal, being the state capital. Government offices are the most vital of the workplaces in a nation. As all organizations are evolving into green workplaces, it is important to acquaint that to what extent government offices are becoming green.

### **Green HRM**

Green Human Resource Management, Green HRM, or GHRM adverts the application of Human Resource Management strategies to reinforce the sustainable use of resources amidst the organizations and primarily aid the reasons of ecological sustainability. It involved the use of people management policies and practices within the organizations to encourage sustainable use of resources and to amplify the employee commitments and awareness towards ecological issues. Eco-friendly Human Resource Management practices are undertaken under this concept which results in reduced cost, better employee engagements and retention and also increased efficiency which in turn helps the organization to grow and reduce carbon footprints. Majorly these green activities involve car-pooling, teleconferencing and virtual interviews, telecommuting, online training, job-sharing, energy-efficient workspace, recycling, electronic filing of documents etc.

### **Advantages of Green HRM**

Green Human Resource Management is a paramount aspect in an organization to achieve efficiency and reduce costs. It further has following advantages:

- Employee morale is proliferated.
- Aids in employee retention and curtail labour turnover.
- Bestow remunerative opportunities for quality human expertise.
- Helps in establishing organizations image to allure proficient human resource.
- Ameliorate the brand image of the organization in market.
- Can be used as marketing strategy.
- Ameliorate both internal as well as external quality of environment.
- Strengthen the relations of the organization with its stakeholders. Ÿ Abate the overall cost of the organization.
- Facilitates competitive advantages.
- Minimizes menaces to environment.

training equipment should be acquired extensively for every functional area along with environmental management training. Ecological aspects like energy efficiency, recycling, safety and waste management should become the vital elements of training programs.

### **Pay and Reward**

Compensation and bonus packages should be customized to remunerate green skills procurement and accomplishment by employees. Achievements of employees can be rewarded by recognition-based, monetary and non-monetary based rewards. For contribution in green practices salary increase, bonuses and cash incentives should be provided in the form of monetary based rewards and gifts, sabbaticals and special leaves in the form of non-monetary based rewards while highlighting the green



efforts of employees with public praise and appreciation and publicity by the superiors should be done for recognition based awards.

### **Green Practices**

Apart from ecological human resource strategies there are eco-friendly practices to convert the organizations into green workplace.

### **Paperless office**

Despite the paperless office may still seem delusive, but at least we can attempt to abridge the use of paper and printed material as much as possible. As it results in increased wastage of paper and toner which accumulate the carbon dioxide emission. Documents and files should be in electronic form and stored online or in electronic storage. Only 100% recyclable and recycled papers can be used for required paperwork.

### **Energy conservation**

Using electricity wisely is a great aid to sustainable practices. For conserving electricity computers, air conditioners, printers, lights and other electric appliances should be turned off while not in use. Use of light in day time should be avoided and sunlight can be used smartly to reduce it. Laptops can be preferred as they consume 90% less energy than desktops. Computers and printers should be kept on energy saving mode. Compact fluorescent lights or LED lights should be used instead of incandescent ones. Solar panels can be installed on the rooftop of office buildings to utilize the solar energy.

### **Water conservation**

Taps and flushes in the washrooms should be monitored and smart ones should be used to reduce water consumption. Proper Rainwater harvesting system should be installed in the office building in order to conserve water.

### **Telecommuting and Tele-conferencing**

Meetings, interviews and conferences can be done through video conferencing in order to reduce transportation whereas employees should be given freedom to work from home for the same reason.

### **Green transportation**

Employees should be encouraged to use bicycles, public transports, carpooling and other green means of transportation on daily basis, which in turn will help in reducing the pollution caused by the transports.

### **Green campus**

More and more plantation should be done in the office premise and the campus should be made plastic prohibited zone in order to reduce the use of non- biodegradable substances. Activities like plantation and cleanliness drives should be organized enthusiastically.

### **Waste management**

Proper waste management should be there, specific dustbins should be kept for the biodegradable and non-biodegradable wastes and also recyclable and non-recyclable wastes. Reduce-Reuse-Recycle practices should be encouraged in the organizations to cut off pollutants from environment. Compost pits should be made to convert biodegradable wastes into manure.

### **REVIEW OF LITERATURE**

**Dr. Parul Deshwal (2015)** Defined Green HRM as use of HRM principles for promoting the use of resources sustainably and aiding as a reason of environment sustainability. It is generally used to refer the policies and practices of human management concerned with the broader corporate schedule.

**Dr. Bindu Menon (2016)** Stated Green HRM is a crucial issue for HR as it is also crucial for the employees, customers and all the stakeholders.

**Dr. E Daniel Santhoshraj (2017)** Stated Green HRM as an arising concept that is vital for both the organization and employees. It primarily aims to increase the efficiency and reduce and eliminate environmental waste with the use of HR policies which also results in reduced costs.

**Prof. Ravi Sharan Prasad (2013)** Defined Green HRM as an paramount sector of management which can have a great impact on human resource issues within the organization. Conservation of knowledge capital and ecological HR practices are the two key elements to be considered while talking about GHRM.

**Gill Mandip (2012)** Stated Green HRM having sustainability as its core value while managing the organization and engaging with employees, stakeholders and society aligning their agendas with it.

**Dr. A P Sarode, Jayashree & Deepak (2016)** Said in their paper that Green Human Resource Management is greatly significant in today's world. Employees are conscious about saving environment but not well acquainted about the term GHRM. Encouraging the participation of employees to go green is much needed.

**Sharanya SR & R. Radhika (2016)** Green Human Resource strategies plays an integral part in an organization to evoke and encourage ecological issues along with social issues. While increase the morale of employees it also improves their performance and helps the organizations along with its employees and other stakeholders.

### **SIGNIFICANCE OF STUDY**

Sustainability has become an evolving paramount part of engaging in any business within any industry since the last decade. It seeks balance and also optimize the financial, environmental as well as social concerns. Organizational culture plays a vital role in the evolution towards sustainability. It is the key determinant which helps in determining and indicates the success or failure of management programs related to environment in the organization.

An organization's culture consists of all the values, activities, assumptions of the organization which depicts the management's and employee's views towards ecological sustainability issues. Human Resource Management plays a vital role in implementing sustainable strategies in the organization to encourage, motivate, and develop skills to achieve efficiency. It assures the organizations as well as internal and external stakeholder's long term progress and sustainability. Therefore, there is an amplifying urge of the integration of ecological sustainability into Human Resource Management (HRM) i.e. Green HRM.

#### **STATEMENT OF THE PROBLEM**

Employees are not conscious about the ecological issues because of heavy workload and lack of awareness. And being green doesn't only mean being aware about the ecological issues but also implementing the strategies and practices to reduce the menaces to environment. Employees lack the consciousness and responsibilities to preserve the environment at workplace. Organizations are not introducing the employees to the awareness and orientation programs about ecological issues, as a result employees are not aware about the ecological and green human resource issues like green working conditions, green policies and strategies etc.

#### **OBJECTIVES**

- (i) To acquaint the extent of ecological practices i.e. Green HRM practices adopted by the governmental organizations and its awareness amongst its employees in Bhopal city.
- (ii) To suggest the measures to empower and encourage the organizations to adopt Green HRM practices and evolve them into green workplace and also to increase the awareness among the employees towards them.

#### **RESEARCH METHODOLOGY**

Both primary and secondary data has been collected in the study titled 'A study on Green Human Resource Management and its Practices in Governmental Organizations in Bhopal'.

##### **Sources of Primary Data**

For gathering information about the Green HRM practices and awareness amongst the employees of government offices in Bhopal, a structured questionnaire was developed. Six different government offices in Bhopal city were approached and data was collected through printed questionnaire.

**Sample Size:** Data wa collected from total 150 employees of 6 different government offices.

##### **Sources of Secondary Data**

For getting different views of other researchers and authors secondary data has been collected by utilizing miscellaneous publications, research papers, journals, articles, magazines and websites related to the topic.

#### List of Government Offices Surveyed

1. **Lokayukt Karyalya, Bhopal-** The Lokayukt Karyalya, Bhopal is the office of State Vigilance Commission which functions to check and prevent corruption.
2. **Vallabh Bhawan, Bhopal-** The M.P, Mantralya is the office of Chief Minister, Ministers, officers and employees of manifold departments.
3. **Janganna Bhawan, Bhopal-** The Directorate of Census Operations, M.P.
4. **Satpura Bhawan, Bhopal-** Satpura Bhawan is a Government office building which embodies different departments like, Department of Higher Education, M.P. Forest Department, Department of Public Health & Family Welfare, Department of Technical Education
5. **Lok Sikshan Sanchanalya (DPI), Bhopal-** The Directorate of Public Instruction Office, M.P.
6. **Divisional Railway Manager (DRM) Office, Bhopal-** The Divisional Railway Manager (DRM) administrates the Railway organization at divisional level. Bhopal is one of the 71 divisions and its DRM Office is located at Habibganj, Bhopal.

#### Data Analysis and Interpretation Recruitment and Selection in Governmental Organizations:

Services in India are assorted into three heads:

- i. All India Services.
- ii. Central Services &
- iii. State Services.

The two main agencies which execute the recruitment for the posts and services within the Union Government through strict process are Union Public Service Commission (UPSC) and Staff Selection Commission (SSC).

The Union Public Service Commission has been entrenched under the Article 315 of the India Constitution. To select the proficient individuals to execute the manifold Central Civil Services, Posts and the Services common to the Union and States i.e. all India is the foremost role played by the Commission.

