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SPECIAL ISSUE ON

FACILITATION FOR FUTURE ROLE OF HR IN BUSINESS SUSTAINABILITY

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FACILITATION FOR FUTURE
ROLE OF HR IN BUSINESS SUSTAINABILITY

Editor
Dr. Shivaji Mundhe
Director,
International Institute of Management Science,
Chinchwad, Pune

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Facilitation For Future Role Of HR
In Business Sustainability

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International Institute of Management Science,
S.No.169/1/A, Opp Elpro International,
Near Ramkrishna More Auditorium, Chinchwad,
Pune - 411 033
Ph : (020) 27353727/28/29/30 | W : www.iims.ac.in

Editor
Dr. Shivaji Mundhe
Director,
International Institute of Management Science,
Chinchwad, Pune

FOREWORD

Mr. Suresh Narayanan
Chairman & Managing Director,
Nestlé India Limited

By unlocking the potential of individuals, we can empower people to succeed, carve out new possibilities, author their own stories even if there are overwhelming odds. Business sustainability rests on the power of the individuals, where ethics, purpose, values and culture are intrinsic.

It, therefore, gives me pleasure to write a foreward for the National Institute of Personnel Management's (NIPM) research compendium themed, 'Facilitation for Future – the Role of HR in Business Sustainability'. The research compendium provides insights on competency development, nurturing and mentoring employees, talent acquisition and employee engagement.

The role of HR in Business Sustainability couldn't be more important, than it is now. The post pandemic world has fueled new behavioral patterns as people are navigating through one of the toughest times. The world has changed. People have changed and the future of work has changed. The workplace today is confronted with new challenges and new possibilities, which need to be addressed with alacrity and sensitivity.

The compendium of research papers will be valuable to HR professionals, mentors, coaches in shaping the career path of individuals, entrepreneurs, innovators, marketeers, dreamers and builders of institutions, inspiring them to open doors of opportunity for themselves and others.

Strength, resilience and tenacity are not always inborn but can be fostered. Forty years ago, armed with a master's degree in economics from Delhi School of Economics (DSE), I began my corporate journey with hesitant steps as a Management Trainee at Hindustan Lever. I was neither an accountant, nor an IIT engineer, nor an IIM graduate. I was just an economist who seemed to have strayed into a fantastic company more by accident, from an original ambition to be an IAS officer.

I survived my corporate journey, across HUL, Colgate and Nestlé, spanning four countries and cultures, having moved more than a dozen times! It was the many giants who allowed me to stand on their shoulders and see afar, the gurus who mentored, coached, nudged and encouraged me to do my best. Coaching and mentoring an employee makes them more valuable to the organisation by developing and enhancing their skills, both professionally and personally. A good leader is always a good coach and a valuable mentor.

I firmly believe for a business to be sustainable; diversity, inclusion and equal opportunity should be embedded in its culture, and everybody be given an opportunity to have a fair shot at reaching for their dreams. An inclusive environment leverages diverse skills, ways of thinking, knowledge and experience of people to fuel innovation and creativity. It sensitises us as human beings and social entities. A diversified team with contrarian views has a positive influence on the success of companies. In my experience of working with Nestlé, I can firmly say that dignity, respect and equal opportunity are anchored on the pillars of 'Purpose and Values'.

Youth are the ones who will lead us in the future. They represent the hope and optimism of an entire generation. Taking the example of Nestlé India, 72% of the workforce are millennials, bringing with them dynamic ideas which when fused with the wisdom of experience, creates pathbreaking solutions. I believe leaders of tomorrow must be empathetic, compassionate and have the ability to inspire others, learn from history, carve a better future for others.

I have always believed that for competency building, people need to have an astute understanding of business systems and design thinking in order to disrupt the frameworks we already use, creating business outcomes that are both robust and sustainable. They need to have a good understanding of technology to identify and leverage new-age digital business opportunities.

By investing in employees, we can ensure that the next generation of leaders within the organisation are equipped to boost performance, foster innovation, and maximise corporate growth. When employees are engaged, they are more likely to invest in the work they do which leads to a higher quality of work produced.

People are looking for companies they can believe in, trust in, a company that has a social impact, which can change lives, positively. Business needs to coexist with societal commitment, responsibility towards the planet, respect for people. Purpose and values are intrinsic for a business to be truly successful. These values must percolate into each employee, where success is defined by honesty, hard work, moral courage and curiosity.

In my professional journey the 6 C's have been my guiding force, these are - character, confidence, courage, competence, curiosity and contentment. Character is a unison of purpose, values, behaviour and outcomes. Confidence is an important measure of capability of success in one's life. Courage is the inner strength to be able to do the things you set your mind to. Competence is the marriage between education and skills. The person who can make a mark is not just competent but also curious to learn more and more about the field that they are working in. Learn to be content. When you have done your best, and you achieve something, be grateful for it.

Suresh Narayanan
Nestlé India, Gurgaon
June 24, 2021

PREFACE

Mr. Somesh Dasgupta
Whole-time Director
India Power Corporation Limited, Kolkata. &
Immediate Past National President, NIPM

I have great pleasure in writing PREFACE for the 4th issue of Research Compendium of NIPM – Personnel Today.

The theme for the 4th Compendium is "Facilitation for future- Role of HR in Business Sustainability".

For strengthening any business, Human Resource is considered as a top most priority. Employee may be at any level, i.e. supervisory / managerial level / leadership level - nurturing of potential is must. Development of organization is certainly based on availability of talent at every level - may it be start-up Company or well established company. Human Resource management starts from HR Planning, leading to Talent Acquisition, Talent Engagement, Competency development, consideration of Reward and Recognition at appropriate level etc. Employee gets connected with organization if proper steps for coaching and mentoring are initiated at every level. There are many successful organizations in corporate world where, success is deeply rooted with approach of those organization towards Human Resources, may it be present or future.

In this compendium more than 35 Research Articles are included, covering various finer points of Human Resource Management and its connectivity with Business Sustainability.

Developing leadership at Corporates has also become an important focus point and considered as new economic order. The rules of economics have changed from thinking only of inflation to strengthening of business. In India, many organisations have strong belief in the power of people, striving for excellence towards individual as well as progress of organisation. Collective happiness can only help business sustainability and create most credible work place culture for strengthening the organisation. Transformation is must and I am sure that professionals connected with HR management have started considering "People First", as their preference. Dedicated workforce cannot be all the time bought from the market. Therefore, HR Professionals have now started thinking for empowering as sustainable future towards holistic involvement of people, product and process. In this journey, passion, team spirit, entrepreneurship will only lead towards business excellence.

To reach the optimum level of performance of an organization, we need a proper blending of task orientation and people orientation into the style of functioning of management, which can be performed very well by the Apex leaders with proven people management skill.

I am sure that leaders have now started respecting the talent through performance driven culture. I believe that CEO of any organization is first a HR person. I am sure that readers of this compendium will be greatly benefited after going through the articles which are written by experienced professionals and academicians.

I am truly happy that Mr. Vishwesh Kulkarni, National President of National Institute of Personnel Management, alongwith Dr. S. V. Bhave and team, jointly thought of spear heading the activity of publication of Research Compendiums. I salute them for their positive thinking and leadership which will go a long way in the future. During the pandemic situation NIPM has thought for such creative activity of research publication. All those who are connected with this deserve Kudos.

I wish everyone happy reading.

Stay Safe Stay Healthy.

FOREWORD

Mr. Vishwesh Kulkarni
National President, NIPM
Chairman, Yashaswi group

Dear Members,

It gives me immense pleasure to put forth, the fourth issue of Research Compendium on theme "Facilitation for Future – Role of HR in Business Sustainability"

NIPM took forward this research activity which will be beneficial to HR professionals, Academicians, Top Management Leaders to understand the future of the Human Resource function and also its involvement in functioning of the Organization leading to sustainability.

We have experienced tremendous change in the perspective of HR function right from traditional support function to the part of Boardroom. Research articles published in this Research Compendium show that for the sustainability of business, HR plays role of Anchor. It is not seen only as support function but it is seen as much more than that.

In today's volatile business environment, organisation require a leader who has vision and understands the challenges and opportunities which will be knocking the door in future and need to build the competencies within the organization to face and overcome the same. Also if require, detailed plan as to how to get available such talent pool, nurture the same with culture of the organization and always prepare to face these challenges and also to grab these opportunities. In all such HR Plays biggest role.

Developing Entrepreneurship within the organization, giving professional leadership, understanding and satisfying the need of employees, not only materialistic but also with respect to their future and goal.

My sincere thanks to Dr. S. V. Bhave, Director (HR), Bharat Forge Ltd, Pune, Fellow, NC member of NIPM & also Editor of this Research Compendium for his extraordinary leadership to publish these Research Compendiums, all NC members for their whole hearted support, Dr. Shivaji Mundhe, Director - IIMS & his entire team for the support provided for this Research Compendium.

I am sure that; all issues of research compendium are going to be important reference point in future for professionals.

EDITORIAL DESK

Dr. Santosh Vishnu Bhave
Fellow Member NIPM & Director-HR and IR,
Bharat Forge Limited, Pune India,
SantoshBhave@bharatforge.com

After publication of three (3) issues of research compendium, National Institute of Personnel Management (NIPM) –Personnel Today, is releasing its fourth issue of research compendium on Theme - "FACILITATION FOR FUTURE- ROLE OF HR IN BUSINESS SUSTAINABILITY".

Human Resource function is considered as one of the important business function. In recent past, business leaders have started involving themselves in this function seriously. Strong talent pipeline in organization is considered as spine of the business and therefore, we all are experiencing, that utmost care is taken by everyone to nurture high potential employees within organization instead of going for hiring from open market.

Development of Human Resource is very curtail process. It's not like push the button and get the result. One has to have patience, seriousness and more important, top management's visible involvement in identifying future leaders. Human Resource professionals are expected to play key role and deliver expected business results. In fact, organization should be considered as "Talent Reservoir" to meet future expected and unexpected challenges.

Each organization may have different level of employees like must to have, good to have and can have. Keeping in mind the business sustainability, HR professionals are expected to facilitate the catalyst role to transform employees from can have to good to have and from good to have to must to have category. Such facilitation will not happen automatically but will need deep dive exercise at all levels. Leveraging appropriate reward and recognition, consistency in development of competencies of existing employees, ensuring 100 % engagement of employees and appropriate seriousness towards coaching and mentoring are few of the initiatives can be considered as important areas where human resource professionals are expected to play very important role keeping in mind present and future need of the respective organization.

A question was asked to me by few professionals - if HR has any future? Initially I was surprised to receive this question but slowly I adjusted my thinking process and realised that HR has a bright future. HR needs to invest in both, analytical technology and develop futuristic competence in workforce. The future of HR is rapidly changing with rapid digital transformation and a shift of workforce demographics. What is available in 2021 may quickly disappear impacting future of business and HR too. There will be shift in requirement of education pattern and technology, which will have impact on future HR. At the same time global political data base will surely introduce new HR issues.

Therefore, the leaders those who are concerned with Human Resource will have to confront a strategic overconfidence. We all are aware that Government has passed labour codes in parliament and therefore, new labour laws will come into force in due course of time. HR will need to double down on compliance. There will be multiple responsibilities on stakeholders – personally as well as professionally. Under the circumstances technology will come handy. HR and IT will have to collaborate to revolutionarize employees' experience. It's not question whether you are employing 20 or 2 Lac employees. Compliance requirement will be the same. In future, HR Professionals will have to co-relate business outcome with entire gamut of HR processes.

Having said this, HR will be facilitating to the largest extent in leadership development and will be involved in nurturing present young engineers and managers to be transformed to future leader. As said above, competent leaders will be spine of business. If you consider hygiene factor of organization, HR will play very important role in facilitating future of business. Professionals involved in HR will be closely associated to create environment that values camaraderie and motivation. To ensure high level of business sustainability, HR will have to create an atmosphere that makes employees feel trusted and valued. This can be achieved by inspiring success at all levels. Ensuring high level of transparency, following ethical practices and focus on employee development are few important points for role of HR in business sustainability. In totality to ensure business sustainability for future, HR will have to facilitate and exhibit as a catalyst agent at all times. Gender diversity is also one of the important area where HR will have to co-ordinate with all stakeholders and ensure that employees are empowered to take more and more responsibility.

Future of HR is not only important but also crutial.

GRATITUDE

In fourth issue of research compendium we have received more than 40 articles from researcher highlighting different facets of Human Resource and its connectivity with Business Sustainability. NIPM is fortunate to have articles from seniors like Dr. T.V. Rao, Dr. Rajni Gupte, Mr. D.R. Nagraj, Mr. Shrikant Lonikar, Mr. A.S. Girish, Mr. Prakash Panda.

We are privileged to have forwarding note by Mr. Suresh Narayanan – Chairman & Managing Director, Nestlé India Limited. Inspite of his busy schedule, Mr. Narayanan has helped us to the cause of this research compendium. He had suggested us to send all research articles to him for his review and after going through forwarding note is written by him. NIPM is fortunate, that Mr. Narayanan was associated as Guest Speaker with our Annual National Conferences. This itself is acknowledgment of his passion towards Human Resource Profession. Thank you sir for your valuable support.

Immediate Past National President of NIPM, Mr. Somesh Dasgupta was kind enough in writing Preface for this Compendium. NIPM has experienced his able leadership during last few years. Sir, in your preface you have articulated very aptly the role of HR in strengthening the business, thank you very much.

I wish to appreciate leadership of Mr. Vishwesh Kulkarni, National President of NIPM, who not only fully sponsored publication of all four research compendium but continuously guided and supported all of us to reach to this level. Before including research article in this compendium, NIPM has ensured that each article is reviewed by Senior Professional through review process. Thank you very much for all reviewer for sparing your valuable time in reading and analysing articles and submitting your report in time.

Dr. Shivaji Mundhe, Dr. Vandana Mohanty, Ms. Lorraine Coelho, Mr. Sushilkumar Warkar, Mr. Parth Jadhav, Mr. Yogesh Rangnekar, Mr. Pavan Sharma, Mr. Sham Vaychal and Ms. Amala Karandikar have continued their support in ensuring this publication. I am grateful to you all.

During National Council (NC) meeting of NIPM which was held in August 2020, proposal was initiated by me to publish research compendium as publishing of research is one of the important object as mentioned in the Constitution / Memorandum of Association of NIPM. My proposal was accepted unanimously by NC. During the meeting all members were enquired if anyone was interested in taking the responsibility as Editor of proposed Research Compendium. Members of NC unanimously suggested my name as Editor.

I was requested by National President of NIPM to accept the responsibility as Editor of Research Compendium. It was decided in the NC meeting to publish four issues of Research Compendium, starting from September 2020 to July 2021. Thanks to NC for their holistic support.

Editorial team was formed by me to achieve this goal. The editorial team was entrusted the responsibility to publish four issues of research compendium. We have done this successfully. I am sure that very soon, a fresh editorial team will be on board and continue publication of research activity in future also. Best Wishes to new editorial team.

Thank you all for your continued support.

Happy Reading..!!!

Dr.S.V.Bhave
Editor – Research Compendium
NIPM – Personnel Today

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INTRODUCTION OF AUTHORS

Dr. T. V. Rao

Dr. T.V. Rao is well known as Coach, Guide, Mentor and Management Philosopher in the field of Human Resources.

Dr. Rao is also the founder president of the National HRD Network and the Indian Society for Applied Behavioral Sciences (ISABS). Dr. Rao has worked as a professor at the premier management institute of India - the IIM, Ahmedabad from 1973 – 1994. After leaving the IIMA, he started working for the Academy of Human Resources Development which was set up with support from RMCEI of IIMA.

Dr. Rajani Gupte

Dr. Rajani Gupte is the Vice Chancellor of the Symbiosis International (Deemed University). She has done her M.A, M. Phil, and Ph.D. in Economics from Gokhale Institute of Politics and Economics, Pune.

She has been a part of the leadership team at Symbiosis for over two decades. She joined Symbiosis as a founding member of the Symbiosis Institute of International Business. She has been frequently invited on committees of important organizations, such as International Trade Panel – Confederation of Indian Industries (CII), World Trade Organization Committee, Govt. of Maharashtra. She has also served on committees appointed by the UGC and on working groups on higher education.

Mr. D.R. Nagraj

Mr. D.R. Nagraj is serving as President & CEO, Nagaraj Management Services, Bangalore.

He is also served as National President of NIPM. Mr. Nagraj is seasoned professional with over four decades of academic and consulting experience in HR & Management. He has worked with diverse corporate enterprises in India, SE Asia and Middle East. Besides publishing several articles in professional journals, he has presented Papers in several National & International Conferences & Seminars on HR Themes.

Mr. Shrikant Lonikar

Mr. Shrikant Lonikar is the Whole-Time Director and Chief Human Resources Officer at Pernod Ricard Gulf, SAARC region and India. He is a member of the Top Leadership Council of the company. Shrikant has over 35 years of experience in leading HR in India, USA, Europe, China, Gulf and South Asia. His key focus areas have been leading HR Transformation, building systems & processes, defining, and developing culture, advising the CEOs on strategic business and people matters, developing talent & leadership capability and enabling growth of the business.

His many enlightening interests include teaching, philanthropy, journalism, spirituality, theatre, spotting future professional work superstars & transforming them into role models.

INTRODUCTION OF AUTHORS

HR Leader, Academician, Mentor and an Industrial Relations Strategist with four decades plus experience in all facets of Human Resources Management with predominant experience in Employee Relations.

He is currently working as Associate Professor and Dean XIME (Xavier's Institute of Management and Entrepreneurship), Kochi, Kerala.

He has occupied the post of Chapter Chairman, Southern Regional Vice President and National Vice President in NIPM. Is a certified master trainer, by ILO, on Responsible Business Conduct.

Mr. A. S. Girish

Mr. Prakash Chandra Panda, currently working as Senior Vice President & HR Head in India Power (Kanoria Foundation Company).

He has over 30 years of rich corporate experience in the entire gamut of HR and he has also been associated with large Companies in Telecom, Retail & Manufacturing sectors which includes Bharti Airtel, Reliance Communications, Pantaloons Retail (I) Ltd, Essar Group (The Mobile Stores), Reliance Retail Ltd, Indian Aluminium Ltd (INDAL), J K Synthetics Ltd.

Mr. Prakash C. Panda

INTRODUCTION OF RESEARCH ARTICLE AUTHORS

Dr. Milind Kulkarni is a Senior HR Consultant and a Certified Executive Coach, with rich Industrial Experience. He provides customized, innovative, and out of box HR/IR Solutions. He is an acknowledged Trainer and Motivational Speaker. He is Life Member of NIPM, ISTD, and NHRD.

Dr. Milind Kulkarni

Sahil has carried out extensive research on every touch point in a professional's transition from a student to a candidate to an employee. He is a Certified NLP, MBTI and Design Thinking Practitioner and leads the People Function for the Delivery Center at KPMG in India.

Mr. Sahil Nayar

Harini is adept in unlocking human potential in organisations. 24 years of successful experiments in the areas of leveraging people potential for business agility and excellence. She is a certified in CPBA, CPVA, Transactional analyst, and Design Thinking Practitioner and is a Partner with Semcostyle Institute India.

Ms. Harini Sreenivasan

He has completed his Master of Labour Studies from Maharashtra Institute of LabourStudies (MILS) Mumbai. His previous assignment was Thermax as Executive Vice President – People Processes and Member of the Executive Council. He also teaches in TISS – Mumbai. Sharad is also active as a guest faculty on Talent Management and Industrial Relations by the Stockholm School of Economics as part of their Executive Management Program for global Managers from leading Swedish Companies.

Mr. Sharad Gangal

Vineesh U Sathianathan is a consultant, transformation strategist with more than 20 years of industry experience. He is quite fascinated about human behavior at work place. He associates with organisations as a catalyst to help individuals, teams & organizations transform. Since 2018, he is connected with the startup ecosystem to facilitate their next level growth and enable them in their journey to embrace agility through purpose orientation.

Mr. Vineesh U Sathianathan

INTRODUCTION OF RESEARCH ARTICLE AUTHORS

Dr. R. Murugesan

Dr.R.Murugesan has more than 20 years of teaching and research experience, he has many publications in SCI, ESCI, and Web of Science category of journals. He has two sponsored research projects of Government of India, out of which one is Indo-UK joint project. He has conducted more than 25 short term courses on Data science, Econometrics, ML and DL Blockchain Technology, and Cloud Computing.

Prof. Ulhas Deshpande

Mr Deshpande has 37 years industry & 8 years academic experience. His last assignment in industry was as Senior Vice President - HR & Admin at J M Baxi & Co. Presently he is a professor with N. L. Dalmia College of management & Research. He was Regional vice President - Western Region of NIPM and is also a past chairman of Bombay Chapter of NIPM.

Ms. Shreya Vij

Shreya Vij, pursuing PGDM-HR from N.L. Dalmia Institute of Management Studies and Research, Mumbai. Graduated as an Electronics & Telecommunication Engineer from MKSSS's Cummins College of Engineering for Women (SPPU), Pune.

Dr. Shaly Joseph

She is working as I/C Principal of Yashwanrao Chavan School of Social work, Satara, and Maharashtra with 25 years of teaching and research experience. Areas of interest area are teaching, conducting training programme, research, executing CSR initiatives, evaluation studies, and serving for humanitarian cause. Known as a committed and valuable employee for the organizations served so far.

Mr. Ameya Ambulkar

Ameya Ambulkar, is the program director of post graduate program (PGP) at ISME School of Management and Entrepreneurship, Mumbai. He published over ten research papers and secured rank seven in NET (National Education Test) (all India) and rank one in SET (State Education Test. Mr. Ambulkar is a two times TEDx speaker where he shared his views on meditation and its impact on business and lives.

INTRODUCTION OF RESEARCH ARTICLE AUTHORS

Dr. Dipak Y. Chacharkar

Dr.Dipak Y. Chacharkar, is the Professor and Head, P. G. T. Department of Business Administration and Management, Sant Gadge Baba Amravati University, Amravati. He has over 21 years of teaching experience along with industrial experience to his account. Dr. Chacharkar has published over 35 research articles and two books in the domain of business and management.

Mr. Prathamesh S Nadkarni

He is assistant professor at Indira Institute of Management PGDM, Pune. He has seven years of experience in Academics and Industry both. He has completed his PhD from MIT ADT University. He is a certified coach and a certified Motivational Speaker.

Dr. Priya Singh

She is a Teacher educator at MIT school of Education & Research, Pune with 14 years of experience. She has completed her Ph.D. on the topic 'Multiple Intelligences Theory based Teacher Education Model' from Pune University. She has Cambridge International Diploma for Teachers & Trainers (CIDTT).

Dr. Akshay N. Ganbote

Dr. Akshay Narayan Ganbote is Dy. Manager Human Resource at Maharashtra State Power Generation Company (MAHAGENCO).
He completed is Doctoral Degree from PUMBA Pune and was a keen learning student for Business Administration, Chemistry and Law. He was also associated as approved Professor for almost a decade

Dr. Swati Karve

She is MA clinical psychology, PhD Industrial/Organizational Psychology and has 28 years of experience in OD consulting, corporate training and counseling. She works as consultant for companies in India and the US. She is the founder director of Swasti Institute for Learning and Development Pvt. Ltd

INTRODUCTION OF RESEARCH ARTICLE AUTHORS

She has completed MA Industrial/Organizational Psychology 2019 from Fergusson College. She has been working with Swasti Institute for Learning and Development for the last one year as a Senior Learning and Development Executive. She helps design and deliver, coordinate OD projects and training at Swasti Institute

Ms. Kalyani Adhye

She has Completed MA Industrial/Organizational Psychology 2019 from Fergusson College in 2019. She is a Learning and Development Executive at Swasti Institute. Before joining the team in April 2021, she worked with Employee Engagement Team at Mphasis. She helps to design, deliver and coordinate OD projects and training at Swasti Institute.

Ms. Tanvi Kelkar

Doctorate in Human Resource Management - Pune University (SPPU), Master in Social Work (Labour Welfare & Personnel Management). Worked with Sudarshan Chemical Industries Ltd., Krishidhan Seeds and presently working as Vice President, Bharat Forge Ltd., Pune. Ex - Chairman of National Institute of Personnel Management – Pune Chapter and Ex - Chairman –Automotive Component Manufacturing Association Western Region HR Forum

Dr. Abhijeet Shah

Masters in Labour Studies from LNML Maharashtra Institute of Labour Studies – Mumbai, Bachelors in Engineering - Electronics and Telecommunication from Mumbai University. Worked with Lloyed's Register Asia – Mumbai, Anchor by Panasonic – Mumbai and currently working with Hindustan Uniliver as Human Resoure Executive.

Mr. Nirvikar Hingane

Dr. Kovvali Bhanu Prakash is a Professor & CFO having had an expertise and experience of 26 years in the domain of Accounting, Finance, Corporate Affairs and Strategy. The armoury of Dr. K. BHANU PRAKASH, inter alia includes 1-Manuscript, 3-Book Chapters, 2-Reviews (The Wire & the Hindu), 4-Case Studies (Whirlpool, McKinsey, GST, Cyber Laws), 100+ National and International Conference Papers.

Dr. Kovvali B. Prakash

INTRODUCTION OF RESEARCH ARTICLE AUTHORS

Dr. P.R.K. Raju

He is presently working as Director, DMS, GIET, Rajahmundry. Dr. Raju is a double post graduate in Public Administration and Political Science, Ph.D., in Personnel Management and LLB., all from Osmania University . He is a member in the Selection Boards of GTs in few PSUs, Jury Member for the Award Process of Onsite Assessment for HR Best Practices Awards, a trained Mentor by E&Y.

Mr. D.W Ambulkar

He has over 40 years' of experience in HR and Development areas in corporates. Currently working as the HR Management Consultant. He has been driving the workplace focused intervention titled " PRIDE @ Workplace " and has implemented it at JNPT, Navi Mumbai.
His innovative approach and concept " IR: Involve 2 Resolve " has been awarded the Copyright and Trademark by Government of India.

Mr. Vinod Bidwaik

He is currently working with Alfa Laval, region India, Middle East and Africa as CHRO & VP-HR. He has extensively work in the areas of Organization Redesign, Organizational Development, HR Transformation, New way of working, Employee Experience, Talent Management, Talent Development, Development Centers etc. He also worked at Shanghai, Singapore, Netherland on short term and long- term assignments

Ms. Vibhuti Pandya

A global HR Leader with 18 years of extensive experience in Human Resources functions including Business HR, Performance Management, talent Management and Organisational development. A firm believer that human potential can be channelised and developed by proper guidance and motivation which eventually benefits the organisation. Current working as Talent and People Development Head for Alfa Laval Cluster India, Middle and Africa

Mr. Avdhut Musale

HR Leader by profession and Public Speaker for society with the vision to be a world-class public speaker by 2023. Author of the book "THE GAME CHANGER". Completed MPhil in Management along with research work on Learning and Organizational Development. Currently, associated with Alfa Laval as an HR Business Partner

INTRODUCTION OF RESEARCH ARTICLE AUTHORS

Prof Vipra A.Tiwari

Prof Vipra Ashish Tiwari is an assistant Professor at Institute of Management Development and Research (IMDR) Pune, and a research student at Tilak Maharashtra Vidyapeeth, Pune. She is an NLP practitioner from the NFNLP Academy US. She is trained in Behavioural Event Interviews (BEI).

Dr. Susheel P Kandalgaonkar

Dr. Susheel P Kandalgaonkar is a former Director of Institute of Management Development and Research (IMDR) Pune. He is a Research Guide for PhD students at TMV Pune and had been a member of HR-IR committee at MCCIA, Pune 2014-16 and a visiting faculty to Department of Management Studies (PUMBA), Pune University and Symbiosis International University.

Mr. Ritesh Shahi

Ritesh Shahi is a PhD candidate at the School of Management and Labour Studies, TISS Mumbai. His study focuses on assessing the impact of CEOs psychological attributes on corporate social performance. Prior to this, he completed his M.Phil where his study focused on understanding how social entrepreneurs evaluate investors and decide on their enterprise's financing strategy

Dr. Zubin Mulla

Zubin R. Mulla is a Professor at the School of Management and Labour Studies at the Tata Institute of Social Sciences (TISS), Mumbai. His research interests include transformational leadership, values, and Indian philosophy (Karma-Yoga and Gunas). His research involves use of content analysis, survey methods, and experiments.

Mr. Sushilkumar Warkar

Presently working as Asst. Manager –Human Resource at Bharat Forge Limited. Sushil is passionate engineer with master's degree in Human Resource Management.

His areas of expertise include Talent Acquisition, Talent Management, Organisation Development and Technical Training. He is passionate of employee Development and employee engagement activities. He has played a very vital role in publishing last two research compendium. He is actively involved in various activities of National Institute of Personnel Management (NIPM).

INTRODUCTION OF RESEARCH ARTICLE AUTHORS

Mr. Parth Jadhav

Passionate Engineer with Master Degree in Human Resource Management. He serves as HR Business Partner with Bharat Forge Limited.

Parth has his dedication towards talent acquisition, talent management and Organisational Development. He has played a very vital role in publishing last two research compendium. He is actively involved in various activities of National Institute of Personnel Management (NIPM).

Dr. Satbir Yadav

Dr. Satbir Yadav is a professional with 39 years of service, specializing in HRM & SCM presently looking after Market Research Division as AGM at the corporate office in Mumbai. In the past, he has served in Indian Air Force for 15 years. He holds a Ph.D. in Management (CSR & HR), Masters in Public Admn. & Pol. Science, Degree in Law (DU), and Diploma in Labour Laws (ILI).

Dr. Kirti Dharwadkar

She is currently working as a Director, at S. B. Patil Institute of Management, Pune. She is Ph.D. and M. Phil. in Development Economics and has completed MPM from SPPU. She is a recognized Ph. D. Guide under SPPU. Dr.Kirti is a Board of Studies (BOS) member under HRM, SPPU. She holds membership to professional bodies such as CEGR and NIPM

Ms. Preeti Sakhre

She is the Co-founder of Pune Divine HR Society and is leading member of ASSCHOM. Her areas of expertise are Talent Management, L&D, Performance Management and Employee Engagement Inititatives. She has also been awarded by President Award by Dr. A. P. J. Abdul Kalam. Also, Humanitarian award by National Human Rights Council India for Contributing towards community & its development.

Ms. Ileena Dutta Chakrabarty

Chakrabarty is presently working as an Asst. Professor in Management, in IHRM College of Professional Studies which is under Maulana Abul Kalam Azad Univerity of Technology, West Bengal. She is also associated with Department of Business Management, University of Calcutta as a Visiting Faculty of HR.

INTRODUCTION OF RESEARCH ARTICLE AUTHORS

Dr. Arunava N. Mukherjee

He is currently Professor & Dean, School of Commerce & Management , ARKA JAIN University, Jharkhand . Besides, he was Guest Faculty for Administrative Training Institute, Government of West Bengal, VGSOM, IIT Kharagpur, FMS ,Siksha 'O' Anusandhan University, Bhubaneswar, Odisha, State Labour Institute, Government of West Bengal.

Mr. Himadri Shekhar Chakrabarty

He is pursuing his Ph.D. in the Economics Group of Indian Institute of Management, Calcutta. He completed his post graduation in Economics from Madras School of Economics and under-graduation from Scottish Church College under University of Calcutta. His research interests lie in public finance, macroeconomics and applied econometrics.

Mr. Ramesh Srinivasan

A Certified Leadership Coach with more than 25 years of industry experience in manufacturing, services, automotive and retail. Passionate about coaching and developing senior leaders / entrepreneurs / functional heads for measurable behavioural change to aid business growth and sustainability.

Ms. Lorraine Coelho

She holds master's degree in personnel management. Lorraine currently serves as Manager Human Resource with Bharat Forge Limited.
Her areas of expertise include Talent Acquisition, Performance Management, Compensation and Benchmark etc. She is passionate about various employee development activities and Strategic Human Resource Planning.

Dr. Santosh Bhave

He serves as Director –HR & IR with Bharat Forge Limited with over 40 years of experience in the field of Human Resource Development and People Capability Enrichment. He is passionate on learning initiatives and been Ph.D. guide in HRM for Pune University. Dr. Bhave is innovator and editor of the research compendium published by National Institute of Personnel management –Personnel Today.He is also visiting faculty for various institute to name few are Symbiosis Institute and IBS, Pune.

INTRODUCTION OF RESEARCH ARTICLE AUTHORS

Ms. Ramya Nair

Ms. Ramya is skilled in Mentoring, Lecturing, Curriculum Development, Networking, Team Management and Content Writing. She has done her PGDBM & Masters in Business from Pune University and graduated her Bachelor in Business Administration from MG University, Kerala. She is also pursuing her PhD in Human Resource Management.
She has Presented 12 research papers in both the National and International Conferences.

Dr. Vandana Mohanty

She has 12 years of combined experience in academics and research. As an early career academic, she has been able to carve out a niche for herself in the research arena of the competitive field of Management. Her research specialties lie in Economics, Diversity Management, and Gender Diversity. She is an active consultant for research projects at IIMS and is also in charge of the research journal "Yashomanthan".

Dr. Shivaji Mundhe

He has 25 Years of rich experience in the field of academics, administration and research in management and computer application disciplines. He is a recognized guide for M.Phil. & Ph. D. in the subject of Computer Application, Computer Management and Business Administration from Shivaji University & Savitri Bai Phule Pune University. He has published more than 100 research papers in reputed national and international journals. To his Credit, 11 Scholars have successfully completed their Ph.D under his guidance.

Mr. Barnajit Saha

He is currently working with Praendex Management Resources, a global consulting firm as an Associate HR Consultant. His Specialization is into Psychometric Testing, Industrial Psychology and Training & Development. He's also a Ph.D. Scholar conducting his research in Psychometrics and has published research papers at UGC & Scopus Indexed Journals.

Mr. Subramanya Manjunath

He is a Ph.D in Human Resource Management and PG in statistics from Bangalore University with PGDM in HRM from NIPM. He is having 40 years of experience with a blend of Industry, Institution, Research, & Training in Human Resource Management with reputed large Companies Institutions. Specialization includes, setting up of Human Resource Management practices and develop HR Systems and Processes by enabling and nurturing HR team.

INTRODUCTION OF RESEARCH ARTICLE AUTHORS

Ms Nivedita Roy

She is working as a Senior Management professional at Rourkela Steel Plant, Steel Authority of India Ltd, with more than sixteen years of experience in the field of HR including Employee Motivation initiatives, IR Management, Women Empowerment initiatives, Reward and Recognition, Learning & Development, OD interventions.

Dr. Leena Deshpande

She is currently working as Head CSR & Associate Vice President – HR with Bharat Forge Ltd., having 35 years of experience in the field of Corporate Social Responsibility & Human Resource development. Her expertise are in the area of CSR, Training & Development, and Skill Development & Employee Engagement. Bharat Forge is developing 100 villages from Maharashtra under her CSR Leadership.

Ms. Sapna Gadh

She has done her Masters in Personnel Management, Bachelor in Science & registered as Labour Welfare Officer. Working as Assistant Manager - Human Resource at Bharat Forge Ltd. Her areas of expertise are Skill Development, organising Training & Development and imparting Induction to the newly joined employees. She also participate in the CSR initiatives of Bharat Forge ltd.

Ms. Riddhi Munje

She is "Pursuing a Bachelor's degree in global hospitality management & dream to excel in the field of management and to be known as an excellent professional. Over the past two years, not only did She gain hands-on experience in Front Desk operations, Human resources, and Digital marketing but, learned the fundamentals of Oenology, Fine dining, Data Analysis, Financial & Managerial Accounting, Facilities Management and Marketing. "

Dr. Swathi. S

Dr.Swathi.S MBA PhD is Assistant professor at Yuvaraja College University of Mysore,Karnataka. She is an academic person who has keen interest in learning and research area of Human Resource Management

INTRODUCTION OF RESEARCH ARTICLE AUTHORS

Dr. Subir Bikas Mitra

An MBA, LL.M, Ph.D. in Strategic HRM and also Ph.D. (Law) in ADR Mechanism. Has authored numerous research papers/ articles published in various reputed journals.Having overall experience of more than 37 years. Former Executive Director (Law & HR) in GAIL (India) Limited and Former Director in GAIL Gas Limited (wholly owned subsidiary of GAIL). Presently, Advisor (Law) in GAIL (India) Limited (a Maharatna PSU).

Mr. Subhash Chandra Mahto

Mr. Subhash Chandra Mahto is a HR professional with 38 years of extensive background of Private, Public, Autonomous, Joint Venture and Government of India with coveted profile as Advisor, Nodal Officer, Coordinator, Administrator, Secretary, Consultant ITC-ILO, Delegate VVGNLI & ILO Conference, Delegate ILC, Faculty Professional Institutes, Guest Faculty NATRASS, EPFO (GOI), Inhouse Faculty GAIL, Recognized by Government of India, Ministry of Labour and Employment.

Dr. Abhijeet P. Shah

Dr. Abhijeet P. Shah is working as an Associate Professor in Mechanical Engineering Dept at RIT. He is presently working as Head-Training & Placement at Rajarambapu Institute of Technology, Rajaramnagar. He has completed his Ph.D. from NIT, Warangal in 2015. He has published 35 research papers in International Journals and conferences. He is having 16 years of teaching experience.

Prof. Amey P. Gaurvadkar

He is working as Lecturer in Mechanical Engineering Department and Training & Placement Officer at Rajarambapu Institute of Technology, Rajaramnagar. He has completed ME in Design Engineering from Pune University. He is having 9 Years of teaching experience.

Mr. Jayakara Shetty

He is currently working as General Manager – HR, IR & Admin at Sansera Engineering Limited, Pune. He has Masters in Personnel Management from SIBM and Law Graduate from ILS Law College having 25 years' experience in HRM & IR. Associated with ACMA WR–HR as Chairman. Life Member-NIPM.

INTRODUCTION OF RESEARCH ARTICLE AUTHORS

Dr. P V Raveendra 28 is working as Professor, Department 29 of Management Studies, MS Ramaiah 30 Institute of Technology, Bengaluru 31 (affiliated to VTU) and heading the 32 research centre.. He has published research paper on "Boomerang hiring: Strategy for sustainable development in COVID-19 era" in Human System Management

Dr. P V Raveendra

Dr Vijaya Kumar G., a management faculty with 15 years of teaching experience is working as Assistant Professor in the Department of Management Studies, Ramaiah Institute of Technology and Autonomous Institute affiliated to VTU Belagavi. He has 10 publications including research papers and articles and attended 25 national and international conferences held across the country.

Dr Vijaya Kumar G

Dr. L.R.K. Krishnan is currently, Professor {OB/HR, Industrial Relations & Labour Laws} at VIT Business School, Chennai, Tamil Nadu, and INDIA. He has published over 32 research papers in reputed journals in the area of Employee Turnover & Attrition, Training, Labour and Industrial Relations. He is a life member of the NHRD Network, NIPM, ISTD professional bodies and is currently a National Council Member and on the Diploma Board of ISTD.

Dr. L.R.K. Krishnan

She has a versatile personality that impacts society by taking part in NSS and currently working in payroll management, employee engagement, and talent acquisition. She is sincere and hardworking individual aspiring to be an excellent management professional, can consistently learn, contribute and upgrade the HR domain.

Ms. Saloni Choudhary

Shivani holds experience in client handling, resourcing, employee relations, manpower planning, and leadership hiring. A resourceful, solution-focused professional with excellent interpersonal and rapport-building skills.A passionate HR professional who loves to explore and bring in innovative ideas to achieve set goals.

Ms. Shivani Bhatnagar

THOUGHTS OF NELSON MANDELA

66 Destroying any nation does not require the use of atomic bombs or the use of long range missiles.

It only requires lowering the quality of education-

* Patients die at the hands of such doctors.

* Buildings collapse at the hands of such engineers.

* Money is lost in the hands of such economists & accountants.

* Humanity dies at the hands of such religious scholars.

* Justice is lost at the hands of such judges... 99

66 The collapse of education is the collapse of a nation.... 99

- Nelson Mandela

Guest
Articles

Facilitation For Future- Role Of HR In Business Sustainability

Dr. T. V. Rao

Importance of HR in Sustainability

I like to argue in this paper that HR (Human Resources) or "People Practices" hold the key to business success not only for future but for all times to come. I also like to point out that while HR function or Personnel or any related function that is supposed to be custodian of all "People Practices" (like recruitment, placement, development, promotions, transfers, job rotation, learning etc.) should expand their focal points to all stake holders (customers, employees and their families, employers, investors, and regulators). HR also should recognise that HR is a philosophy, a way of life and value driven(value for learning, self-management, OCTAPACE etc.) HR professionals need to make each person a HRD manager to a point HR function could be self-dispensing function. If perceived and interpreted this way HR lifts itself up and contributes greatly to sustainability and future of business and its impact on society. I take two subsystems of HR (Performance Management and Work from Home) and discuss the changed approach needed:

HR is Not Strategy HR is Business

I think in last 25-30 years many people across the world brought in the concept of strategic HR and called **HR AS A STRATEGIC BUSINESS PARTNER**. Universities and Institutions started new programs like SHRM (Strategic Human Resource Management) and the like. My view is that this puts people backward and not in front. Because people are not strategy, people are not material, but People are people. Business exists for people. If you look at any corporation, look at any company, any organisation including NGOs and Government departments and Ministries, their purpose is to serve people. Manufacturing material, transport, automobiles, manufacturing telephones or even financial sector like insurance, and banking etc. , You name any sector, every corporation is meant to serve people through their business. Therefore, business is people, there is no business without people. So how can anyone say HR is a strategy or strategic business partner when business is meant for people. So, I would say business is for people and by people (all stakeholders in Business including HR) and through People (employees that make, distribute and service). Employees are there to help people through business to increase their livelihood, increase their longevity and health also creating happiness. The purpose of every business is to serve people. Somebody may say HR is business partner, and I would like to say, there is no question of partner as HR is business and there is no business without people.

Role of HR:

Then, one may ask, what is the point of having an HR Department? This is an interesting question to ask. Let us look at the way what we call today Human Resources Function has evolved. Decades ago, before what we call now Personnel and HR, we used to have welfare officers and labour welfare departments.

Their main purpose was to ensure the health, living, and wellbeing of labour who were recognized as the backbone of all business. They catered to the basic needs of employees: healthy living, a secure future, good working conditions, and happiness at work. Welfare officers looked after health, living, food in canteens, insurance, pension, health and working conditions, etc of employees and their families in old days. One of the projects in which I worked at IIMA as soon as I joined there was on skill development among Labour Welfare Officers in Textile Mills of Ahmedabad as change agents to help employees care for their family size and family welfare (Verma, P, and Rao, T. V. 1974: Role" Welfare Officers as Change Agents: IIMA Papers, 1974). Then we added an establishment section for welfare officers to maintain records as it is important to maintain records of organization as organizations grow you look after people and must look after masses. We called it "Personnel Administration". Over a period, we included managerial class and included the establishment and other administrative functions and extended the service to supervisory and managerial class and renamed the department or function as "Personnel Department". Now it is always said that businesses are meant to serve people. People are creators of business. As employees people are working to serve others. If you do not care for those who serve others, they cannot serve others effectively and therefore you must take care of those who are serving others and therefore " welfare " of employees.

After the term HR came into existence, we delegated the welfare function to Unions and Associations, and Industrial Relations Managers and created new mechanisms like collective bargaining and negotiations and drifted away from the original purpose. This is exactly the reason why Human Resources Development name and Human Resources function was created in mid-seventies starting from L&T: Competence Building, Commit Building and Culture building - To help people or employees contribute their best by making the workplace a happy place. The HR Function we envisaged in L&T which became extremely popular since then had four constituents: Worker Affairs including hybrid IR, Personnel Administration, Human Resources Development, and HRIS (Information system).

Personnel made sure you have the right kind of people to recruit. Identify the qualities needed to be successful and make job descriptions, manage records of this, appraise the performance, and train these people and compensate them. So, the personnel department performed all these functions. This is the way we have evolved I.e., HR has evolved. From welfare to personnel, and then people had other issues, people also started to organize themselves by unions, associations. Therefore, you needed labour laws and all that. When we reviewed personnel, we discover people telling us personnel department who are supposed to look after the welfare and our happiness are not looking after happiness. They ask for appraisals on time, demand work without creating good conditions of work, cannot identify and promote motivating styles of supervisors and managers, do not ensure feedback and development and they have become a pain department that happiness at work departments.

Employees questioned, "who will look after happiness, competency, and creating a good working environment and makes people give their best? " This is how we invented Human Resource Development and we said this needs to be a separate department because as personnel evolved it started focusing on maintenance, peace, industrial relations. Without which no corporation can grow, also stability but we also need to look after growth. Industrial relation is peace and personnel administration, stability, and development in HRD. This is how we evolved Human Resource Development from the mid-seventies. IR for Peace, Personnel for Stability, and HRD for growth.

HRD though Conceptualised as Development remained in Background:

But unfortunately, what happened in the last 30 -40 years if we look at has reversed the intentions in many organizations. People became resources or commodities to be counted, sourced, measured, appraised, placed, transferred, filled, and even e development become a measurable entity than a responsibility. On one hand, we said HRD is a philosophy and way of life and on the other hand we started treating humans like a resource, and we started counting numbers, and we also started linking them with targets. As a result, what happened was, people, became a means and not service. As people are means, you maintain records, you appraise their performance, you make sure the right people are recruited and subjected to quality checks which are all perfect because if the business does not grow.

Profit is an indication of serving people. If the business is not growing that means you are not serving enough people. The purpose of the organization is to serve people, if you are not growing you are limiting your service to a few so you should expand, you should grow, and to make the business expand, to make business serve people, you are employing people and these people who are employed needs to be looked after by HR department.

So, our businesses started raising questions to HR, saying that in what way have you helped employees to grow? So, the focus of HR shifted very unfortunately from serving people to serving those who employ the people.

A popular book titled HR champions appeared a few years ago. Most have not even understood what is said in that book. HR Champions are champions of employees. You need to make sure employees are happy at work so they will give their best so that corporation can grow.

But really if you look after the last 30-40 years what has happened is- HR has become more an employer champion, employers have become target champions, profit champions rather than service champions. I do not want to say every organization has done this, but many organizations have continued to serving people.

Humans to be respected as Possibilities and not reduced to resources and numbered or measured:

When, L& T Construction Company, completed the making of the Bahai temple in Delhi, a temple that cuts across every religion, which is a place for peace, prayer irrespective of religion, caste, community, etc, L&T incurred losses.

Irrespective of the losses, L& T Instead celebrated the completion of this and they felt immensely proud, that we constructed a monument that is meant to bring peace to the lives of people. This is a good example of celebrating the purpose and losses too for the purposes. And like them, there are few other companies. In Tatas, the very concept of Industrial relations focussed on employees. The Tata Steel at Jamshedpur is the masterpiece of the importance given to the welfare of employees. The entire town was developed around them. Educational Institutions like XLRI came up for promoting employee relations This is for the welfare of the people who serve other people. So, there are companies who have not forgotten their original business and the original business is to serve people but there are companies who in the process of competing globally, in process of making money, made money as the more important thing, targets and numbers are an important thing to them and forget that business is to serve people by using people. People need to serve people. So, people have become targets and tools and lost respect as possibilities that make things happen. That is one of the reasons why at one point in time SADGURU of Isha foundation said, "it is crime to call human as a resource". I agreed with the spirit and the timing of Sadhguru's pronouncement and even joined them to conduct a series of events titled "Human is Not a Resource". These events focused on restoring the dignity of employees by treating them as possibilities than mere numbers. This differentiated between human resource development where you treat human as a resource and develop those resource and Human Possibility development which lifts people to be entrepreneurs and makers of many things to happen. . Another way of looking to human resource, if you treat it as one word " HUMAN RESOURCE " that means every human being is born talented, so human talent development, so when you take the view human resource is human talent, it is talent development. So, there is nothing wrong with it. But I think what we did was, we did not treat the human resource as one we treat human resource like other material resources and started talking of human as targets to achieve profits. But when you treat a human being as a number, then everything goes back. So that is what SADGURU said human is not merely a resource it is crime to call human a resource because if you call any human a resource you will measure it. If you measure it, then it is the biggest insult you are doing to a human being and he said human is a possibility. Treat human beings with respect, human beings are born with unlimited talent, they call to do a whole lot of things. That is why I say do not limit them by measuring, when you say that I measure them, you start doing a whole lot of things. It is philosophy, HRD is a philosophy. Human beings are born with unlimited talent and possibilities, treat them with respect, so in the recent past I have said that HRD became the human resource department, development has gone, and the department has gained more importance. And post-liberalization, in human resource, a resource has got important, and human has gone. So, if you look at 1995 to 2015/20. Human beings are targets, KRA'S not even KPI'S and everyone started looking at numbers, and human dignity is lost.

Humans are Service Providers to others and treated with Respect and Dignity:
Therefore to bring it back we said look, you need to say human is not a tool to achieve

some other objective, all business are used to serve human beings and people who are employed there are in the service of human fight in the service of themselves and if we can keep them happy and constantly put them in touch with the main goals for which organization started, then they are likely to give their best.

A satisfied employee can give a lot of contribution to a company. So, to answer your question, what will sustain business in the future, is bringing back dignity. Every business must understand the purpose with which it has started. Every business must understand that their existence is owed to people, they are serving people. Using human beings to serve away human beings, is where the business is. Now you may ask me a question, what is the role of the HR department? Before I go on that I would like to say, the CEO is the first HR. Because you cannot do business, without people, who are employed by you. And your business is to serve people.

Therefore, you are the custodian of two categories of people, as a CEO you are the custodian of your customers, whatever product, or service you are making be it insurance or bank, manufacturing, all that you make is for people and that is why you say, " Customer is the king", even Mahatma Gandhi said that. So, as a CEO you must be concerned with your customers, they are humans, they are people. Serving a customer, you are employing a set of workmen, supervisors, and managers. They are also people, one set of people will serve another set of people, if you understand both sets of people you do well. So, the CEO, should understand its customers and should also understand his employees. The CEO should also understand investors, those people who put money, if you are a government or public sector undertaking, your investors are government, so you must understand the stakeholders. How government is investing, why the government has gone out of the way to look at the public sector in a place which is not likely to be profitable, but they are in the business of employing backward regions and therefore even if it is strategically not profitable, they located the company in this region. So, you as a CEO, of the company should understand, that your company started with a great purpose and therefore your employees are given an opportunity to serve. And if these employees are demanding extra-ordinary benefits, you should be able to pacify them, understand them and say do not compare our company with the private sector, which has a different kind of goals and so on. So, you are CEO, you are oriented towards customers, people, stakeholders. Or if you are a private company, you have those people who are investors, so you have these categories of people.

New HR must focus on Customers and Self and Families:

In the past we mandated HR to look after only employees, we never mandated HR to look after customers. Knowing the customers is not even a part of most HR's job. In one of my HR Audits, we went to the company and asked the HR manager if we have to audit your company, I should first go and see where your products are being sold, and we should interview the people who are purchasing your products, The company that makes electronic items such as AC, TV, refrigerators said it sells it's products directly to dealers, and so dealers are their customers.

We said, if dealers are your customers, the ultimate user is people in the market, and we would like to visit the place where the retail business happens and interview the customers. The CHRO said he has nothing to do with them and not even the dealers as it is the job of the marketing department to deal with them. if HR does understand where the product is going what the customer experience is, how can they create any employee experience? How can they create pride in the product and service they offer? You cannot say as an HR, I will only look after appraisal and promotions of people and have nothing to do with other things. That is not correct, you will be shocked to hear that in a particular year none of the HR visited their outlet where their products were being sold. In the HR audit, we forced them to go there and sit where some of the shops where they are selling the products and talk to their sales and service employees and customers who were purchasing their products to understand why they purchase, why they prefer or not prefer their products as against other companies. And the whole perspective of HR changed after this. if you must train your salesmen, you must train your R&D people, you must train your suppliers, and you to know what components which your customers are looking at the experiences they have. So, the HR department cannot insulate themselves from their customers.

Understandably, one HR professional looks after hundreds of people, and they must recruit, train, develop and has no time for customers. Today the paradigm has changed, particularly the pandemic has demonstrated a paradigm shift. Because you simply cannot exist by saying, that you are making an Xyz ...amount of product. If you do not have your employees healthy you cannot get anything out of them. Even before taking off employees HR's primary focus should be on themselves and their health. You may be an HR guy, you may be a CEO, CHRO, and anybody else a pandemic like Covid19 does not spare you. Even top leaders of Countries have become victims of the pandemic. Therefore, to serve others you must survive and for that PLEASE LOOOK AFTER YOURSELF. You must be healthy if you are not healthy nothing can happen. After looking after yourself you must look after your family if you do not have a support system you cannot serve anyone else. So, these are the most important things. After that you look after your employees, you must look at them as individuals and their families. The whole paradigm is that I have nothing to do with family, but post-pandemic the paradigm is going to be that if your workmen do not have good family support, they cannot be productive.

Work from home (WFH):

It is the new thing that has become imperative. How can anyone work from home, if a family is not having enough space to live properly, does not have a healthy environment, has old parents and children, there is no separate room and set up for your work? As work gets transferred to home controlling the work environment which has been the focal point of employee productivity starting from Hawthorne studies in the 1920s, HR has no control over the work environment when an employee works from home. HR cannot say that it is not their job to ensure a good WFH environment because WFH has become an organizational necessity for sustainability.

My company TVRLS has developed a Work from Home Diagnostic and organizations have been using it to facilitate effective working from home by providing, technical. Coaching, infrastructure, social assistance and coaching. HR has now discovered that family setup is especially important. HR, therefore, cannot say anymore that "I am an HR Guy and I have nothing to do with employee families, I have nothing to do with their living conditions, I have nothing to do with their neighborhood, etc. " I think HR has everything to do with all that happens to employees as humans including their families and neighborhood. People are not employees with a number, or designation or walk out every evening and then we count how much you produce and fix your incentives. That what I appreciate when the Corporate Mystic Jaggy Vasudev popularly known as SADHGURU says "human is not a resource, and it is a crime to call them resources". Human beings are possibilities they can make anything happen and therefore do not treat your employees as numbers to deal with.

Post-Pandemic, the HR paradigm has changed, and CEO is expected to act as CHRO as he is the one who must understand customers, employees, and investors. Also, he must deal with external agencies including the government. CEO must look after each aspect of the business to make it sustainable and in this scenario, CHRO serves as the spine to define each activity.

Therefore, according to me, CHRO should bring out its best to support business and provide a platform where decision-making would be much easier for an organization.

CHRO is not a designation that is given to personnel, but he is a talent with leadership qualities. Hence, leaders must always stand with rightful decisions and catalyzes the well-being of employees. Just consider an example, "You own a hotel and government announces to convert the hotel into Covid treatment center." What would be your first thought on it as a people person?

Would you consider it as an opportunity or threat? According to my you should consider this an opportunity and convert it into a business prospect. Being a Human Resource professional, you should make business leaders understand the opportunity which will be created through this decision. This is how a great leader creates opportunities in difficult times.

Expanded Scope of HR:

In the past HR was set up to be an employee champion to take care of their interests and motivate them and keep them happy to give their best. HR behaved more as an Employer Champion than an employee champion. This is understandable as HR was recruited, nurtured, and directed by Employers. However last 18 months of experience ah-has refocused the need for employee focus of HR. It has also expanded the scope of HR to include all stakeholders. I have repeatedly suggested to HR, that they are customer champions, employee champions, and employer champions, investor champions, and society welfare champions. There is no alternative to do this in managing a sustainable business. As employee champions, they should focus not only on employees as individuals but also on their families, not merely on work-related matters but also on welfare and well-being matters as if employees are not healthy, they cannot give their best and help any organization achieve its goals.

I keep saying that HR has come to be both contributors to lives and livelihood and are perhaps a step higher than even medicos who contribute to saving lives. If HR recognizes this and plans its activities sustainability will be well taken off and work in corporations including working from home will have a new meaning.

Performance Management Systems:

In the new Approach of Human as Possibility our approach to various HR functions changes. I will illustrate here with one subsystem of HR and that is PMS. If every employee takes charge of HR, then what happens? They are all made conscious of the purpose of their organization and have transparently shared the vision, goals, mission, changes, performance plans (daily, weekly, quarterly, and annual, etc.) all the time to inculcate a sense of purpose. The main job of supervisors or reporting officers will be to keep linking the work of every employee working with them with purpose. Every employee takes charge of his performance, plans his/her work as per the needs of the company. There is give and take and the work becomes dynamic. Every employee takes charge of his performance, plans work, seeks support, solves resource problems generates alternatives in problem-solving, keeps seniors informed of difficulties, innovations, and reviews with the help of his seniors his/her performance periodically. The employee takes charge of his/her learning besides identifying training or development needs and initiatives development action. Thus, all activities of PMS hitherto done by the HR and reporting officer are now owned and done by the employee himself. The HR is there for consultations like the boss is there for guidance. Every employee inculcates a sense of ownership and entrepreneurship. Work itself and discussions of work and accomplishments is the biggest reward every performer gets, and they do not look for extrinsic rewards. This will mean a sea change in approach.

In our company TVRLS, we are trying to promote such a system of performer-driven PMS than company-driven PMS. When ownership is transferred to employees, they can make many things happen. HR is there as resources when needed not monitoring and supervising and demanding performance and submissions of firm's ad lists of KRAs.

Conclusion:

Therefore, everyone is his / her own manager. During the pandemic time you are not going to say that I am here representing the HR Department, I will supply all data to prevent yourself from COVID, where you will get a vaccination, of course, you will do this, but you will prepare kits and distribute it. All HR should make manuals on how to protect yourself from COVID, where vaccination can be taken. These are all right things to do, you are surely in the right direction, but this, not the thing which you will do today because of the pandemic. But this is going to be your job in the future. You make everyone look after themselves, everyone is his or her HR manager. Therefore, HR's role is to make sure that everyone takes charge of their development. This does not mean HR does not have any other role, HR continues to have other roles of recruiting the right people., identifying talent, developing talent, and all those which were being done in the past. Our focus is going to be a shift, I mean it should be simply a part of life.

You can even delegate these things to outside people. You should use a consultant, in fact in the last 20 years, show me a good HR guy who has not used a recruitment agency. We have surrendered recruitment to consultants, even appraisal you are appointing consultant, HR is dependent on consultant. So, I want to tell them what consultants can do, what machines can do, what computers can do, what AI can do, you do not need to do. You are not required. What they cannot do treating people as people, treating human as a possibility that is what your job and therefore you have a very well job to educate everyone to take care of his/her growth or development. So, you think ahead of the CEO. You are an inspirer to CEO, you are a motivator to employees, you make everyone take charge of their own and you give training programs, help people to manage, spirituality, health, competencies. So that is what the future of HR is going to be. HR must grow, HR must expand, and I have lifted HR to say while medical professionals are taking care of the lives of people, HR professionals are not only looking after the lives of people, by also putting them in touch with the right medical practitioner, but also looking after livelihoods of people, by making sure their company runs well, by creating entrepreneurial talent within the company and so on.

Role of HR in Business Sustainability of the Education Sector

Dr. Rajani Gupte

Preamble

Education is an important service sector in the economy and one that is core to the development of a nation along with healthcare. Education is a social good that most governments provide free or at an affordable cost. The role of the private sector that operates for profit, is therefore looked at askance, although the Indian experience has been that the private sector has contributed substantially to enhancing enrolments and the providing employment- oriented relevant programmes to thousands of young aspiring adults. But whether public or private, Universities play a critical role in creating the human resources for all other sectors of the economy.

Surprisingly however, while there have been several debates on topics such as : what proportion of their GDP should countries spend on education, what should be the Gross enrolment ratio, what is the percentage of females in tertiary education, does education provide employable skills etc., not enough attention has been paid to strengthening the core of the labour intensive education sector – the human resource that makes up this sector - the faculty, the administrators and the technical staff. Educational organisations often fail to recognize that the role of HR in business sustainability of the Education sector is extremely critical.

Role of HR in the Education sector in India

Every HR function from talent acquisition and employee engagement along with competency development, identifying and nurturing high potential employees, is as important in the Education sector as it is in other sectors. But in India this sector is entirely governed by rules and regulations, set by statutory bodies – in every aspect.

In fact, it is only now that the landmark Draft National Education Policy 2019 of the Ministry of Human Resource Development, Government of India, clearly refers to autonomy of Higher Education Institutions - HEIs (Universities) and there is a reference to adoption of HR practices that are well known in other business organisations.

Draft NEP 2019 states that, "All HEIs will decide their people management processes, including effective and fair processes for career progression, promotions, compensation (salary) determination, and service conditions of all their employees, including the faculty. These processes will be based on developing, recognising and rewarding performance and contribution; they will not be based on 'seniority'……..By 2030, all HEIs, including public HEIs, shall have empowerment on all these counts, enabling them to manage and develop their people resources, aligned with their growth and development plans." Hence for the very first time there is at least a plan to adopt effective HR practices, albeit a decade from now. The final NEP 2020 further recognizes that it is critical to motivate and energise faculty to attain high quality in higher education and in order to achieve this, HEIs must focus on service conditions, faculty empowerment,

performance management and career progression - this again is something that the best organizations across the globe have practised for decades.

The current practise in Higher Educational Institutions in India is that academic administrators and other senior faculty members, play a role in recruitment of faculty, which must adhere to norms set by the statutory authorities – no leeway is permitted in that. Hence the traditional role of HR seen in other organizations, is almost non- existent in Universities and is rarely played by HR professionals. In fact, the Selection Committee has academics – often not trained in HR practices. Progressive Universities have an HR Department that gets into action, once the domain experts have selected the faculty, to determine other terms of the appointment- but here again, 'salary' an important factor, is again in a straitjacket, determined by the statutory authorities, and hence the promise of Draft NEP 2019 that," …HEIs will be empowered to set up the compensation levels and its increases for all its employees…" is indeed commendable. Universities have several HR challenges and these are compounded by not being attractive places to work in, based on monetary considerations in comparison with the manufacturing/ services sector.

What can HR Departments contribute in a University to enhance sustainability ?

The current literature focusses primarily on the HRM practices of the business sector, and shows that HR practices such as recruitment and selection, training and development, performance appraisal, workforce planning, career planning management, and internal communication are positively associated with firm performance (Beh & Loo, 2013). Research has also identified that institutionalization of a strong human resource department could lead to improved organizational outcomes. Organizations wanting to develop a competitive advantage must have "the ability to acquire and effectively utilize human resources" (Guest & Clinton, 2007, p.4). This concept has its origin in the resource-based theory, which states that human capital, unlike technology and finance, is a scarce resource, and the ability of organizations to manage it effectively could result in better performance (Jiang, Lepak, Hu & Baer, 2012, p. 1264).

In the university context, efforts to study the relationship between HRM and organizational performance have been limited. The study by McCormack, Propper & Smith (2014) looks at the broader aspect of the relationship between university performance and management practices in general. Allui and Sahni
(2016) explored the HR practices in Universities in Saudi Arabia and concluded   that Universities there need to devote more attention to SHRM practices.

Amongst the few studies that explicitly address the relationship between human resources and university performance is the Human Resource Management and University Performance report by Guest and Clinton (2007), where applications of human resource management in UK institutions of higher education are studied. This report several HR functions that could be carried out by HR Departments in Universities.

Human Resource Practices
General recruitment and selection
General retention of staff
Job evaluation
Ability to attract top quality staff
Ability to retain top quality staff
Diversity/equal opportunity
General training and development
Managing flexible employment
Discipline
The design of job content
Reward systems
Academic leadership training and development
Processes of employee involvement
University leadership training and development
Appraisal
Two-way communication
Attendance/absence
Managing poor performance
Staff planning/succession planning
Performance management

Source : Human Resource Practices (Guest & Clinton, 2007)

The role of the HR department begins by positioning the organization as a great place to work in - this of course, needs to be strategically planned by highlighting the progressive practices adopted by the HEI , which may include practices such as intensive Faculty Development Programmes-where inputs on teaching-learning tools or hands-on training on techno-andragogy etc. are provided; opportunities to participate in international conferences, and collaborate on joint international teaching and research projects. Actively identifying and attracting talent in an intensely competitive environment is critical to sustain excellence. Maintaining the Student:Teacher ratio as per the norms and ensuring the right mix of faculty – young as well as experienced, diversity and equal opportunity, gender- balance and domain expertise (as evident from excellent research publications, funded projects executed, patent granted etc). would be essential.

In attracting the best talent it is interesting to note that that one of the HR Units in Harvard University – 'Harvard Compensation' supports the University in attracting, motivating, empowering and retaining a highly qualified workforce. The department supervises the alignment of employee incentives with organizational objectives, adapting the compensation models to meet the specific needs of each school. The HR practices that this unit contributes to in the list shown above are: the ability to attract and to retain top quality staff. (Godonoga and Guiterrez)

Other tasks that the HR Center for Workplace Development at Harvard performs are general training and development, as well as academic leadership training and development, according to the needs of the university. In order to achieve organizational and individual effectiveness, the Center offers, among other tools, classroom instruction, online learning, coaching for employees, coaching for leaders, and talent development programs. (ibid)

One of the key tasks that HR needs to perfect is Employee Appraisals – in a service sector where an intangible service is provided, setting the norms of evaluating performance especially in different disciplines of study in an educational set up is fraught with problems – e.g. it may be more difficult to publish in social sciences than in health sciences, hence simply defining a number for the desired number of publications in peer reviewed and well indexed journals may not serve the purpose. This task therefore needs to be handled in collaboration with academics who can provide insights for developing the right metrics.

Research has shown that engaging and giving recognition to employees has a huge impact. When employees are given recognition, they feel more appreciated, engaged, and are more productive. The success of an organization depends highly on the success of its employees. Research also shows that interaction between business strategy and HRM practices is an important factor in organizational effectiveness. In today's business world, the relationship between an organization and its human resources department is a strategic partnership. HR plays an essential role in developing a company's strategy by enhancing employees' perception throughout the workforce, and providing a well-rounded experience for employees. This is as true in an HEI as it is elsewhere.

HR can also align with the strategic Sustainability goals of the organization and the recent COVID- 19 pandemic has been a great example of HR providing workplace flexibility to its employees, which earlier research shows is a major concern for some employees. By embracing 'Work from Home' HR Departments have supported the decrease in the pollution and energy usage associated with commuting.

The future role of HR

Going forward more and more aspects of the workplace are becoming technologically advanced, and the human resources department is no exception. Many companies are now creating specialized information technology roles within their team, often referred to as HRIT specialists. As this role is being shaped, it is rapidly growing in strategic importance. According to the Society for Human Resource Management (SHRM), it is vital for human resources staff to have a working knowledge of information technology because HR touches everyone in an organization and has to deal with many data privacy and integration issues. Leveraging the growing use of AI and ML can help streamline work processes in HR Departments of Universities and help to gain insights into the profiles of people showing interest in the organization; this can be further used to cut down wasteful efforts and expenditure.

Just as technology is shifting many other aspects of human resource management, it is also impacting the way companies are measuring employee engagement.

More companies are expected to use non-traditional methods to measure engagement than annual surveys, a popular metric intake method of the past. In a 2015 study, SHRM found that 89 percent of medium-to-large companies utilized standard surveys to assess employee engagement while only 30 percent made use of advanced technological methods—such as analyzing computer usage data—to discover how employees were interacting with emails, websites, and more. While some may see this as an invasion of privacy, use of tools such as sentiment analysis are increasingly gaining ground.

Conclusion

It is pertinent to note that the impact of HRM on university performance (as in other organizations too) can also be influenced by other extraneous factors, such as leadership, organizational structure, availability of financial resources, size of the university, level of development of HR departments and effectiveness of implementation of HR practices. The HR Department can be a strategic partner and play a crucial role in building business sustainability and particularly in Universities, this role needs serious attention.

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Facilitation For Future-Role Of HR In Business Sustainability.

Mr D.R.Nagraj
National President NIPM (1989-91)

It indeed is a great pleasure to see that under the dynamic Leadership of the current National President of NIPM Dr. Vishwesh Kulkarni, NIPM has ventured into publication of Research Compendiums. It is a laudable project which would benefit our members and students of HR.

NIPM has not been publishing books regularly which I feel is essential. During 1989-91When I was the National President, we had ventured to bring out four to five Books relevant to that time. One of them HRM 2000 was a top seller and saw reprint also. After that I did not see NIPM making serious efforts to bring out fresh publications. From this perspective the effort of the current President is laudable and needs sincere appreciation.

BUSINESS AND HR

In my view the image and relevance of a Professional association like NIPM lies in the effort to constantly educate, update and enliven its members on the changes, possibilities, changes HR undergoes and the reason for such changes. International business trends change too quickly and we see several old companies disappearing and several new enterprises entering the business field and making their products and services very popular in a short period of time. Example Swiggy, Ola, Amazon, Flip Cart, Big Basket etc.

This means that we need to build new talent among the people and ensure they deliver the required results in the new type of organisations. In addition, the economic considerations of business among the countries across the world are also undergoing change. Exports and Imports are increasing completion and self-sustainability. All these will have deep impact on the theme of Managing People. HR should be ready to understand the new dynamics of business and ensure people deliver what the organisations expect.

One such effort is to educate the members of HR fraternity continuously. Professional Associations have to modify their activities to suit the new business challenges. Books and research publications add lot o value in this situation. Bringing out Publications on relevant HR and Business themes will be highly useful to its members. Academic contributions by Professional Bodies is a very important activity.

Let us look at some of the Professional Institutions like IPM-Singapore, CIPD-UK, SHRM-USA, PMAT-Thailand, IPM-Sri Lanka and similar professional HR Associations across the world, they have separate divisions which concentrate on this important activity. In India we do not see such eagerness for publishing Books, by any of our Processional Bodies in the area of Management. Many of them like NHRD, ISTD are publishing a quarterly journal with different editor's covering some important themes. But this is not sufficient. Consistent efforts are required to publish books by inviting

authors of repute to write books on contemporary themes and on also evolving challenges facing business and HR. This would benefit members, HR students and others as well. We need books to understand the different pointers which force the profession to change and move forward.