The Staff Selection Commission (SSC) executes the recruitments of non-technical group 'C' and group 'B' non-gazetted posts in the Ministries/Departments, the offices of the Accountant General, the C.A.G, and the subordinate and attached offices of Indian Government.

Each state embodies its own Public Service Commission with the functions alike UPSC. The State Public Service Commission recruits individuals for the posts in State Government. As the study is done in the state Madhya Pradesh, thus the Madhya Pradesh Public Service Commission (MPPSC) is highlighted.

Competitive examination along with viva-voce test is the basis of the recruitment in the Government Services. After manifold stages of written examinations and series of interviews the aggregate marks obtained are added with those of interview. Thereafter, the list of selected candidates in sequence of merit is recommended by the commission to the Government.

The staff of Indian Railways is categorized into gazetted i.e. Group 'A' & 'B' and non-gazetted i.e. Group 'C' & 'D'. The Railway Recruitment Board/Bhopal executes the recruitment of the posts of Group 'C' for the headquarter office, Ratlam Division of Western Railway, & Bhopal & Jabalpur Divisions of West

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Central Railway. The RRB is supervised by the Chairman, assisted by Secretaries and a team of Group 'C' & 'D'. For these jobs competitive exams are conducted.

Q1. Are you concerned about saving environment and ecological issues?

S.no.	Organization	Yes	NO
1.	Lokayukt Karyalya	23	2
2.	Vallabh Bhawan	24	1
3.	Janganna Bhawan	25	0
4.	Satpura Bhawan	23	2
5.	DPI Office	25	0
6.	DRM Office	24	1
	<b>Total</b>	<b>144</b>	<b>6</b>

Out of total 150 employees 144 i.e. 96% were concerned about ecological issues and saving environment.

Q2. Are you aware about the term Green Human Resource Management (GHRM) ?

S.no.	Organization	Yes	No
1.	Lokayukt Karyalya	3	22
2.	Vallabh Bhawan	8	17
3.	Janganna Bhawan	6	19
4.	Satpura Bhawan	9	16
5.	DPI Office	14	11
6.	DRM Office	11	14
	<b>Total</b>	<b>51</b>	<b>99</b>

Out of total 150 employees only 51 i.e. 34% were aware about the term Green Human Resource Management (GHRM) and rest 99 i.e. 66% had no idea about it.

Q3. Are you rewarded with extra pay, bonuses or recognition for your efforts for saving environment or green practices ?

S.no.	Organization	Yes	No
1.	Lokayukt Karyalya	0	25
2.	Vallabh Bhawan	0	25
3.	Janganna Bhawan	0	25
4.	Satpura Bhawan	0	25
5.	DPI Office	0	25
6.	DRM Office	0	25
	<b>Total</b>	<b>0</b>	<b>150</b>

All the 150 employees denied about any such rewards.

**Q4. Does your office conduct training programs, workshops and sessions related to ecological issues to improve your green skills?**

S.no.	Organization	Yes	No
1.	Lokayukt Karyalya	0	25
2.	Vallabh Bhawan	5	20
3.	Janganna Bhawan	0	25
4.	Satpura Bhawan	0	25
5.	DPI Office	2	23
6.	DRM Office	0	25
	<b>Total</b>	<b>7</b>	<b>143</b>

Out of total 150 employees 143 i.e. 95.3% said that no such training programs, workshops and sessions are organized in their organization.

**Q 5. Majority of your work is paper based ?**

S.no.	Organization	Yes	No
1.	Lokayukt Karyalya	22	3
2.	Vallabh Bhawan	16	9
3.	Janganna Bhawan	14	11
4.	Satpura Bhawan	16	9
5.	DPI Office	18	7
6.	DRM Office	15	10
	<b>Total</b>	<b>101</b>	<b>49</b>

Out of total 150 employees 101 i.e. 67.3% said yes their majority of work is paper based.

**Q6. Does your office maintains online records?**

S.no.	Organization	Yes	No
1.	Lokayukt Karyalya	17	8
2.	Vallabh Bhawan	13	12
3.	Janganna Bhawan	21	4
4.	Satpura Bhawan	19	6
5.	DPI Office	20	5
6.	DRM Office	22	3
	<b>Total</b>	<b>112</b>	<b>38</b>

Out of total 150 employees 112 i.e. 74.6% accepted that their office maintain records online.



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Q7. Does your office use lights in daytime?

S.no.	Organization	Yes	No
1.	Lokayukt Karyalya	0	25
2.	Vallabh Bhawan	1	24
3.	Janganna Bhawan	0	25
4.	Satpura Bhawan	2	23
5.	DPI Office	0	25
6.	DRM Office	0	25
	<b>Total</b>	<b>3</b>	<b>147</b>

Majority of the offices use lights in day time.

Q8. Does your office use LED lights and bulbs?

S.no.	Organization	Yes	No
1.	Lokayukt Karyalya	15	10
2.	Vallabh Bhawan	23	2
3.	Janganna Bhawan	16	9
4.	Satpura Bhawan	12	13
5.	DPI Office	5	20
6.	DRM Office	13	12
	<b>Total</b>	<b>84</b>	<b>66</b>

Out of total 150 employees 84 i.e. 56% assured the use of LED lights and bulbs.

Q9. Does your office utilizes solar energy by installing solar panels on rooftop?

S.no.	Organization	Yes	No
1.	Lokayukt Karyalya	0	25
2.	Vallabh Bhawan	25	0
3.	Janganna Bhawan	0	25
4.	Satpura Bhawan	25	0
5.	DPI Office	0	25
6.	DRM Office	4	21
	<b>Total</b>	<b>54</b>	<b>96</b>

Out of total 6 government offices 2 are Solar Energy enabled buildings.

**Q10. Do you use public transports, bicycles, carpooling or other green means of transports?**

S.no.	Organization	Yes	No
1.	Lokayukt Karyalya	6	19
2.	Vallabh Bhawan	9	16
3.	Janganna Bhawan	7	18
4.	Satpura Bhawan	5	20
5.	DPI Office	6	19
6.	DRM Office	8	17
	<b>Total</b>	<b>41</b>	<b>109</b>

Out of total 150 employees only 41 i.e. 27.3% use green means of transportation.

**Q11. Does your office conduct environmental activities and programs like plantation, cleanliness drives etc.?**

S.no.	Organization	Yes	No
1.	Lokayukt Karyalya	0	25
2.	Vallabh Bhawan	25	0
3.	Janganna Bhawan	25	0
4.	Satpura Bhawan	15	10
5.	DPI Office	25	0
6.	DRM Office	18	7
	<b>Total</b>	<b>108</b>	<b>42</b>

Out of total 150 employees 108 accepted that their office conduct green activities like plantation, cleanliness drives etc. Approx. 4 out of 6 offices conduct these activities.

**Q12. Does your office have spate dustbins for biodegradable and non-biodegradable or recyclable and non-recyclable wastes?**

S.no.	Organization	Yes	No
1.	Lokayukt Karyalya	0	25
2.	Vallabh Bhawan	25	0
3.	Janganna Bhawan	0	25
4.	Satpura Bhawan	0	25
5.	DPI Office	1	24
6.	DRM Office	0	25
	<b>Total</b>	<b>26</b>	<b>150</b>

Out of total 6 offices only 1 office practice it.

Q13. Does your office practice waste management practices like recycling, reducing and reusing and composting?

S.no.	Organization	Yes	No
1.	Lokayukt Karyalya	0	25
2.	Vallabh Bhawan	3	22
3.	Janganna Bhawan	0	25
4.	Satpura Bhawan	1	24
5.	DPI Office	0	25
6.	DRM Office	2	23
	<b>Total</b>	<b>6</b>	<b>144</b>

Majority of the offices doesn't practice waste management techniques like recycling and composting.

## FINDINGS

- A lot of paper is wasted in recruitment process of Governmental Services as it is carried out through written competitive examinations on various stages and a huge number of candidates appears in it.
- Majority of the employees are concerned about ecological issues and saving environment, but there is lack of awareness and cognizance among them about the sustainable strategies or Green Human Resource Management.
- Employees are not rewarded with special bonuses, recognitions or extra pay for their green efforts at workplace.
- There is lack of training programs for the employees to involve them in green practices.
- Government offices are evolving towards digitalization but still most of their work is paper based.
- The study signify that all the offices uses light in daytime, and still the use of LED lights is not up to mark.
- Only 2 out of 6 office buildings is enabled with solar panels to utilize solar energy. There is a need to upgrade all the office buildings to utilize solar power.
- Governmental organizations are in their initial stage of going green, but there is still a long road to go.
- The extent of green practices is really low in governmental organizations.

## SUGGESTIONS

- Employees should be given freedom to implement new processes within the organizations which are eco-friendly and ecological.
- To motivate the employees for ecological practices, they should be rewarded with extra pay, bonuses or recognitions for their green efforts and behavior at workplace.
- Solar energy should be utilized by the offices by installing solar panels on the buildings.
- Offices should go paperless by acquiring IT based operations.
- Electricity should be conserved by utilizing sunlight in day time, fans, air conditioners and other appliances should be switched off while not in use.

- Laptops should be preferred over desktops as they consume less energy.
- Rainwater harvesting system should be installed in the office campus in order to conserve water.
- Training programs, workshops and sessions should be conducted to amplify awareness and consciousness for environment issues amongst employees.
- Employees should be rewarded for their green efforts and behavior.
- The office campus should be made a plastic prohibited zone.

#### SCOPE OF STUDY

- The study has been contemplated to ascertain the momentousness of green human resource management and its practices in government offices and to endorse the ecological issues by espousing them. Additionally, this study succor the organizations and its employees to speculate in respect to the mutilation happening to environment, society and its individuals by virtue of pollution.