INDIAN CONTEXT

India is a vast country and we have different challenges being faced by HR Professionals in different states as also in different business areas.   We also have over 1,000 Educational Institutions across the country offering Post Graduate Diploma/Degree in HR management. These students and Professors need Indian books for reference. Students need books which could provide them the different dimensions of HR and its Practices in different parts and in different sectors of economy of the Country. We should ensure at least 100 books coming out every year on different HR Themes.

Business and its contents and boundaries are shifting too fast. Yesterday's services and products seem to be inadequate or unwanted for the current. As highlighted in earlier part of this article, new products and service are entering the markets too quickly. Look at the Mobile phones, Automobiles, Digital equipments, Kitchen equipments, and many similar products are being innovated. Many new and modernised products and services are being brought into market and serviced to suit the ever changing social, economic and living comforts of people. If business has to sustain such changes become a necessity.

POST PANDEMIC

Post Pandemic things could change further. During the last twenty months the total social canvass has changed. People are looking at healthier ways of living. They are avoiding unnecessary spending and postponing buying of non-essentials. Food and pharma products have to undergo substantial changes and modifications in their contents and formulas. New scientific discoveries are under consideration. These will create new opportunities for business adventures and start-ups.

Add to this the development of new technologies and digital transformations. Application of Technology in all parts of living and business seems to be common. In India all financial transactions are being digitised. Huge markets are ding developed for such products and their by-products. Eclectic Automobiles are replacing the Petrol/Diesel driven automobiles. Banking transactions are becoming smoother and simple.

All these changes need people with newer skills and intelligence. HR managers will be busier hereafter in searching people with new and business integrated skills. People should be readied for such new challenges. Our Educational Institutions should have a relook at the contents of their syllabus and prepare students for emerging and new business requirements. Existing people should be readied for the new developments. HR should undertake new tasks, write new manuals, design new training programmes, initiate activities which wold encourage employees to unlearn, relearn and relearn new

tasks and skills suiting the new Business needs.

All these means he focus of HR will get shifted to manage the business dynamics. Topics such as Talent Acquisition, Competency Development, Identifying and nurturing high potential employees and Employee Engagement all will be redefined. Importance of Coaching and Mentoring will increase. Digital HR will get more focussed. HR leadership concepts will change from leading for Change to Leading for Business.

MANAGING PEOPLE HEAREAFTER

The pandemic has left unimaginable negative footprints in society. People have become confused and are not knowing how to lead their future life and on what areas they need to focus. Family health has assumed critical importance for all employees.

Hence it appears HR has to rewrite all their people related policies. Managing people will become more humane and empathetic. People need to be guided, counselled, and prepared to face unexpected social and natural calamities. Societal challenges have shifted form traditional plans o typical crisis related issues and their management, for which countries were not ready. Each country is trying to ensure their people suffer least and hence trying provide then with new set of helpful and useful policies. Slowly Governments seem to be learning that they cannot mess up things, Counties economic development has taken a beating. Resource mobilisation and its utilisation has become a matter of critical importance.

Among the agenda Items of the government and corporates, it looks Health is getting high priority. Medical benefits, Medical Insurance will find new approach. Employee wellbeing along with their family members gets high priority among the HR Priority lists. Employee Engagement will be redefined to include the ways to manage during difficult times. Focus on savings will increase. Managing children creatively will be added focus. It now looks HR will be struggling for next two years to redefine their agenda and rewrite all the activities related to people management.

From this point of view the topic chosen for the fourth Research Volume by NIPM (2021) "Facilitation for future - Role of HR in Business Sustainability" is very apt. The earlier three volumes focussed on

1) Covid-19 Impact on Human Resource Development and its alliance with Business Sustainability;
2) Technology in Human Resource Function Leading to Business Sustainability and
3) Industrial Relations – Backbone of Business Sustainability.

These topics are contemporary and had to be dealt with to enrich the HR and its contribution for continuous business sustainability. Rich contents in these three volumes have enhanced the value of these three publications. Authors with rich experience and deep academic background have shared their thoughts and research findings in these research publications which have provided new thoughts for planning process for future HR Initiatives and thus enhanced the richness of HR Contributions for Business Process.

IN addition, three eminent personalities from the rich pool of Indian Intelligentsia have enhanced the value of these publications by sharing their thoughts and providing the value based introductions to the Publications.

) Mr. B. N. Kalyani, Chairman and Managing Director, Bharat Forge Ltd., Pune,

2). Mr. C. P. Gurnani, MD & CEO, Tech Mahindra, Mumbai and

3) Mr. H. L. Gokhale, Former Judge Supreme Court of India

have respectively written forward notes for the above three research volumes and shared their thoughts and experiences and their innovative ideas to ensure Future HR activities will help Business Sustainability in India.

I am equally happy that these volumes have been brought out under the able supervision and Editorship of Dr. Bhave who himself is an accomplished academician and veteran HR Professional. I am sure his contribution is very significant in bringing out these volumes. Bringing out even one Publication is very difficult in the present times. Dr. Bhave has ensured that NIPM brings out three Research Volumes and the fourth one is to be released soon. My sincere appreciate o him for taking on this herculean a task and bringing out these three publications in the given time. My sincere congratulations to Dr. Vishwesh Kulkarni the President of NIPM and his team for taking on this task and ensuring the publications are released on time.

I wish these publications reach all the HR Professionals and they get benefitted by the new thoughts shared by serval experiences Academicians and Professionals thus helping them to enrich the HR Contributions in this critical times and ensue Business Sustainability.

Facilitation For Future- Role Of HR In Business Sustainability

Mr Shrikant Lonikar

Organization Adaptability & People Positivity-Creativity Necessity

These days the pace of disruption has quickened with unpredictability, uncertainty, and ambiguity being unstoppable 'new normals' confronting us all. Ongoing pandemic has highlighted social, professional & emotional vulnerability across all strata and geographies. Hence the world scrambled to get its digital practices in order to address sudden changes that swept across the world accompanied by business & human challenges of unprecedented magnitude. The way our world engages & transacts has now changed forever. In today's VUCA era what's stood out is agility & resilience. Ability to accurately anticipate future people & business challenges & being mindful of leveraging collective human talent with emerging tech- breakthroughs is inescapable. Pandemic has catapulted HR to the forefront as it's more of a human crisis. Adaptable-capable HR scaling up employee engagement aligned to growth goals is revving up the organization with HResurrection 2.0.

 HResurrection 2.0: Human Centered Business & Society Sustainability

Recent times have seen leaders effect positive human-centered HReset to transform HR in four profound "R" ways >

1) Respond – to sudden crisis to protect ROI, reputation & people in human ways

2) Reassure – employees, families, partners & society that HR will help navigate the crisis with confidence, clarity, creativity & compassion

3) Resurrect- people practices & business innovation using technological breakthroughs, ingenuity & conviviality

4) RevUp – people expertise, safety, morale & productivity with superior practices & re-assuring leadership commitment to enhancing employee engagement outcomes harnessing people's infinite capacity to innovate with perseverance, boost ROI with purposeful passion & collaborate with unity-empathy

Amidst all the crisis generated business hardships what stood out is a human-centered approach to leading, winning & sustaining growth with a new paradigm in employee engagement. HR's revolutionary employee engagements need to infuse 'intrapreneurship' through a business savvy 'LISTEN' approach- Learn, Innovate, Support, Transform, Energize and (using) NextGen tools to proactively address emerging business challenges and evolving people-issues

New age Employee Engagement Necessity

For HR professionals to succeed in today's interconnected, VUCA world we need to build & sustain inspiring employee engagement innovations for these 5 sets of people:

1) Employees of extended organization (own organization + partners + vendors)

2) Leaders – at different levels, including process champions

3) Family members at all organizational levels with equal life safety + wellness importance & facilities

4) Business segment – helping fellow businesses in a regional/national collaborative united effort

5) Community – helping challenged sections of society, ecology to heal & transform life ecosystem for everyone & be a corporate role model to inspire more companies to replicate

 Key areas of this human-centered employee engagement have taught us that the quality & safety of humans is paramount! Successful employee engagement needs to embrace these necessities:

1. **Preventing trauma.** avoid creating or enabling trauma by focusing on safety, protection, and mental and psychological support. When a manager angrily blows up at a person, they are traumatized in a way, and their response to change is radically reduced. So the first issue is simply creating a safe environment in all respects at work.

2. **Creating a positive attitude.** giving people a positive view of the future. This prevents people from "catastrophizing" and worrying at work, and it can be accomplished through communications, vision, and a realistic plan for the future. Leaders have to think this way, and if they are not positive thinkers, they may not belong in leadership roles.

3. **Generating a sense of joy.** reducing stress, create superior endurance & strength by giving people reasons to be joyous with themselves & their families to boost passion, pride & sense of purpose.

4. **Consistently, proactively upskilling** in new ways of working (aptitude) & ways of leading (attitude) to enhance people's ability manage crisis with greater courage, competence & confidence

5. **Instilling a sense of gratitude towards life's treasures and communities** involving people in social innovation and CSR activities as a way of mindful employee engagement to encompass your entire living-working-giving continuum

Pernod Ricard's success-sustainability: people mindful, business remarkable, community adorable, nation purposeful

Pernod Ricard's business is about delivering joy to its customers through its premium brands' excellence consistency. This is possible when employees have the happiest & most fulfilling working, living & thriving experience to scale up performances and be performance excellence committed always. We are scaling up employees' working experience to the highest-joyous levels by developing & nurturing organizational brand advocates of performance excellence. By consistently scaling up happiness quotient of employees & their families we embed happiness, pride, and belongingness in our employees' entire living-thriving ecosystem Our happiest place to work strategy delivers great financial ROI & people Roi (return on inspiration) for everyone's benefits with:

1a) Happiness for employees- assuring & equipping employees for global opportunities and empowering them to switch roles & geographies to ensure a forever enriching work experience. This allows employees to discover multifaceted skills & talents within themselves boosting intrinsic joy & fulfillment. This makes happiness visible & 'infectious' for everyone. With greater inclusivity-diversity, PRI operates like a harmonious, collaborative-supportive family creating ripples of happy-fulfillment

boosting commitment & productivity. This transforms champion employees into industry role models. Intensive use of industry 4.0 process automation technologies frees up our staff from mundane tasks and enables them to scale up skills, grades, and self-pride to become more significant performers and not just workers.

1b) Happiness for employees' families - our employees' wellness-happiness program Ananda with special activity-based fitness, home-fun initiatives for spouse & children is a great hit amongst all. Our special Work From Home work-life balance enhancement initiative Project Reboot grants ample free time and special digital fasting off-days (no mails, no meetings) ensures employees and their families experience enhanced happiness-togetherness. Combined with excellent health & safety measures (hospitalization, sanitization, etc), employees & their families feel happy, secure, and productive always. Different employees' family members connect with other employees' families through the Ananda platform creating more moments of joy. Our emergency & crisis management facility extends to employees' family members with telemedicine, hospitalization support including financial aid & medical equipment supplies to ailing families without any discrimination. Additionally, we use external experts to deliver online services through our Ananda e-platform to deliver innovative services catering to family member needs exclusively to boost their sense of belongingness. From cookery classes, children's art competitions, to students' career counseling we consistently boost bonding & joy.

2) Finesse- HR is making employees highly skilled & future-ready: future of work and future of business (emerging market innovations). We maximize people-agility & joy of working, minimizing business & productivity risks with a "performance with a purpose" focus & superior future agility upskilling based on emerging business challenges reported by global consulting majors. Our future-ready, skills agility driven L&D initiative intelligently aligns business necessities with evolving employee aspirations and global business growth priorities. Scaling up 'joyous, fulfilling productivity with superior future-readiness has regularly delivered better business outcomes & higher HR-ROI. Our L&D approach with a future of business (ways of leading) & future of work (ways of working) innovation insights mapped to regular upskilling initiatives leverage insights from employees' appraisal reports ensure our L&D program is consistently connected to employees' own needs too. This has grown employee work passion consistently with better work culture and acceptance of PRI 'performance with purpose' work values.

3) Resilience - We are harnessing futuristic innovation-focused industry 4.0 digital disruptive technologies' upskilling to prepare employees for profound changes in working relationships, legal formalities & business process re-engineering e.g. eCommerce retailing & multichannel customer delight necessities. Additionally, we are providing immunity-enhancing preventive medication, yoga programmes to providing expert facilities for mental ability strengthening using Vedic meditation & proven mindful living practices. Thus, we are enhancing people resilience across all aspects of life: psychological, physical, professional & even fiscal (generous monetary support in times of employees' personal and/family crisis times)

4) Kindness-to boost work passion & team collaboration values it's important to foster compassion in employees. Inspirational leaders exhibit kindness in their work and beyond work-life aspects. Additionally, we all crave to feel good and the simplest way to feel good is to do good for people. Through our employee philanthropy programme, they are coached to provide life skills upskilling to poor children & disabled people. These acts of kindness-goodness boost intrinsic joy, self-esteem, helps employees gain applause from everyone.

5) Readiness-consistently superior aptitude + attitude training to prepare people for impending future challenges- based future of work (ways of working) & future of business (ways of leading). This is supplemented by specialized training to unlock innate passion, uplift spirits, skills & relationships with peers & family members (conviviality). Winning more with New HR and Business Success-Benchmarks-internally and externally we're committed to our mission of fostering a 'Strong Customer Orientation' by reorienting employees to emerging organization growth priorities, environmental challenges (pandemic etc) and smarter ways of work-delivering.

HR evup Employee Engagement Success Mantra: With You, For You Always

Our trendsetting HR succeeds by enabling enterprise wide talent resurrection with diverse departmental heads & their process champions becoming committed people intrapreneurship messiahs. This HR2.0 revolution promotes & nurtures inclusivity with greater transparency & equity. This has transformed our people & social engagement for the better by building appropriate L&D systems, performance excellence & passionate change agents by:

a) actively building a comprehensive skills-inventory of different employees' innate drivers/passion & proven competencies that can be leveraged to serve the interests of employee & organization alike. This allows employees to 'grow' into new refreshing job or geography without having to leave the organization. This transforms HR teams into proactive innovators & people empowerment 'torchbearers' making them active employer brand advocates.

b) creating cross-departmental change champions by carefully observing attitudes & aptitudes of high performing employees & even those employees who may exit the organization soon. By scrutinizing both formal & informal attitudes & work performances, we have empowered the training department to facilitate employee transformation programmes enabling employees to discover their newer, more capable self. This makes them consistently thankful to the organization thereby significantly boosting productivity, motivation & retention.

c) nurturing an enterprise-wide culture of diversity, inclusivity & equity by ensuring transparency, inter-departmental jobs transferability, conscious fair-play in sharing of opportunities across genders, regional background (racial) & skills-competency upskilling. This has sparked a wave of employee self-pride, enabling work to become more meaningful by making everyone aware of their wow value.

d) transforming the training & learning function focus on 3 key aspects (i) preparing employees & partner organization workers on the emerging future of work essentials e.g. blended workforce composition with full-time, work from home challenges, responsibilities & best practices of tech-powered smart work processes,

(ii) preparing select employees wanting to change to newer roles with the knowledge of their superiors (iii) bridging pre-identified skills gaps in job appraisals (iv) enhancing social compassion /CSR skills to boost an attitude of gratitude & self-worth.

Conclusion

At Pernod Ricard India we stay ahead of competition consistently by raising the bar on HR excellence & innovation to make our organization truly remarkable with best in class employee experience based on 3 key focus areas:

1) become the most memorable employment experience – for employees & their families
2) be the most adorable company to work for -for employees, families, partners & society
3)being the most beneficial-meaningful company for everyone across the extended organization

These employee engagement focus areas have transformed our HR & leaders into brand advocates internally & industry role models externally. Our revolutionary HR 2.0 people happiness-finesse-resilience-readiness-kindness & business resurrection initiatives are paying off handsomely. Our Turnover in 2020 grew to INR 214,244,159,402 & we've been market-winning-leading in India since 3rd Sep 1993. We've had double digits' growth in the past 10 years with revenues growing by over ~16% CAGR. Our remarkable organization approach continues to win acclaimed recognition with top industry awards viz Best Place to Work by Business World (March 2021), CEO Insights' Top Places to Work (April 2021), HR Hall of Fame in New Code of Work by People Strong & EY (May 2021), Best Place To Work for Women – Economic Times (May 2021), Great Place To Work Certification (Feb 2021).
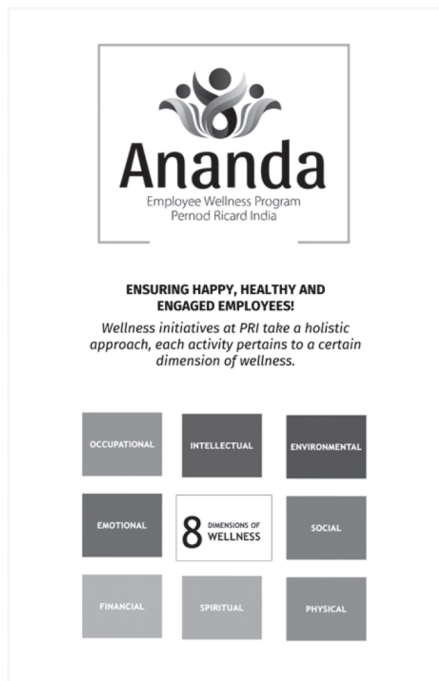
Facilitation For Future-Role Of HR In Business Sustainability.

Mr A. S. Girish

Business sustainability is often defined as managing triple bottom line -a process by which firms manage their financial, social and environmental risks, obligations and opportunities. It is doing justice to People, Planet and Profit. Under the key principles of Sustainable Development an important dimension is HUMAN RESOURCES. The age old statement by Henry Ford resonates in my ears. 'You can take my assets and all my belongings but leave my people ,I will rebuild the organisation'. This sentence is literally true even after centuries. There are several factors under Human Resources Management which can facilitate for Business Sustainability. Uncertainty is the certainty. I am selecting one key glue factor which penetrates into the minds of people and that is REWARD and RECOGNITION.

My attempt in this article is to travel through the evolution of consideration given in response to the services rendered by an individual to an organisation. The advent of Industrial Revolution gave a closure to barter economy mankind had adopted in the beginning of organised activity. From slavery and torture emerged organised pattern of reward. Parallel to these studies on scientific management gave rise to improvement in working conditions, duty time, safe working place, safety etc. As civilisation advanced Human factor became a key component in Management.

The first 25 years of 20th century saw the emergence of salary and wages as an indispensable factor in eliciting service from human beings.

Salary and wages/hourly pay

Why these two terms. The author also was not clear about this and decided to Googlify for authentic data. The outcome can be picturised as follows.
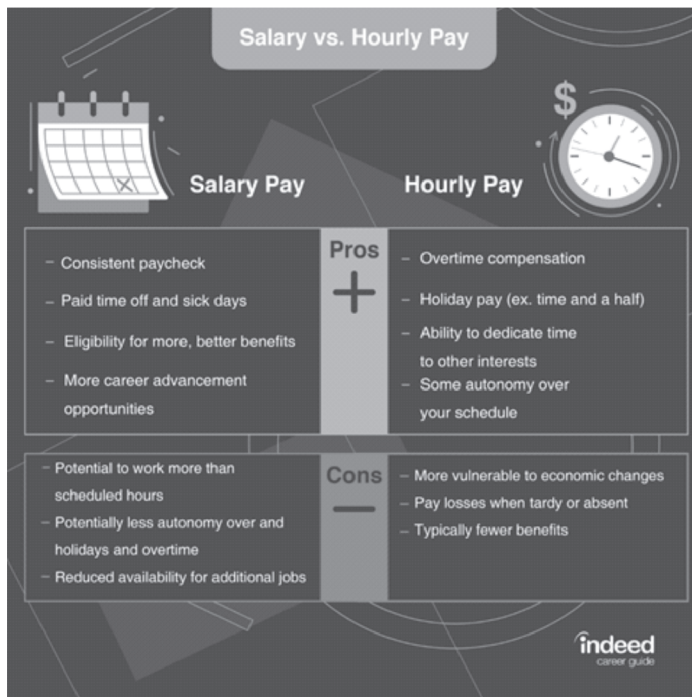
The salary and wages stayed there for long time as the basic needs of human beings could be met by this component. Then came an era of legislative intervention by way of statutes. The collective bargaining process also gained prominence. The employers who wanted superior results from employees started rolling out benefits other than salary and wages to motivate and get best results.

The ERA of EB.

The author's parents were Government employees and much before the author started pursuing HR as a career have come across a typical Government pay scale. In the pay scale it describes the annual increment slabs which will progressively increase at different stages. In the midst of it I have seen EB as a prefix to the increment rate in some points. To a question to my mother she said that it is 'EFFICIENCY BAR' and at this stage your annual increment will not come automatically but it will be subject to your performance. So, it is a reward for performance existed at that time.

My mother aged 90, just a few minutes back informed me that today she got the first instalment of pension arrears which is due to her consequence to Government employees salary revision. Total amount is Rs.78000 and first instalment is Rs.19000. This is one end of the spectrum.
The other day I bounced on a house keeping staff at Kochi airport in Kerala whom I knew. She was wearing a new uniform and she said her services are taken over by a new outfit which won the housekeeping contract of the Airport. She lamented that she is not sure about her retirement benefits from the previous organisation. She has already spent 17 years in that company. This is the other end of the spectrum. Our discussion on Reward and Recognition should clearly deep dive into the assured UNCERTAINTY of today's workplace.

COMPENSATION and BENEFITS.

From Salary and Wages the system migrated to Compensation and Benefits. I still remember I got my first residential telephone connection when I became a Senior Manager. One air conditioner arriving at home signalled to the family that bread winner got promoted as DGM. The wizards in the profession of Human Resources added lot of items under the Benefit category. Car scheme, two-wheeler scheme, medical insurance coverage, superannuation benefits etc etc were added as frills. But the fact remained that employees took cognizance of direct financial benefits only. The researchers in HR profession did not keep quiet. In 1990s they put a bomb shell titled 'CTC'. That is 'Cost to Company'. Employees were exposed to a cafeteria concept from where subject to law of the land they were given flexibility to chose certain benefits from the total cost committed by the organisation. Merit based promotion became the norm and promotion carried twin advantages -one in compensation and the other in benefits. Whether all this has ensured the best performance of employees. This package contained all the ingredients but still HR analyst and Management Gurus strongly felt that to get the best out of your employee something needs to be done additionally.

MOTIVATION AND EMPLOYEE ENGAGEMENT.

The Maslow's theory and Hygiene factor theory endowed the profession of Human Resources Management sufficient guideline to make intervention for Employee Motivation.

A motivated employee will give his best to the organisation. At his best he can be termed as an ENGAGED EMPLOYEE. Recent Gallup study worldwide says that only 15% of the employees are engaged. 69% of the respondents said that mere appreciation at the workplace will boost their attachment to the organisation. How to capture the minds of employees and that is the challenge being faced by organisations across the globe. Human Resources experts have given shape to yet another superb intervention 'REWARD AND RECOGNITION'(R&R). Had a quick cross check with HR professionals belonging to different age groups. The general perception is that R&R is a standalone intervention in the total gamut of Human Resources Management. With my four decades plus experience in the field of Human Resources Management I would strongly recommend R&R to be treated as an integral part of HRM strategy and should be fully in alignment with the CULTURE of the organisation.

CULTURE and R&R Connect.
Harvard Business Review has recently published a study which emphasise that Change in policies in an organisation will be futile if the culture of an organisation is not aligned to this. Let me briefly explain the culture element and its connect to R&R. I wish to focus on two elements.

RESPECT. The first one is RESPECT.
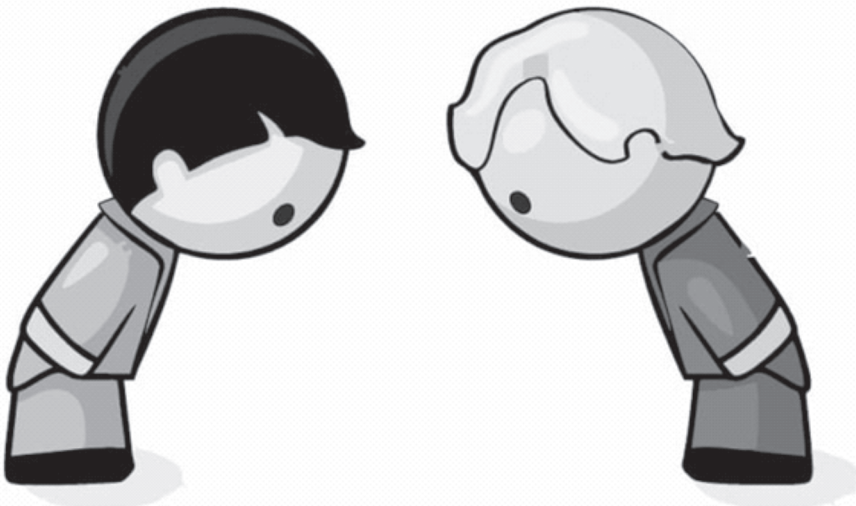
Respect is the basic element which will glue an individual to his/her relationship. Make a mental analysis of people around you. Let it be your family members, your personal acquaintances like driver, domestic servant, shopkeeper, temple priest, all of them get attracted to you based on the Respect you give to them. Coming to organisational environment an air of respect is the base for expecting meaningful employee engagement. The author had an opportunity to visit ZIMBAWE a decade ego. The economy was in disaster and every Zimbawian was struggling hard to pull along. After our official business we were dropped in the airport by a hired car. At Bulawayo airport we understood that there is some uncertainty with respect to departure of our flight. We requested the taxi driver to wait and offered him to be with us.

We went inside the restaurant and the driver had no hesitation to sit with us and enjoy a cup of coffee. In spite of the challenges faced in their personal lives, ordinary Zimbawian was showing tremendous self-respect and confidence. That was reflected in the driver's behaviour also. Respect will induce Self-respect. True respect is much more than customary 'good morning 'and 'how are you' enquiries. Respect for time, respect for the opinion of individual, respect for age, respect irrespective of hierarchy, respect for experience, respect for individual and team excellence are the ingredients of the magic 'RESPECT'. I am not recommending an idealistic condition but the effort of organisations should be to nurture a culture of respect. Leaders in an organisation at all levels have a major role to play in nurturing the culture of Respect.

The second point is APPRECIATION.

APPRECIATION is a strong fevicol which will ensure employees enjoy their work environment. Several years back my Company's Managing Director travelled in my car. I was not present in the car. He enquired about the car and complemented my driver for maintaining the car very well. Even after several years that driver remembers this appreciation. That is the magic of appreciation. It is not a superficial or hypocritic activity. It is a sincere attempt to acknowledge good action or performance. APPRECIATION has no leaps and bounds. Six employees of my organisation came out successful in a Corporate competition where several industries participated. We acknowledged this achievement by rewarding mothers of all participants. An Engineering college in Chennai used to inscribe mother's name in the awards given for outstanding academic performance. In my current assignment ,13 MBA students volunteered to be on election duty for Assembly elections and we greeted them back with a letter of Appreciation. These types of examples are known to everybody. The effort here is to highlight the significance of Appreciation.

The above two critical ingredients of Culture need to be understood in totality. Non-verbal communication plays a significant role in this. Your gestures and acknowledgement through eye contact etc are significant determinant factors to create a Culture of Respect and Appreciation. Madam Indira Nooyi while stepping down as the Chief of Pepsico global has stated the culture of Respect and Appreciation she could induce into the system through thousands of personal letters by which she got connected to employees spread across the globe. A thank you note, patient listening, a pat on the shoulder, critical feedback, meritocracy are components of CULTURE and this culture is the foundation for a meaningful REWARD and RECOGNITION programme.

An Analysis of Reward and Recognition intervention.

Reward and Recognition essentially should be part of Employee Experience in an organisation. The Employee experience under R&R is not part of his CTC, but part of work culture.

Reward can be broadly defined as benefits in cash or kind given to an employee. Recognition is the nonmonetary tools used to motivate employees.

Am I to reproduce a long list of R&R for the benefit of readers? The answer is 'NO'. Our google brother will roll out a long list. As part of this article my effort is to draw attention to some unique R&R programmes in my career.

REWARD and RECOGNITION.

Honour roll.

In one of the organisations I worked, there is a system called Honour roll. Good silent performers in the middle management cadre who have spent long time in the organisation and who cannot aspire to be promoted due to capability limitation but are an asset to the organisation, are awarded an international trip as part of R&R under Honour roll. Motivation to them as well as for silent performers.

Be an Ambassador post retirement.

Are you retired? Go with your partner for a five day trip. Your flight charges and pocket money expenses are met by the organisation.

Recognise your peer.

I have learnt that organisations like IBM have a robust system for peer recognition. You can recommend your peer based on his/her performance for a handsome cash award.

Jack Welch formula

Once Jack Welch was asked as how impactful will be an appreciation letter. He quipped it will be better and meaningful if it also carries four Disney land entry ticket for family.

Promotion letter

In 2000s Dr.Reddy 's laboratory introduced a unique system of employee promotion. The promotion letter will be addressed to the spouse of the employee.
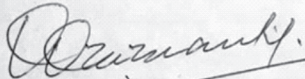
Extra miler.

The plaque displaying the extra miler award is a matter of pride to any employee.

The list can continue like this. What is coming to my mind is whether the extra ordinary support given to an individual by his superior or Management is Recognition. Yes, it is.

The Satish Dhawan ji -Abdul kalamji story of recognition is often quoted as an example in Leadership classes even today. When the rocket launch failed Sathish Dhawanji took the responsibility and said he will address the press. Next year when the launch was a success , he asked Kalamji to address the press.

I am tempted to quote one experience I had in early 1980s when I was fighting it out in the Industrial Relations terrain. One of the employees of the organisation who was subjected to some disciplinary action came to my cabin and abused me with vulgar language. He even threatened me. My General Manager who is in the next cabin summoned me and enquired as to what is happening. In my typical style I started explaining the IR implication and possible disciplinary action against him. My GM wanted police action to be initiated against him. When I continued my stand on a compromising model, he asked me to go back to my cabin. With in five minutes he issued me a letter directing me to take police action against the employee and also report to him in case I am not pursuing police action. Is it not Supreme recognition? I am placing below the letter issued to me.

Even after 40 years I am keeping it as a sacred document because of the mental strength I got due the action with clarity by my superior. Recognition is meaningful if it triggers momentum for you to do more for the organisation.

EMPLOYEE FIRST.
One mantra embraced by leading organisations in the world is Employee first philosophy. South West Airlines a model company accepted across the world, basically believe in the philosophy Employee First. Such organisations deeply believe in healthy R&R programmes with the firm belief that Employee first practiced in letter and spirit will lead to Customer first philosophy.

EXTRA MILE
What should be the outcome of an R&R programme. It should propel the members in an organisation to Extra mile zone. There should be more Monday morning lovers than Friday evening lovers. Will it create an ideal workplace. Always our aim is towards that. Surprisingly I have seen in my experience the boarding pass to Extra mile zone is gathered not according to hierarchy or CTC packet but by the energy induced by the air of Reward and Recognition. You can push your boss to Extra mile by acknowledging and recognising his/her contribution. It is Reverse Reward and Recognition like Reverse mentoring. The crowd in the extra mile zone is the indicator of a healthy R&R programme.

AMBASSADORS
Normally I have heard people praising the organisation in their send off meeting in connection with retirement. I always tell them to speak out their good feeling about the organisation while in service.
Once I was sitting in an LIC Manager's cabin and one senior employee who is due to retire after 35 years of service came there. In his conversation he was telling that he lost lot of opportunities in career as he got struck in LIC. He added that had he joined KSEB-Electricity board he would have retired as a Section officer. After his leaving the LIC Manager shared with me the fact that he had a stable career. All his children are well placed, and he owns three houses in the same city. He lamented that always people are thinking that the other side is green. This human psychology cannot be changed. A good culture in the organisation along with meaningful R&R programme can help in creating more ambassadors.

INDIVIDUAL vs TEAM
Always a question debated in HR and Management circles is whether it is better to reward Individual or Team performance. We have seen the birth and death of Bell curve, one of the reward and recognition tool. Supporters of Jack Welch school of thought will support the gospel approach ''DIFFERENTIATE''. But the ground level experience of HR profession taught us to look for a model to replace Bell curve. Thinking from the perspective of an employee I would recommend a combination of Individual and Team R&R programme.

One list getting prepared in every other organisation is that of FAST TRACKERS. Human Resources professionals also spend considerable time to take care of Fast Trackers as part of Employee engagement and talent retention.

But when it comes to Reward and Recognition the approach should be to take care the larger Universe. The central purpose of an R&R programme is to create an air of encouragement inside the organisation. Each and every employee should get optimistic feeling that his contribution will get noticed. A meaningful R&R programme is in the hands of leadership at all levels in the organisation. They induce energy into the system.

PERSONALISED RECOGNITION.

We are entering an era of highly personalised recognition .Let me site a crude example. In my next door apartment a family comprising of north Indians are staying. The other day while I was going for a morning walk I noticed a Malayalam (local vernacular) lying in front of the apartment where people from North India are staying. When I met somebody from that family I could not resist my temptation to ask about the local vernacular daily. With a smile he replied that the news paper is a recognition for the domestic help. After noticing her interest in reading news papers the leaders in that house decided in their wisdom to utilise that desire. In the corporate world leaders will get innumerable number of opportunities to identify recognition possibilities and utilise them to role out Reward and Recognition.

CONCLUSION.

The compensation components need to be healthy if an organisation is expecting positive result through R&R policies. I would have loaded my article with 100s of R&R schemes. The point I am trying to drive home is the significance of R&R as an integral part of Compensation, Benefits and culture of the organisation.

Ref

NUTS -the story of South West Airlines, Straight from the gut -JackWelch.

Facilitation For Future – Role Of HR In Business Sustainability

Mr Prakash Panda

The unforeseen outbreak of the present pandemic situation has changed the way the world has been operating. On 11th March 2020, the World Health Organization has declared COVID-19 as a pandemic and its impact has been felt across the globe by billions of humans living on the planet. It has affected life and profoundly so at almost a genetic level to the very extent of human experience starting with emotional, psychological and physical to going about our daily lives involving earning our bread and butter.

The unannounced alteration of economic grammar, shook the financial foundation of the Corporates and other organizations. To put India into perspective, the overall global economic health has impacted business operations across sectors specially those of exports, tourism, services and manufacturing, some worse than others. It has been predicted that there will be major economic losses due to loss of life, workplace closure, quarantines, retrenchment of employees and of consumers' confidence and tightening of the financial markets.

A nationwide lockdown was initially imposed and the sudden halt in the day to day business functioning across sectors paved the way to the origination of the concept of the New Normal.

The biggest saving grace in this tribulation has been technology – the internet and telecommunication, that is enabling a lot of people to work around the globe without compromising or running the risk of their own health as well as others health in their pursuit to keep working and the economy ticking.