It will contrive awareness amongst the organizations, employees and society about the effective utilization of resources. Organizations can discern substitutive measures to reduce cost and use of paper by adopting digital processes. This will aid in huge energy saving and frugal.

#### LIMITATIONS OF THE STUDY

- Because of limited time period the data has been collected from a small sample size.
- Generalization of findings will be affected because of the small sample size.
- Some of the respondents might have been responding biasedly.
- Only Bhopal city has been covered in the study.
- Limited government offices are studied.

#### CONCLUSION

Sustainability crisis possess both, an opportunity and a challenge as well in a developing country like India. Organizations in India have acknowledged this and are endeavoring into evolving sustainable ecological processes and technologies to acquire the huge business potential. The study reconnoiter the green practices commenced by the Governmental Organizations in Bhopal city. Green Human Resource Management (GHRM) is in its inceptive stage in Indian Organizations but the fact is that there is poor cognizance and recognition amongst the organizations and its employees about the green strategies and practices.

Organizations can best contribute in conserving environment with low cost initiative of Green HRM. The futurity of Green HRM as a progressive process appears propitious for all the stakeholders.

The organizations can implement the integration of employee commitments and participation with green practices in order to improve their ecological performance, like by focusing on energy conservation, waste management, recycling etc. Employees and unions can help the organizations to acquire Green HRM practices which will help in enhancing and safeguarding productivity, health and wealth being. The research emphasize a wide scope of initiatives that governmental organizations can acquire in order to evolve into eco-friendly and green workplace.

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## A STUDY ON STUDENTS' PERCEPTION TOWARDS EMPLOYABILITY SKILLS WITH RESPECT TO MANAGEMENT STUDIES

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### ABSTRACT

*Perception is an outcome based on the belief and experience. University's design the management curriculum addressing only the management subjects, the budding managers as a student ignorantly believe and perceive the management skills is all subjective, without understanding the hard reality of employability skills. The academic world plays an imperative role in changing the perception of management students towards their employability skills. In this regard, the universities have to take the responsibilities in shaping up and transform the belief system of management students about employability skills. According to this need, the research aims to study the influence of Institution on opinion towards Employability skills of management students and to assess the predictor variables of students' satisfaction towards employability skills.*

**Keywords:** Employability Skills, Student's perception, University

### INTRODUCTION

In the present scenario of this globalized environment, the role of managers has evolved from an independent, self-sufficient and self-motivated individual to an interdependent team member of the corporate world. It is therefore imperative for management student to graduate not only with strong managerial skills but also need to possess a broad range of knowledge and social behavioral skills also known as employability skills. The management profession has to deal with tough issues at the workplace, but increasingly also with economic and political matters as well as with ethical, societal and environmental aspects. Unfortunately, management students from most of the institute/university are unable to understand what constitutes employability skills and its importance and need.

The current situation in India is more of gap in employability skills rather than unemployment. It is time for management graduates and academia to realize the huge gap that exist between management



graduates who are churned out in mass and the need of global industry. Though the several studies reveal that the quality of management graduates churned out in mass production from various management institutions is questionable, the paper presumes that the managerial knowledge is fundamental and its importance cannot be questioned, as it is a foundation of basics for management learning at work. However, management knowledge alone does not distinguish the best management graduate from the rest. The studies and survey carried out by researchers' reveal and highlight graduates 'struggle in the work place. It also reveals significant conflict between students' self-perceptions and the extent to which employers believe they are prepared for work. The lack of awareness of management students on the employability skills that are required to get employed added to the casual approach by the management institutes in administering these life skills have only compounded the problem and perceptions of management students towards understanding the need of employability skills. Perception on any issue is largely based on the belief and experience. The fact the institutes/university have largely designed the management curriculum addressing only the management subjects, the young management students ignorantly believe and perceive the management employability skills is all about management subjects, without understanding the hard reality of employability skills. The academia has a greater role in changing the perception of management students towards their employability skills.

#### LITERATURE REVIEW

**Anete Mezote (2016)** had conducted a study on the importance of etiquettes for a professional and it emphasizes that every employee should know about his behavior and its result. As the paper brings out various issues relevant to etiquettes, it also covers business etiquettes such as dressing etiquette, resume etiquette, interview etiquette, workplace etiquette, eating etiquette and e-mail etiquette. It reiterates the way to build positive relationships in the business world is by exercising good etiquette, specifically by exhibiting top-notch communication skills.

**Wickramasinghe, V. Perera, L. (2015)** has mentioned that "The term employability is used to refer to the ability of an individual to gain employment appropriate to his/her educational standard (**Dearing, 1997**). The literature suggests three key elements of employability, i.e., the ability to gain initial employment, the ability to maintain employment and make transitions between jobs and roles within the same organization to meet new job requirements, and the ability to obtain new employment, if required, by being independent in the labor market and able to manage employment transitions between organizations (**Hillage and Pollard, 1999**). Employability of an individual depends upon assets in terms of knowledge, skills and attitudes; the way these assets are used and deployed; the presentation of assets to potential employers, and context within which the individual works (for example labor market and personal circumstances) (**Hillage and Pollard, 1998**).

**Dr. Sukhwinder Singh Jolly (2014)** provides a constructive evaluation and analysis of the role of business etiquette for managers in an international arena, within the context of cross-cultural communication. It submits that in the era of globalization, the influence of culture on business is noticeable and significant. He strongly opines and intends to explore the role of business etiquette in today's organizations across various cultures and to appreciate the values and expectations of different cultures. It re-iterates that inter-cultural communication in global economy provides pragmatic tools about how to define a communication strategy, train people and conduct business talks in order to achieve success.

**Pearl, J. (2014)** presents an exploratory discussion framed around a study that examines student and employer perceptions on how creativity in leadership can be developed through a work-integrated learning approach for innovation and enterprise students in a science and engineering program. The qualitative results reflected the trend of conceptualization of creativity as a learnable and teachable process. Results confirmed the importance of creativity as a desirable graduate attribute with important implications for employability and improve level of confidence in one's ability to undertake work. The paper suggests the higher education institutes must step up to the challenge of inspiring tomorrow's leaders to demonstrate creativity in leadership through an authentic curriculum design for employability.

**Deepshiksha Mehra and Vinita Virgandham (2013)** compares teaching soft skills to technical professionals through technology versus Practical intelligence. The paper argues though there is a growing awareness that technical skills alone are insufficient for success in companies, resulting in trainers of soft skills using web technology and extensive use of e-learning in classrooms, but warns the positive impact of this use of technology is questionable, since they lack practical intelligence. The paper convinces E-learning technology is eminently suited for basic technical skills training but sometimes do not meet the needs of future professionals. The paper summarizes soft skills have to be learnt through practical intelligence through a trainer that will bring self-awareness, social skills.

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

1. To adjudge the viewpoint of management students on the importance of employability skills.
2. To ascertain their attitude on the correlative attributes of different employability skills.

#### **RESEARCH METHODOLOGY**

This study was empirical research which was conducted to understand, minutely observe management students of different colleges/institutions by applying the survey method. Study is a pure blend of primary and secondary research was used to carry out this research and meet the stated objectives. The methodology was designed in such a way that it addressed all the objectives of the study. A total of twenty variables were taken into consideration in order to measure the perception towards employability skills with respect to management education.

**Research Instrument:** The primary data was collected through a self-developed structured questionnaire. Respondents were informed and educated regarding important concepts of the study in brief and then their valuable responses were collected through a structured Questionnaire. The secondary data was collected from journals, research papers, reference books and internet. This study was conducted to analyze the perspective of management students on the employability skills and to determine their attitude on the correlative attributes of different employability skills.

**Sample Structure:** Total number of respondents is 100 and the respondents were students from professional education. Convenience Method was applied for data collection. The data has been collected from Indore region from various institutes.

**Analysis and Results:** The data thus collected was then analyzed with the help of SPSS 21.0. Initially the reliability of data was checked with the help of Cronbach's Alpha and then One sample t-test and Correlation and Regression was applied for further analysis.

**Reliability Test:** Table 1 shows the reliability of data. In order to check the reliability Cronbach's Alpha was used. The value of Cronbach's Alpha was found to be 0.81

**Table-1: Reliability Statistics**

<b>Cronbach's Alpha</b>	<b>Number of item</b>
0.81	27

**HYPOTHESIS DEVELOPMENT**

On the basis of literature review and above theoretical framework following hypothesis were developed: Based on

Objective 1:

**Ho1: There is no significant impact of employability skills on management students**

<b>Statements</b>	<b>Mean</b>	<b>S.D</b>	<b>t test value</b>	<b>P value</b>
Good listening and understanding	1.15	0.909	0.555	0.000
Writing at work or home and in class	1.5816	0.907	0.891	0.000
Reading for work or pleasure	1.663	0.983	1.643	0.000
Use of general mathematics at work or home	1.520	0.876	0.231	0.000
Working with demographic groups	1.520	0.887	0.228	0.000
Problem solving skill	1.591	0.883	0.228	0.000
Efficiency in problem solving skill	1.602	0.938	1.076	0.000
Punctuality	1.489	0.776	0.13	0.000
Time Management	1.52	0.876	0.231	0.000
Collection of information	1.622	0.947	1.28	0.000
Planning and Organizing Events	1.67	0.928	1.85	0.000
Goal setting and executing plans	1.683	0.937	1.940	0.000
Knowledge of own strength and weakness	1.612	0.869	1.279	0.000
Learning new things	1.642	0.910	1.552	0.000
Providing assistance to others	1.693	0.956	2.000	0.000
Using computers	1.6224	0.902	1.343	0.000
Using technology	1.673	0.960	1.787	0.000
Learning new things with Technology	1.6531	0.931	1.626	0.000
Working as a team member	1.489	0.852	-0.118	0.000

Based on Objective 2:

**Ho2- There is no correlation between different attributes on employability skills.**

This hypothesis is compiled by 5 sub- hypotheses:

**Ho2.1- There is no significant relationship between Understanding and Teamwork.**

**Ho2.2- There is no significant relationship between Teamwork and Learning**

**Ho2.3- There is no significant relationship between Learning and Job Orientation**

**Ho2.4- There is no significant relationship between Job Orientation and Technology Users.**

**Ho2.5- There is no significant relationship between Technology Users and Understanding**

**ANALYSIS AND INTERPRETATION**

To adjudge the viewpoint of management students on the importance of employability skills.