The corona virus pandemic has fundamentally changed the way many organizations have been operating, as governments and businesses around the world laid down strict instructions to those with symptoms to self-quarantine and everyone else to practice social distancing, remote work is our new reality. This could permanently shift working patterns and the situation will never go back to what it was before.

Corporates across the globe has been for ages planning for a new profitability framework of business with the possibility of a work from home model, but it has not been implemented due to several ifs and buts. With the COVID-19 crisis coming in the picture, what was once a foreseeable future plan, has now within days, practically overnight has moved from a physical workplace to a digital workspace - with Organizations retorting to the concept of remote working of employees from the safety of their home. Still, this was only a buffer as a lot of our economic life continued to unfold offline.

Owing to the current situation worldwide, employers of various Organizations have roped in the HR's in formulating a business continuity plan with the existing workforce, along with initiatives and strategies to engage employees during the period of lockdown as well as a back to work program, keeping in mind the directives issued by WHO and the Government.

This emergency situation has taught all employers and HR's as to how resourceful their workforce can be at such crisis situations. Organizations that could not have imagined a completely remote workforce have been able to flip the switch without a break in productivity. At the same time employees also continued tirelessly to keep their facilities and industries afloat.

Digital advancement is our future and facilitating business and operations through progressive technological platforms is our new work space model. As a hind side to this pandemic companies across the world could explore this technological infrastructure and build upon this to introduce more improved tools that can help facilitate the remote working or working out of workspace model.

The expectations from HR's and management was to constantly communicate with their employees regarding the need for a remote work culture and to give them insights as to what is happening at the organizational level.

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Window of Opportunities for HR

Every crisis situation opens up doors for newer business models; since work from home is gradually becoming the New Normal the HR workforce will also undergo changes within their team as there would be role realignment and restructuring catering to the new working pattern.

HR has actively set a precedent about implementing a remote working model as they moved out of the traditional face to face operation to a more digitally advanced way of working. Talent acquisition, talent management, training & development and even employee engagement has been digitally driven through technology. This was the best time and situation to test the feasibility of such business models and HR interventions.

Also, to keep employees engaged during the period of lockdown and work from home, many Human Resource specialist have started designing online training modules and web-based sessions which can be extended to one on one manager feedbacks with their reportees, team huddles, coaching sessions, performance discussions, trainings. Measures taken during emergency is the gateway for new business models and this pandemic situation might just be the new thinking step for the Hrs'.

India Power approach to the emerging Trend

Ensuring safety and wellbeing of employees at the workplace is essential. At India Power we try to live by our values by supporting employee empowerment.

One of the pivotal adjustments that we as an employee driven organization has made was to immediately initiate and expand the flexible work arrangements and other policies that allows the people to work remotely and safely during this crisis situation.

Ours being an end to end energy solutions provider, our field force at Asansol have been working for business continuity even during the lockdown, while majority employees of other locations were working from home.

Since Employees are working physically and digitally, it is important to shape our virtual interactions to build a digital ready workforce. To continue enabling and delivering value-creating efforts, we now have the opportunity to adapt workplace learning and engagement programs and their digital delivery.

The HR team has actively played a huge role in finding ways to re-imagine a business-as-usual environment that minimizes business disruptions for the organization while making possible arrangements for managing critical workforce. The HR fraternity as a whole have engaged in various online engagements and training support to employees apart from their own domain deliverables.

IPCL has stepped up to the situation too to launch a unique program under the umbrella, called "Limitless Horizons-Building a Digital Workforce". This umbrella has been designed to expand the learning curve, capability building initiatives and quality improvement projects through various virtual mediums as given:

| Virtual classrooms | Webcasts | Video- and audio-conferencing | Virtual coaching | File sharing | Content co-creation (eg, whiteboards) |
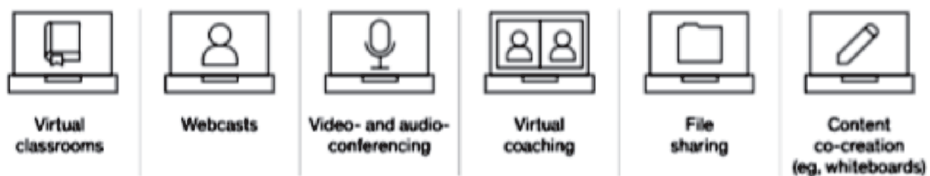
employees during such trying times so that the employees are motivated to continue with their productivity in a not so usual circumstance of remote working and also to engage them to feel valued by the organization. Such programs can also be labelled as a hand holding or the return to work program once the situation is back to normalcy and people have to report to office.

Avenues are being devised to enhance the learning and engaging of employees across locations while they continue to carry out their business as usual and functional deliverables at the same time. Digital-learning is the new catalyst for this transition, this can accelerate people transformation for the overall organizational development. A number of varied training programs and workshops are being conducted by external experts, domain maestros and internal leaders.

Some of these programs orchestrated by the external experts and domain maestros are on:

• **Growth and leadership expanding horizons:** focused on leadership development with a growth mindset.
• **Value internalisation & 3D culture:** conditioning employee behaviour to fully entrench the organizational values and culture and to institute a competitive advantage at par with parallel leading organizations.
• **Business excellence:** benchmarking organizational best practices and developing management, processes and systems to create value for stakeholders..
• **Stress management:** to abrogate stress and boost employee morale to keep them focused and consistent in their performance.

• **Customer centricity:** to help build brand trust and loyalty amongst customers.
• **Unleash the power within:** an immersive experience for employee empowerment and self-improvement.
• **Disha:** a junior management training and moral boosting program for tenured and veteran employees in the organization to drive consistency.
• **SEVA:** specially designed programs for a special target audience of blue collared workers.

Our internal facilitators, domain experts, leaders as well as the HR team have also stepped up to the platform to design and deliver some equally impactful programs such as:

• **POWERGURUKUL:** an initiative to equip employees (specially for employees of Asansol) with the basic understanding of the cutting-edge techno-commercial skills, relevant digital transformation in power industry space, and functional skills for effective performance and to facilitate transfer of knowledge and build a learning culture.
• **Leader Speaks:** an initiative with a series of leadership discourse on various industries, functional and relevant subjects, practices and a nuanced approach to build capability through inspiring and sharing of enriched experiences.
• **HR for People Managers:** modules on Integrated PMS, Talent Management, Talent Attraction and Employer Branding
• **Quality and Knowledge Management:**

Aims to radically transform the Organization through implementation of TQM, 5S+2S, Kaizen (Zero Investment, Improvement & Innovation) & Lean Six Sigma.

o Kaizen (focus on Zero Investment, Improvement and Innovation) – Japanese business philosophy of continuous improvement of process and operations by involving all employees.
o 5S plus 2S – A Japanese concept of creating better work environment through systematic approach. It involves work place organization and better house keeping standards also know as the 5 pillars of workplace. India Power believes that a Safe and Healthy Environment is of paramount importance.
o Lean Six Sigma -   Real use of statics to make better scientific business decisions and assure sustainability.
o TQM - a holistic approach to a long term success that views continuous improvement in all aspects of an organization as a process and not as a shot-term goal. It aims to radically transform the organization through progressive changes in the attitudes, practices, systems and structures.
o Digital Index
o ISO/OSHAS.

Apart from the employee learning enhancement programs, new HR policies, handbooks and circulars are also being drafted catering to the present scenario as we are now exploring the alternative working pattern of remote working. While we are working from home, our Talent Acquisition and management teams are constantly ensuring that the backfills or requirement for manpower in the new roles are being accommodated.

The lockdown and the future possibility of work from home being a permanent business model has given rise to possibilities in improved business operations. HR policies can now be framed around providing reimbursements for household helper, internet and telephone instead car and fuel as employees are on a remote working mode. Attendance and employee self service can be made through mobile apps as biometric will no longer be a requirement. The pattern and categories of leaves can be modified to include quarantine leave and new policies can be framed on stagnation policy. Employees families could be now easily included in the rewards and recognition programs as R&R's will be through a digital mode while employees are based out of home. Skip level can be done in frequent intervals and managers will be able to devote time due to less office distractions. An overall appreciating culture can be easily framed through the concept of New Normal as not only the productivity and concentration of employees will increase but also the development of high impact policies.

Benefits for Employees - Summarizing

For employees, benefits include saving on commute and more flexibility when it comes to work-life balance as now they are getting more time to spend with their family members which they otherwise would have not been able to do so in a regular scenario. Some employees have also cited that now they are getting the time, opportunity and energy to focus on self-learning and upskilling themselves through various support learning sessions online apart from their increased productivity at their work. For employers, the pluses are establishment cost-saving and enhanced productivity.

Most of the HR team has been working round the clock to ensure that their process is being carried out seamlessly without any hiccups whatsoever due to the current situation. Benefits of employees have been disbursed with next to zero errors and any employee queries being addressed with utmost prompt. New training modules have been introduced to keep the employees engaged while also providing them the support to upskill them in terms of knowledge enhancement and keeping them vigilant about combating the present situation. Leadership trainings have been introduced by the HR to engage the leadership in the new and alternative business models, excellence models and quality intensification in the organization with total employee involvement.

A quick check with our HR professionals made us comprehend that while they are missing going out due to the Covid-19 crisis and having physical interaction with other employees at their workplace, they are also highly comfortable with the idea of working from home as it saves time and energy on their daily commute, especially when commute is a hassle in extreme weathers . A new satisfaction level with balancing work and family time has enhanced their productivity and made them drive to more excellence as well as self-learning and development.

Every adverse situation gives way to possibilities and this current state of crisis have taught us to think beyond our horizon and come up with advanced approaches to business continuity & HR Excellence. This certainly will help many Indian organisations a digitally enabled transformational organization.

Research
Articles

"Facilitation For Future- Role Of HR In Business Sustainability".
A Case Study of Zero Budget Basic Model of 'Management Development Program' to sustain growth of an organisation.

Dr Milind Kulkarni
Sr. HR Consultant & Executive Coach

A) Abstract:

This Research Article is part of a Qualitative Research in the form of a Case Study. One Small Scale Ancillary Manufacturing Organisation which was poised to grow 2 times of its capacity within short span of 3 years, urgently needed additional team of 6 Managers (Head of Functions) to sustain the unprecedented growth. Organisation had many handicaps to recruit and preferred to develop internal talent to ensure cultural fit. Resources were scanty. Author was entrusted responsibility to conceptualise and implement the Management Development Program, with Zero Budget. Author designed Basic Model of Management Development Program and implemented the same only with the help of internal resources, with 67% success. The Basic Model paved path and built internal capability of replicating process of Management Development for future requirements of the Organisation. The exercise created opportunities of Learning for Individual Trainees, Organisation and to the Author. Learning Points arising out the Case Study will be useful for Leaders of other Organisations and HR Professionals at large. Hence this Case Study is presented, while protecting Confidentiality of Organisation and Persons involved.

B) Key Words: Process of Management Development, Competency Mapping (KSA Analysis), Gap Analysis, Bridging the Competency Gaps, Development Plan and its implementation, Self-Study, Review and Monitoring, Mentoring.

C) Introduction:

Author, a Senior HR Professional with 45+ years application-based experience in HR Function encompassing various industries, in a capacity of a HR Consultant, was recently entrusted responsibility of conceptualisation and implementation of a Management Development Program to sustain growth of an Organisation, but with Zero Cost Budget. In past, Author implemented Management Development Programs for various Organisations, with liberal budgets and resources. However, in this case, the need of the organisation was genuine, and the constraint of Budget was also equally genuine. Challenge was to deliver the results, with ZERO COST Budget.

D) Background:

The Client Organisation grew from a Proprietary Firm's small Workshop to a Private Limited Company having 6 Manufacturing Units at 2 locations, over a span of 40 years. This Organisation is led by Second Generation Entrepreneur, having annual turnover of approx. Rs 500 Cr., with (direct and Indirect) total employees' strength of approx.1500.

A major and reputed Automobile Manufacturing Organisation selected and nurtured Client organisation for supply of Ancillary Products (various Castings Components) required for their Two-Wheeler Motorbikes. The Client Organisation successfully demonstrated ability to adhere to the stricter Quality Parameters (Quality and Process Control) and Cost Control measures to supply 'High Quality Product at Competitive Price' – over sustained period and secured status of a 'Dependable Vendor'. Over a period,

Client Organisation has successfully earned similar status with other Automobile Manufacturing Companies also. This has opened opportunities to further expand and scale up the manufacturing - almost Double the capacity, within comparatively shorter span of 3 years. Apart from other Resources, the Organisation faced urgent need of additional Leaders for various functions and at different Levels, who will quickly fit into the culture of the organisation and start contributing without any gestation period (which is required for new inductees) to sustain the unprecedented growth of the Organisation

E) Challenges:

The Client Organisation had not systematically invested into Management Development in past. Organisation had considerably Basic and only Functional HR Organisation, with no stability of leadership in HR function, which resulted into intermittent, discontinuous approach towards function of Training and Development, without specific objective. The allocation of resources – money, time, energy etc. for the function of Management Development, were scanty and reluctant. All Strategic Decisions regarding HR Matters were taken by Top Management and HR use to implement the same. Top Management had reputation of being Utilitarian and 'No Frill' approach, focused on Quality, Cost Optimisation and Delivery, which was justified with vary nature of Ancillary Industry.

Top Management preferred to hire under-qualified and unexperienced persons for almost every position, without backup of strong and systematic In-House Management Development Program. Hence almost every function suffered

from under-performance, which was covered up by Top Management Team through 'Micromanagement' of every function, which resulted into tendency of 'Upward Delegation' amongst 'so called' Management Team. This style of Management caused many hinderances in achieving Business Plan and lot of Stress on Internal Processes. There was continuous pressure on non-performance, fear of reporting truthful information, suspicious and harsh supervision (shouting, abusing, threatening etc.) at every level etc.

The process of Performance Appraisal was elaborate by design but implemented half-heartedly, mostly as a Paper Formality. The pointers identified during the process of Performance Appraisal about Performance, Contribution and Potential etc. were often ignored/doubted and not respected. The Rewards, Increments, Career progression and Developmental Efforts, were decided mostly by Top Management. In past, there were various cases of frustration and regrets in the process of Career Progression, from both the sides.

There was an urgent need to groom minimum 6 Heads for different Functions within short span of 6 months. It was further desired that the intervention may pave path and establish Model of Management Development for future needs. Hiring Talent from Industry, was attempted in past, but was not successful due to poor Branding as an Employer, limited CTC Budget (conflict between Internal and External Parity), premature pressure of performance on newly recruited Managers without settling down process etc. Grooming internal talent was cheap and reliable source with cultural fit. In short there were many challenges, pressure of time, stakes involved and

reluctance of Client Organisation to allocate Funds and other Resources. It was almost an impossible situation.

F) Design of Zero Budget Basic Model of Management Development Program:

Author decided to conceptualise a Basic Model of Management Development Program and implement the same by utilisation of only internal resources. This process challenged many assumptions, practices of Management Development Program and taught many new lessons to the Author, which are shared in this Case Study.

Building Blocks of the Management Development Program:

F 1. Competency Mapping of Vacant Positions- JD, KSA Analysis

F 1 a. Organisation Structure: The 6 identified positions were plotted on the Organisation Structure, to understand its vertical and horizontal positioning, reporting relationship, stake holders and compensation band. This positioning of vacancies helped to develop perspective about the positions.

F 1 b. Job Descriptions: Out of initial 6 positions, 4 positions were vacant for long period and 2 positions were newly created. Job Descriptions for 4 positions were available but needed to be updated (which was pending for more than a decade) in the light of changes in Job Responsibilities, Organisation Structure, and other factors. For 2 newly created positions, preparation of Job Description was little difficult since the Job Boundaries and Responsibilities were vague and only in the concept stage. The Draft Job Description of those 2 positions were prepared and got validated/ corrected by various Stake Holders. During the process of preparation of JD for newly created positions, the dash of applied creativity shaped the JD which sounded very expansive and to some extend – impractical. This was required to be reviewed, re-drafted and corrected etc. during the subsequent stages.

F 1 c. Competency Mapping: After corrected/updated JDs were available, the KSA (Knowledge, Skill & Attitude) Analysis was done with the help of other stake holders (Superiors, Peers) who were knowledgeable about the requirements of each aspect of the Job (described in JD). In select cases, inputs of past incumbents were also available. Some inputs were sourced through Performance Parameters available through Appraisals – KRA/KPIs etc. Since this activity was carried out for the first time in the organisation, the Stake Holders needed some structured training and subsequent Hand Holding in the process of KSA Analysis, which was provided by the Author. The KSA Analysis of each position was required to be reviewed and corrected during the process of its implementation.

F 1 d. Job Specification: In the light of the JD of the positions, Job Specifications were finalised, specifying required Educational Qualifications, Experience, Knowledge and Skill sets etc from prospective candidates for each position.

F 2. Selection & Competency Gaps:
F 2 a. Identification of potential internal candidates: In the light of Job Specifications of each position, suitable candidates were scouted within existing organisation, who were close to the parameters mentioned in the Job Specifications.

For few positions, there were multiple choices available within organisation, and for some positions the choice was very narrow of hardly one candidate. For 2 newly created positions, no ready choice was available, but some candidates were showing potential and promise. Through this process, 20 potential candidates were shortlisted for 6 positions.

F 2 b. Communication to the Potential Candidates: All 20 potential candidates were communicated about their Shortlisted Candidature, Selection Criterion and Process. They were given opportunity to choose either to continue in the screening process of opt out, for whatsoever reason (which will not be hold against them, for any reason) They were further advised to prepare and present their candidature before the Selection Committee, with the perspective of the vacant position, against which he/she was shortlisted, and help was offered in doing so.

F 2 c. Selection Process: Profiles of all 20 potential candidates were prepared, which included their Age, Qualifications, Residency in Organisation with various positions held, Summary of Performance Appraisals of past 5 years, Rewards and Recognitions received, Broad Skill sets etc. JD of current position was also enclosed. For every position, Selection Committees were constituted consisted of Immediate Superior, Reviewer, Representatives of Allied Functions and Representative of HR. Assessment Sheets were prepared based on 12 Organisational Competencies, 6 Organisational Values and Competencies (KSA) of a candidate which are relevant to the vacant position with due weightage to each parameter etc. The Selection Committee was advised to interact with the candidate and seek information in connection with Assessment Parameters and then fill the Assessment Sheet, with explanatory note about why/what and giving examples in support of their rating. The Assessment Sheets were collated (without mention of name of Assessor) and the Committee was requested to meet, discuss and iron out differences, if any, and arrive at commonly accepted Assessment Sheet and its recommendations about suitability of the candidate for the position. The Selection Committees mostly recommended one candidate for each position with 1 backup candidate, if appropriate, except one Committee recommended 2 names for one position, leaving decision to the Top Management. The Top Management considered Recommendations of Selection Committees and approved candidature of 5 positions and rejected recommendation of one Committee – with reasons, but which were not recorded in writing. The process of Assessment was repeated for that position – in the light of guidelines of Top Management and the Selection Committee Recommended one candidate which was approved by Top Management. This completed process of identification of 6 potential candidates for the 6 vacant positions. Selection Committee recommended 3 Back up Candidates for 3 positions.

F 2 d. Communication to selected and non-selected candidates: Candidates who were shortlisted (including Backup Candidates) were communicated that they are shortlisted to undergo systematic Development Process for the vacant positions. Subject to their successfully completing Development Process, Top Management may consider to be placed against the vacant positions, on probation. On successfully performing

the role to the satisfaction of the Superior, they might be confirmed against the vacant position with designation and CTC revision. They were advised to undergo the Development Process – while performing their current role/responsibilities and spare additional time/energy for participation in Developmental Process, in the interest of their own progression. Those (6+3=) 9 candidates were once again given choice either to continue to participate in the Development Process or to Opt-Out, without citing any reason (which will not be hold against them for any reason). They all were excited and Happy to continue in the further process of Development.

F 2 e. Identification of Gap in Competencies: Shortlisted candidates (6+3) were explained Competency Mapping (KSA Analysis) of relevant Vacant Position. They were advised to make Self-Assessment of their individual existing Competencies (KSA) against Competencies required for the Vacant Position and come out with Gaps in Competencies, honestly. They were communicated that the Gap Analysis will be considered only for Developmental Process (and not as a part of Performance Appraisal) – which relieved their worry, anxiety, and apprehensions. Those identified Gaps of Competencies of individual candidates, were validated by their Immediate Superiors and by the Immediate Superior of Vacant Position. This was a major Building Block in the process of Development Program. This formed 'Curriculum of Development Process' for individual candidate. This provided answer to WHO and WHAT part of Development Process.

F 3. Development Plan to bridge the Gaps of Competencies:

F 3 a. Structure of Development Process: Every candidate was entrusted primary responsible of implementation of their individual Development Plan. Immediate Superior of current position and Immediate Superior of vacant position – were nominated as Mentors and Resource Persons. HR Representative was responsible to facilitate coordination, records, and reporting of the progress. Author acted as an External Help and Guide for entire team.

F 3 b. Development Interventions:

1. Development Needs: The Gaps in Competencies were identified as Training Needs for individual candidate. It varied specific to position individual. Hence the Development Plans were also customised to individuals.

2. Self-Study: Candidates were explained that majority of Learning Process happens through Self Study Method and On the Job. Organisation can only provide Infrastructural support for the same. Individual Candidates were trained and encouraged to prepare their individual Development Plan – Topic by Topic with planning Daily/Weekly/Monthly activities.

The resources for Self-Study were also identified as follows:

For Knowledge part – Google, Wikipedia, E Modules available on U Tube and other sources were identified. Help was sought through Local Management and Engineering Institute to borrow some Books and Journals. We also identified some internal resources – who willingly shared their knowledge on specific topics though they were not proficient in teaching. This was specific to Industry and Job.

For Skill Part – Candidates were encouraged to undergo Job Rotation in allied Functions (like Safety, Quality, Maintenance, HR, and Costing etc) for shorter duration, to provide them practical perspective of those functions.

Projects: Candidates were encouraged to undertake certain Projects to practically experiment and explore their abilities – like improvement in Process Control, reduction in wastages, improvement in Quality and reduction of Rejections.

Participation in Cross Functional Teams: Candidates were involved in Cross Functional Teams to provide them exposure to various thought process and approaches in common Problem Solving or Improvement Projects like Inventory Control.

Shadow the Leader: Candidates were encouraged to shadow the existing Leaders in the Organisation, to give them exposure to observe and absorb various aspects of Operations, Decision Making, Motivation etc.

For Attitude part – Mentors and Guide (Author) – conducted various talks and practical tips to develop certain behaviour aspects – like Anger Management, Emotional Intelligence, Time Management, Dealing with Difficult persons, Self-Motivation, Working under pressure etc. This was followed by certain Follow Through, Hand Holding and Self Improvement Diary etc. Sense of Urgency, Dependability, and Courage to raise the flag - intime etc. were specifically dealt.

Candidates were encouraged to participate into activities of Self Improvement Support Groups like Toast Masters Club etc. for improvement in Communication and Meeting Management.

Candidates were encouraged to visit Industrial Exhibitions and certain Industrial events organised by Local Management Association and Management/Engineering Institute, which provided them different perspective, exposure to broadening their horizon.

Candidates were encouraged to Participate and Lead certain internal Events including Cultural Activities, Blood Bank Camp, Safety Awareness Activities and Company sponsored CSR Activities.

The vary fact of their identification for undergoing Development Process, provided them special perceived status – in their eyes and for others in the organisation – which elevated and boosted their moral and self-esteem.

3. Mentors and Guide were reviewing progress of implementation of Development Process and providing additional inputs, support, and encouragement. They were also helping candidate to secure additional support from Colleagues and other Function Heads. Records were maintained of such Review and Monitoring Process.

4. A Review Committee was constituted consisted of Top Management to conduct (Quarterly) Review of Progress of implementation of Development Process. Candidates were encouraged to make presentation about progress of their Development Process, in presence of their Mentors. review Committee provided Encouragement, Guidance for further Progress, Critical Review of Progress, allocation of additional Resources etc. The Development Process Plan was adjusted, corrected, supplemented in the light of guidance of Review Committee.

F 3 c. On completion of Development Process (of bridging Competency Gaps) the Selection Committee was once again

invited to assess suitability of the candidate for the vacant position. The Selection Committee submitted its observations and recommendations about preparedness of the individual candidate to occupy the vacant position. The Recommendations of Selection Committee was reviewed by Top Management and subject to their consent, the candidates were placed on vacant positions on probation for a specified period.

F 3 d. Results: The result of yearlong Management Development Program was as follows:
1. Newly created 2 vacancies – Identified candidates were asked to assume position within period of 6 months when implementation of Development Project was still under progress – due to organisational priorities and pressure of work. One candidate successfully survived in the new position and started performing new responsibility with some difficulties initially. Another candidate withdrew his candidature since he was unable to handle pressure of new position and some issues at his home front. Since there was no other internal candidate available within the organisation, it was decided to recruit suitable candidate.
2. 4 vacancies - 3 candidates successfully completed the Developmental Process and qualified to be placed against vacancies on probation. 2 candidates successfully completed Probation and started performing new responsibilities competently to the satisfaction of their Superiors. 1 candidate was removed from the employment due to some controversy.
1 candidate was unable to complete Development Process even during extended period and Selection Committee did not find him suitable for placing against vacant position. The Back

up Candidate is currently undergoing Development Process for this position

G. Learnings – Individuals, Organisation and Author

G a. Individual Candidates: At the end of the Management Development Program, Individual candidates shared their observations and feedback as follows:

1. The Project was unique and unprecedented, which created lot of positive energy within the organisation. There was lot of excitement, curiosity, and positive support from all colleagues. This also increased pressure of performance on them.
2. The Learning Process was focused and target oriented, which they never experienced in past.
3. The Process was transparent and well explained. No false hopes but lot of encouragement.
4. The efforts of Mentors, Guide were guanine and helpful.
5. Lot of learning resources were available within the organisation and nearby Institutions. It only needed willing efforts of individual to tap the same and get benefitted.
6. Involving candidate in the process, enabling them to design/develop their own Learning Path and giving them ownership /making responsible to implement the same - was totally unique. It has given them lifelong learning for leading progress in their future career in true sense.
7. Development Process was delinked from Performance Appraisal Process which was a real relief from pressure of performance. This was a unique experience.

G b. Organisation: At the winding up of the Management Development Program, all Stake Holders were requested to review the entire process and share their Learnings from the same. The salient features were as follows:

1. The conceptualisation of Project was very thoughtful, considering our handicaps, limitation of resources and organisational environment.

2. Execution of the Project was systematic. Out of 6 vacancies, we could get internal candidates for 4 positions, which is a great success. From the 2 unsuccessful cases, as an organisation we have learnt as follows:

I. Our selection of candidate was wrong, who could not sustain the Development Process.

ii. Second case of subsequent withdrawal – is a casualty of our Organisational Culture of putting too much Pressure of Performance at premature stage.

3. Apart from success or failure, this Zero Cost, Focused and Tailormade Management Development Program has paved the way for future replication of the Module.

G c. Author: Author has implemented many projects of Management Development and Leadership Development in his career. However, this Project was challenging, which compelled Author to challenge his own beliefs, thoughts, and practices on the subject.

1. Each Organisation carries lot of hidden Learning Resources, which needs to be identified, tapped, encouraged, and recognised.

2. Apart from formal and technical knowledge, the power of tacit knowledge which enable success of performance, needs to be recognised.

3. The Learning Paths needs to be customised for individual Learner.

4. If the Trainee is empowered and enabled, they love owning their Learning Path for their own growth.

5. Development Path is different from Performance Path. Development Path needs Encouragement, Empowerment and Positive Reinforcement without critical reviews.

H. Way Forward: Top Management, after considering success of the Project, decided to continue to utilise the Module for future requirements of the Managerial Positions with internal talented candidates. Top Management was confident that required capabilities are sufficiently internalised by the Team of Management. The 4 candidates who underwent the process of Development in this Project, not only participated but also contributed to the process and themselves volunteered to help organisation to facilitate Developmental Process for further batch of internal candidates. Implementation of first batch of Management Development, not only created positive energy and excitement within organisation but also evoked confidence and acceptance for other Internal Talented employees to willingly offer their candidature and participate in similar process in future, without any reservation. This ensured smooth supply of Internal Talented Employees as potential candidates for Management Positions, in future. This Basic Model of Management Development can be utilised with customisation, in any other organisation to Develop Internal Potential Candidates for Managerial Positions.

I. Conclusion:

HR Professional fraternity is creative, adoptive, and capable to utilise their Professional expertise to satisfy needs of Organisation and produce results at any cost (including No Cost). Each Organisation has many potent talent and resources, which can be utilised to its full potential. In the present Case Study, the Author basically adopted extremely Basic Model of Management Development by use of positive energy, utilising internal resources, delivered reasonable results, and created forward path of Employee Development for future. This model may be useful for other organisations and for HR Fraternity at large.

Transcending Talent Turnover using INR (Identify, Nurture and Retain) Model

Mr. Sahil Nayar
Senior Associate Director – HR,
KPMG India Mumbai, India

Ms. Harini Sreenivasan
Partner – Semcostyle Institute India
Mumbai, India

Abstract – The purpose of this research is to help organizations transcend talent turnover in a world which has become 'glocal'. Talent today is available at the click of a button across geographies and more importantly threshold levels of patience have significantly decreased. Methodology and approach - Over the last one year while psychological safety of jobs has been paramount, attrition in the Indian context has been primarily within the Hi-Po groups at significantly higher compensations. This research explores the Indian diaspora across various industries and the 'push and pull' talent dynamics playing out during the pandemic. It chronicles the experiences of a few Hi-Po talent who have risked leaving the comfort of their existing jobs and venturing into new age companies amongst others. Using empathy-based conversations, the research compares and contrasts human behavioural patterns across different industries and critically tests the efficacy of the INR (Identify, Nurture and Retain) Model.

Findings – Organizations focussed on business sustainability do not live in the present. There is a willingness to invest on retention of high potential talent. While traditional methods focus on measuring performance, what is lacking is a structured and objective approach starting with early identification, appropriate nurturing and consequent retention. The proposed model is expected to be industry agnostic, level specific, universally applicable. On application of the model the results are expected to have deviations due to business context and human situational variances.

Keywords— Culture, Talent, Identification of Hi-Potential, Nurturing, Retention, Sustainability, Management Models.

I. INTRODUCTION

Talent turnover is a key metric for measuring the health of any organization and it has occupied an important position in HR dashboards since time immemorial[1],[2] and the world over. The pandemic has over emphasized the phenomenon further with a notable increase in involuntary attrition. Now with the businesses re-starting, ccompanies in India as well as in other countries are suddenly facing a challenge of a different kind. Replacing talent that they have had to let go and at the same time retain talent that they have invested upon over years. Depletion of key talent and results in organizational performance deterioration and can have long term negative impact on business continuity. It is therefore necessary for not just the Human Resource function but also people managers who need to dive deeper to understand the cause of talent churn. In the backdrop of various reasons for talent attrition, this research paper explores methodologies that emphasize on organizational culture and investment of effort in the direction of talent retention. The proposed model being geography and industry agnostic model is expected to help companies convert their human capital potential to quantifiable solutions for business continuity. Improved productivity is expected as a measurable outcome and prevention of loss of hi-potential talent will result in meaningful business outcomes.

II. METHODOLOGY

Incumbents in overall experience ranging from 1 – 20 years were considered for this research. They were employed in different industry sectors namely BFSI, manufacturing and IT Services. Their roles varied from business analysts to software developers to project engineers to HR executives. All personal details of the survey incumbents and their organization names have not been revealed in this research paper for reasons of confidentiality. The incumbents were interviewed when the pandemic set in in 2020 and once again after the second wave erupted when many organizations perceived it as a threat to business continuity. The interviews were consciously not conducted at a time when performance reviews were happening in order to avoid any biases due to the outcome of the appraisals. The interviews were carried out using a questionnaire and along the pointers as shown below and responses were gathered for analysis.

I) What so they feel or think about their work in the upcoming year?

ii) Would they like to seek a job change within the same organization?

iii) What do they think really matters to be measured?

iv) What do they see as a threat when doing the same role for more than two years?

v) What influences them when they listen to senior colleagues in their organizations?

vi) What would have made them stay with the same employer?

vii) What do they see around them as reasons due to which talent exits happen?

viii) What was their trigger to change jobs?

ix) Fears, frustrations and obstacles

x) Wants, needs and measures of success

Secondary research from various sources were also collected to substantiate the findings. Data was consolidated and classified based on practical challenges and emotions that triggered the exit behaviours. Based on observed patterns and the analysis thereof, a practical talent retention model has been recommended.

III. RESULTS

Analysis of patterns of behaviours resulting in decision to stay or quit revealed the following:

A. 37% of respondents cited that they were not able to perform the job of their liking even though they were identified as 'top talent'. This was highlighted as the most probable trigger to plan their exit.

B. 69% of respondents observed that it is a natural tendency of managers to quote or refer to the 'aspirations' of the appraisee and base their performance assessments on how much of it has been achieved. The respondents also highlighted that performance to expectation in their aspirational roles has to be a combined responsibility of the individuals and their managers and would require appropriate guidance from them.

C. 32% indicated that career growth and not change in job titles is seen as the top most component of an employee value proposition irrespective of length of experience or industry.

IV. ANALYSIS

The above findings clearly indicate productivity at the workplace is hugely impacted by lack of visibility of growth. Several models of job rotation based on vacancies or competency assessment had been found to be inefficient to retain top talent. The research gave clear pointers that job rotations are not very helpful if they are driven with a top-down or unilateral approach. Every individual has a mental map of how her / his professional growth should look like and is constantly measuring progress against it. Any sign of deviation is the first real trigger for talent exits. It is therefore imperative to be proactive and deploy a methodology that helps identify aspirations, nurture talent in the right direction an retain the high

potential talent for business continuity. Aspirations are to be probed and understood right at the start of the career[3][4]. Since the research was carried out with a multi-generational population, it was also found that age and maturity are not pre-requisites for an individual to make career choices.

V. RECOMMENDATIONS

Based on the analysis of the findings, a career map guide is recommended. This is a three phased process as described below (Refer Fig.1 for a infographic representation).

Phase A: Introspection at a Multi-level

This is a precursor to the INR model. It is recommended that this is carried out at individual level, team level, departmental level and also at an organizational level. Answers to the following questions are to be captured:

I) Why am I / the team / the department / organization doing what is being done?

ii) Where do I see myself/ the team / the department / organization going in short term, medium term and long term?

iii) What are the values, beliefs and behaviours that will drive me / the team / the department / organization towards it.

Note: While responding to Q. ii above, participants are to be encouraged to visualize and describe their aspirational job content rather than simply state futuristic 'designations' and 'job titles'. Responses should be the original thought of each participant and should not be influenced at this stage. These aspirational statements should not be controlled or diluted by anyone else.
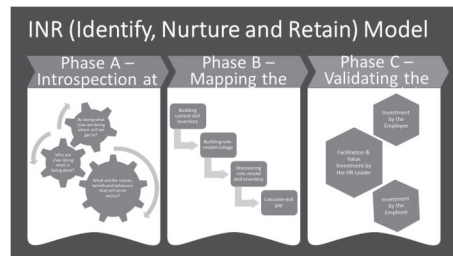
After the introspection phase is over the alignment of individual aspirations can be superimposed on that of various teams and departments in the organization to identify most appropriate matches. These are indicators of directions for job rotations and have to be noted.