This objective has been analyzed on 100 respondents. The need of one sample t-test was to check what was the level of significance of employability skills on student performance .The questionnaire was scaled on 1-5, 1= Strongly agree, 2= Agree, 3= Neutral, 4= Disagree, 5= Strongly disagree. The result generated mean, standard deviation, t-test value and p value of each item .The hypothesis has been analyzed at 5% level of significance. The student perception towards employability was categorized into 19 items which is very important for management students. Which proves positive result of employability skills, S.D of all items is less than to 1. T value is varying from -0.118 to 2. P value is 0.000 at all items so, null hypothesis has been accepted.

To ascertain their attitude on the correlative attributes of different employability skills. This objective has been analyzed on 100 respondents, who were students of management programs and the students have been categorized into program wise- Undergraduate and Postgraduate. This objective has been analyzed by Correlation and Regression with the help of alternate hypothesis. For Regression analysis we made groups of Understanding and Team Work, Teamwork and Learning, Learning and Job Orientation, Job Orientation and Technology User, Technology User and Understanding. Overall the data produced result of mean, standard deviation, correlation, R, F value and significant value.

**H02-** There is no correlation between different attributes on employability skills. This hypothesis is compiled by 5 sub-hypothesis.

**Table-3: Regression on skills**

Dependent Variable	Independent Variable	Correlation	R	R square	Adjusted R square	F value	T value
Understanding	Teamwork	0.84	.084	0.75	0.74	2.509	0.11
Teamwork	learning	0.81	0.80	0.75	0.70	5.617	0.02
Learning	Job orientation	0.84	0.83	0.757	0.747	5.82	0.18
Job orientation	Technology user	0.61	0.60	0.58	0.56	18.00	0.000
Technology user	Understanding	-0.15	0.518	0.25	0.15	2.44	0.121

Table No.3 is a combination of model summary, ANOVA and coefficient table of regression analysis. The analysis was based on understanding, teamwork, learning, job orientation and technology user with 5 dimensions. Statistically, it is not significant at 5% level. That's why the null hypothesis there is no significant relationship between skills has been rejected because in three groups p value is more than to 0.05. This converted into alternative hypothesis. That proves positive relationship between skills with management students. This questionnaire has been scaled on 1-5.Out of this 1 was strongly agree and 5 was strongly disagree.

So the mean should be between 1 to 2. This study has been supported by DeVore, P. W. (1980). Technology: An introduction. Worcester, MA: Davis Publications. DeVore (1980) identified four constants, which are related to specific categories of investigation about technology; (1) that technology is an intellectual endeavor, a creation of the human mind, based on knowledge and procedures which



are cumulative; (2) that there is a direct interrelationship between the nature and character of technology and society; (3) that there is a direct and positive relationship between technology and the evolution of humankind; and (4) that the control of tools, machines, techniques, and technical systems for the enhancement of human beings will require the study of the behavior of technological, social, and ideological systems and their interrelationship.

## FINDINGS

1. A major portion of respondents is positive towards good listening skills and understanding people's need. Only a few respondents use the ability of writing at work or home and in class. Only a few respondents are positive on reading for work or pleasure. A good number of respondents apply general mathematics at work or home. Average number of workers has shown a positive response on working as a member of a team. Average number of respondents is positive on working well with people of different ages, genders, race, religion or political opinions and people with disability. Only few respondents seem positive on problem solving skills.

A good number of respondents are highly positive on punctuality attributes. A fair number of respondents are good at time management. Only few respondents consider themselves good at collecting information. Only few respondents consider themselves good at planning and organizing event. Very few respondents consider themselves good at goal setting and executing plan. Very few respondents are aware of their own strengths and weaknesses. Only few respondents showed interest in learning new things. Only few respondents admitted that they use computers at work or home or try to use new technology for work and other affairs.

2. There is a positive relationship between understanding on teamwork among Undergraduate and Post Graduate students. There is a positive relationship between teamwork on learning among Undergraduate and Post Graduate students. There is a positive relationship between learning on job orientation among Undergraduate and Post Graduate students. There is a positive relationship between job orientation on technology usage among Undergraduate and Post Graduate students. The need of Technology Usage and their understanding is highly required in current corporate profile at all the levels.

## CONCLUSION

One of the prominent reasons that many students spend on management education is to enhance their hiring possibilities. However, where having a good academic record is much appreciated, it is not always enough to fetch proper employment. Along with it, employers also presume students to be well equipped with employability skills so that they can provide the right contribution to the job on which they are appointed. This research reveals that still there is some need to make the management students aware about the employability skills needed in the present day scenario. It is not always advisable to put the skill level of students under question.

Rather it is important that the curriculum of education should be regularly updated at frequent intervals to meet with the demands of the industry. Also, it is essential to enhance the industry institute interaction. This will ensure proper provision of right talent to the employment market.

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## ROLE OF HUMAN RESOURCE MANAGEMENT FRAMEWORK IN REPATRIATION PROCESS

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### ABSTRACT

*the period which can be thought as "transition", a HR professional prepare the organizational practices like preparing a repatriation directory, organising reorientation programs, training expatriates prior to return, negotiation with expatriates for job role after return, clarifying tasks and job placement, empowering in consistency with the expectations of repatriate can greatly improve the repatriation process. After their return, HR professional on part of organizations should put effort in maintaining quality of interaction, being flexible in process, utilizing repatriates as trainers, personal and career counselling, relocation and financial assistance, and finally providing support to spouses and children. They can also have empowerment practices for increased levels of employee satisfaction. Hence this paper looks into organizational efforts play a vital role in repatriation process which needs to be addressed in concurrence with the expectations process. Individual efforts also play a big role in the successful repatriation. Hence the must be a Combination, an appropriate mix of both- an organizational and individual efforts for a successful repatriation which would benefit both- the organization by reducing its losses (both financial and knowledge) due to turnover and individuals by enabling them to have a lucid and comprehensible career path ahead. It could be concluded that repatriation turnover rate could be reduced by treating repatriation as a process from the beginning of expectation, and with proactive Organizational and individualistic efforts.*

**Keywords:** HRM, Repatriation, Proactive organisation

### INTRODUCTION

The international civil service commission (ICSC) adopted in 2000 a framework for Human Resources Management. It was developed by members of ICSC and its secretariat, representatives of the

organizations of the United Nations common system and representatives of the staff.

The purpose of the Framework is to enable the organizations of the United Nations common system to manage their human resources effectively. The philosophy underlying it is grounded in the principles emanating from the provision of the United Nations charter, namely, the independence of the international civil service and the need for the organizations to recruit staff with the highest standards of efficiency, as wide a geographical basis as possible and to the equal participation of men and women in the work of the organizations.

An overriding concern of human resources managers in common system is to link human resources management with organizational goals, taking into account the external and internal forces relevant to human resources management.

The framework includes a definition of organizational design and its impact on the human resources management environment. It identifies the diverse yet interrelated elements which make up human resources management in the common system. It has six major components, some of which have a number of sub-components. Definitions, identification of core/non-core elements, underlying principles and the linkages between components are provided for the components and sub-components.

The framework provides the organizations with a holistic conceptual base from which to take action in one or more areas of human resources management reform. As such, it can be used to form the basis of the organizations' future work on human resources policies and procedures.

#### **OBJECTIVE OF HUMAN RESOURCES MANAGEMENT**

To establish and maintain sound organizational structure and desirable working relationship among all the members of the organization. To secure the integration of individual or group goals within the organization by co-ordination of the individual and group goals with those of the organization. To create facilities and opportunities for individual or group development so as to match it with the growth of the organization. To attend an effective utilisation of human resources in the achievement of organizational goals.

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## A STUDY ON STRESS AND ITS SYMPTOMS AMONG THE COLLEGE STUDENTS IN DELHI

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### ABSTRACT

*Stress is an indispensable thing which cannot be ignored not in our professional or personal life. A study has been conducted to find out the various symptoms among the college students. 250 students were questioned and found that 24% feel stressed for their future prospects, 22% for their relationship, 20% academics, 18% for family and 16% for other problem. Disturbed relationship affects much more than others. college students are affected by the stress and mainly Post graduate students are more stressed as compared to the graduate students. Females are more stressed as compared to male.*

**Keywords:** Stress, behavioural symptoms

### INTRODUCTION

Stress is a natural human response to its environment. Study of Stress has become very important because of various factors changes in the social as well as in political environment because of changes in lifestyles, standard of living, mental and behavioural changes. Every single person is stressful now a day. Stress is an adaptive reaction to an outward situation which could lead to physical, mental and behavioural changes. But on the other side moderate level of stress are essential motivators and it triggers passion for work. In fact, moderate levels of stress are considered essential motivators. However, high levels of stress have the capacity to greatly impact physical and emotional health, not all stresses are destructive in nature.

Stress is a phenomenon which cannot be ignored in our personal or professional lives. Students stress is unavoidable whether it is a school student, or a college student. School students were easily targeted of stress than college students. Various factors contributed towards this are physical, mental, family, job, relationship and social were the main sources among students. There is always a dilemma for the students regarding its performance in exam and to secure a good job. There were some other factors such as Behavioral, psychological and psychosomatic which contributes to the stress. Disturbed

relationship and alcohol used show highest and lowest percentage of behavioral factors. Anger, low self-esteem, low satisfactions, depression and anxiety were some of the important psychological factors which were observed among students. On the other hand, there were different psychosomatic factors such as headache, sleep problems, tachycardia, ulcers and high blood pressure was involved. These factors contribute to the stress among the graduate and post-graduate students. In our study we have found that there were different percentages of stress symptoms among the male and female students. Headache, blood pressure, anxiety, back pain, neck pain, appetite and skin rashes were more predominately observed among females. On other hand poor sleeping patterns, hair falls, erratic moods, heart diseases and depressions were found to be more often in males.

### **LITERATURE REVIEW**

From various studies a researcher has been found that passion is more among the college students as compared to the school students. Everyone has stress but it should at the level of tolerance. One studies state that teenagers faces problems in learning, career management. Students are starting to shift from a life that is dependent on others to a life that needs them to release the dependency and start carrying their own responsibilities [2]. College students feel pressure related to the job and stressed. [3]. Stress came from personal relationships, life changes, and career exploration. Such stress may usually cause psychological, physical, and behavioural problems [4]. Children are also dealing with the challenges of growing. They are going through puberty, meeting the changing expectations of others, and coping with feelings they might not have had before [5]. There are many other potential sources of stress like excessive homework, and unfriendly classroom [6]. By use of the Psychological Distress Inventory, that the top five sources of stress among female college students consisted of financial problems, test pressure, failing a test, being rejected by someone, and relationship break-ups [7].

### **TOOLS AND TECHNIQUES USED**

A questionnaire was prepared to study the stress among the students of graduate and post graduate at different colleges in delhi. 250 respondents were taken in which 150 were female and 100 were male. Data analysis was descriptive in nature. Questionnaire was divided into 2 parts: one is related to symptoms of stress and other one is measuring the stress level.

### **DATA ANALYSIS**

Stress is an indispensable part in our lives. It all depends upon ourselves as how we can reduce it to a certain extent. We cannot control stress in our lives but we can control the impact of it on ourselves. It has been observed that out of 250 students, 60% of female has been showed the stress related symptoms and 40% male. Private college graduate includes 15% and 12 % of male and female. We have taken only 13% of female and 10% of male from private college and 20% and 8% female and male respectively from a govt. college.

### **RESULT ANALYSIS**

Out of 250 respondents, 24% feel stressed for their future prospects, 22% for their relationship, 20% academics, 18% for family and 16% for other problem. These all factors lead to stress symptoms which affect all the participants. High blood pressure, headache and sleep problems were mainly observed

during exam days. Students were scare about the study during exam days which results in serious stresses among them.

Factors show different results towards stress among male and female. The different factors show variable results which contribute to stress and its symptoms like headaches, high blood pressure is more in female as compared to males. Increase of about 15 % is noted among the female students is noted than males. Similarly, blood pressures are also occurring in much higher in females than males by 10 %. In case of males very often we found, poor sleep pattern, depression, heart diseases, constipations, low self-confidence, indigestions and hair falls symptoms as they found difficult to adjust with stress. Some people would not consider this challenge a type of stress because, having met the challenge, we are satisfied and happy. However, as with most things, too much stress can have negative impacts. When the feeling of satisfaction turns into exhaustions, frustrations or dissatisfaction, or when the challenges at work become too demanding, we begin to see negative sign of stress. Stress can have an impact on our overall health. Our bodies are designed, pre- programmed if we wish, with a set of automatic response to deal with stress.

Certainly, stress diminishes quality of life reducing feeling of pleasure and accomplishment and relationship are often threatened.

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## LEADERSHIP ISSUES IN MODERN ERA AND HUMAN RESOURCE MANAGEMENT

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### ABSTRACT

*The perspective of this paper is to discuss current issues facing by the leaders in different organizational settings. "Leadership is all about getting people to work together to make things happen so that steps should be taken in right direction and would ordinarily take place. In the post-modern era, Globalization has turned the entire globe in one entity for trade & commerce, investment of capital, movement of people-students, etc. Leadership provides foundation for sustainable competition advantages in the constantly changing global environment.*

*As a catalytic force for managing knowledge and capabilities, leadership provides the context in which employees create knowledge and influence the levels of creativity innovation and motivation in the organization. Leadership is a great stimulus in building the information networks provided by human asset relationship network within the organization, nationally & internationally. As a social capital, its encashment is the essence of leadership. In the era of Globalization and its challenges, there is need for leadership in this competitive world, there is lot of concerns to the leadership at global and at indigenous perspectives. Leaders hold the responsibility to train, develop and provide direction for a team. Organizational leadership is the person or people established to govern and have authority over a particular business and organization. The leadership over an organization sets the tone of the corporate culture, company expectations and a vision for the company. Various leadership issues can arise in organizational leadership that can setback the organization's effectiveness and productivity. Identifying and addressing the organizational issues is the first step in resolving the issues and implementing positive change.*

**Keywords:** Leadership, Human resource Management, Organizational issues.

### INTRODUCTION

We are living in the era of globalization, which has been managing economy, polity and society in various ways. It has led to variegated implications for business. There is an increased intensity of competitiveness in business environment at local as well as global levels. Speed in different business operations has become very important for competitors who are striving for sustainable edge over other players.



Even as globalization has worked at the international level for more than two decades, the above changes in the business environment have got intensified much faster in the 1990s and beyond. Globally, on all fronts, whether politically, economically and socially, it appears as if there is an intensifying and growing crisis with respect to leadership. What is not always clear is whether the crisis centres on the institution of leadership itself; the context relative to which leadership has to be demonstrated and the persons exercising leadership. Under conditions of uncertainty, shifting and open-ended futures, such as the present and future expected challenges; the demand for leadership becomes a pressing and dire necessity. In other words, the necessity for leadership becomes all pervasive if people wish to be masters of their own destinies.

The intensification of the growing crisis related to leadership thus makes sense when seen against this backdrop, since it is realized that good leadership and leaders are the essential means of actualizing desirable futures. macroper spective, the debate about leadership therefore may be one of the most important issues of our present time alongside issues such as population growth, economic prosperity, world peace and environmental protection. Indeed, a sustainable and successful resolution of the latter issues may be predicated by the quality of leadership.

In essence, leadership is the art of getting others to want to do what the leader wants to be done. Amongst other things, leaders identify opportunities build capabilities and drive for results.

Leaders gain the confidence of others through their insights, inter personal influence and competence. "Globalization has changed us into a company that searches the world, not just to sell or source but to find intellectual capital - the world's best talents and greatest ideas". Increasing trend in the world towards globalization such as:

- Increased buying and selling across national boundaries.
- Development of joint ventures and technical collaborations between companies from different countries.
- Reduction of trade obstacles and organized import and export procedures.

### **Globalization**

Globalization, the struggle has increased to a very great extent and we have entered a trap of vicious circle that if we want to come back from the problems, it is very difficult. The phase of globalization brings closer degree of financial and economic integration between different countries in an environment where shocks have become more visible in nature and where a crisis in one country can easily affect others. Globalization has some disadvantages Globalization leads to major challenges that are to be addressed by governments, civil society, and other policy makers. Globalization is an inescapable occurrence, presenting opportunities to those who are prepared and threats to those who are not.

### **Leadership**

A leader is one who is in command of, is accountable for other people and has the ability to influence the attitudes, thoughts & actions of group, inspiring them to projects beyond their basic job description, drives the mission & vision of the organization and has the capability to impact each employee.

Leadership is leading from within". Managing others begins with managing yourself if you can manage your ego; you are better qualified to handle others. To compete in the global environment, the

real need of the hour is from vision to execution. This requires new kind of leader in this millennium who needs the ability to deliver flawless execution rather than having the ability for creating only a shared vision.

### **CHALLENGES FOR LEADERSHIP IN MODERN ERA**

#### **A. People Count**

The organization need fervent, trusted, committed, passionately & intellectually motivating team to achieve the most forward-looking vision, leaders should not only focus on people who are just high fliers but on stayers who follow the rules make significant rational contributions, implement rules diligently. They need to build bridges between diverse cultures and layouts to get optimum advantage of globalization. The focus should be to have Universal Administrators rather than Indigenous administrators having the mind-set for building & encouragement a value-creation mind-set calling for inter disciplinary learning and knocking off barriers between divisions, businesses, functions and academic-industry organizations.

#### **B. International Talent**

Universal talent is far beyond the language skills or social customs, its adjusting to multiculturalism premised on broad mindedness & respect for cultures. The change in leadership style is essential for globalization.

#### **C. Identification of Leader**

The urgent need of this time is to identify leadership gaps and nurture it at all levels & for the young emerging leaders by offering them role with utter sense of humility to recognize wrongs & responding them accordingly.

Types of Leaders:-

- Charismatic leadership
- Understanding leadership
- Transformational leadership
- Integrative leadership
- Autocratic leadership
- Visionary leadership
- Value-based leadership
- Strategic leadership
- Change leadership

### **LEADERSHIP CONCERNS IN INDIA**

India's rise into globalization has been a contributing factor to its fast- paced growth. Leadership proficiencies are required to continue to stimulate and sustain the extreme pace of business life in India. Leaders in India operate in the midst of a multifaceted and fast-paced environment. The threads of culture are interred- twined with the economic environment and India's drive to be a significant player in the global economy. The difficulty of the country-such as history, culture with rapid changes

and the unmatched rate of growth has put India into the limelight.