Phase B: Drawing the INR map using the 4-step approach

This is a self-assessment phase and the outcome are to be used by managers to guide the participants towards the direction identified in Phase A.

The INR map takes a 4-step approach

Step 1: Build current skill inventory

The incumbent is to make a list of all existing skills. Bifurcation into behavioural skills and functional skills are recommended so that imbalance if any, gets highlighted and can be worked upon.

Step 2: Build role-model collage

The incumbent is to build a collage of individuals who are already in the role that he / she aspires to be in. Role-models may include but not restricted to well-known influencers, senior colleagues, mentors etc.

Step 3: Discover role-model skill inventory

This is the most engaging step for the incumbent on the INR journey as it requires the him / her to maintain a journal about the role-models and discover their skills. It encourages engaging in meaningful networking and following influencers who have already tread the path. Learning from their experiences is an enriching activity in itself and adds to skill development of the incumbent.

Step 4: Calculate Skill Gap
This step is the simple difference between the skill inventory of the incumbent and that of the role-model.

Phase C – Validating the INR Model
The output of Step 4 is a measure of the investment that would be required to made both by the individual and also by the organization. It shows readiness of the individual for a change of role.

The highlight of the INR model is that the 'identify' aspect is not merely for identification of top talent. There are various other performance evaluation tools for that[5][6]. The emphasis is here is on identifying the aspiration of each individual. As we enter into the 'nurture' aspect, the constituents of the step-4 clearly call out the effort required. At this stage aspirations are to be validated by the line manager and HR plays the crucial role. While managers will assess the feasibility and relevance of the aspirational roles from the organization's perspective, HR's role is to evaluate how it will impact the career progression of the incumbent. Any discord at this stage needs to be discussed with checks and balances and concluded on a mutually beneficial note.

Conventional methods of job rotation work on competency assessments alone but do not take into consideration aspects of willingness of the individual to move in that direction. The survey with the incumbents highlighted fears and apprehensions about job rotations to roles where the interest is not significant. This results in very poor success rate of retention through job rotation. The INR model is expected to be able to mitigate this risk as the accountability of growth is in the hands of the employee. The employee learns to introspect and draw out a clear vision of her / his path forward. The role of the Human Resource function is largely in facilitating these introspections in a structured manner and collecting the data for charting career roadmaps and to play the role of bias neutralizers. HR also would drive the estimation of readiness for the next role and help quantify investment of time, effort and money. This would help line managers to subsequently take ownership of nurturing the

talent based on the findings of the INR model.

6. CONCLUSION
Business continuity is an imperative irrespective of market conditions or talent losses. While HR plays a key role in designing processes for retention of the right talent, managers and business leaders are accountable for nurturing them. It goes without saying that every individual is responsible for charting his / her own career path and working with the managers towards it and in alignment with the larger business purpose. The INR creates a balance between 'identifying' the aspirations, 'nurturing' with efficiency and 'retaining' the right talent with shared accountability by the workforce, HR and the business.

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Facilitation For Future Role Of HR
In Business Sustainability

Mr. Sharad Gangal
Consultant and Visiting faculty at TISS
& Faculty for Talent Management & Industrial Relations at
Stockholm School of Economics for their Management Dev programme

Introduction

The current phase is beyond VUCA and therefore Sustainability seems more of a distant dream if not illusion. Every phase and phenomenon in in Social Science has to be viewed in the prevailing context and force of external and internal eco-system. The internal systems can be tweaked, altered, amended, however there are limitations of influencing the external environment. Sustainability hence for future has to be explored in this context. The paradox is we don't even have a firm grip on a monthly horizon and when we talk of future we are setting our sight on a 5 year period at least. The myth of Social behavior requires 25/30 years to change etc has been demolished by the current pandemic and best of systems have failed, which were perhaps branded as facilitating sustainability may be by the Society and Business till recently. We are attempting to create a HR Architecture to facilitate for future for Businesses. Its definitely a brave attempt and we may put it in a slightly exaggerated frame of Dangerously Optimistic. But then the challenge and thrill is always in uncertain and unchartered path and not on a given map. Those who create History always are on Discovery or Innovation path and not on status quo and stereotypes. I would like to congratulate NIPM for this, because it has thrown at us a challenge of predicting a future human dynamic to be facilitated in a situation where we do not know what will be tomorrows behavior. Suddenly Covid

Combat Behaviour has become more important than the usual **Business Competencies,** because sustainability is going to be decided in how we combat

tomorrow even before we talk of next quarter.

Approach

The Organizers have given us some hint in covering the future sustainability roadmap based on certain functional deliverables:
• Rewards and Recognition
• Competency Development
• Identifying and nurturing high potential employees
• Employee Engagement
• Importance of Coaching and Mentoring
• Talent Acquisition

The attempt will be to adhere to these functional themes, however, their underlying meaning will go a Tectonic Shift and what worked yesterday will not work tomorrow and what will work tomorrow will not work day after. Will also bring in some other nuances of other People dynamics in Business and the way it is likely to be run.

Rewards & Recognition

The traditional Reward methodology will go big change according to me. It will have to be instantaneous. The reason is neither the employee (if she has to be called an employee) will be certain about the tenure. The function of Pay-Period say a month or annual incentive will be of the past. Also because of Uberization of employment I will not be waiting for pre-decided period for my reward. May be on my way in the Uberization journey (pun not intended) one may find the next destination more attractive hence severe my relationship forever with the shores I have already left. Hence I would like to claim my Reward and move on. If we talk of continuous Feedback, why not instant

Reward mechanism. The reason being each of the assignments will be seen as a Project and it will be a Project Team essentially cross functional and hence HR will be more of a Facilitator as much as Finance will be Goal keeper for Cost. It will be more like a bullet bonus than a fixed remuneration. The concept of joining bonus will be replaced by continuing handcuff for talent.

Competency Development
Competency Development will be of a completely new reality. The Power distance between Tactics and Strategy will be shortened and Agility will become more important in thinking and doing. Will it mean short term thinking? The answer according to me is No, but the degree of ambiguity will be so severe that relevance of time of an idea will very short as it will be a function of what is happening in the external environment and its impact on current.

Ability to manage Remote teams will move up the ladder and will be a competency compulsion. Similarly Dealing with Ambiguity will be most sought after competency and will be a must have demonstrated behavior. Competencies may not be typecast and one will not be surprised that if each assignment is going to be a Project, Competencies will be defined for the Project delivery and will not be a Permanent behavior expectation. What it means is each project will have a unique set of behavior expectation and the cross functional team will be decided on the basis of Competencies required for the Project. It will be a real Targeted Selection. Adaptability will be another competency of importance as the situation will be so dynamic that too much allegiance the past will be a liability. Loyalty to concepts may not be what is desired arising out of the constantly changing situation. The competency requirement will hinge more on Depth than Width as the time to delivery will be limited and the relevance of experience would be more of 'drill down' than expansion.

Identifying & Nurturing of high Potential Employees

Potential identification will be relevant for a certain type of work and someone with a Permanent potential may not be true. There will have to be an Inventory of Potentials for a certain class of projects and assignments what is true for now may not be for future. May be the strategy can be for identifying potentials based on the ability to Grasp and Uptake and develop them purely based on their intelligence. The reason for this will be ever changing situation and HRs ability to guide the Organization for future. The definition of potential will be the ability of the individual to assimilate new solution based approach and covert it in to tangibles. It may intersperse in acquiring new competencies to prove her ability to acquire new.

Nurturing will be more challenging than identifying for the simple reason the Construct of my individual ambition and Organizational expectation will have a greater variance than the current. The strain of nurturing will be far higher than in the past and ability of HR to influence the organization on methods of nurturing will require newness in thinking and a break from the past. Caring of the individuals ambition will gain precedence over the Organizations need.

Employee Engagement
Among all the themes listed, if there is one which will undergo a change the most is Employee Engagement. The Rules of Engagement will undergo complete change. According to me the tenets of engagement- Job Clarity, Career, Development, Fairness of Compensation, Celebration and Performance Management being primary anchors of engagement and Communication, Culture and Infrastructure being Secondary Anchors will undergo change. The degree of change may be different but change is given.

Let us take some anecdotal examples. Is office Infrastructure relevant if the construct is going to be Work from Anywhere? Companies have already started helping employees with Home Infrastructure for Office Work!!

Another example would be Communication. The style, mode and frequency of communication will undergo big change as the physical presence will be for thinner than what we are used to in conventional.

Establishment of Interpersonal Relationship will be an important Cannon of engagement as the working mode will be distant than confined space.

The whole Engagement Model will have to be redefined to suit the Future of Work.

Importance of Coaching and Mentoring

The Coaching Style will undergo a big change. It will be a quick on the go learning out of Coaching and Mentoring rather than the traditional long sessions. The ability of the Coachee to assimilate quickly will decide these methods of development. The Coaching and Mentoring will be for newer ways of learning. The preparedness of the Coachee to Unleran will also be an important element of development and the Coach and Mentor will have to stress the same. The obsoleteness of ideas will be very quick and forgetting the past to accommodate the future will be the skill of the Learner and the Coach and Mentor will have to constantly persuade the Lerner.

Also what was true for the past may not be so for the future and therefore the Coach and Mentor to be in the Current will also play a big role in the Success of these two developmental pursuits.

Another aspect is the Coach and Mentor will also have to be a quick learner to ensure that acquisition of knowledge is real time with the Learner (Coachee).

Talent Acquisition

The ability of facilitating acquiring talent across any geographies is going to be the key. It is not as material as it is today to get talent closer to place of work as Hybrid working is going to be the norm. Talent acquisition may not be for permanent. It may be for project hence specialization will be important for quick delivery and domain expertise will get

far higher weightage than current. The Talent acquisition may be completely outsourced and HR may have to play the role of facilitating the same. Its different from the current and the assessors will be sitting in different geographies in different time zones.

If talent is going to be acquired across different countries the ability of HR to understand International Laws and ensuring legally correct Contracts of Employment will be essential.

There may be multiple assessments for an employee depending upon the project she is going to be assigned.

References

There was no reference to any book. Since the topic is about the future in this dynamic situation any reference to the past according to me may not serve material purpose.

Conclusion

● Businesses are going to be beset with Hyper Changes

● HRs ability to navigate and Facilitate will be on the lines of the changes that I have thought and penned above

● Only Conventional Knowledge will be less important for HR to be effective.

● The Zone of working will be Physical, Virtual and Hybrid hence HR will require to re-write rules of Engagement apart from newer methods of Talent Acquisition, Identification of Potential, Coaching etc.

● HRs ability to influence line in the next 2 years will decide HRs effectiveness, because the used to way of working will have to change. It's a very Critical & Transitionary phase and HR will have to facilitate the change for now and change for future. The Future for HR has already started.

● With Project Life Cycle way of working Organizational Structure like a Pyramid will fade and group will come together and deliver and then disperse for a new project.

● Learning and Development will have to create more effective delivery vehicle which will be beyond Classroom

● International exposure will have to be facilitated working in home country and the host country in a hybrid format. It will mean while I am in my own country I will have to work on my Host country time zone.

● Sustainability will be a moving reality and HRs ability to move with speed of change will decide the Vitality of the function.

Symbols of Change

More and more HR Heads are writing Policies on Working from Office than Working from Home!!

Positive is seen as Negative in the Pandemic which may continue for future too.

Nucore Transformation Journey: Thriving at uncertain times

Mr. Vineesh U Sathianathan
Consultant
elegantVie consults and designs,
Kozhikode, India

Dr. R Murugesan
Professor, Department of Humanities,
National Institute of Technology,
Tiruchirapalli, India

Abstract— The COVID-19 outbreak took down travel industry and its associated businesses in 2020, with still no major signs of recovery. This action research explores the approaches and actions an organisation took during the looming crisis to innovate and respond proactively to beat all the odds. The preparations and nimble actions by the leadership team guided by strong principles helped the organisation steer through and launch six products during one of the toughest phases of its existence.

Keywords— Agile transformation, resilience, employee experi-ence, travel industry, purpose

I. INTRODUCTION

Though at the beginning of the year 2020 Inter-national Air Transport Association (IATA) had re-ported a positive outlook, with a projected 4.1% increase in Revenue Passenger Kilometers (RPKs) and a modest recovery in air freight volumes com-pared to the previous year[1], the novel coronavirus (COVID-19) pandemic has created havoc in the travel industry like never before. Many countries closed borders in a chaotic manner[2] leading to travel bans and many events being cancelled across the world due to spread of virus thereby reducing the need for business travel[3]. A study of COVID-19 outbreak impact on 52 listed airline companies around the world found that airline stocks declined significantly than recovery[4]. Another study later in the year 2020 regarding the impact of COVID-19 outbreak on aviation sector indicated job losses and billions of dollars in financial losses[5]. This research is a case study of

the initiatives that Nucore software solutions private limited (Nucore)[22] took prior to the pandemic and during the pandemic that helped the organisation thrive during these unprecedented times.

Nucore specializes in travel agency and airline Enterprise resource planning(ERP) systems. Nucore processes about 57 million transactions generating $4.5 billion in sales from more than 500 agents in 28 countries serving more than 10,000 users in 3,000 locations. Businesses using Nucores' solutions include global travel management companies, leading travel houses, destination management companies and online travel agencies across the Middle East, Africa, and South East Asia.

II. OBJECTIVE

Based on the growth strategy for Nucore, the leadership team identified that aligning all teams within the organisation into an agile way of work-ing was an important step to achieve the projected growth plans, and was named as the Nucore Trans-formation Journey(NTJ). The desired outcomes from this initiative was to improve the predictability in delivery and increase productivity of each teams and its respective members.

III. RESEARCH METHODOLOGY

French and Bell discussed about organisation improvement through action research[6] which is different from traditional change programs where an external expert works closely with the organisa-tion, to initially understand the ways of working of the organisation and then design interventions by applying behavioral science concepts.

The corresponding author can be reached at vineesh.sathianathan@gmail.com

It was decided that NTJ will follow an action based approach to implement the initiative.

As a first step, interviews were conducted with leadership teams and other members in the organi-sation as part of the organisational diagnosis[7]. Based on the outcomes, the report was compiled and discussed with the leadership team to align on the gaps and to derive an action plan to design and implement the interventions. The following sections explains briefly on the various actions undertaken to design and launch the NTJ interventions. NTJ interventions were iterated in two phases and accordingly referred to as NTJ1.0, launched on March, 2019 and NTJ2.0, launched on January, 2020 to refer to the two phases.

A. House of Nucore

One of the important findings from the diagnosis was that the organisations needed a mindset shift regarding the way they believed the work has to happen. To achieve this outcome, House of Nucore (HoN) inspired by house of lean[8] was defined. HoN attempts to achieve Nucorean Experience, ab-breviated as NucorEX, the employee experience framework at Nucore and consists of nucoran philosophy, behaviour and experience.
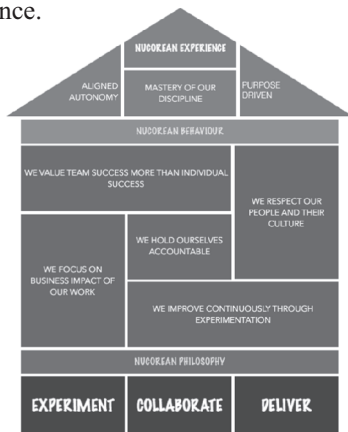
Fig. 1 House of Nucore

1.Nucorean Philosophy : Defined by three pillars namely, experiment[9], collaborate[10] and deliv-er[11].

2.Nucorean Behaviour : The desired behaviour [12] every nucorean shall showcase to uphold the nucorean philosophy. They are as follows:
• We hold ourselves accountable
• We value team success more than individual success
• We respect our people and their culture
• We improve continuously through experi-mentation
• We focus on business impact of our work

3.Nucorean Experience : Defined by aligned au-tonomy, mastery of our discipline, being purpose driven[13][14][15].

B. NTJ 1.0

The NTJ 1.0 interventions focused on launching the agile teams, which included establishing the hybrid agile approach with the project teams. Pro-ject teams were categorised into three considering the project state.

1.Category 1 (new project/ product development): These teams were designated to follow the agile way of working where the ceremonies and practices were chosen based on the appropriate-ness to respective teams.

2.Category 2 (ongoing projects): To ensure that there were minimal impact to ongoing work, the projects were analysed to understand the existing challenges. Based on the findings, appropriate trainings were provided to all team members so as to induct them to the new way of working ensur-ing zero impact to deliverables.

3.Category 2 (maintenance projects): These teams adopted Kanban principles and practices as part of new way of working.

Figure 2 explains the details of hybrid agile ap-proach.

1.Agile Bootcamps : To socialise the agile con-cepts and approaches adopted by teams.

2.Agile Transformation Phase 1: This phase was planned after agile bootcamps, where the team transitioned to agreed approach. The team were mentored on various ceremonies and practices for a duration of six 2-week sprints.

3.Agile Transformation Phase 2: After 6 sprints, teams planned and executed their sprints with minimal external support for the next 6 sprints. The teams met the expectation to be independent self-managed agile teams by 12 sprints.

skills.

There are four enablers for the product teams, which include

1.House of Nucore : Defines the employee expe-rience framework at Nucore.

2.Scorecard: Each team had a monthly scorecard based on the progress they made with respect to their goals.

3.Dashboard: The dashboard provides visibility of relevant organisational metrics and shall be ac-cessible to everyone in the organisation.
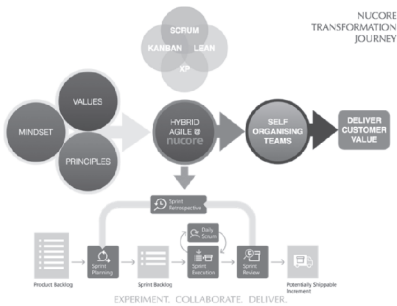
Fig. 2 Hybrid agile approach

C. NTJ 2.0

The NTJ 2.0 was initiated at the beginning of year 2020 to leverage the momentum gained from NTJ 1.0. Figure 3 is a diagrammatic representation of NTJ 2.0.

Every organisation need to have clarity[16] on its purpose and why it exists[17]. This is quite im-portant to align the members in the organisa-tion[14]. The product teams aligned to the three core characteristics of an agile organisation as indi-cated by Steve Denning[18], which includes the law of the small team, the law of the customer, and the law of the network. Team members aligned as part of virtual teams to improve on their domain, technical and business knowledge and

negotiables at Nucore: The non-negotiables[19] at Nucore are as follows:

• Responsiveness: Respond to all our stake-holders in a timely manner.

• Intense commitment: Commit and honour commitments.

• Results matter: Create impact through results, everything else is secondary.

• Courageousness: Speak the truth and face the facts. Let there be no silent disagreements.

• Transparency: Transparency supports smarter behavior and better decisions.

• Multiplier: Be a multiplier.

• Bias towards action: Learn from mistakes and do not repeat them.
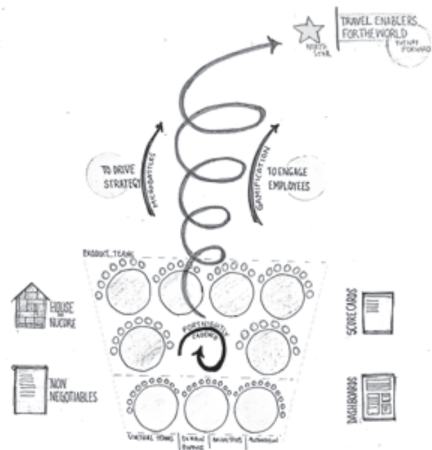
The product teams delivers on a fortnightly ca-dence and aligns to a quarterly plan based on the product roadmap. The organisation employs gami-fication to engage and motivate employees[20], and micro-battles[21] to drive strategy. All the teams are aligned to the "North Star" or the purpose of the organisation, which states, "Travel business ena-blers for the world".

IV. RESULT SECTION

Table 1 summarises the timeline of various prod-uct launches Nucore made during the last fourteen months.

TABLE I
PRODUCT LAUNCH TIME LINES

S.no	When	Action	Benefit
1	April-May 2020	Anticipated the need of a refund tool, innovated and delivered **IATA BSP Link Automation - Refund Tool** in 30 days.	This tool was provided to all the travel agents at free of cost considering the fact that they were impacted by the lockdowns
2	June 2020	Launch of NDC Based Booking Portal nuflights.com To be released in June 2021 with Emirates Airlines as partner	To invest in next innovation in travel distribution IATA NDC
3	June 2020	Launched SkyBook Global - Travel Business Consulting division skybookglobal.com	Structured and cost-effective approach to enable business growth for our customers via our technical expertise.
4	August 2020	Re-launch of a SaaS based CRM **nuCEM**	A Client Engagement Management Platform
5	February 2021	Launched **NuPay**	The digital payment platform for Travel Agents
6	May 2021	Launch of **nuTraacs** - SaaS verion of flagship product TRAACS	For small and medium agents to start their operations with zero investment in platforms.

Though 2020 had been a difficult year for travel industry and for Nucore due to the COVID-19 out-break, with continuous innovation and excellent execution approaches, Nucore launched as many as six products during the period of March 2020 and June 2021. Nucore also announced a salary hike to all its employees effective from June 2021.

V. DISCUSSION

Strategy matters. What matters more is the exe-cution capability by the leadership and team espe-cially when the going gets tough. With impending COVID-19 outbreak, the leadership and the team made many right choices to reach where it is today. When many organisations in the sector succumbed to the crisis, Nucore thrived and launched multiple products. Here is a summary of certain proactive actions that the leadership team took to stay ahead.

The leadership team anticipated the possibility and impact of lockdown at least 2 weeks in advance and prepared the organisation for remote working as well address challenges associated with travel bans across the globe.

During March 2020, flights were grounded across the globe with an impeding uncertainty on the future and recovery of travel industry. One of the important considerations was to have a clear visibility on the working capital for 1-2 years. Being a non-funded organisation and solely depended on the revenue from customer payments, the leadership team had to make certain tough calls in a short span of time that could make or break the organisation. The leaders considered the following as the guiding principles for all decisions that was to be made in the near future:

• Support nucoreans by all means courageously.
• No layoffs and no change in the benefits; requested all members to face the challenges together.
• To never let the team down, provide clarity and confidence on how the organisation in-tends to address the upcoming challenges in a transparent way.

• To stay relevant and thrive in the industry during the year.

A few of the initiatives taken by the leadership team during the lockdown period are summarised below:

• Worked out a plan to manage cashflow required in the upcoming months due to blocked payments from the customers due to the un-precedented situations.

• Work from home(WFH) policy was created for secure but seamless way of remote working.

• Mobilised the necessary assets and resources to enable WFH for the employees which included but not limited to computers and its accessories, internet access etc.

• Agenda based meetings setup at regular ca-dence enabled team members to collaborate better. Each teams connected on a daily basis to plan their work and address their impedi-ments. A weekly newsletter was sent from the CEO's desk to update all members regarding the market situations and the actions taken by the organisation. All important announcements and updates were given to the team members in the monthly townhall, which helped them to be abreast of industry and organisational up-dates.

• During the initial period of of lockdown, the teams aligned together and reprioritised all the items in the backlogs, based on roadmap and anticipated risks. The updated backlog helped team focus on important milestones.

• Clear plans to upskill and cross skill the team members were put in place that helped increase efficiency and effectiveness of their work outcomes.

• An internally developed knowledge database, NucStack is being used for internal col-laboration and as knowledge repository.

• A project execution strategy named nuPlan was devised with clear KRA, templates and checklists helped the team align better. The nuPlan included the dashboard data for better visibility at organisation level.

VI. CONCLUSIONS

Leadership decisions makes or breaks an organi-sation, especially at a time of crisis. Like every or-ganisation, when the crisis hit due to COVID-19 outbreak which was unprecedented, Nucore had a choice to make. Looking back, many actions that the leadership took helped the organisation to thrive during the crisis situation. Right from deciding that there will not be any employee layoffs, to innovat-ing a product in a short time to help travel agents and providing the product free of cost anticipating their financial losses due to large number of cancel-lations due to travel ban, Nucore did not leave any stone unturned. It is to be noted that even with looming crisis of the COVID-19 crisis, Nucore de-cided to announce a salary hike to all its employees effective June 2021.

The crisis of COVID-19 outbreak hit when NTJ2.0 was launched. While many tenets were aligned with the teams and practiced, there are still a few tenets which have not been completely im-plemented due to alternate strategy implemented by the leadership to address COVID-19 outbreak cri-sis. These tenets can be planned to be implemented in the upcoming days. These include an organisa-tion wide launch of the non-negotiables, the gami-fication approach to improve employee engagement and micro-battles approach to drive strategy. The non-negotiables at Nucore if implemented will guide the employees to take better day to day deci-sions, and may impact both the customers and the organisation. While Nucore did take many deci-sions to take care of the employees, there are still areas that may be addressed to improve employee engagement, which may be leveraged through gam-ification.

While Nucore did experiment a lot with alternatives to implement the strategy, micro-battles approach will definitely help the Nucore innovate better.

ACKNOWLEDGMENT

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Requirements of Sales Representatives' Training
for Business Sustainability

Prof. Ulhas Deshpande
Associate Professor,
NL Dalmia Institute of
Management and Research

Ms. Shreya Vij
PGDM-HR,
NL Dalmia Institute of
Management and Research

Abstract

Quality Training is critical for an organization's success. This research suggests that it is essential for an organization to know the requirements of sales training, for having a sustainable business and effective outcome. The aim of this study is to find out which are the current training contents and material being utilized by organizations which are proving to be effective for the overall organizational success.

Keywords: Salesperson, Training, Business Sustainability, Requirements, Effectiveness

Introduction

The business world is becoming more competitive year by year. Advancements in technology, various innovations, the changing needs of the people and globalization have been the continuous drivers of the evolving businesses. This competition between organizations brings with it, the ardent need of knowledgeable, skilled and abled employees.

In the field of sales, the sales representatives, as the name of the job suggests, represent the organization at an individual level while dealing with the prospects or potential customers. It is the skills possessed, the knowledge and understanding, the competencies inculcated and the overall attitude of a sales representative that reflects the culture, brand and commitment of the organization. Therefore, sales representatives form an integral part of the organization when to comes to training the employees.

An effective training not only is judged by the intellectual development of an employee but more importantly by the result he/she brings at the organizational level. A training which is difficult to measure, be it in terms of sales achieved, profits made, clients bagged or partnerships, is to be thought over as it might be wastage of monetary and non-monetary resources either due to improper training.

It is necessary to find the reason in order to define the requirement. The outcome to be achieved will eventually lead to the kind of expected training. The training requirements for a sales training w.r.t business sustainability depends on the following,
• Contents of Sales Training
• Delivery of Sales Training

Research Methodology

Through this research, an attempt is being made to understand the requirements in the training of a sales representative so as to benefit and sustain the organization, w.r.t the factors of content and delivery. There are various training programs conducted for sales people. A descriptive nature of research will facilitate studying these training programs to find out which of these are best suited to be carried out in an organization in the interest of business, i.e., understanding their effect on the business.

Data Collection Method

Primary data collection source will be used to carry out the research.

A primary research will provide an accurate and credible up-to-date data on the exact needs of sales training about organizational effectiveness through

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through training of sales employees and provide a base of substantial information on the training to be carried out.

Primary Research will be carried out through a Quantitative methodology of questionnaire.

Data Analysis

For this research, a survey was conducted in order to understand the type of trainings carried out by different organizations for sales representatives. The questionnaire focused on the following aspects:

I. Content of Training- A) Soft-Skills Training, B) Sales Concepts Based Training, C) Other trainings
ii. Methods used in training
iii. Effectiveness of the training

Research is based on the 30 responses received from the representatives of different organizations belonging to majorly 3 industries of pharma, steel manufacturing and FMCG.

Pie chart shows the distribution of the above-mentioned industries, with maximum responses from FMCG followed by Pharma and then Steel Manufacturing.

Industry to which the organization belongs:
a. Pharma b. Steel Manufacturingc. FMCG d. Others
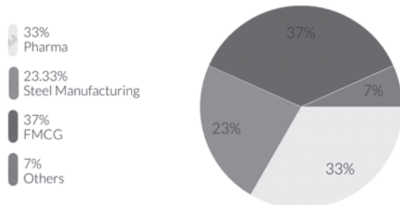
Figure 1.1

All the organizations at least have a recognition in the country of India and 50% of them have international presence as well. Fewer small business, medium business and start-ups are targeted.

Size of the organization:
a. Start-Up   b. Small/Medium Businessc. National Presence   d. International Presence
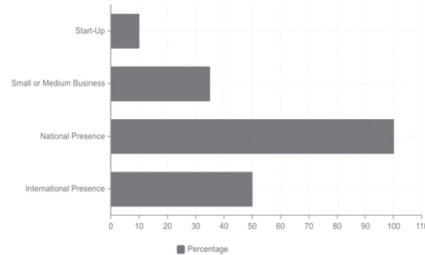
Figure 1.2

63% of the respondents have 26-100 sales representatives in their organization and 50% of them conduct trainings on a half-yearly basis.

Number of Sales Representatives in the organization:
a. 0-25   b. 25-50 c. 50-100 d. 100 and above
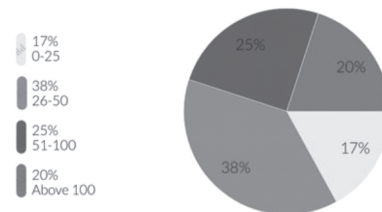
Figure 1.3

What is the frequency at which sales training is conducted?
a. Monthly b. Half-Yearly c. Yearly d. Need Basis
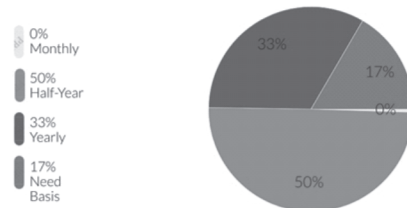
Figure 1.4

A) Soft-Skills Training

As sales representatives directly interact with customers, they must be trained to build a personality of communicating well. Soft skills training generally includes communications skills and presentation skills. Lately, listening skills is also being talked about because, during sales a one-way communication is not enough. Communication skills help when a person actually understands the needs of the customer. Another skill known an "Humble Enquiry (Conversations) has been put into light by Edgar Schein, who is the author of the book of the same name. Humble Enquiry is about possessing a natural curiosity to know more and not mere questioning for the purpose of validation.

All the respondents conduct soft-skills training on communication skills, which indicates that the organizations realize the importance of communication for sales representatives. While presentation and listening skills are carried out in 60% of the organizations, conversation skills are not considered a priority.

Kindly select the soft skills training being conducted at your organization:
a. Communication Skills
b. Conversations- Humble Enquiry
c. Listening Skills
 d.   Presentation Skills
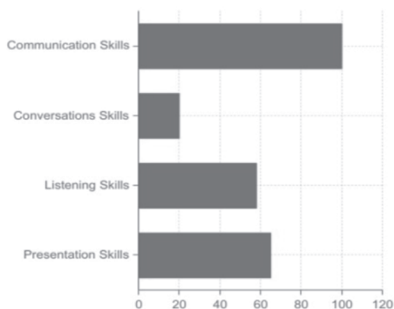
Figure 1.5

B) Sales Concepts based Training

Nearly 75% of the organizations provide training on sales prospecting, which indicates that cold calling and conversion of the potential customer is the necessary requirement for a salesperson. It also means that a company struggling with sales performance must first have a review of the training being provided for sales prospecting.

Kindly select the marketing concept-based training being conducted at your organization:

a. Sales Prospecting
b. Market/ Customer Segmentation
c. Customer Research
d. Managing Objections

Figure 1.6

C) Other Trainings

Business Acumen as well as Negotiation skills reflect major importance in sales training. This emphasizes the fact that knowing about the overall business working and profit-focus is necessary for a salesperson. Also, negotiation skills bring with it a decision-making authority w.r.t knowing the value of the organization and the products they sell.

Conflict management and Building Relations is not prioritized by many organizations. This shows that either conflicts don't arise or any conflict which arises is taken care by the senior employees

and same goes with Building Relations, as both these topics are aligned.

Kindly select the training being conducted at your organization:
a. Conflict Management
b. Negotiation Skills
c. Business Acumen
 d.   Building Relations
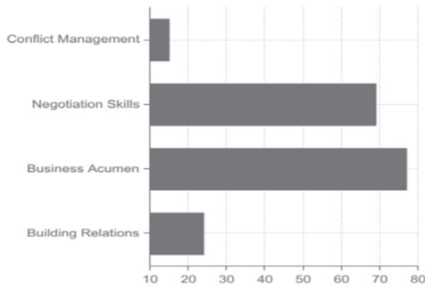
Figure 1.7

The following bar graph shows the methodologies preferred by organizations to carry out sales training
(Where 1= Least Practiced or Not Practiced and 5= Most Practiced):
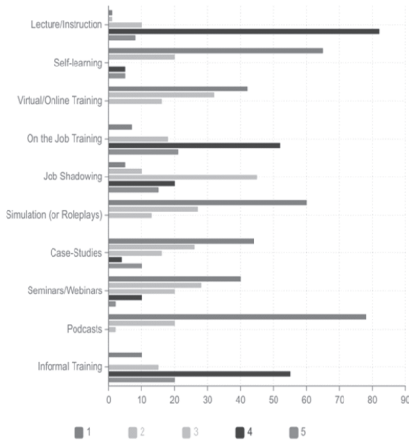
Figure 1.8

From this, it is referred that "Lecture/Instruction", "On-the-Job Training", "Job Shadowing" and "Informal Training" are the top-most preferred methods to carry out sales training. This suggests that a combination of classroom-based lectures, practical learning and training while at job and informal sources which can be different for each salesperson is thought to be effective enough to train the sales representatives.

The following pie chart shows the average time taken by sales representatives to actually use their learnings from the trainings at work. For more than 50% respondents, average time to see the effectiveness of the training is 4-6 months. This means that there are no immediate improvements leading to better results. Considering this, the training must be planned well in advance with regards to any new developments which might occur. 33% respondents also say that it takes more than 6 months to see the effectiveness of the training which means that in order to measure the results in terms of achievements of sales target, this time period is required. Those changes may also be due to other factors such as new experiences while dealing with customers. Hence, these changes may or may not be due to training.

What is the average time to see the effectiveness of training?
a. Less than a month
b. 1-3 months
c. 4-6 months
 d.   More than 6 months
e. Difficult to decide
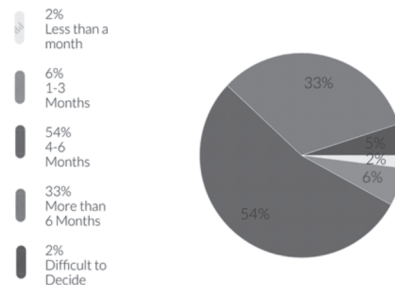
Figure 1.9

The following bar graph shows that the level of effectiveness of the sales training from the business perspective. It indicates if the current training contents and

methods are leading to achievement of goals and hence are necessarily required or not.