India: Demographics, Economy, Culture

A. Demographics/Economic Factors

B. Cultural Factors

C. Traits for Indian Leaders to face Globalization challenges

Energy, Warmth, Integrity, Intelligence, Persistence, Enthusiasm, Endurance, Decision makers.

## CONCLUSION

The globalized competitive environment of the new economies need effective executive having new leadership qualities summarized into personalities, attitudes, values, strengths and weakness ranging from extroverted to nearly secluded, from easy going to controlling, from generous to penurious. While leadership should build the context by developing its image, building relationship with people, modifying organizational framework & the right people for the key roles & positions within the organizational hierarchy. A critical factor for the leader to develop him/her is by re-looking at his own competence, commitment and character. A continuous review from time to time is a must to meet not only organizational demands expectations, but to meet the changes of global competitiveness. Leaders will be those who will make things happen, prove themselves in time and space, and are skilled enough to handle virtual reality." They will be self-assured and trusted, with belief in themselves, showing respect for others, with passion for excellence. These will be key characteristics of emerging leadership to face the challenges in the universal world. On its journey to knowledgeable leadership, India is revolutionary new paradigms and creating new opportunities for success that integrate those people and culture.

Organizational demands expectations, but to meet the changes of global competitiveness. Leaders will be those who will make things happen, prove them selves intime and space, and are skill edenoughtohandle virtualreality."They will be self-assured and trusted, with belief in themselves, showing respect for others, with passion for excellence. These will be key characteristics of emerging leadership to face the challenges in the universal world. On its journey to knowledge ableleadership,Indiaisrevolutionarynewparadigmsandcreatingnew opportunities for success thatintegratethosepeopleand culture.

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## REASONS FOR WOMEN ENTREPRENEURSHIP: WITH SPECIAL REFERENCE TO M.P. REGION

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### ABSTRACT

*Women entrepreneurship is an important aspect of the society. The growth of an economy is possible only if there is an all round development in the society. The women have been considered as the weak links of the society in the past, but with the recent years the social and economic status of the women is improving in the society as a result of which the women entrepreneurs are coming up and helping in the economic development of the society. In the recent years the women entrepreneurs are increasing but the reasons behind women entering into entrepreneurship is different for different women entrepreneurs. The study tries to find out various reasons due to which the women's are getting self employed. For this a one sample T-test has been applied on a data of 361 women entrepreneurs to find out the most prominent reason for women entrepreneurship.*

**Keywords:** Entrepreneurship, Women entrepreneurs, Economic development, Society.

### INTRODUCTION

An Entrepreneur can be defined as any person who organizes and manages an enterprise, especially a business, with considerable risks and initiatives. An entrepreneur may also be defined as any enterprising individual or person who builds capital/money through risk and/or innovations and initiatives. The term entrepreneur was originally taken from a French word and was first defined by economist 'Richard Cantillon', an Irish-French economist. The term entrepreneur has been derived from a French word "entreprendre" which means, "to undertake certain activity".

Entrepreneurship is an act of being an entrepreneur or "a person who undertakes innovations, arranges finance and starts a business in order to achieve profit by transforming innovations into economic goods. An entrepreneur may start a new organization or may be involved in revitalizing or improving mature organizations in a view of future opportunities. The most common form of entrepreneurship is

that of starting a new business. The ability and willingness of an individual to undertake new ideas, organization, and management of a business venture with all risks associated with it, and expecting profit as a reward is called entrepreneurship. In economics, entrepreneurship is regarded as factor of production together with land, labor, natural resources, and capital. Entrepreneurship is a result of innovation and risk-taking, and it plays a very essential role in success of a business enterprise in an ever changing and complex competitive global marketplace.

Female entrepreneur, also known as women entrepreneur, comprises approximately 1/3 of all 'entrepreneurs worldwide. Like men; women too are equally endowed with all physical and psychological qualities and managerial abilities that are essential for successful entrepreneurship. Women are in no ways inferior as many of them are ready to undertake any type of work, if opportunities are provided (Nagandra p. singh, 1985).

**Reasons for Women Becoming Entrepreneurs:** There are several reasons due to which women becomes entrepreneur. Some of them are:

- Innovative thinking
- New challenges and opportunities for self fulfilment
- Employment generation
- Freedom to take own decision and be independent
- Government policies and procedures
- Family occupation
- Need for additional income
- Bright future of their wards
- Success stories of friends and relatives
- Role model to others
- support of family members
- Education and qualification
- Success stories of friends and relatives
- self identity and social status
- 

Women with higher education views entrepreneurship as a challenge and also a way to become independent and powerful, while for women with no education background entrepreneurship is a means for earning money for their family. Various studies have shown that successful women entrepreneur start their business as second or third profession. Because of their previous career, women entrepreneur enters business world later on in life around 40-60 years old.

## REVIEW OF LITERATURE

**Kvedaraite (2014)**, examined the reasons and obstacles to start a business. It was found out that a large number of study samples were not interested in entrepreneurship. The most important reason for entrepreneurship according to the study was found out to be the social reasons including the willingness to fulfill ones business idea while the biggest obstacle was found out to be the poor possibility to receive loan.

**Bharthvajan (2014)** in their study found that in most of the countries, regions and sectors, the majority of the business owners were males, about 65% -75%. However, there has been an increase in the number of women entrepreneurs in small scale business. He has concluded that the women entrepreneurs have come out from various responsibilities, accountabilities, pulls and pushes before entering into self-employment.

**Darrene, Harpel and Mayer (2008)** performed a detailed study for identifying the links amongst the reasons for which women get self-employed and the factors of the human capital. The study showed that self-employed women differed from that of salary and wage earning females for many of the variables involved in human capital when each of these variables were compared to each other in the study. The results of the study have also indicated that the women who were into self-employment were faster in terms of education attainment rather than that of the women working under others.

**Sindhu (2011)** performed a study on the challenges faced by successful women entrepreneurs in Chennai city. On the basis of proportionate random sampling method she collected a data of 417 women entrepreneurs and on applying one sample t- test on the data found out that the biggest barrier faced by the successful women entrepreneurs of Chennai was the problem of identifying location for the enterprise and heavy tax burden from the state and central government.

**Ghani, Kerr, and Connel (2011)** had analyzed the spatial determinants for female entrepreneurship in the manufacturing and services sectors in India. They mainly focus on the presence of incumbent female-owned businesses and tried to find out their role in promoting higher and subsequent female entrepreneurship relative to male entrepreneurship. They also found evidences of agglomeration of economies in both sectors, where they found that higher female ownership was found amongst incumbent businesses within a district-industry indicating a greater share of subsequent entrepreneurs will be female.

#### **OBJECTIVE:**

1. To identify the significant reasons of women entrepreneurship in M.P. region.
2. To identify the most significant reasons of women entrepreneurship in M.P. region.

**RESEARCH METHODOLOGY:** Chronbach's Alpha reliability test has been applied to find out the reliability of all the items of the questionnaire, factor analysis has been applied to find out the underlying factors of the questionnaire. One sample T-test has been applied on the data of 361 women entrepreneurs to identify the most prominent reason for entrepreneurship amongst women entrepreneurs of M.P. Region.

#### **RESULT AND DISCUSSION**

##### **Reliability test**

The Cronbach's alpha reliability coefficient was computed to identify the reliability of all items in the questionnaire.



Reliability was calculated by using PASW statistics 18 software and the reliability test measures are given below:

**Reliability measure for reasons of entrepreneurship**

Reliability Statistics	
Cronbach's Alpha	No. of items
.832	8

The Cronbach's Alpha reliability value for 'reasons of entrepreneurship' came out to be .832, which is more than the standardized value (.7). Thus it indicates a high level of internal consistency with specific sample. So we can say that the questionnaire is reliable and further analysis can be done on the data to test the hypothesis.

**Factor analysis**

**KMO and Bartlett's test for reason of entrepreneurship**

KMO and Bartlett's test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.740
Bartlett's Test of Sphericity	Approx. Chi-Square	2776.090
	Df	28
	Sig.	.000

The Kaiser- Meyer-Olkin Measure of Sampling Adequacy Value was 0.740 indicating that the sample for reasons of entrepreneurship was adequate to consider the data as normally distributed. The Bartlett's Test of Sphericity was tested through Chi-Square value 2776.090 which was significant at .000 level of significance, indicating that the data had no sphericity and was therefore suitable for further factor analysis.

**Discussion of factor analysis**

On the basis of the results obtained with the help of KMO and Bartlett's test it has been observed that the 'reasons for entrepreneurship' converged on three factors. The tables below represents the factor names with their eigen values and percentage (%) of variance, also the items which contributed to single factors are represented in the table along with their loading value.

S.No.	FACTOR NAME	EIGEN VALUE	PERCENTAGE OF VARIANCE	ITEMS	ITEM LOADING
1	Resources available	2.379	29.736	7. Joined the family business. 5. Opportunity arose- capital, space, equipment's available? 4. Family Commitment/ Wanted to work at home?	0.92 0.917 0.646
2	Opportunity grabbing	1.843	23.041	1. To be Independent? 8. No Jobs available locally. 6. Saw the demand/ market.	0.785 0.721 0.557
3	Financial backing	1.741	21.769	9. To support your family financially. 2. Wanted more money for family?	0.949 0.835

Principal component analysis with varimax rotation and Kaiser Normalization converges on three factors. The factors were named on the basis of the commonalities found among the items converged on each factors.