• 20% respondents strongly agree and 40% of them agree that there is substantial improvement of salespersons post-training. This means that there is an observable change and the training is effective in delivery.

• Statements 2 and 3 combined indicate that through training, sales employees are able to achieve their targets but only few go beyond those targets.

• Approximately 45% of the respondents are assertive that there is observable skill and competency development

• Satisfaction level of respondents w.r.t the training is high.

Kindly rate the following statements on a scale of 1 to 5 where 1= strongly disagree, 2= Disagree, 3 =Neutral, 4=Agree, 5=Strongly Agree

With current training program,

• Employees improve substantially at their job

• Employees achieve their sales goals

• Employees achieve sales beyond the target

• Training is effective in terms of skill and competency development

• The organization is fully satisfied with the training

Overall, 55% respondents feel that sales

Figure 1.10

training at their organizations is effective

Kindly rate the overall effectiveness of the sales training at your organization:

1- Not Effective   2- Needs Improvement

3- Neutral   4- Effective

5- Most Effective
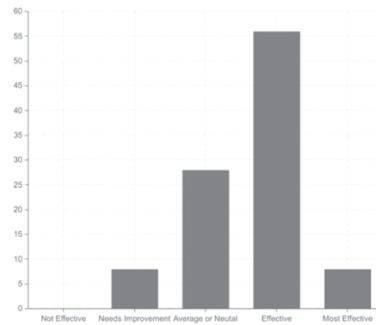
Figure 1.11

Conclusion

Based on the research conducted through survey, the following conclusion is achieved for the requirements of sales training in the industries of Pharma, Steel Manufacturing and FMCG, having mostly national presence:

• The trainings of Communication Skills, Sales Prospecting, Business Acumen and Negotiation Skills are required by organizations for effective transfer of learning to the sales representatives and to have measurable results in terms of increased profit which ensures business sustainability.

• Lecture/Instruction, On-the-Job Training, Job Shadowing and Informal Training have proved to be the most reliable methods of delivering sales training. These methods enable sales representatives to understand their responsibilities in a better manner and reinforces them to do their job with increased capabilities.

• It takes about 4-6 months of time to observe the changes imparted through training, i.e., a fruitful outcome, in terms of increase in sales target and eventually increase in profits.

• The overall satisfaction level of the organizations suggest that such training programs are leading to more sustainable business.

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A Study on Employee Engagement Practices in Industrial Organisations

Dr. Shaly Joseph
Yashwantrao Chavan School of Social Work,
Jakatwadi, Satara, Maharashtra

Abstract

Employee engagement is the key predictor of organisational effectiveness. Each organisation executes engagement practices as per their understanding. As employee engagement is related to various other factors there is no clear-cut definition of employee engagement. The uniqueness of each organisation calls for a unique approach in executing engagement practices. In this context, this study has been conducted among the employees in the industries in western Maharashtra using a descriptive research design. The study revealed innovative strategies and practices and outcomes of employee engagement. The use of technology is playing an important role in enriching the employee experiences in the organisation. Similarly, it is found that employee engagement contributes significantly in enhancing productivity and creative use of talents of human resources along with a significant reduction in absenteeism and employee turnover. Leaders of the organisation are found to be the important agents of promoting employee engagement in the organisation. Fun-related activities also play an important role in employee engagement. Diversity and inclusivism bring more meaning and effectiveness in employee engagement. The results of employee engagement could be seen in the development of the organisation as well as more fringe benefits to the employees. Significant reduction in conflicts and enhanced employee wellbeing programs are found to be the results of employee engagement.

Keywords: Employee engagement, technology, Diversity, Organisational effectiveness

1. Introduction

Employee engagement is the key strategy to achieve the organizational goal. Constructive engagement of the employees in the organization prevents many problems of the organization. HR personnel can play a vital role in this. In the present scenario instilling the company values and cultural values among the employees is the key base for engaging the employees. Communication and openness on the part of the senior leaders of the organization help to understand the desires of the employees. The general assumption and reality are that the employees never forget what the organization made them feel.

Engagement of employees will be more meaningful when it contributes to industrial peace, commitment, productivity, and profit of the organization. It is possible through the individual development and welfare of the employees. A wide variety of programs and policies of the organization should be made by keeping these aspects in consideration. The workplace should be their second home which should be serving for their mental and physical requirements. A diverse work culture with different gender, religion, age group, interest and talents, knowledge enrich the work environment. Therefore the organizational policies should accommodate inclusivism of diversity. Diversity brings diverse needs and genuine fulfillment of these diverse need make the engagement more successful.

II. Statement of the Problem

Employee engagement is a new area of concern for all organisations. But there is no definite clarity about the factors which constitute employee engagement. Therefore employee engagement practices differ in different organisations. Engagement practices are influenced by the philosophy and vision of the organisation. The leaders of the organisation also act as an agent of promoting employee engagement. The outcome of these practices needs to be analyzed to evaluate to identify the best practices and rectify the lacunas. Various innovative practice can be initiated by the organisation which suits the requirement of the organisation. The present Covid Scenario forces the organisations to come up with a creative solution to engage employees fruitfully. Some of the eminent organisations decided to continue the practices like permanent work from home where it is feasible, flexible working hours and investment in the wellbeing of employees et. Employees also realised the importance of constructive engagement for their own mental and physical health as well as for meeting the goal of the organisation. The incidences of death of close ones in the Covid period again made everyone to imbibe the value of we feeling and trust among the employees. In this context, the researcher has conducted this study.

III. Objectives of the study

1. To study the employee engagement practices in industries
2. To find out the outcome of employee engagement for the organisation
3. To find out the tasks of managerial staff in promoting Employee engagement in the organisation.
4. To find out the main stakeholders in promoting employee engagement
5. To find out the impact of employee engagement on employees and society

IV. Research design

A descriptive design was used for the study. A questionnaire was developed and validated. 150 questionnaires were distributed online among middle and lower managerial levels employees from different industries in western Maharashtra. A total of 65 respondents responded.

V. Method of data analysis

Simple statistical analysis was used for analyzing the data. Classified data is pictorially represented.

VI.Universe of the study.

The universe of the study constitutes western Maharashtra. HR practitioners from manufacturing industries situated in different parts of western Maharashtra were selected for the study.

VII. Review of literature

In the global scenario employee engagement is used to enhance the use of intellectual power inherent among the human resources in industrial organizations. It has a competitive advantage for the organization. A higher level of engagement contributes towards productivity, better corporate culture, and a better image of the organization in the business spectrum1.Most studies demonstrate that the top drivers of employee engagement are the feeling of employees valued by management, effective communication between management and employees, the genuine interest of management's in employees' well-being, and provision of career growth to employees2. Employee engagement leads to successful business and leaders can concentrate value addition in terms of innovation, improvement, and development3. It also will improve we feeling and emotional attachment to the company, fellow employees, and their job responsibilities.

It is reported by research studies that high engagement results in low absenteeism and low employee turnover4.What employees experience by perception and feeling during the job is a matter confirming engagement (Forbes). Biosimilar medicines noted the significance of employee experience and invested $50 million in their Global Head Office in Germany to enhance it. In the past organisations were much focused on employee growth and development. Employers were concerned about collecting feedback, listening effectively, and interpreting the data. The major problem confronted was the consolidation of huge data and analysis of the same. But modern technology made this task simple. Technology may help improve the employee experience in a variety of ways. Analysts around the world have been speculating about this notion of the "firm of the future" since the beginning of the century, analyzing it to assist companies to prepare for it. The use of technology will enrich employee experience as they will be engaged for more productive work. The provision of digital tools combined with liberty, creative freedom, engages employees and provides gratifying experience to the employees. The technological decision of equipping the employees with the tools to execute their job makes the employees their job better. Modern business applications in the areas of time and expense tracking, conferencing software, and ticketing tools to business-specific systems like inventory and data management will create huge impacts on employee engagement.

Employee engagement and workplace communication solutions have been shown to make collaboration easier, which employees like. Technology has become universal and it gives a wholesome experience to employees and gives a better lifestyle which employees are looking for5. Literature classifies engagement as psychological engagement, behavioural engagement, and trait engagement. Job attributes and leadership are found to be the moderators of these engagements6.

VIII. Socio-Demographic Profile of the Respondents

All respondents belong to middle and lower managerial levels and have experience ranging from 5 to 15 years of experience with a different organisation. All respondents are working in manufacturing industries. They are responsible for the execution of work. They are directly connected with employees as well as top management. For them, employee engagement practices are highly relevant.

IX. Findings of the Study

Various practices have been found in a different organisation which can be categorised as follows.

Fun Employee Engagement Activities: Human nature is always attracted towards fun activities that promote mental health as well as enhances socialisation and team spirit. Major practices reported by the respondents have been listed below.

> - Workplace Parties.
> - Learning Lunches
> - Games, Tournaments, and Competitions
> - Special Days celebration
> - Recognition Programs
> - Team-building Activities
> - Cultural programme

Figure 1: Fun Employee Engagement Activities

Opinion of respondents regarding fun engagement activities is shown below. Majority of the respondents agreed that fun engagement activities are helpful for engaging the employees
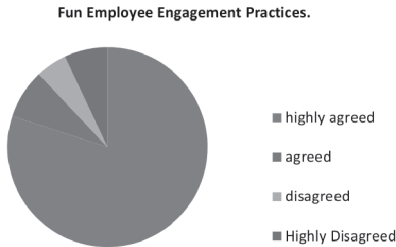
Figure2: Opinion about Fun Employee Engagement Activities

Technology for Employee Engagement

Respondent's opinion about the use of technology for employee engagement is shown in the figure below. In technology-driven scenario and especially in the pandemic situation, it is found that employee experience can be enriched by the provision of appropriate technology.
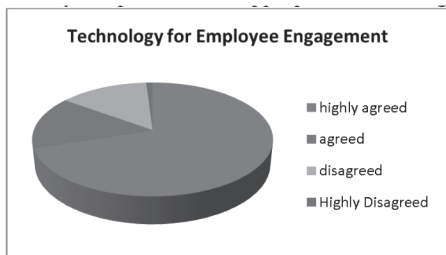
Figure3: Opinion about Technology for Employee Engagement

The benefits of technology in employee engagement

The benefit of technology in employee engagement is reported by the respondents to have been listed below. Only a few respondents stated difficulty in learning new technology and continuous engagement and accumulation of stress.

But a majority of the respondents are in favour of using technology for employee engagement.

Figure 4: The benefit of technology in employee engagement

Management strategies to be adopted for employee engagement

The management strategies which would help in the engagement of employees as per the report of the respondents are described in the table below.

Figure:5 Management strategies to be adopted for employee engagement

Managerial Tasks for Employee Engagement

Each manager in the organization plays a vital role in promoting employee engagement to achieve the organizational goal. They make the employees feel about the organization. These feelings created among the employees make a long lasting effect on employees to be with the organization mentally while in a job. As per the respondents' report following are the important tasks of the manager regarding employee engagement.

Tasks of Managers

- ❖ Engage from onboarding
- ❖ Enrich the work environment
- ❖ Value-based supervision
- ❖ Conduct SWOC analysis of employees
- ❖ Motivating leadership
- ❖ Freedom to write own job description
- ❖ Ask opinion from employees
- ❖ Recognize the unique individuality of employees
- ❖ No over work and burden
- ❖ Integrate the new employees with the organizational culture
- ❖ Promote volunteerism
- ❖ Involve the employees in social responsibility initiatives
- ❖ Rich exit experiences
- ❖ Employee referral in recruitment
- ❖ Ensure Safe critical feedback
- ❖ Identify leaders
- ❖ Identify need based recognition
- ❖ Create space for fun and socialization
- ❖ Allow freedom to make mistake in experimentation
- ❖ Timely assistance to the employee and family in a critical situation
- ❖ Schemes for ensuring life term insurance to self and family in case of any unforeseen incidences
- ❖ Timely training and career development plan

Figure:6 Managerial tasks for employee engagement

Key Persons Responsible for Engagement

The study found certain key persons directly responsible for employees' engagement. Middle and lower-level managers play a vital role in employee management by executing the engagement policy created by the top management. They have an instrumental role in making the employees participate and reporting the same to the top management. The supervisors and trade union leaders also can take initiative in materializing the engagements they have direct influence among the employees. Certain outside stakeholders also get involved as consultants and trainers.

The outcome of Employee Engagement

An engaged workforce drives the organisation to achieve organisational excellence. It has a manifold outcome to the organisation, individual employee and the society also. The outcome is described in the table below as per the opinion of respondents

Employee Engagement outcome
Employee Engagement outcome

Figure: 7 The outcome of Employee Engagement

X. Conclusion

It is evident from the study that employee engagement results in maximum utilization of available resources. In that human resources is the prime driving factor. Each organisation needs to evolve their strategies which suits to the organisation. Because, the product, services, organisational culture, and philosophy varies. But employee engagement makes the organisation, as well as the employees, utilize the resources at the optimum level. It is also found from the study that positive engagement of employees helps them to imbibe many good values and prevent them from falling prey to deviant behaviour. Therefore employee engagement is beneficial to the organisation as well as to the employee, their family, the nation, and to the globalized world

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Understanding the Perception towards Mental Health Related Training & Development Interventions at the Workplace.

Mr. Ameya Ambulkar
ISME School Of Management
& Entrepreneurship
Mumbai, Maharashtra, India

Dr. Dipak Chacharkar
Faculty of Commerce & Management,
Sant Gadge Baba Amravati University
Amravati, Maharashtra, India

Abstract— This research study focuses on the training and coaching need of employees, in the context of mental health related topics. Ten different mental health related topics were shared with 251 working professionals from across sectors, roles and age groups. These respondents were asked to share their opinion on whether they feel these topics could be self-taught (self-study friendly) or they think an external trainer / expert would be needed to teach these topics. The different topics included the following, how to manage anxiety, how to maintain work-life balance", how to meditate effectively, how to manage work-stress, how to manage grief, how to stay self-motivated, how to deal with panic attacks, how to manage self-esteem issues, how to deal with financial stress, how to maintain a positive outlook.

It was found that the three topics which the respondents felt were less self-study friendly and needed external trainer were, 1) Managing panic attack (Mean = 2.14, SD = 0.97), 2) Managing grief (Mean = 2.52, SD = 1.09), 3) How to meditate effectively (Mean = 2.68, SD = 1.20). While the topics which the respondents felt could be self-taught & were very self-study friendly included, how to maintain positive outlook. (Mean = 3.49, SD = 0.96), How to maintain work life balance (Mean = 3.40, SD =1.04), How to stay self-motivated (Mean = 3.39, SD = 1.06). The findings didn't significantly differ between gender & age groups as the Mann Whitney U Test, z – score and p value were below the significant threshold values.

Keywords— Mental Health, Training & Development, Employee Care, Employee Assistance Programs

I. INTRODUCTION

Training and development programs form a crucial input for the success of any business. As we currently have moved from industrial age to the new information age, the human capital of the organizations is going to be a critical asset for the companies and also in some cases be one of the major contributor to the competitive advantage of the companies. Undertaking continuous training and development programs has become extremely crucial and would continue to be an important initiative undertaken by the human resources team of any organization.

While many organizations have been undertaking training and development programs on the various functional aspects of the jobs, recently a lot of companies are also focusing on "softer elements of the work & individual`s personality" as themes of these programs.

The current pandemic has further posed new set of challenges in front of the companies and human resources teams. The new set of training programs have to be deployed to suit the new style of working and also programs focused on improving employee mental health have become important.y 3.2 percent in the financial year 2020-2021 [1].

II. Mental Health Issues On A Rise

It wouldn't be inappropriate, if we say that Indian corporates are also facing mental health crises. According to a report by the World Health Organization 2018, approximately 56 million people were suffering from depression and 38 million individuals with some or the other form of anxiety disorder [2].

While on one side there is a rise in the number of cases of suicides and depressions there is also a strong stigma and taboo associated with mental health problems in the Indian society. According to a survey undertaken by a non-profit The Live Love Laugh Foundation, of the 3,556 respondents representing over 8 cities of the country, 47% mentioned that they are highly judgemental about the people perceived to be having a mental illness. There were certain beliefs from which such responses emerged such as, one should keep a safe distance from someone who is depressed or one`s mental health may get affected due to having a conversation with someone who is suffering from mental health-related issues. The typical stereotypes and an inappropriate attitude was visible during this research. Around 60% of the participants believed that the main causes of these issues were lack of self-discipline and will power. Having such an attitude is further detrimental to a society to view mental health-related issues from an appropriate lens. From the research, three main segments of individuals emerged concerning their perspective towards mental health Segment 1 (27%) comprised of individuals who are willing to be supportive of individuals who suffer from mental illnesses. The second segment (47%) that emerged was of the individuals who indicate high judgment towards individuals suffering from mental illness and the third segment (26%) that emerged

was a group indicating fear of people being perceived to have mental illness [3]. This widespread stigma makes it extremely difficult for individuals facing such issues to openly share about their problems with their employers and loved ones. Hence there lies a responsibility on the human resource managers to help reduce the stigma associated around it, at least in the context of the organization`s culture.

III. Compromised Productivity Due To Poor Mental Health

Poor mental health of employees has been one of the major contributors to the compromised productivity at work. As mentioned in the report released by World Health Organization in the year 2019, it was estimated that 264 million people suffer from depression globally and the number of cases in India was equally worrisome [4].

Organizations generally lack appropriate infrastructure and domain expertise to reduce this drop in the productivity due to poor mental health of the employees. It is becoming important for the human resources team, to include mental health related training and development initiatives in their yearly employee engagement plan.

In a study conducted (2016) by Optum a provider of employee assistance programs to the corporates, it was found that 46% of the workforce in the respondent organizations suffer from some of the other stress. This study had a sample size of 2,00,000 individuals representing over 30 large corporations having their presence in India. [5].

There are multiple such reports available in the public domain which are clearly

indicating a need for strong measures taken towards the improvement of the mental health of employees and the associates.

IV. GROWING NEED FOR MENTAL HEALTHCARE INFRASTRUCUTRE

If one undertakes a detailed study of the current available mental health support infrastructure, one would easily understand the lack and inefficiencies which exist in the same. The data states that approximately 3.5 million Indians are advised to be hospitalized due to mental illness. India has forty institutions which has approximately 26,000 beds which are equipped for patients with mental health issues. While of these forty only nine have the necessary facilities to cater to children [6].

Based on the way the educational systems are set up in the country the psychiatrists in India are trained to depend on prescribing medicine as a cure. This neglects the possibility of non-medication driven therapy being used by mainstream psychiatrists [7]. The role parallel support systems in form of therapists and trainers is becoming extremely important in order to manage the mental health crises.

On the structural level, it is also found that there lack, detailed legal provisions and necessary infrastructure to safeguard the legal and human rights of individuals suffering with mental health illnesses.

On determination by a trained psychiatrist an individual with mental health issues can be denied from the basic rights to marry, bear children, have property holding. Similarly, even though India may have measures to protect rights of individuals who suffer from mental health issues, the conditions of government institutions aren't up to the mark and still gives a feel of a prison. There is still a lack when it comes to having detailed regulatory mechanism in order to ensure that high standards are maintained at the mental health facilities governed by the government and/or the private institutions [8].

On scrutinizing the current available support systems on would be able to conclude that there a huge gap in terms of demand and the available supply of the same.

V. IMPACT OF POOR MENTAL HEALTH ON WORK

Mental health issues like anxiety and excessive worrying have become quite common source of distraction from work and related tasks. It's found that these issues if ignored in their initial stages can lead to further complications hence making it more difficult to manage and improve.

Mental health-related issues may have a direct impact on performance at work. The common symptoms would include, absenteeism, reduced job performance, changes in the communication with the co-workers, rapid changes in the mood and frequent emotional outbursts, poor memory, irritability, drowsiness, and other related symptoms. [11].

Some studies indicate that mental health issues like depression affect the employee's ability to undertake physical tasks about 20% of the time, and interferes with cognitive performance about 30% of the time. [12]
While these issues aren't easy to locate and be identified they, are generally seen to be one of the major reasons for comprised productivity at the work place.

VI. RISING AWARENESS AND SUPPORT INITIATIVES AT THE WORKPLACE

With rise in the number of cases of depression and suicides a lot of employers have started taking poor employee mental health as an area of critical importance from a business perspective too.

Based on the level of awareness and financial ability different organizations have started undertaking various measures in this direction. These measures vary from undertaking mental health awareness workshops to implementing EAP (employee assistance programs) for their employees and associates.

For instance, Tata Consultancy Services (TCS) has started a special initiative called TCS Cares aimed at focusing on the mental health and the emotional wellbeing of its workforce. Some of the services under TCS Cares include counselling being made available to the employees and their family members for stress, anxiety, and other mental health-related issues. Along with that establishing a 24/7 helpline for the employees to avail assistance concerning their physical and mental health-related issues and queries. [13]

VII. MENTAL HEALTH RELATED TRAINING & DEVELOPMENT INITIATIVES

Many a times, structured EAP (employee assistance programs) may require a lot of time and financial commitment from the employers, hence a lot of HR managers would initially begin their effort in this direction by organizing training & development sessions for their employees and associates.

These short training interventions can also add a lot of value to the attendees as it requires limited commitment and employees can choose the topics they want to engage in.

While organizing these training initiatives may look like a short term affair, a lot of

planning and research goes into selection of the topics which the employees would be most interested in and also would be most valuable.

Many a times, the perception of the employees towards a particular topic affects his/her interest in the topic and also the level of participation. In case the attendees feel that the topic of training is highly self-explanatory and can be self-taught, the overall interest goes down.

Hence it becomes of immense importance to choose those topics which individuals feel require an external trainer and cannot be easily self-taught.

VIII. ABOUT THE RESEARCH STUDY

This research study focuses on understanding the perception of employees towards ten mental health related topics. The study aims at understanding the level to which the respondents feel that these topics could be self-taught vs would need an expert to get them trained.

IX. RESEARCH OBJECTIVES

Following were the research objectives for the study:

1. Understand the perception of employees concerning training workshop topics in the domain of mental health. Perception in the context of concepts which could be "self-taught" vs "need expert led training"
2. Understand this perception differs based on the gender of the employees.
3. Understand this perception differs based on the age group of the employees.

X. HYPOTHESES FOR THE STUDY

Following were the made for the study keeping in mind the objectives of the research study undertaken:

Hypothesis 1: The perception towards the training topics would differ based on the gender of the respondents.

Hypothesis 2: The perception towards the training topics would differ based on the age of the respondents.

XI. RESEARCH METHODOLOGY

A descriptive research design (survey of preferences) was used for this study. For this study 251 working individuals were asked to fill an online questionnaire. The survey form comprised of questions related to their demographic profile and then using a Likert scale respondents had to rate ten mental health related topics on the basis of extent to which they felt the concept could be self-taught vs need a trainer to teach them the concepts.

Following were the topics which the respondents had to rate using the five point Likert Scale.
1) How to manage anxiety 2) How to maintain work-life balance. 3) How to meditate effectively 4) How to manage work-stress 5) How to manage grief 6) How to stay self- motivated 7) How to deal with panic attacks 8) How to manage self-esteem issues. 9) How to deal with financial stress 10) How to maintain a positive outlook.

XII. SAMPLE FOR THE STUDY

The 251 respondents represented different profiles of individuals currently engaged in some of the other vocations across different sectors.

Following are the details of the profile:

TABLE I RESPONDENTS - GENDER

Sr. No	Gender-wise bifurcation of the respondents		
	Regular	Count	Percentage
1	Male	110	44.00%
2	Female	141	56.00%

TABLE II RESPONDENTS -

EMPLOYMENT ROLE

Sr.No	Employment Role wise bifurcation of the respondents		
	Role	Count	Percentage
1	First Line Managers	85	34.00 %
2	Middle-Level Managers	53	21.00%
3	Top Level Management	27	10.00%
4	Non Managerial Role	86	34.00%

TABLE III RESPONDENTS – AGE GROUP

Sr.No	Age group-wise bifurcation of the respondents		
	Generation	Count	Percentage
1	Generation X (1965 – 1980)	49	20.00%
2	Generation Y (1981 – 1994)	179	72.00%
3	Generation Z (1995 – 2006)	23	09.00%

XIII. RESEARCH FINDINGS

After analysing the answers given by the respondents
(N = 251) following were the findings:

The top three topics according to the respondents (N = 251) which are less likely to be able to be self-taught were as follows:
1) Managing panic attack (Mean = 2.14, SD = 0.97) 2) Managing grief (Mean = 2.52, SD = 1.09) 3) How to meditate effectively (Mean = 2.68, SD = 1.20)

The three topics according to the respondents (N = 251) which are highly likely to be able to be self-taught were as follows:

1) How to maintain positive outlook. (Mean = 3.49, SD = 0.96) 2) How to maintain work life balance (Mean = 3.40, SD =1.04) 3) How to stay self-motivated (Mean = 3.39, SD = 1.06)

TABLE IVV
MANN WHITNEY U TEST RESULTS (MALE VS FEMALE)

Topics	Value of U	Z Score	P Value
Managing Anxiety	7737	0.03066	0.97606
Maintaining Work life Balance	7423	-0.58086	0.56192
Learning Meditation	7183	1.00138	0.31732
Managing Work stress	7300.5	0.7955	0.42372
Managing Grief	7719.5.	-0.06133	0.95216
Staying Self-Motivated	6973	1.36935	0.17068
Managing Panic Attack	7565	0.33204	0.7414
Improving Self Esteem	7564.5.	-0.33292	0.7414
Managing Financial Stress	6702	1.84419	0.06576
Maintaining Positive Outlook	7191.5	0.98649	0.32218

Based on the Mann Whitney U test it was found that there was no significant difference in the responses between males (N = 110) and females (N = 141). Mann Whitney U test results were as follows (p-value –0.527), (z score –0.538). The hypothesis 1 was accepted based on the above findings.

In terms of age group, it was found that there was no significant difference in the preferences indicated by respondents representing generation x & baby boomers (N = 49) vs the millennials (N = 180). It was found that both the generational groups indicated similar topics which could be self-taught and the ones that would need external intervention.

The top three topics according to both the group which are less likely to be able to be self-taught were as follows:
1) Managing panic attack. 2) Managing grief 3) How to meditate effectively

The three topics according to the respondents which are highly likely to be able to be self-taught were as follows:
1) How to maintain positive outlook. 2) How to maintain work life balance. 3) How to stay self-motivated

XIV. RESEARCH APPLICATION

The finding of the research study could help the employer and human resource teams to decide the relevant topics for the training and development programs in the context of mental health.

It would also help the employers and the human resource teams to decide the level of depth for the respective training topics. It would help them decide which topics could

be self-study friendly and which ones would require a detailed structural intervention.

These finding could be of high value to independent EAP service providers and trainers to design their training interventions and programs, thus effectively meeting the expectations of the attendees.

The insights from the study could aid independent trainers, counsellors, psychology oriented content creators, and therapists to develop more engaging and effective content around the various mental health related topics.

XV. LIMITATIONS OF THE STUDY

One of the key limitation of the study is that it includes the limited number of mental health related topics. The current study has taken into consideration ten mental health related topics, while there is scope of adding more such topics. One more limitation of the study is that it assumes the level understanding of mental health related topic is fairly similar across the respondents.

XVI. SCOPE FOR FURTHER RESEARCH

The current study is focused on the perception towards mental health related

topics in terms level to which these topics are self-study friendly. One may further undertake research to understand which mode of training (ie. videos, cases studies, lecture etc) could be most effective for undertaking training and development programs related to mental health topics in the workplace.

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Analysis Of Awareness Of Platform Skills Amongst The Business Management Students, Pune, India.

Awareness of Platform Skills amongst the Business Management Students Pune, India.

Mr. Prathamesh S Nadkarni
Indira Institute
of Management PGDM.

Dr. Priya Singh
School of Education and Research,
MIT ADT University

Abstract— Platform skills are the behaviors that a trainer engages in during a presentation in order to successfully transmit content to the audience. Platform skills, according to Guila Muir, are "the presentation strategies that a trainer employs to effectively communicate information." Both presenters and trainers need exceptional platform skills to get their messages across. In her blog "When a Trainer is a Presenter," Guila Muir emphasizes the importance of the content delivery effectiveness to the viewer over the content itself. This is not to be confused with abilities that ensure participation (which, in most cases, are only used by trainers) (which, in general, only trainers use). A Post Graduate student is always judged on the basis of the quality of his or her education and knowledge, not on the delivery and reflection skills that future managers will use to impart knowledge to the audience. After receiving conclusive evidence from industry experts that postgraduate management students lack presentation and content delivery skills (which we refer to as Platform Skills), making them difficult to sustain in the corporate world, the Experts' response was that it should be an important part of the curriculum and consistently implemented. To determine this, a study was conducted to determine the level of awareness of Platform Skills and to determine whether they require training in order to train Post Graduate Management Students in the Faculty of Management.

Objectives of the Study: - • To check the Awareness of Platform skills amongst Business Management Students and its importance in Corporates • Are the elements of Platform skills included in the syllabus and the Academic Calendar • Perform a self-assessment of the Platform's skill parameters. Students want to learn more about. • Out of the 16, students would like to be trained on the most important 5 elements of platform skills. • To understand if Business Management Students are interested to attend and get trained in Platform Skills Development Workshop.

To collect the responses, an online questionnaire was used as a method and email was used as a medium. 364 business management Students from 21 different institutions within respective universities responded to the questionnaire. This information was collected in the time frame of 73 days. Students from the following list of Institutions under the Faculties of Management have submitted their responses in the research: -

1.Indira Institute of Management PGDM. Pune, India.
2.Indira School of Business Studies, Pune, India
3.Indira College of Commerce and Science, Pune, India.
4.Indira Institute of Management, Pune, India
5.Dr. DY. Patil University. Ambi Pune, India
6.Dr. D.Y.Patil College of Management and Research, Chikli, Pune, India.
7.Unique Institute of Management, Pune, India.
8.Asian School of Management, Pune, India.
9.Bharathi Vidyapeeth, Pune, India.
10.Baboraoji Gholap College, Sanghvi, Pune, India.

11.D.R. Kade College of Commerce, Pune, India.

12.Deogiri College, Pune, India

13.Jaywant Institute of Management & Research, Pune, India.

14.JSPM Narhe Technical Campus, Pune, India.

15.Jspm's Jayawant Institute of Management Studies, Pune, India.

16.MIT Art Design & Technology University, Pune, India.

17.MIT College of Management, Pune, India.

18.Pune Institute of Business Management, Pune, India.

19.SIES College of Management, Pune, India

20.Symbiosis, Pune, India.

21.Pune University MBA, Pune, India.

When it came to data analysis and interpretation, it was discovered that only a small percentage of Business Management students could correctly define Platform Skills. Most students believe that platform skills are required to obtain a job in the corporate world. Only a small percentage of students have had the opportunity to speak on stage on a regular basis throughout the academic year. Only a few colleges have designated time in their academic calendars for the development of Platform Skills. Majority of the students are interested to attend Platform Skills Development Workshop on Classroom Content Delivery, Confidence, Voice Projection, Speaking Rate and Facial Expression. Also, as per the suggestions of the faculties, students should be trained on further mentioned platform skills: - Confidence, Eye contact, Pronunciations, Speaking Rate, Classroom Delivery principles.

In conclusion with recommendations: - Platform skills should be taught to students through trainings, guest sessions, activities, and other means. From the perspective of Placement, it should be included as a critical component of training. The development of platform skills should be a part of the academic calendar. With the concern of Faculties and Industry Experts, a Platform Skills Development Model should be designed for the top 5 elements of Platform skills. If the Platform Skills Model Training is available, students should be allowed to attend. Throughout the academic year, students should be given numerous opportunities to perform on stage.

(We propose to and are in process of designing Platform Skills Development Model which can be minimum of 15-21 days for business management students, Pune, India.)

Keywords: Platform Skills, Business Management Students, MBA, PGDM, Presentation Skills, Training, Trainer.

I. INTRODUCTION

The days are long gone when -what you say was all that mattered. In today's world of education, how you speak is just as important as what you know when it comes to increasing a Post Graduate Student's employability.

In day-to-day business school sessions, students' cognitive approach to learning and participation in class is vastly improving.

The major highlights of most business schools are various certification modules, leadership development modules, communication skills training, and university curriculum. The most important factor, however, has remained unaffected to this day: platform skills training for post-graduate business management students. The ability of a Post Graduate student to present the subject to an audience is defined by his or her platform skills.

Students have been seen to be evaluated and promoted for campus selections based

on their examination scores and certifications. One of the most important qualities a Post Graduate Student should possess is theoretical and practical knowledge. Is this, however, sufficient knowledge for a student to enter the corporate world as a trainer, teacher, or corporate worker? The delivery of knowledge or content is just as important as the knowledge itself in terms of bringing value to the audience.

Students have been observed being reviewed and promoted for campus selections depending on their exam and certification scores. However, Platform skills remain untouched as the Faculties and the Universities are unaware of the same, but the Corporates use it as an ultimate criterion to select he student. As discussed above, Classroom Content Delivery, Confidence, Voice Projection, Speaking Rate and Facial Expression are the top 5 Elements Faculties need to get trained on to percolate it to the students. 16 Elements of the Platform Skills are: -

1. Volume
2. Pitch
3. Rate
4. Pause
5. Pronunciations
6. Filler Words
7. Attitude
8. Confidence
9. Controlling nervousness
10. Posture
11. Facial Expressions
12. Gesture
13. Body Movements
14. Personal Appearance
15. Voice Speed
16. Classroom Content Delivery Principle

Platform skills have shown promising results in effective learning and understanding of the content of the audience in various Training Programs conducted by the trainers. As a result,

platform skills in the field of management studies must be evaluated and developed among postgraduate students.

Hence, Inclusion of Platform skills training should be the part of the curriculum and should be implemented on the Post Graduate Students. It should be the part of Academic Calendar as the implementation can be a Mandatory process to follow.

II. LITERATURE REVIEW
2. Literature Review
1. Review of the Related Literature
Theoretical Review of Books and Journal

• Sheri Staak (Jan 6, 2015) ``Tune In to Wow Leadership:10 Lessons Learned from America's Favorite Shows``

This book provides an in-depth look at the platform skills needed for a trainer to run a session. It is an intriguing book that can assist researchers in describing the process of honing the platform skills of Post Graduate Students.

• Consumer Dummies (April 2017) ``Career Development All-in-One For Dummies``Chapter 2

This book aids researchers in comprehending the teaching platform skills evaluation rubrics as well as the techniques required to improve a Post Graduate Student's platform skill.

•Kimberly Devlin (31st March 2017) ``Facilitation Skills Training``

It aids researchers in comprehending how Platform skills lay the groundwork for any session. Workshops for reference are designed in the book and give a good idea of how to improve Platform skills.

Review of Research

• Susan Meyer. (1992). Cultivating Reflection-in-Action in Trainer Development. Volume: 3 issue: 4, page(s): 16-31 Issue published: January 1, 1992

The researcher has shed light on how a trainer can instil professional values and attitudes in others by utilising platform skills in this article.

• Donald A. Schön, (1989). Educating the reflective practitioner in the Journal of Continuing Education in the Health Professions. 9(2):115–116Publication Date: April 1989

Certain professional knowledges, according to the researcher in this article, cannot be taught and can only be transmitted through the use of platform skills.

Ajmera, Ashok (2016). The importance of feedback from the audience during a training session is explained in Share the Wisdom. One of the most important parameters to consider is platform skill assessment.

III. MATERIALS AND METHODS
Online Questionnaire: E-Mail

Online Questionnaire: E-Mail
Online Questionnaire was used as a method and email was used a material to collect the responses. Questionnaire was answered by 364 Students of business management from 21 different Institutions under respective universities.

Structure of the Questionnaire: -
Total No of Questions – 13
Open Ended Questions – 7
Close Ended Questions – 6
Quantitative Analysis - Quantitative analysis of the Opinions are analyzed.

IV. FINDINGS & ANALYSIS
Observation & Analysis

1. What are platform skills according to you? (Tick the right choice)
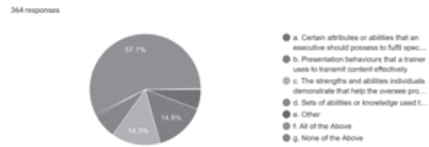
Right Answer: B. Presentation Behavior that a trainer uses to transmit content effectively.

Findings and Interpretations: -
Only 14.8 % (i.e., 54) of the Business Management Students could define Platform Skills Right. That shows the lack of awareness to the term Platform Skills. Most of them found it similar to communication skills.

2. Where do you think are the platform skills useful in Student's professional Career?
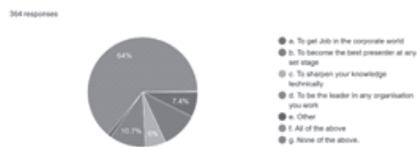
Findings and Interpretations: -
64 % (i.e.,233) Students feel Platform skills are required to get the Job in Corporate World. Hence, developing Platform Skills amongst the Business management Students is crucial.

3. Have you attended any Platform skills Development Workshop, till date? If Yes, where? (No of Respondents 364)
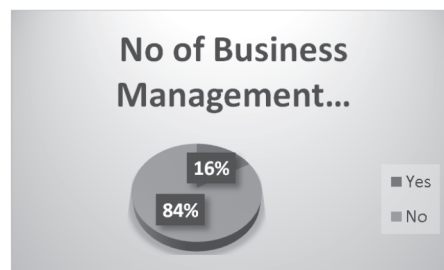
Findings and Interpretations: -

Only 59 Students out of 364 have undergone Platform Skills Development Training at the institutions like JSPM, Indira, Symbiosis. Also some of the Online Platforms likes Coursera, Quoll abs, Youtube. Etc. Also some of the training institutions like Edubridge. As 305 Students have not undergone training on Platform Skills, is the main reason of being not aware of the Platforms Skills.

4. Does your syllabus have topics on Delivering skills, Pitch Rate, Speaking skills? (No Respondents 364)
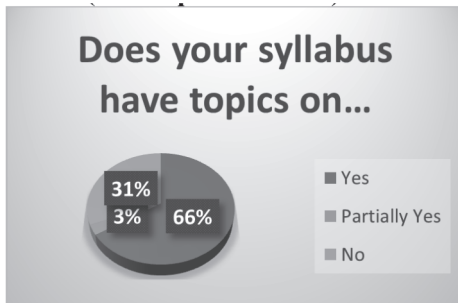
Findings and Interpretations: -

The majority of students claim that delivery skills, pitch rate, and speaking skills are included in their curriculum. However, we can conclude from the analysis of Questions 1 and 3 that the Business Management Students assumed Platform skills are the same as communication skills.

5.How many times in an academic year have you been onto the stage for Presenting/delivering a session/content?
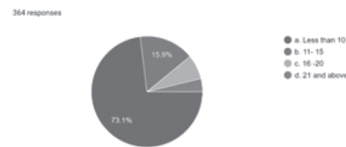
Findings and Interpretations: -
More than 73 percent students say less than 10 times in an academic year do they get chance to perform on stage. Which proves that the delivery skills are not consistently practiced or trained in the Management Institutions.

6.According to you, what are the skills required to make person employable in corporate world? (Enlist any 3 which you feel are important) (364 Respondents)

Characteristics/Quality	Communication Skills	Domain Knowledge Skills	Technical Skills	Platform Skills
1. Believe in self. 2. Learning attitude 3. Willingness to work 4. Dedication 5. Active 6. Opportunity 7. environment friendly 8. Hard work 9. Reliability 10. Emotional control 11. Resilience 12. Multi-Tasking 13. Honesty 14. Ambitious	1. Good Communication 2. Leadership Skills 3. Listening Skills 4. Soft Skills 5. Negotiation 6. Problem Solving 7. Teamwork 8. Presentation 9. Responsive Approach 10. Adaptability 11. Street Smartness 12. Empathetic View 13. Time Management. 14. Networking. 15. Personality 16. Verbal And Nonverbal Communication, 17. Strategic Thinking Skills. 18. Managerial Skills	1. Domain Knowledge, 2. Domain Skills 3. Subject knowledge 4. Conceptual Knowledge 5. Implementation of Knowledge 6. Marketing skills. 7. Management skills 8. Practical Knowledge	1. Technical Skills, 2. Analytical Skills 3. creative skills 4. Project management 5. Project planning 6. Computer Packages" 7. Technical skills 8. Technological 9. awareness (Computer proficiency)	1. Confidence 2. speaking skills 3. stage fear 4. public speaking 5. Positive Attitude 6. Corporate Presenter Skills 7. Ethics 8. Face Reading Skills 9. Classroom content delivery skills

Findings and Interpretations: -

As shown in the table above the responses of Faculties were organized into five main categories: 'Qualities', 'Communication Skills', Domain Knowledge Skills', 'Technical Skills' and 'Platform Skills'. Using Axial Coding the theme that arose from the responses was that 'Qualities and communication skills were identified as the most important aspects that students should possess in order to be employable by the faculties. Also, a good deal of domain knowledge and technical skills are required. However, only a few Platform skills are listed because the majority of students are unaware of them, indicating that the terminology is unfamiliar to them. In response to Question No. 9, the majority of the students assume communication skills to be platform skills. This statement indicates that the aforementioned skills are developed among college students, which is a strong statement indicating that the institution's training emphasises communication skills over domain and technical skills fairly. The development of

The development of students' platform skills receives very little attention.

7. Have you been trained on the skills you mentioned above in the previous questions? (364 Respondents)

Findings and Interpretations: -
Most of the students responded on getting trained on the skills mentioned in the previous questions. Considering the qualitative analysis of the previous question, we can conclude that students are well-trained on communication skills but only moderately well-trained in knowledge and technical skills. Platform skills, on the other hand, are untouched.

8. Any Instance if you can share where you showcased your skills on stage as a speaker? (364 Respondents)
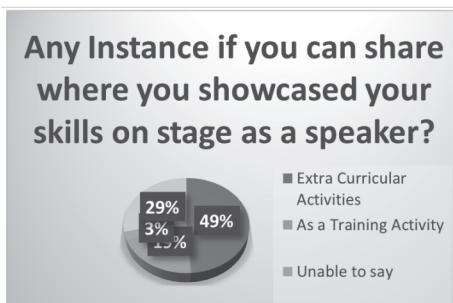
Findings and Interpretations: -
Only 19 percent of the students have showcased their skills as a speaker in

Training Activity. Which shows, very less focus is put upon the aspect of Stage Deliverance Skills from Training point of view which is needed in corporate.

9. True or False (364 Respondents)
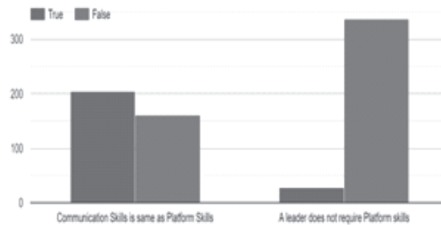
Findings and Interpretations: -
205 Students have assumed communication skills are same to Platform Skills. Also, according to most of the students (328), the Platform skills are very important to be a Corporate Leader. This shows that the Platform Skills are very important from corporate point of view. Since Students are not trained on the same, they assume it to be communication skills, which is not.

10. Kindly rate yourself to what extent do you think you possess the following parameters of the platform skills: (On the Scale of 6)
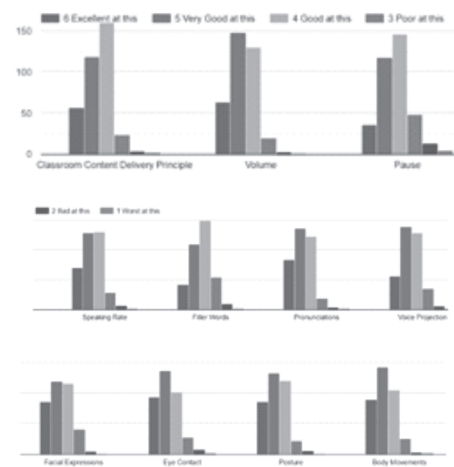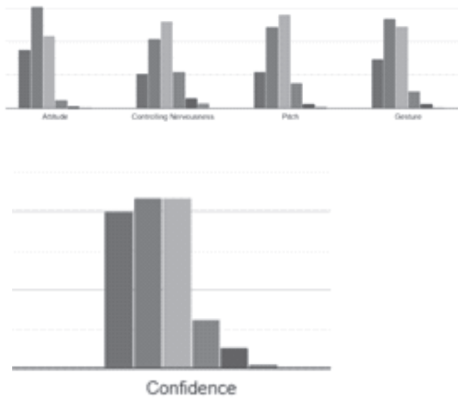
Findings and Interpretations: -
This Analysis could help us to find out the cruel 5 Elements out of 16 platform skills that would be the base for the Model.

11. Which amongst the following are the top 5 Elements of Platform Skills you would like to get trained on? (Tick the top 5). Number of responses: 364 responses.
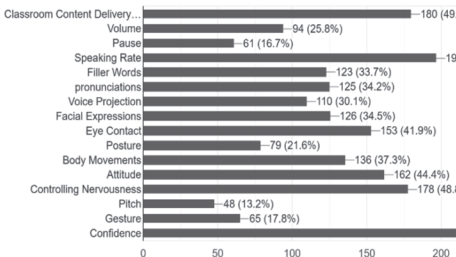
Findings and Interpretations: -
Above is the analysis of the Top 5 Platforms skills Faculties would like students to train. As Showcased in the Percentage Values Confidence, Speaking Rate, Classroom Content Delivery Principle, Controlling Nervousness and Attitude are the crucial 5 elements selected by the Respondents.

12. Would you like to attend the Platform skills Development Workshop? (Tick the Choice) (364 Respondents)

Findings and Interpretations: -
90.4 % Business Management Students are interested to attend Platform Skills Development Workshop. Hence the Platform Skills Workshop for the Students are in in the process of designing with the concern of Academicians and Industry experts.

13. Comments, If any: -
Comments
• I would like to be trained in platform skill training for my future professional growth.
• I would like to participate in the Platform skills development workshop.
• There should be a coordinator at every college level who can connect students to such types of platforms for Gain and train despite of college.
• It's the best platform from where we can learn.
• Yes, i would like to attemd a workshop that would help me to get over my stage fear and confidence to be attained.
• All The survey questions were really superb. It is good way to understand a student.
• I am from poor village background so I don't better know about above skills. I am hardwork to improving myself.
• Good experience, we come to Know which parameters we have to make strong
• Platform skill I very important, every institution should give this skill to students also organization should train their managers platform skills
• I would really be landing on to a good position if the skills which mentioned above would be moulded as it is needed further.

• One in patna.
• I Would like to attend the Platform skills Development Workshop because I believed that it will be instrumental in both my personal as well as my professional growth.
• I am quite good in my academics but sometimes I felt less confident and it suffers a lot so I have to work on such skills

V. RECOMMENDATIONS
• The difference between Communication Skills and Platform Skills should be clarified among the students. Few Videos, Website links should be shared with the students to go through the basics of Platform Skills.
• Platform Skills development should be the part of Academic Calendar.
• Platform Skills development Model should be designed for the top 5 elements of Platform skills with the concern of Academicians and Industry Experts.
• Platform Skills Development Model Instructor's Booklet should be designed (which is in process).
• Business Management Students should be allowed to attend the Platform Skills Model Training & Train the Trainer Program at least once in a semester to get acquainted with the Platform skills.
• After attending a Platform Skills Development Program, an expert team should assess the Pre and Post Changes in the business management students.
• Students should be given ample of chances to perform on stage in an Academic Year.
• Performing on Stage should be a training and Placement Activity and not Extracurricular Activity.

VI. CONCLUSIONS
As per the objectives are satisfactorily tested with the respondents mentioned above, I can conclude this Paper by stating that Business Management Students lack knowledge about the Platform Skills and are not aware of the term. As the Platform Skills is not the part of the curriculum, adverse effect of the same is seen on the Placements of the Students. Once Platform skills development Model is designed for the students, Pilot Model would be run with the Few Students with the Pre and Post Assessment of the Students on the top 5 parameters of the Platform Skills. Instructor's guide would be designed for the same so that teacher/trainer can take the training at their particular institution. . Long-term goal is to apply the same for the inclusion of the Model in the National Education Policy.

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Annexture :-
(Questionnaire for the Business Management in Pune Region, India.)

PSDM is a proposed model by Mr. Prathamesh S Nadkarni for the Students and Faculty under Business Management. Kindly fill the data for the set of questions mentioned below to understand the in-depth views on Platform Skills. Your Valuable Response and Time would be precious to us to march further in the research.

Questionnaire for PSD Model

Name of the Student – (Not Mandatory)
Age –
Email Id –
Post-Graduation in –
Specialisation –

The questionnaire below will allow us to know the awareness of the Platform skills and accordingly which skills need to be focus more on.

1. What are platform skills according to you? (Tick any 1)

a. Certain attributes or abilities that an executive should possess to fulfil specific tasks in an organization.
b. Presentation behaviours that a trainer uses to transmit content effectively.
c. The strengths and abilities individuals demonstrate that help the oversee processes, guide initiatives, and steer their employees toward the achievement of goals.
d. Sets of abilities or knowledge used to perform practical tasks in the areas of mechanics, science, mathematics, and information technology.
e. Other
f. All of the Above
g. None of the Above

3. Have you attended any Platform skills Development Workshop, till date? If Yes, where?

4. Does your syllabus have topics on Delivering skills, Pitch Rate, Speaking skills?

5. How many times in an academic year have you been onto the stage for Presenting/delivering a session/content?

a. Less than 10
b. 11- 15
c. 16 -20
d. 21 and above

6. According to you, what are the skills required to make person employable in corporate world? (Enlist any 3 which you feel are important)

‾‾‾‾‾‾‾‾‾‾‾‾‾‾

7.Have you been trained on the skills you mentioned above in the previous questions?

_____

8. Any Instance if you can share where you showcased your skills on stage as a speaker?

9. True or False

1. Communication Skills is same as Platform Skills   T   F

2. A leader does not require Platform skills
T   F

10. Kindly rate yourself to what extent do you think you possess the following parameters of the platform skills:

|	
Excellent at this	6
Very Good at this	5
Slightly Good at this	4
Slightly poor at this	3
Poor at this	2
Worst at this	1

Sr. No	Platform Skills	Rate yourself out of 6 (refer the Rating table mentioned above)
1.	Classroom Content Delivery Principle	
2.	Volume	
3.	Pause	
4.	Speaking Rate	
5.	Filler Words	
6.	pronunciations	
7.	Voice Projection	
8.	Facial Expressions	
9.	Eye Contact	
10.	Posture	
11.	Body Movements	
12.	Attitude	
13.	Controlling Nervousness	
14.	Pitch	
15.	Gesture	
16.	Confidence	

11. Which amongst the following are the top 5 Elements of Platform Skills you would like to get trained on? (Tick the top 5)

Classroom Content Delivery Principle		Volume		Pause	
Speaking Rate		Filler Words		pronunciations	
Voice Projection		Facial Expressions		Eye Contact	
Posture		Body Movements		Attitude	
Controlling Nervousness		Pitch		Gesture	
Confidence					

12. Would like to attend the Platform skills Development Workshop? (Tick the Choice)

Yes   No

13. Comment, if any: -

All the above information is given by me in my interest.
Thank You.

Sign: -
Date: -
Place: -

The study of awareness of succession planning activities among the employees of a state public sector undertaking

Dr. Akshay N Ganbote
Dy Manager Human Resource,

Abstract:
The research in this article focuses mainly on the succession planning and allied activities. This process of succession planning is studied with regards to public sector undertaking. The study encompassess the existing procedure and the techniques utilised by the organization. This study takes into consideration the nature of succession and types associated. The research analyses the data, primary feedbacks colloected from the employees of public sector organisation. This data is tested with regards to two sample t test. This gives output in respect of exact validation of data and research associated. The data analysed, is monitored and collected through a questionnaire. This questionnaire is administered from a group of respondents who were part and parcel of the process of succession and planning of succession. The study focuses on the awareness level of the succession planning and the allied activities. The study results gives scope for the further critically analyse the data through different variables. These variables will throw more light upon the different aspects of succession planning and the activities associated.

Keywords: Succession, Succession Planning, Public Sector Undertaking.

I) Introduction:

The public sector undertakings are the organisations which are recently shedding their coats of typical government organization. They are reforming themselves and matching their footsteps with private corporations. They have imbibed in their culture the values of accountability with regards to international and national standards and benchmarks. These standards have risen their productivity and have resulted in greater profitability at large. The human resource management section of these undertakings are also transforming themselves. These transformation may have a long way to go, a positive healthy step have been taken in this direction. Succession planning and the allied activities are one such transformation activities which is sought after by these organisation. The tools and techniques used for planning a healthy succession has been core of this research. The awareness among the human resource team members about succession in formal and informal way is the object of this research.

II) Literature Review:
Succession planning:

Succession planning is basically a talent management tool often used by corporate industry for replacing the existing talent pool mainly the top management. The corporate industry has been focused in replacing the talent pool of top management. The talent management and the succession of lower ranks has some what been overlooked or underrated. The same has been proven from number of research done on this topic. The replacement planning as it is termed very often this succession planning includes handing over or transfer of leadership roles to the employees or group of employees. It ensure smooth transfer of roles from the employee to other and smooth running of organisation functioning. It is part of talent management process. This helps in identification of important roles. This also

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This also highlights and identifies key skills and key roles in an organisation. It also provides a way to reduce the costs of recruitment, enabling organisations to administer recruitment in-house.

Succession planning and PSU:
The public sector undertakings are the most sought after job locations in India. These undertaking have been part of socialistic structure of our Nation. Government being a major stake holder in these organisations, they have been termed as the government undertaking. These government undertaking have a similar working style as like government offices. They have long been untouched with the modern Human resource management principles and practices. These undertaking make a large source of recruitment and have large employee turnover. Here the employee turnover takes place majorly through retirement, deaths, job rotation and transfer.

The employee turnover through transfer is like employee manoeuvring from one office to other. In this case the employee may or may not get the exactly same task as like the earlier office. Also the internal job rotation may seek movement of an employee from one factory to other or from one office to other. This movement may not have the same roles and responsibilities as that of earlier job. The new appointment in the vacant position created due to retirement and death also require an in-depth briefing of the roles and responsibilities. Thus defined roles and responsibilities become a dire important for any public sector undertaking. These defined roles and responsibilities help any person joining in the any said position at public sector undertaking resourceful. Thus succession planning activities in these offices have been area of utmost research. The activities primarily carried out in these organisation which can be categorised into succession planning activities are., Record Keeping, Documentation of process, Training, briefing, on Job training, resourcefulness of literature etc. The record keeping activities are the core of all the succession activities. The dynamic and glamorous nature of the succession activities are not seen in the public sector undertaking, but the formal succession of roles and then transition of the responsibilities rule the succession planning activities. Though not advanced as compared to modern day multinational corporate the transition of roles are swift and cohesive.

Importance of Planning
Planning has been an essential activity for any successful venture. Historical Evidences has justified the vitality of good planning. May it be a War or may it be handling of business, planning has been at nucleus of all the activities. Management activities have been ever emerged out of great plan. These activities lead to achievement of set goals and objectives ultimately the vision. A great plan can lead to achievement of desired results. Amongst vital ingredients for great plan an organisation require Aim, Vision, Objectives and goals. If it's crystal clear that what has to be achieved it will indeed lay a great design to how it has to be achieved. Here comes the role of great forecasting, which unfolds the technique of planning in achievement of set Objectives. The answers to what and how lead to process which makes the scripting of plan or defining the plan. The answers lead to a route map to a journey which makes forecaster visualise the other aspects of the process. These other aspects may be then grouped into strengths and weaknesses of the processes. The unfolding of strength and weaknesses can be again done through some sets of questions viz., What, When, Where, Who, How, etc. The processes again enroute through some great forecasting latitude

which makes a forecaster visualise the opportunities as well as threats. Thus in a process of setting up some business activities a plan can be an action initiated by the forecaster.

III) Research Methodology:

The research was focused on the sample size of 120 employees of public sector undertaking in Maharashtra. The names of the employees and the public sector undertaking are kept confidential as part of the permission provided by the competent authorities. The sample was randomly collected and analysed.

Research Technique:

The research focused on qualitative and quantitative sampling. The research is based on the exploration of the data from the give research sampling unit hence can also be termed as exploratory research.

Sampling Technique:

Population: The employees of the public sector power generation undertaking.

Sample Size: 120 employees randomly selected. The sample selection utelises randomly stratified sampling. The sample size is divided into the officer strata of PSU, i.e. Class I, Class II and Class III employees.

Hypothesis:

H0: The employees working in public sector industry are not aware of the succession planning in their organization.

H1: The employees working in public sector industry are aware of the succession planning in their organization.

The Research objectives:

• To analyze the awareness of succession planning amongst the employees.
• To study the process of succession planning in public sector undertaking.
• To study the general awareness about the various methodologies used in public sector undertaking for succession planning.
• To study the nature of succession

planning and its effect with regards to employee turnover.

Scope of Study:

• The study will take into account the methodologies of succession planning.
• The study will encompass the awareness of employees about succession.
• The study will highlight the planning process in day to day task.
• The study will emphasize the methods of succession planning and importance of documentation of the succession planning process.

IV) Statistical Analysis:

The analysis of the data collected from the given sample is a process to test the sample data for its correctness. This helps in drawing the inferences and the conclusion about the stated hypothesis and underlines objectives. The above research is a research for testing of the awareness level of the employees with regards to the succession planning. The test applied for the given data is two sample t test. It measures the size of difference relative to variation in the sample. Thus it is the difference represented in the units of standard error.

Test Utilized: Two Sample T - test

Details of the interpretation are as under:

Tails: 2 Tailed

Significance Level: 0.05

Sample Size: 120

Standard Deviation: 0.990148 & 1.285559
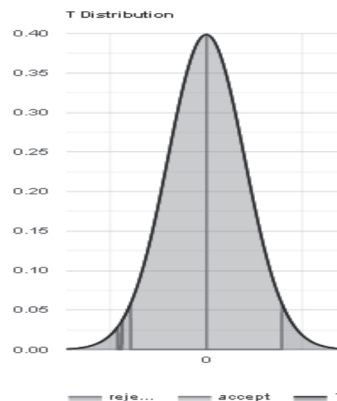
Fig1.1: Two tail T test
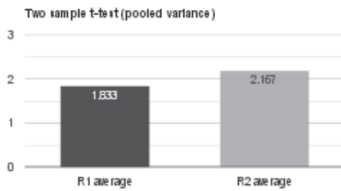
Fig1.2: Two sample T Test (pooled variance)
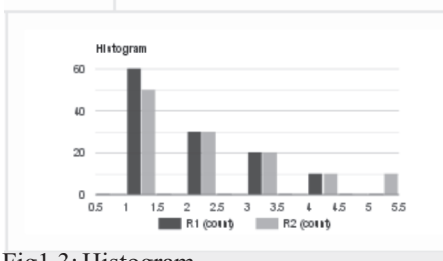
Fig1.3: Histogram

V) Findings

The data analysed above provide details regarding strong P value. This highlights the rejection of null hypothesis and acceptance of alternate hypothesis. The test also suggest further validation of the data with increase in sample size.

Hence we can statistically reject the null hypothesis and states that, the employees are fully aware of the succession planning. While we also reject the claim that the employee are unaware of the activities related to the succession planning.

It also proves that the succession planning is effectively carried out in the public sector undertaking.

VI) Conclusion:

The succession planning activities are the best activities transferring the roles and responsibilities. The public sector undertaking though having primitive government office culture are transforming themselves. The traditional and basic activities of transition of roles upholds the values and ethics of human resource management. The documented processes highlights the focus of industry on transferring the knowledge pool to the generations. The training and planning of the modern Human Resource Management activities also bind into the succession planning activities. The results show the employees in various levels, section and generes are aware of the succession planning activities.

VII) Scope for further research

The further research also highlights and suggest a explorative research to be conducted on the succession planning. The study will focus on the types of succession activities carried out and it's effectiveness in transformation activities. The research also statistically suggest to expand the sample size and population for the Research. The limitation of time and administrative constrains restricts the disclosure of the names, designation and details of respondents as well as the organisation.

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HR Role in Employee Motivation and Engagement During Pandemic Lockdown and Beyond

Dr. Swati Karve
Founder Director
Swasti Institute for Learning
and Development, Pvt. Ltd.

Ms. Kalyani Adhye
Sr. Learning and
Development Executive
Swasti Institute for Learning
and Development, Pvt. Ltd.

Ms. Tanvi Kelkar
Learning and
Development Executive
Swasti Institute for Learning and
Development, Pvt. Ltd.

Abstract – This paper presents the qualitative analysis of focus group discussions and one-on-one interviews conducted with HR Managers from 10 different companies across different industries to explore their role in how they kept their workforce motivated and engaged during the pandemic and lockdowns. Content and thematic analyses were done on the data, which was then categorised based on Maslow's Hierarchy of Needs and Alderfer's ERG categories of motivation. It was found that the employee needs regressed to lower-order needs. When translated into the Gallup Model, the data indicated lower-order needs. HR Managers used various strategies to address these needs to retain and engage their employees. The study brought out the importance of the role of the HR managers during crises, and going forward, the need for organisations to be agile to address the varying needs of employees to retain and engage them. One of the most important implications of the study is the importance of the HR Manager role to maintain employee motivation and engagement.

Keywords – Employee Motivation, Employee Engagement, HR Management

I. INTRODUCTION

Employee engagement is a critical element of an organisation's success and sustainability. Enhancing employee engagement is a critical part of the HR role. However, employee engagement is dependent on employee needs and motivation, and therefore the HR manager must be responsive to these employee needs. The Covid-19 pandemic hit the globe with circumstances that were never imagined, and almost overnight, as the lockdowns started around the world, the needs of employees and businesses changed. The very survival of business was at stake. In the Times of India (April 2021), it was reported that in India, 82% of small businesses were affected by the pandemic. Millions of jobs were lost. Working from home became the "new normal" and posed new challenges for organisations. Employees feared losing their jobs, witnessed salary cuts and delays. Uncertainty and fear of Covid caused anxiety (Center for Disease Control and Prevention, 2021). According to a Gallup survey conducted in the year 2020, it was seen that globally 85% of the workforce was actively disengaged (Aston, 2020). Disengaged employees are resentful that their needs are not met (Gallup, 2020). Anitha (2014) suggests that employees who are disengaged are not motivated to perform, tend to demotivate others, feel unattached to their work and the organisation, and may not focus on organisational goals.

Employee engagement is defined as "a positive attitude of employees towards their organisation and its values, wherein employees have an awareness of business context and work to improve job and organisational effectiveness" (Robinson et al., 2004). According to Gallup (2021), engaged employees "are involved in, enthusiastic about, and committed to their work and workplace." Employee engagement is critical for organisational performance and business outcomes (Gebour, 2009). A study by the Corporate Leadership Council quoted by Simha and Vardhan (2015) found that the most

engaged employees are 87% less likely to leave their organisation. This emphasises the importance of employee engagement in retention.

Employee engagement is related to positive emotions such as joy, interest, contentment, and love (Harter et al., 2002). It can lead to positive health and well-being, mindfulness, creativity, authenticity, communication, ethical behaviour, intrinsic motivation, emotional commitment to work and organisation goals (Tampubolon, 2016) and is characterised by satisfied employees combined with dedication, vigour, and absorption (Schaufeli and Bakker, 2004). Ryan and Deci (2000) say that employee engagement is closely related to intrinsic motivation- when an employee gets an opportunity to do interesting, meaningful work and where there is scope for growth, it leads to an increase in employee engagement. Motivation is, therefore, an antecedent to employee engagement. Bhuvanaiah and Raya (2016) suggest that variation in motivation could lead to changes in the engagement levels, and what may motivate one may not motivate another employee. The new ways of working from home add a level of complexity to motivation.

In remote and virtual work, there are challenges such as an increase in the hours put in the work, stretching of workdays and work weeks (Noonan and Glass, 2012), a sense of physical isolation (Richardson, 2008) and a decrease in engagement (Anderson, 2020). Tampubolon (2016) suggests that it is the management's responsibility to ensure that employees are continuously motivated and engaged. According to Lockwood (2007), HR professionals must structure the work environment in a way that can help encourage employee commitment and increase engagement. Agarwal et al.

(2007) suggest that it is important that HR professionals emphasise health and well-being and work-life balance of employees as these practices influence the attitude and behaviours of employees.

The lockdown presented a challenge to engagement due to the virtual nature of the work, and organisations had to quickly respond to the needs of employees to reassure them, address their concerns, and keep them motivated and engaged. In this preliminary study, we wanted to explore how the HR managers responded to employee concerns through the lockdown.

II. PURPOSE

1. An exploratory study to find how HR Managers responded to employee needs and concerns during the Covid 19 pandemic to sustain employee motivation and engagement during the pandemic.
2. Elicit experiences of HR Managers of how they confronted the challenges that the pandemic presented in terms of employee engagement and motivation.
3. Explore themes that emerge from the data and consider or create theoretical models that fit the data.
4. Serve as the basis for a larger study based on the observations from this study.

III. METHOD

We followed a qualitative method to collect data using Focus Group Discussion (FGD) and interviews. These methods were specifically chosen since 1) the study was exploratory and 2) these methods provide rich qualitative data where the HR Managers got a chance to provide details of their experiences, share their stories, and provide insights into how they kept their employees motivated and engaged through the lockdown.

A. Sample:

Method of convenience sampling was used to recruit the sample. Care was taken to

ensure that different types of companies were represented. A message inviting members for the focus group was sent to a WhatsApp group in India consisting of HR Managers. 12 HR managers signed up for the FGD. One manager was not able to join the discussion. As a token of appreciation, participants were offered an Amazon gift card. Informed consent was taken from participants to take part in the research, and confidentiality was ensured. Participants ranged in experience from 5 years to 20 years across different industries - large scale manufacturing, mid-size manufacturing, large IT firm, small IT firm, finance company and a start-up.

B. Data Collection Method 1: Focus Groups:

Ideal size of an FGD is generally 5 to 8, as per Krueger and Casey (2014). Accordingly, we created 2 groups of 6 participants in each group. Participants were randomly assigned to ensure diverse viewpoints. Two participants from the same company were assigned to two separate groups. FGD was conducted over the Zoom platform. One trained facilitator conducted the FGD, and two trained observers/note-takers were assigned to take notes. Participants were requested to keep their cameras switched on during the FGD. The FGD was recorded with permission so that the verbatim data could be transcribed for analysis. Each of the Managers was assigned a Code as HR1, HR2, HR3….HR11. Each FGD lasted for around 1.5 hours.

C. Data Collection Method 2: Interviews:

Follow-up one-on-one interviews were conducted using a semi-structured schedule to gather additional information from each manager specific to their individual company and circumstances. Each interview lasted for about 20 minutes.

IV. DATA ANALYSIS AND RESULTS
A. Data Analysis:

Data were analysed using inductive analysis without any pre-determined categories allowing "themes to arise specific to the data" Anderson (2020). Content and thematic analysis methods were used. First, all the responses from the FGD were transcribed verbatim into Microsoft Excel. Next, categories and themes were identified based on coder agreement to assign categories and themes. Finally, interview data were added to the FGD data, and the categorisation continued till the categories were exhausted and no new theme was elicited. We found that the themes fit best into the well-known motivation models of Maslow's Hierarchy of Needs and Alderfer's ERG Theory that defines needs as "Existence", "Relatedness", and "Growth" needs. We then explored the data in terms of the Gallup Employee Engagement Model, which again is a pyramid model of "Basic Needs", "Individual Needs", "Teamwork", and "Growth" Needs.

B. Key Findings:

The following were the key findings from the focus group discussions and interviews:

1. Though the HR Managers were from different industries and sectors, it was seen that the concerns raised by employees were similar across different industries. In addition, the measures taken to keep employees motivated were also similar across all types of industries represented in the focus groups.

2. Turnover during the lockdown depended on the sector and size of the company. In our sample, HR managers reported no significant change in turnover. One HR manager of a larger IT company reported that there was a higher turnover as lockdown started to lift, and there were other opportunities outside.

3. Creating a culture of empathy through leadership became critical - through communication, listening and addressing employee concerns.

4. HR managers reported stress and exhaustion about their role in terms of the work involved, their personal situations of sickness at home and managing the needs of the employees.

5. The themes based on the employee needs could be classified into Maslow's hierarchy of needs and Alderfer's ERG model that defines needs as Existence, Relatedness and Growth needs (Refer Table 1). These needs were then explored using the Gallup Employee Engagement model (Refer Table 1).

Please refer table 1 at end of article)

V. DISCUSSION
A. Employee Motivation:
As seen in Table 1, considering Maslow's Hierarchy of Needs, the employee needs can be ranked as follows in terms of frequencies: 1) Safety and Security 2) Belongingness 3) Self Esteem Needs 4) Physiological needs followed by 5) Self-Actualisation.

When we translate the needs in Alderfer's theory, most needs were in the category of "Existence" needs. These correspond to the "Physiological" and "Safety and Security" needs on Maslow's Hierarchy, followed by "Relatedness" Needs that are a combination of Maslow's "Belongingness" and some degree of "Self-Esteem" needs that come from external validation, and then the "Growth" needs that correspond to Maslow's "Self-Actualisation" needs and some amount of Self-Esteem needs.

Engagement categories by Gallup are "basic needs", "individual contribution", "teamwork", and "growth" (Gallup, 2016). These four levels are in line with Maslow's

Hierarchy of Needs (Kampf, 2014). Corresponding to the motivation categories, we found that in terms of the categories on the Gallup Model, employees would be most engaged when their "Individual contribution" was recognised, followed by "basic needs", "teamwork", and finally "growth needs". The "individual contribution" has questions around "care" by supervisor or someone at work. This seemed to be a very high need during the pandemic when employees wanted managers to listen and respond.