**One sample T-test**

One sample T-test was applied on a data of 361 female entrepreneurs with a test value of 3 with the help of SPSS software. The result is obtained in two tables; the first table indicates the mean value, standard deviation, standard error mean, while the second table indicated the T value, two tailed significant value, mean difference and the data was tested at 95% level of confidence.

**One-Sample Test**

	Test Value = 3					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
To be Independent?	35.07	360	0	1.55956	1.4721	1.647
Wanted more money for family?	12.88	360	0	0.84488	0.7159	0.974
Family Commitment/ Wanted to work at home?	1.793	360	0.074	0.12742	-0.012	0.267
Opportunity arose- capital, space, equipment's available?						
Saw the demand/market.	1.568	360	0.118	0.10526	-0.027	0.237
Joined the family business.						
No Jobs available locally.	3.545	360	0	0.19114	0.0851	0.297
To support you're Family financially.	-1.53	360	0.127	-0.09972	-0.228	0.029
	2.878	360	0.004	0.1856	0.0588	0.312
	18.27	360	0	0.99169	0.8849	1.098

On the basis of the significance of the T values, it can be said that 'need to independent', 'need for more money', 'market demand', 'lack of availability of jobs in the local market' and 'need to support family financially' came out to be the significant reasons for women entrepreneurship, as the T values for all these items came out to be less than .05.

While 'need to work from home', 'availability of opportunity' and 'need to join family business', did not came out to be significant reasons for women entrepreneurship as the T value is higher than .05, indicating that these reasons are insignificant.

Also on the basis of mean value obtained it is clear that “need to be independent” came out to be the most prominent reason for women entrepreneurship with a mean value of 4.5596, significant at .000 with T value 35.072.

#### **Discussion of the results obtained**

On the basis of the results obtained through one sample T test, on the reasons of entrepreneurship for women, it has been observed that the need to be independent came out to be the most prominent reason for women to get into self-employment. Similar result was seen by Hughes, (2006) who in his study said that independence or freedom is the most important motivator for entering into self-employment.

Other than this need to support family financially, need for more money for family, the market demand, and lack of jobs available locally also came out to be the significant reasons due to which the women enters into entrepreneurship. Indicating that there are more push factor then pull factors as drivers of women entrepreneurship.

In a similar study, conducted by Robinson (2001), it was found that women's reasons for starting a business are not always driven by positive factors but also some times due to negative circumstances such as low family income, dissatisfaction from the present job, lack of employment opportunities, or the need for flexible work, these results are in line with the present study.

D'Cruz (2003), also through his study on, women entrepreneurs said that the women are forced to take entrepreneurship due to the absence of any other means for contributing toward the family income. All these indicate that the result obtained for reasons of entrepreneurship are in line with the previous studies done on similar topic.

#### **CONCLUSION**

Women entrepreneurship makes particularly a strong contribution to the economic well being of not only the family but also the communities and to the country. It also helps in reduction of poverty and leads to women empowerment.

The role of entrepreneurship among women in economic development is inevitable. There is a direct relationship between economic growth, poverty reduction and women entrepreneurship. It has been observed that there are various reasons behind the entry of women into the field of entrepreneurship and on the basis of the results obtained from this piece of research work it can be concluded that the most prominent reason behind the entry of women into entrepreneurship is 'the need to be independent' which is followed by 'the need to support family financially', 'need of more money', 'market demand' and 'lack of availability of job in the local market' came out to be the significant reasons for women entrepreneurship.

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## **FACTOR AFFECTING PERCEPTION OF RURAL PARENTS TOWARDS EDUCATION OF GIRL CHILD: A STUDY OF GWALIOR DISTRICT**

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### **ABSTRACT**

*The present study has been done with an objective of finding out the Factor Affecting Perception of Rural Parents towards Education of Girl Child in Gwalior region. The study has been divided into four parts which includes introduction and its subparts were Conceptual Framework, Review of Literature, Rationale and Objectives. Research Methodology talks about the type of study, Sample Design, Tools used for data collection (questionnaire) and Tools used for data analysis. The study resulted in three factors which affects perception of rural parents in Gwalior.*

**Keywords:** Perception, rural, girl education etc.

### **INTRODUCTION**

Perception (from the Latin perception, percipio) is the organization, identification, and interpretation of sensory information in order to represent and understand the environment. All perception involves signals in the nervous, which in turn result from physical stimulation of the sense organs. For example, vision involves light striking the retinas of the eyes, smell is mediated by odor molecules and hearing involves pressure waves. Perception is not the passive receipt of these signals, but can be shaped by learning, memory, and expectation. Perception involves these "top-down" effects as well as the "bottom-up" process of processing sensory input. The "bottom-up" processing is basically low-level information that's used to build up higher-level information (e.g., shapes for object recognition). The "top-down" processing refers to a person's concept and expectations (knowledge) that influence

perception. Perception depends on complex functions of the nervous system, but subjectively seems mostly effortless because this processing happens outside conscious awareness.

Since the rise of experimental psychology in the late 19th Century, psychology's understanding of perception has progressed by combining a variety of techniques. Psychophysics measures the effect on perception of varying the physical qualities of the input. Sensory neuroscience studies the brain mechanisms underlying perception. Perceptual systems can also be studied computationally, in terms of the information they process. Perceptual issues in philosophy include the extent to which sensory qualities such as sounds, smells or colors exist in objective reality rather than the mind of the perceiver. Although the senses were traditionally viewed as passive receptors, the study of illusions and ambiguous images has demonstrated that the brain's perceptual systems actively and pre-consciously attempt to make sense of their input. There is still active debate about the extent to which perception is an active process of hypothesis testing, analogous to science, or whether realistic sensory information is rich enough to make this process unnecessary.

The perceptual systems of the brain enable individuals to see the world around them as stable, even though the sensory information may be incomplete and rapidly varying. Human and animal brains are structured in a modular way, with different areas processing different kinds of sensory information. Some of these modules take the form of sensory maps, mapping some aspect of the world across part of the brain's surface. These different modules are interconnected and influence each other. For instance, the taste is strongly influenced by its odor.

#### **Education in Rural Areas of India and Girl Child Education Schemes**

Since Independence, Education has always been the main priority for the government. Government wants every person should be well educated whether they belong to rural area or belong to urban area. Girl Child Education is the main problem for the rural area people. Their thinking about the girl is totally different from the urban people. They thought if they give education to their girl child then they have to give more dowries, but it should be quite different at this time if the girl is educated then she can handle her family better.

The impartial behavior towards girls is also the reason behind the trouble of education of girls. They always think that the girls are supposed to do the household work only and they do not require the education as same as boys.

Old customs and orthodox thinking is also the barrier. Like in deprived areas tradition of child marriage also snatches the chance of education from girls. Economic conditions forced the girls to quit the education at a very young age. Since they ought to do certain jobs in order to support their family, not only this rural parents also thought that if they invest money on girl's education then it would become difficult for them to arrange funds their marriage as well.

One of the biggest barrier in the girls education is our country that is Indian, Since India is a developing country and still there are some area where there is no availability of schools in nearby areas. Parents are not ready to send their child too far for education because of safety reasons. In Rural area quality of education is not so good as compare to urban area because there is no proper infrastructure available in villages, lack of textbooks, committed teachers or teaching material is also not provided in rural.



Next is the proper implementation of resources as the Government has the various policies for the promotion of girls education but there is no one who can check through whether the policies are properly implemented or not.

## MAJOR SCHEMES AND POLICIES FOR GIRL CHILD EDUCATION

### Schemes

- Kasturba Gandhi Balika Vidyalaya (KGBV)
- Operation Blackboard (OBB)
- District Primary Education Programme (DPEP)
- National Programme of Nutritional Support to Primary Education (School Meal Programme) (NPNSPE)
- Sarva Shiksha Abhiyan (SSA)
- District Institutes of Educational Training (DIET)
- The National Programme for Education of Girls at Elementary (NPEGEL)
- Andhra Pradesh Primary Education Project (APPEP)

### Policies

- National Policy on Education, 1986 and Program of Action
- National policy on Women 2001
- A.P. Community Participation Act, 1998
- Education in the Concurrent List
- Tenth Five Year Plan (2002-2007)
- 

Girl Child Education is very important in rural area because if she educate then she will be the helping hand of her parents. For the parents, you should not take any misconception in your mind regarding your girl education.

## LITERATURE REVIEW

Haq (2001) describes that Attitudes and behaviors that children adopt toward work are largely a result of parents' encouragement and influence. This then affects what children think, say, and perceive about various careers. Most parents want their children to work for economic gain. Parental involvement in their children's education and choice of career has gained momentum recently and has been a concern of education policy makers. The education system is an area where the relationship between the consumer (parents) and the producer (schools) tilts the balance of power (Munn, 1998). The education system of a country needs to prepare young people with skills and abilities that are considered necessary for increased labor productivity and economic development (Blaug, 1987 & Colman et al 1994).

Haq (2001) expressed that Parents have different educational aspirations for their sons and daughters. Nearly half of parents feel that a boy should receive an intermediate or higher level of education (class 12 or more), whereas only one-third feels the same for girls. Eccles & Davis (2005) describe that probably the most prominent and direct explanation of the parents' education and their children's academic achievement relies on the assumption that parents learn something during schooling that influences

the ways in which they interact with their children about all learning activities at home. Kasari et al. (1999) examined the effects of age, and current educational placement on parents' perception toward inclusion for their child and found that diagnosis did make a difference in parent attitudes towards inclusion.

Do & Mancillas (2001) Parents' educational expectations of their children have a strong impact on children's academic achievement. Parental expectations of children's academic performance Have been shown to positively correlate with children's grades. Qadiri & Manhas (2000), 43% parents thought that children get multiple benefits from early childhood education. 25% of parent's emphasis on the need to develop pre literacy skills. According to them children must first learn early literacy concepts as it could help them to face the later years with more confidence and ease. Parents perceive that apart from learning all such foundational skills children develop ability to communicate with others and also express their feelings and ideas with each other.

Nancy et al (2001), Parents have greater confidence in boys to take decisions on important life matters as compared to girls. Many parents feel that young people have the right to make decisions; however, they are not sure about their capability to do so. Academic achievement is additionally influenced by children's perceptions of their parents' educational expectations of them. Children are usually aware whether adults have high or low expectations, which influences academic achievement (Eggen et al, 2001). An injection of investment in education, particularly in the expansion of technical and vocational schooling, some of the parents want their children also got technical skills apart from academic this would improve the productivity of the labor force, allow education to adapt to new technologies more readily, accelerate personal development and thus boost the national economy (Athanasou et al, 2001). Dempsey & Sandler (1997), describes the main reasons for parental, teacher and school involvement, seeing this involvement as an important part of the school system that functions to create positive outcomes for children of all ages. In particular, parental involvement is considered the most important influence on a student's progression through education and related development that has major outcomes for child learning.

Harkness et al (1991) Children at preschool stage need to be encouraged to develop positive attitude through child to nature and the child to child interaction education is to be designed carefully to provide wholesome growth and development of children. Shabnam et al (2003) find that Parents perceive Preschool education plays significant role as it helps children in successful completion of primary education. It provides the foundation for all around development and enables the child to understand various issues.

Graff & Davies (2008, September) Children's use of Internet has some positive effects such as access to information, communication, support to education and individual development. Additionally, it is asserted that children's Internet use also has some negative effects such as exposure to violence and pornography. Yan et al (2002) Parent involvement is linked to children's total learning. The greater parent involvement in children's learning positively affects the school performance including higher academic achievement.

Parents believe Internet has negative effects on children in terms of content, individual, psychological and physical aspects. According to the parents' views, the most negative effect of Internet use is found to be related to content aspect since the Internet allows easy access to pornographic content (Watson,

2005). Most parents want their children to work for economic gain. More than 75 percent reported that young girls should work to supplement their families' incomes, and somewhat surprisingly, the proportion is higher in rural areas (Sathar, 2002).

Dinesh N.A. 1, Dr. Chandrashekar.E2 (2015) describe about the Parents' Attitude and Perception towards Primary Education in Rural Karnataka "and Parental Attitude and Involvement in children's Education. The attitude of the parents signifies that the supporting nature of family in their children's education. The parental attitude can be negative or positive. The negative attitude of the parents regarding education and schooling can prevent their children from getting education. With less parental support in school work, low level of motivation and poor self-esteem of children can result Positive attitude of the parents can be beneficial to their children in many cases and can be reflected in improvement in class performance, creating interest among children to learn, and higher achievement scores in reading and writing.

Monica das gupta (1987) discussed about Selective Discrimination against Female Children in Rural Punjab, India. Sex differentials in child mortality in rural Punjab persist unexpectedly despite relative wealth, socioeconomic development including rapid universalization of female education, fertility decline, and mortality decline. The most striking finding is that discrimination against girls is not generalized but highly selective: sex differentials in mortality are affected far more by birth order than by socioeconomic factors.

Jean Drèze Geeta Gandhi Kingdom (2003) discussed about School Participation in Rural India This paper presents an analysis of the determinants of school participation in rural north India, based on a recent household survey which includes detailed information on school characteristics. School participation, especially among girls, responds to a wide range of variables, including parental education and motivation, social background, dependency ratios, work opportunities, village development, teacher postings, mid-day meals and infrastructural quality.

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

- To design, development and standardize a questionnaire to measure Factor Affecting Perception of Rural Parents towards Education of Girl Child.
- To identify the underlying factors of Factor Affecting Perception of Rural Parents towards Education of Girl Child.

#### **RESEARCH METHODOLOGY**

The study was exploratory in nature and survey was used to complete it. Population was subsuming all possible rural parents of Gwalior. Since there is no existing listing of all rural parents, no sampling frame was utilized. Individual's respondent was the sampling element. **Sample Size** was of 100 parents. Non Probability judgmental sampling was used.

#### **Tools Used For Data Collection**

For the purpose of data collection, a self-designed questionnaire was utilized. The measure was Likert-type and was possess a sensitivity of 5, where the extreme values namely 1 and 5 would represent least agreement and most agreement respectively.

**Tools Used For Data Analysis**

1. Item to total correlation was used to check the internal consistency of the questionnaire.
2. Reliability test was applied to check the reliability of the questionnaire with help of Cronbach's Alpha.
3. Factor analysis was applied to identify the underlying factors of Factor Affecting Perception of Rural Parents towards Education of Girl Child.

**RESULT AND DISCUSSION**

**Item to total correlation**

Item to Total Correlation of scale was computed on SPSS 16.0 and corresponding improvement in reliability was also considered. The reported item to total statistics is as follows:-

**Item-Total Statistics**

Items	Item-Total Correlation
1. You think that girl is only for the domestic work.	0.292
2. You think that girl is for the lower education.	0.412
3. No Education facility available in your villages. So you dont allow sending our girl child to another place.	0.369
4. You have not enough money for the girl education.	0.423
5. You think that no need of education to the girl child.	0.447
6. You think that school and college is not safe for the girl. So you do not send to the girl.	0.279
7. You think that it is the wastage of money on girl education.	0.165
8. You think that educated girl cannot balance our family.	0.258
9. You think that Child marriage is the big reason of the decreasing girl child education.	0.443
10. You think that girl is made only for the birth of child.	0.481

**Reliability Test**

The reliability measure of questionnaire was computed by using SPSS software. Cronbach's alpha reliability coefficients were computed to calculate reliability of all items in the questionnaire.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.696	10

It was seen in the above table that the value of Cronbach's Alpha was 0.696 which is close to .7. It is considered that reliability of all measure is adequate. So the statements in the questionnaire were treated as reliable statement.

**FACTOR ANALYSIS**

Principal component factor analysis Varimax rotation and Kaiser Normalization was applied.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.716
Sphericity	Bartlett's Test of	Approx. Chi-Square
		Df
		Sig.
		156.283
		45
		0

The computed value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy was .716 and Bartlett's Test of Sphericity was 156.283 at .000 level of significance.

The factor analysis resulted in 3 factors. The detail about factors: The Factor Name, Variable Number, and Convergence and their Eigen value is given in the table.

Factor Name	Eigen Value	% of var.	Items Converged	Factor loads
Education Need	2.803	28.034	3. No education facility available in your villages. So you don't allow sending our girl child to another place.	0.708
			4. You have not enough money for the girl education.	0.444
			5. You think that no need of education to the girl child.	0.765
			9. You think that Child marriage is the big reason of the decreasing girl child education.	0.686
			10. You think that girl is made only for the birth of child.	0.707
Family Aspect	1.435	14.349	2. You think girl is for the lower education.	0.729
			7. You think that it is the wastage of money on girl education.	0.566
			8. You think that educated girl cannot balance our family.	0.714
			1. You think girl is only for the domestic work.	0.8
3. Safety	1.182	11.819	6. You think that school and college is not safe for the girl. So you do not send to the girl	0.8

**Description of Factors**

**1. Education Need:** This Factor has emerged as the most important determinant of research with a total variance of 28.034. Major element of this factor includes "No education facility available in some villages. So parent doesn't allow to send our girl child to another place." (.708), "Poor people/parent has not enough money for the girl education" (.444), "Parent thinks that no need of education to the girl child." (.765), "Child marriage is the big reason of the decreasing girl child education." (.686) "Some people/Parent thinks that girl is made only for the birth of child." (.707).

**2. Family Aspect:** This Factor has total variance of 14.349. Major elements of this factor include "Parent thinks that girl is not for the higher education" (.729), "Some people/Parent thinks that it is the wastage of money on girl education" (.566), "Some people/Parent thinks that educated girl cannot balance our family" (.714).

**3. Safety:** This Factor has total variance of 11.819. Major elements of this factor include "Parent thinks that girl is only for the domestic work" (.800), "Some people/Parent thinks that school and college is not safe for the girl. So they do not send to the girl" (.800).

## CONCLUSION

The study was conducted to find out Factors Affecting Perception of Rural Parents towards Education of Girl Child. The study was done in Gwalior region and 100 respondent were contacted for fulfilling the objective. The study was done to explore the perceptions, more specifically, parents' perception of benefits of girls' education and barriers to girls' education were studied. The interaction with parents indicated that they had positive thoughts and beliefs concerning girls' education. The discussion also pointed out that parents' were mostly concerned about financial difficulties and security affair.

Further, a scale was designed to collect responses of the parents and exploratory factor analysis was applied which resulted into three factors namely Education Need, Family Aspect and Safety as contributing towards the Perception of Rural Parents towards Education of Girl Child. Similar results were found in the studies done by Suleman (2015) in a study done in Karak district of Pakistan, Ndawa (in 2014) Mutito District (Kenya), Samal (2012) for Santoshpur Panchayat and Bisra block of Sundargarh district, Odisha.

In addition, some other factors discussed during interaction included lack of basic facilities for students &; Household factors negatively affecting girls' education include: food preparation and cooking; cleaning, washing and sweeping activities; etc.

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