Eyl (2020) suggests that the focus shifts from higher-order needs to basic survival needs during times of anxiety, uncertainty, and fear. Our results show that employees expressed lower-order needs during the lockdown. This is not surprising considering that the difficult and challenging times during the pandemic led to negative emotions and pessimism. In terms of the "Frustration-Regression principle" described by Alderfer (1989), when higher-order needs cannot be satisfied, individuals will regress to lower-order needs. We see the same in the lockdown situation.

In the next section, we describe the main findings in terms of each of the motivation categories, along with the needs (concerns), some corresponding themes, and how the HR managers responded to keep the employees motivated. Some verbatims from the FGD participants are included in the discussion as examples of responses given by the participants.

1a) Need for Existence - Need for Safety and Security.
Concerns: Job Security in terms in terms of Maslow's hierarchy of needs translates to "safety and security needs" (Ozguner and Ozguner, 2014). HR managers said that job security was the top concern of employees

during the lockdown, along with worries related to covid safety.

Corresponding Themes: Job security, fear of job loss, retention, covid support including PPE kits, covid ward, vaccinations, personal and family health and well-being, mental support, counselling, etc.

HR Managers' Response: No layoffs, health insurance, medical support, and covid support such as creating helpdesks. In manufacturing and essential services, where employees had to work from the office, the focus was on creating a safe workplace. Some companies started covid wards, helped in getting the infrastructure in place to support employees, families, and the community.

HR1: "Job security was guaranteed to employees."

HR 2: "We had to follow the covid norms, sanitising offices, adhering to norms and a fine was imposed if not followed."

1b) Need for Existence: Physiological Needs:

Concerns: Ozguner and Ozguner (2014) suggest that salary, materials, and equipment etc., and good working conditions constitute basic needs since these are required by employees to satisfy their basic needs. FGD participants said that compensation was a big concern for the employees during the pandemic, followed by work-life balance issues.

Corresponding Themes: Salary, compensation and benefits, increments, work-life balance materials and equipment, financial planning, insurance, emergency funds

HR Managers' Response: No salary cuts, advance salary, top management taking pay cuts to pay employee salaries. Basic material and equipment like computers, Wi-Fi etc., was made available to employees to ensure that they could do their jobs effectively from home. To ease the stress of work from home, some managers said their companies encouraged breaks from work and arranged engagement activities to take time off.

HR 8: "In the month of April …. there was a lot of financial stress … so (for May) we… credited 70 percent of the salary by the 7th of May itself. It was just to create a financial buffer".

2) Relatedness Needs: Belongingness Needs:

Concerns: In organisations, belongingness needs can be achieved through social events or organised activities (Kaur, 2013; Ozguner and Ozguner, 2014). As employees started working from home and remotely, this need to connect was felt by the employees.

Corresponding Themes: Movement to hometown, work from home, listening, communication, bonding, calling up, messages, collaboration, sharing, engagement activities, celebrations

HR Managers' Response: Constant formal and informal communications, sending messages to employees, following up on employees who were sick or whose families were sick, making sure meeting platforms for collaboration were set up, staying connected. They arranged off work events and having fun activities during the weekend, such as "tumbola," "fun games", or "fun Fridays." As a result, there was much more engagement activity during the lockdown than normal times.

HR 1: "We continuously touch base with employees to understand their perspective and provide support for personal needs,"

HR 3: "We started giving structure to engagement activities. We started… water coolers...   coffee meets... project team debates…. constructive kind of fun activity."

3a) Growth Needs: Self Esteem Needs:

Concerns: This includes the need for achievement, self-respect, recognition from others, responsibilities, rewards, appreciation, and competent management (Kaur, 2013; Ozguner and Ozguner, 2014).

In the pandemic, employees were concerned about achieving targets and rewards and recognition, and HR managers appreciated the importance of recognising performance in stressful times.

Corresponding themes: awards, recognition, team awards, targets, e-vouchers, mailers

HR Mangers' Response: Increments and promotions cycles were maintained, as usual, rewards and recognition were increased, and special recognition for people who went above and beyond during the pandemic was introduced. In some organisations, there was a need to realign performance goals and targets were adjusted.

HR 2- "Ours is a sales organisation…. we had to take those calls to relook at our targets."

HR 1 - We had a virtual award ceremony where managers talked about their people, and we had citations and stuff … mailer campaign and…. got e-vouchers."

3b) Growth Needs: Self-Actualisation:

Concerns: This need stresses the importance of being aware of one's capabilities to achieve goals, engaging in challenging projects that help broaden creativity, and having opportunities for growth and advancement (Ozguner and Ozguner, 2014). In the current scenario, the need for self-actualisation, which is the highest level in the hierarchy, may have taken a backseat.

Corresponding themes: training, learning, role change, upskills, opportunities

HR Managers' Response: Employees were made aware of opportunities for role change through the internal job postings. There was an increase in the need to upskill through training and learning, which was made available through online and virtual formats.

HR 6: "Within a short span, we were seeing at least 400 times jump on the activity happening on the digital side."

B. Employee Engagement:

"We were doing more engagement during the pandemic than before" was the response of one of the managers. Looking at the data from the engagement angle, we found that the categories of basic needs and individual growth were more critical in the lockdown than teamwork and growth. This would align with the findings from the motivation angle, where we find that safety needs and the need to connect were the most pressing needs of employees.

C. Findings related to HR Managers' Current and Future Role:

The FGD and Interviews also brought out the following observations:

1. Engagement a Key Priority: Engaging the workforce became the top priority for the HR Managers during the pandemic.

2. Strategic Role of the HR Manager: The HR Managers said they had a key role to play during the pandemic, where the senior leadership, as well as the employees, were looking to them for solutions.

3. Demands on the HR Manager: The HR Managers had to balance their own personal and family demands and those of employees who were constantly reaching out, leaving them exhausted and stressed. HR managers need to develop competencies to handle these pressures going forward.

4. Changing HR Practices: HR managers recognise the growing importance of workplace health and well-being, especially mental health and work-life balance going forward.

D. Implications:

In the new normal, the following may become increasingly important:

1. Frequent Assessments: Moving forward, due to the changing nature of work and organisations, the motivation of employees will change. Frequent

assessment of employee needs is crucial to take measures for employee engagement.

2. Need for Agility and Rapid Change Management: As we move towards a "new normal", with changes in the workplace and ways of working, organisations need to become responsive and make quick changes to the structure, HR processes and policies, etc. to align with the changing needs. This will also have implications for the HR Manager role going ahead.

3 Culture Matters: In retaining employees, leadership will play a role in terms of how employees are cared for, empathy and employee well-being.

VI. CONCLUSIONS

1. Organisations took steps in terms of policies, processes, and the support provided to the employees through the lockdown.

2. The pandemic resulted in employees regressing to lower-order needs for being engaged.

3. The management response was mostly congruent with the employee needs, thereby ensuring engagement.

4. It also indicates that during crises, change management, agility and empathetic leadership will help in engaging employees.

Limitations and Suggestions for Further Study:

This was an exploratory study done on a small sample. The data collected was qualitative. In future studies, Industry-wise analyses can be done to specify finer distinctions between the needs of various sectors. Sector-wise employee surveys can be done to gather more extensive data both from employees and HR Managers. Studies can be conducted on the HR Managers' stress during the lockdown.

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TABLE 1
Responses Of HR Managers By Categories On Maslow's Hierarchy Of Needs, Alderfer's Erg Theory And Employee Engagement Categories

Maslow's Hierarchy of Needs			Alderfer's ERG Theory			Gallup Model of Employee Engagement		
Need	Frequency of Responses	Rank	Need	Frequency of Responses	Rank	Need	Frequency of Responses	Rank
Safety and Security	39	1	Existence Needs	62	1	Basic Needs	46	2
Belongingness	28	2	Relatedness	54	2	Individual Contribution	51	1
Self Esteem	26	3	Growth	39	3	Teamwork	18	3
Physiological	23	4				Growth	14	4
SA	13	5						

Creating Competent Manpower for Future- Role of HR in Business Sustainability

Dr. Abhijeet Shah
Vice President – IR and Admin
Bharat Forge Ltd. Mundhwa, Pune

Mr. Nirvikar Hingane
HR Business Partner
Hindustan Unilever
Ltd. Khamgaon

Abstract— The world of HR is been going through evolutions since last few decades. The fundamentals of HR have changed from just manpower management to talent management. In this the old skills and talents have become redundant over the time and the new technologies which emerged created new competencies.

These competencies became the driving fundamentals for all industries. Digital, robotics, AI, Computers etc. all have now become compulsory skills required for an individual to survive in the evolving world. At the same time where all industries were focusing on the upcoming competent talent they forgot about the possessed talent that they had. Few of the organization laid off their employees or closed down their few production parts to start new processes with new manpower who was expected to be holding competencies. But the most valuable thing that emerged through this time was the concept of competency development.

Competency Development was initially a smaller aspect but over a decade it emerged to be a comprehensive fundamental. The process of competency development was a journey of understanding the required competencies to current organization competencies and then to what development was needed. In this research we will see as an HR how we can make our existing manpower competent enough to sustain a business.

Keywords— Human Resource Management, Business Sustainability, Future HR, Competency Mapping, Capability Building

I. INTRODUCTION

Competencies have evolved around the timeline of industrial evolution, and it is observed that the fundamental change in the competencies has highly affected the entire Human resource function. The recruitment process or the process of performance appraisal is now totally changed from a perspective of competencies. The recruitment is now dependent on the competencies possessed by the employee. Even the appraisal is in the current era oriented towards the competency and their key roles. The appraisal are now done on the base method of competency assessment. If we look at the larger perspective of the skills it is difficult to diversify skills and competencies but the in the book of "one of a Scope" it can be read that the major difference is that skills are specific to a job or work but competencies are border in concept that are skills with abilities and knowledge. The idea of competency is solely isn't enough hence the factors such as competency mapping are competency assessment are carried out by the organizations to fulfill the requirement.

II. LITERATURE SURVEY

The Competencies are something acquired through learning and training. The book broadly talks about how double learning I required to analyses and adapt the on going skills and future competencies. The achievement of individual and organizational goals are combination of competencies and their utilization. The aspect of learning and development is to be contracted to the desired competencies for organization.

The nature of key competencies:

It was a research focusing on the naturistic approach of competencies. The researchers focused on the personal management, generic profiles of competencies and nature of the competencies. The research was about enabling the possibility of competencies and the role in organization development.

III. COMPETENCIES

Competency development is a humming word in today's dynamic business environment. The development of Competency has always been a challenge for Human Resource professionals across eras. Competency comprises of areas including skill, knowledge and attitude which makes it even more difficult to maintain an equilibrium in each pattern. Therefore, the deficient area must be empowered by the prompt the activities which would earn to acquire those competencies. Human has tendency to continuously learn through various activities. Thus, enhancing skill set of employees and making them competent has always been focus of Human Resource professional. Now, understanding this factor competency mapping and assessment comes very important. The first line should be business competencies where the actual business need can be gauged, the second line should be created by functional competencies where the actually aspect of deliverables should be assessed and the third line should be of behavioural where the people skill must be considered along with the attitude patterns. Overall it will lead to an enhanced function where their would be balance between all of these mentioned parameter and thus it will help to empower employees toward creating a sustainable business through the channel of self development.

The dynamic business has also lead to change in Competency patterns, now the traditional competency are no more the core of the business. Now every individual is a business partner and should possess business competencies. Every stake holder has to work in CFT (Cross Functional Teams) therefore every stakeholder must have behavioural competencies and yes the functional would always be the sum and substance of the entire framework..

IV. SURVEY

A survey was conducted amongst the HR professional across manufacturing industries to understand the diversified opinion on the competencies.

Following are the responses received:
What is your type of Industry?

Fig. (1)

Develop the right competency for the organization is the role of HR?
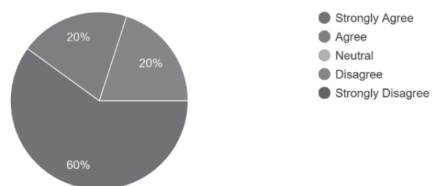
Fig. (2)

Competency development process increase capabilities for managing the business.

Fig. (3)

Use skill development index as a qualitative HR Matrix

Fig. (4)

Competency development process help to retain talented employees
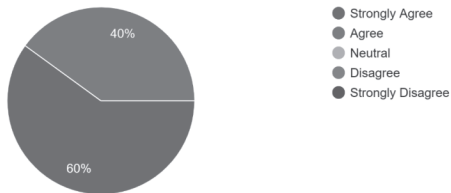
Fig. (5)

Resource to resourcefulness facilitated to HR for responding to the generational differences
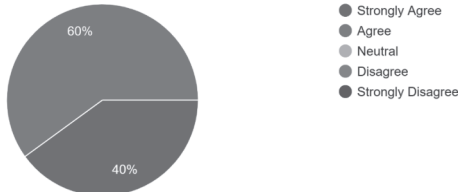
Fig. (6)

Competency development leverage out placement, retirement preparation and e-learning
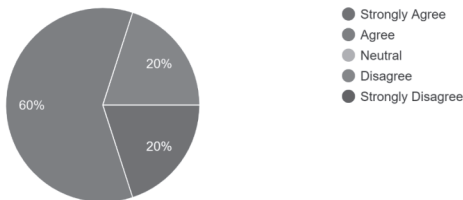
Fig. (7)

Enhance/Increase capabilities helps for managing multi-functional business
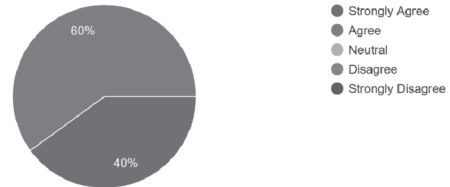
Fig. (8)

To Enhance employee commitment competency mapping process plays the vital role

Fig. (9)

Competency development process facilitate for managing change and cultural

Fig. (10)

V. PATH ANALYSIS

Path Analysis is a statistical tool used to estimate the significance and magnitude of casual connection between variables. It is a process of evaluation through examination of relationship between dependent variable and independent variable.

Here the dependent variable is Business sustainability and independent variables are skill enhancement, training need analysis, capability building through competency mapping.

The figure below shows the path analysis of how competency mapping is a future for business sustainability.
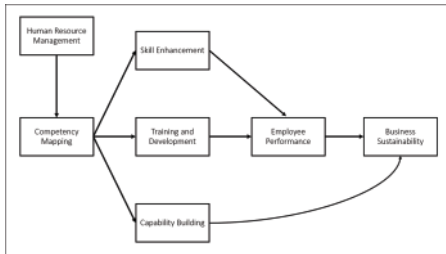
Fig. (11)

The role of HR in the upcoming future is going to be very intense to make itself a profit centre. To evolve into it competency-based development will be a need.

The major function of human resource management in the present scenario is competency mapping which helps to retain the talent.

Competency mapping develops the capability of the talent and enhance the skill of the employee.

Training and development enhance the skill of employee and develop the capability.

Skill enhancement and capability development of an employee will help to improve the performance of employee and which leads to business sustainability.

VI. COMPETENCY ASSESSMENT TOOL

On the basis of received response we suggest the below elaborated tool for assessment of competencies for a specified group of employees.

A. Competency Assessment

Competency-based assessment is a hot topic in today's corporate world. A rising number of companies are beginning to invest resources to ensure that their employees' competency profiles align with their strategic plans. By putting assessment processes in place, organizations can measure critical competencies and take steps to address areas that need development.

B. What is competency?

It is the ability to do a task effectively. The knowledge, skills and behaviours needed to get a job done. The two types of competencies.

C. There are two broad types of competencies:
• Behavioural
• Functional
A combination of both is almost always required to be effective.

D. Behavioural competencies

Behavioural competencies are often called soft skills. They define not just the ability to do something, but how it is done. Often, they also describe a way of doing things in relation to other people. This is particularly true of leadership competencies.

E. Functional competencies

Functional competencies are often referred to as technical skills or competencies. They simply mean the ability to perform some technical task. Things like operating machinery, performing double entry accounting, making a dress or designing a hyperloop.

F. IMPORTANCE & SIGNIFICANCE OF COMPETENCY ASSESSMENT

G. Recruitment Competencies give specific and detailed criteria for hiring a person making it more objective than subjective.

Fig. (12)

H. Performance Management
Competencies help in understanding how people have achieved what they have achieved.

Fig. (13)

I. Succession Planning In taking skill inventory , competencies make it easy to to determine what is already present and what is still required.

Fig. (14)

J. Training and Development Competency assessment data can be used to create personalized development plans that map employees paths within the organization.

Fig. (15)

Sample Behavioural Competencies:
➢ External focus

➢ Team Work

➢ Inspiring and motivating others

➢ Communicating and Influencing

➢ Professional Expertise

➢ Strategic Thinking

➢ Commercial Knowledge & Focus

➢ Setting Goals & Priorities

➢ Analysis & Problem Solving

➢ Decision Making

➢ Planning and Organising

➢ Managing and Driving Performance

➢ Developing self and others

➢ Innovation and Continuous Improvement

OBJECTIVE OF THE ASSESSMENT
• To list the competencies against individual roles and responsibilities .
• To measure the perception of client and employee about knowledge, skill and attitude .
• To identify the competence gap between the required performance and actual performance.
• To suggest the training and development programs.

SCOPE OF THE ASSESSMENT
• To ensure the assessment of competencies for better resolution.
• An effort has been made to understand the ability to assess own strengths and weakness; set and pursue professional and personal goals and engage a new learning-including new or changed skills, behaviour and attitude.

PROBLEM FACTOR
Why competency assessment is important ?
• Lack of competencies can affect adversely on client satisfaction. Competencies are important to tackle increasing competition ,improve customer satisfaction ,improvisation of business , adapting to the clients requirement
• Often while performing a task, employees forget about the competencies

Misconception about roles, Lack of strategic thinking

• Assessment of competencies based on perception will help to compare one's actual competencies to an organization's or position's required / preferred competencies, in order to create individual development plan .

LIMITATION OF THE ASSESSMENT

• Link with only one organisation
• Sample size considered for this is limited
• Information and responses given by the respondents may be biased due to several reasons.

METHODOLOGY

• In this Assessment tool, quantitative and descriptive designs can be employed.
• The data for this research can be obtained by means of management game which can be specifically drafted.
• Competencies will be assessed with the help of evaluation form which will be filled by an employee i.e. self-assessment (team members of the game) and by his stakeholder i.e. by superior / manager / team leader /client (A person who is playing this role in the game)
 • The main objective of this tool is to determine how well employee demonstrates competencies in the given situation , compare ratings of employee and client , find out conclusion from gap analysis .
 • The result obtained will be used to fill up gap in competencies of employees and manage their performance in future .

EVALUATION FORM

The evaluation form are attached at the end of the project in annexure These forms include :
1. Individual assessment form
2. Clients assessment form
. Client comment form

About Analysis :

This chapter includes analysis and interpretation of data collected out of competency assessment task . Analysis is done considering above methodology. Data Analysis is based on evaluation form.

RATING SPECIFICATION FOR ANALYSIS

Rating	Interpretation
1	**Extremely dissatisfied** *Demonstrates a limited number of indicators for this behaviour and/or several of the negative indicators*
2	**Dissatisfied** *Demonstrates some indicators for this behaviour at the required level but the majority at the level below*
3	**Neutral** *Demonstrates most indicators for this behaviour at the required level*
4	**Satisfied** *Demonstrates all indicators for this behaviour at the required level and some at the level above*
5	**Extremely Satisfied** *Demonstrates all indicators for this behaviour at the required level and most at the level above*

Fig. (16)

VII. CONCLUSIONS & FINDINGS

The competencies are going to affect the entire business perspective in the upcoming years. There will be an effect of technology, demography and socioeconomic in the business. This will make businesses change their employment structure and will enhance the skill requirements. This will result in challenging HR concepts such as skill-based recruitment, T&D mapping etc.

The effectiveness of capability and its correlation with wining culture will be result of organizational strategy for competency-based development. To increase the effectiveness of people will be and addition to organizational strategy.

It can be observed that the world is now leaning towards more of emotional intelligence or persuasion or social skills which were considered exaggerated in the previous decade. Now to adapt and enhance the technical skills of the

employees it is required to map the competencies which are possessed by the employees and which are required to sustain in the future.

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Employee Experience (EX) - The Feel and Perceptions of World of Workforce

Dr. K. BHANU PRAKASH
Professor & CFO, SAGE Peer Reviewer,
ICSB, IAA, ICA-Professional & Life Member,
ICSSR & UGC Projects Coordinator,
AI, Analytics & SAP Consultant

Dr. PRK RAJU
Director, Department of
Business Administration,
GIET (A), CGM (HR) Rtd., ONGC

Abstract – Time is the most precious, precarious and the valuable resource in one's life. A meaningful workday is a hay day and creates an indelible impression in the hearts and minds of the workforce. In the era of AI-2.O (Humanoids), New World of Remote and Hybrid Modes and Models of Work, the Employee Experience (EX) emerged as a 'New Data Science' (The Hindu) transforming the 'Way and Walk of World of Work, Workspace and Workforce'. It starts with respecting and rewarding people's time, and integrating the 'Essence of Work and Life' as opposed to 'Work-Life Balance (IBM)'.

The centennial global pandemic COVID'19 has gravely affected the every human species on the planet earth and metamorphosed the siloes and signatures of CHROs' around the world. The unique experiences at times of uncertainty would metamorphose organisations into an exponential organization. The EX integrates the X (Experience Data) and O (Operational Data) at every meaningful touch point and automate actions to drive experiences of 'Employees' that enables, empowers organizations to create 'Open Door' for generating and delivering intelligent actions and improving 12X times of performance i.e., the key to success. The Employee Engagement (EE) has become the short-term adrenaline shot for the organisations to enhance the employee productivity while Employee Experience (EX) is the only long-term solution to transform workforce into engaged (Jacob Morgan).

The study is innovative, empirical in nature and presents the actionable insights by adopting Integrated Analytics (SAS) to assess and measure the inner feel and urge of hybrid workforce from the inside out and the bottom up. The Employee Experience (EX) is an all-inclusive, all-purposive self-assessment tool that maximises the wellness, welfare and well-being of workforce (HBR).

Key Words: AI, CHRO, EE, EX, HBR, HCBA, HCI, HCM

Human Capital Experience (HCX) - A Premiere

The one-time life pandemic COVID-19 will have a lasting impact on the future of work. The effects and strains of extraordinary challenge touch the human lens and confined the role of CHROs' to mere 'Listening'. The Human Capital Experience (HCX) emerged as a 'New Behavioural Data Science' that analyses the opinions, feelings and views of the workforce in real-critical times by adopting TestGorilla, Benext, Qualtrics, SAP and AI-HCBA (Artificial Intelligence - Human Capital Behavioural Analytics). During this grim and gloomy situation, the HCX brings out the best from the collective humanity with an objective orientation of transforming the organisations from the inside out and the bottom up. The HCBA and Integrated Analytics (IA) leverages the power of workforce in real-time scenario and undoubtedly resolve all HCM issues in the realm of Human Capital Intelligence (HCI) [1]. It is a panacea and One-Time Solution (OTS) for all HCM issues (Stefanie Tignor).

The paraphrase 'Employee Experience (EX)' is at first conceptualised by Kaveh

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Abhari and stated that the 'Employees are the essence of the Service' and 'Employee Experience' delivers the services by emphasizing their experiential needs. In an 'Experience Economy', the Employee Experience (EX) can be defined as a set of psycho-cognitive sentiments about the experiential benefits of employment [2], [3]. It is an inner urge, drive and opinion of employee towards 'Work and Workspace' that inspires to go above and beyond expectations.

Fig-1: Global Employee Experience - A Kaleidoscopic View
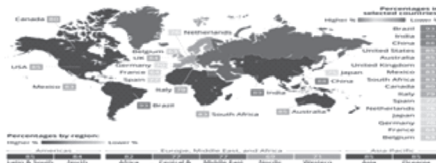
Source: Deloitte University (2017)

Human Capital Experience (HCX) is a digi-transformative and imperative at uncertain times for Gen-Z CHROs' to assess and evaluate the experiential needs of employees, customising work algorithms, configuring work processes and creating creative work space. The HCX improves EE, optimises digital EX, and holistically assesses the employee performance and manage Employee Life Cycle (ELC). The deliverable positive outcome of an 'Employee Engagement (EE)' is 'Employee Experience (EX)' and the essence of EX is not only engaging the body of the employees but also touch the soul and mind [4].

The offering of perks at work, rewards and appraisals in between small and big moments to the workforce have become a source of pride and a competitive differentiator for companies vying for 'Top Talent'. In a hybrid cloud platform, the world of work makes the people to work better, deliver digital experiences and unlock productivity [5].

Employee Experience (EX) - The Empirical and Exploratory Tones

The word 'Experience' is rooted from the Latin Word 'Experimentation' (Merriam Webster) and the phrase 'Employee Experience (EX)' means the sum of the perceptions of employees and their interactions with the organisation in which they work. Employee Experience describes Employee Life Cycle (ELC) as an integral part of Human Resource Planning (HRP), includes events and processes of Recruitment, On-Boarding, Employee Development, Promotion and Exit Interviews. But, ELC differs from EC in perceptional and expectations point of view [6].

Employee Experience (EX) = Experiences + Expectations +Perceptions (Fig.2)

Jacob Morgan (2017) opined Employee Experience (EX) is an intersection of employee expectations, needs and wants and the organisational design of employee expectations, needs and wants. It's the long-term redesign of the organisation i.e., the relationship between the organisation and the employees. The 'Designing an Organisation' with techno-cultural, physical environments and encapsulate the inter-relationship between an Organisation and Employee Experience (EX) i.e., everything [7].

Fig-2: Employee Experience (EX) - An Integrated Matrix

Michael Gretczko, Deloitte - Consulting Principal stated that Employee Experience (EX) is an organizational imperative and digi-initiative for modern intelligent organisations. The tangible results of engaged workforce are increased productivity, high dedication and determination to work, less employee turnover and maximisation of profits. The EX initiatives have had a positive impact on organization's Employee Engagement (70%), employee productivity (64%), resilience from external disruption (62%), and on organizational agility. The companies that get EE are more agile, have more engaged employees, and have better performance. The Human Capital Management will have a strategic role to reshape and rescale employee experience by integrating the physical and virtual world.

Shenoy, Veena, Uchil, Rashmi (2018) explored on the influences of cultural environment factors in creating Employee Experience (EX) and its impact on Employee Engagement (EE). The deductive reasoning method was adopted for the study and observed that there is a strong significant relationship exists among organisational environment, internal policies and leadership in creating of Employee Experience (EX) there by building Employee Engagement (EE). To sum up, employees have high expectations for workplace that creates high demand for their roles and EX plays pivotal role in EE [8].

In a digi-world, the Gen-Z is expecting a productive, enjoyable and enriching work experience rather than focusing narrowly on Employee Engagement and Culture. The workplace, workforce and HCM Analytics integrate the practices that impact the world of work, workspace and work culture. The pulse surveys, wellness and fitness apps, design thinking and employee journey maps and measures the 'Employee Satisfaction' by customizing HCI Apps viz., Employee Net Promoter Scores etc., resulting the productive, positive and progressive EX, an emerging new phenomenon in HCI [9].(Fig-3).

Fig-3: Employee Experience (EX) - The Breadth and Depth of Capabilities

Source: The *ALM Vanguard*: Employee Experience Consulting, ALM Intelligence
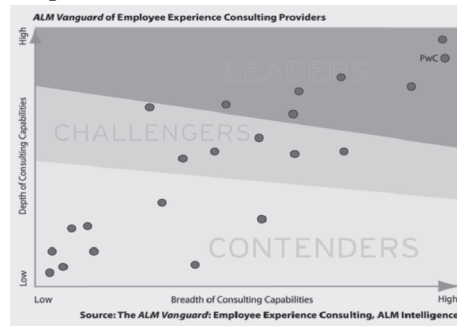
Employee Experience - An Objective Orientation

Human Capital is an intangible asset and measured in terms of economic value of a worker's experience and skills. The Employee Experience is an all-inclusive self-assessment that creates a sustainable world class organisation (HBR) by adopting Interaction Analytics (IA) and integrating the Descriptive, Predictive, and Prescriptive Analytics. The main objectives of the study are:

- to assess and measure the inner feel and urge of hybrid workforce with an objective orientation of transforming the organisations from the inside out and the bottom up;

-to present the empirical and exploratory evinces on Employee Experience (EE);

- to analyse the opinions, feelings and views of the workforce in real-time by adapting Qualtrics Employee XM (SAS) Analytics; and

- to suggest the Interaction Analytical Framework for the wellness, welfare and well-being of an employee.

Sample Design

The primary as well as secondary data forms the basis for the study. The Experiences of 100 Employees collected from Infosys, IBM, TCS, HCL, Cognizant, ITW Signode, MN Infra Pvt., Ltd., Aditya Infra Pvt., Ltd., by adapting Qualtrics Employee XM (SAS) Analytics and presented the pertinent results thereof.

*Powered by Qualtrics
Employee Experience (EX)-The Interaction Analytics (IA)

The Interaction Analytics (IA) integrates the Descriptive, Predictive, and Prescriptive Analytics powered by quantitative and qualitative data that represent the meta-behavioural responses of employees (Deloitte). The EX is an all-inclusive self-assessment that creates a sustainable world class organisation maximise the wellness, welfare and well-being of an employee (HBR). The psychological and physical responses of 100 Employees' as per 17-Variable Construct are collected and evaluated on Likert Scaling Method (5-Choice Rating) powered by SaS-Qualtrics, an Interaction Analytical HCI Platform. The Focused Group Interviews, Surveys and Online Sources are also considered for the study.

Likert Scaling Method (5-Choice Rating)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Disagree	Strongly Agree
1	2	3	4	5

The variables considered for the study inter alia include:
1. First Name
2. Last Name
3. Company Name
4. Business Email
5. About the Employee Multiple-Workspace Stations (eg., open spaces, conference rooms, quiet areas, collaboration spaces, cafe style environments, etc.)
6. A Feel of Proud to introduce and inviting Friend / Visitor to Office
7. The Organisation encouraging Flexible Work Options and Autonomy (eg., Work From Home, Work On Own Hours etc.,).
8. A Feel of Sense of Purpose and A Feel of Fair Treatment
9. A Feel that A Value Resource of the Organisation
10. A Feel that Managers are Coaches and Mentors
11. A Feel that a Part of the Team
12. The Organisation offers an option of Continuous and Consistent Learning with the Resources and Opportunity to do so.
13. Employee Reference To Others To Work at the Organisation
14. Employee feels that the Orgnisation has a diverse and inclusive culture
15. Opinion about Employee Wellness, Welfare, and Well-being (Physical & Mental Health).
16. In general, the Organisation has a 'Strong Positive Brand Perception'.
17. A Feel about the Technological Infrastructure inside the Organisation is at par with excellence and consumerable grade (Well designed, useful and valuable).

Results and Discussion

Necessity is the Mother of Experience [10] and the results indicate that majority of the employees prefer the cool workspaces, ace technology, and a celebrated culture driven technological platforms. The corporate Cisco, Google, Facebook, and Airbnb deliver a long-term strong Employee Experience (EX) and employees expect a productive, engaging, enjoyable work experience rather than focus narrowly on Employee Engagement and Culture [11]. It is an interesting point to note that only 6% of employees scored in 'Experiential Category' (techno-functional adaption, design thinking,

workplace values and attitudes).

The emerged results reveal the fact that the more is the Employee Engagement (EE), the more is the performance, productivity and profits. The long-term survival and success of an organisation depends on Employee Experience (EX) that creates an indelible impression in the minds of workforce and the silos and signatures of the organisation. It's a moot point to note that the Employee Experience (EX) Index / Quotient of Dr. K. Bhanu Prakash, CFO, MN Infra Pvt., Ltd., is 115.5 / 115.5. The Technology Score of (19.5 / 19.5), the Physical Space Score of (26 / 26) and Culture Score of (70 / 70) indicate that the MN Infra Pvt., Ltd., placed in the Experiential Category **(Source: SAS Qualtrics.com)**

The views and opinions of the majority of the employees reflect that the designing of Employee Experience (EX) Framework as per Needs Hierarchy (Top To Bottom), developing interventions in EE and EX are imminent at times of exigencies keeping in view the culture, workspaces, values, vision, mission and bonds of Employer resulting the long-term success and sustainability of the organisation. It's a challenge, catalyst of change and the 'Cream of the Crop'.

Human Capital Experience (HCX) –
A Scintillating Experience and Experiment in HCM

In an experienced economy 'Money' is no longer the inspiring and motivating factor for 'Gen-Z'. The physical, cultural and technological work environment, promising 'Work Culture and EX' are on rise during entire HCM Cycle from pre-employment to exit enroute recruitment, selection, on boarding, employee development, career management, performance management. To sum up, EX is the sum of real and true feelings and expectations of workforce about the world of work [12]. (Fig-4)

Fig-4: The Employee Experience Equation

As an internal and integrated approach with the set of psycho-cognitive sentiments, Employee Experience (EE) focuses on satisfying experiential needs of the workplace and transform workforce into engaged employees. The EE emerged as a proven and easy-to-follow framework that helps to focus on right activities and actions to improve the lives and livelihoods of 'Bottom of the Pyramid'. The designing of an Organisation with techno-cultural, physical environments and encapsulates the inter-relationship between an Organisation and Employee Experience (EX) i.e., the real business value underlying 'Making Employees Happy at Work'.

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"PRIDE @ Work" : Way forward towards Sustainable HR Intervention

Mr. Dattatraya Ambulkar
HR- Management Consultant &
Founder "Involve2Resolve"

Abstract: Employee Involvement, Employee Engagement, Employee Appreciation, Reward and Recognition at individual and team level has been the much-preferred initiative in many organisations. The uniqueness of initiating such initiatives has need based and customized to the organisational needs.

Historically, Employee Engagement is a relatively new term in Management in general and HR in particular as it came in to practice in structured way since 2000. Thus during 2005, the term Employee Engagement found the place in Workforce Magazine, Harvard Business Review and Washington Post. The concept thereafter started getting wider acceptability in corporate and industry.

Most of the literature mentions multi-dimensional approach defining Employee Engagement. For example, The Chartered Institute of Personnel Development defines Employee Engagement as a combination of commitment to the organisation. This essentially involves the concern towards the growth of the organisation, alignment with the organisational values and willingness to extend the help to the colleagues at work.

Development Dimensions International used the definition as "The extent to which people value, enjoy and believe what they do. Its measure is employee satisfaction and loyalty to the work. It can also be termed as engagement means bringing satisfaction and commitment together.

While multiple definitions add multiple dimensions to and towards employee engagement it broadly gives the emphasis on satisfaction, commitment, involvement, loyalty and pride at work and workplace.

Some of the definitions of Employee Engagement even covers aspects related Employee, Employment and Employers such as Emotional Attachment, Job Involvement, Organisational Commitment, Job Satisfaction, Pride, Organisational Citizenship including behaviour at work etc.

This concept got further evolved Gallup Research Group apart from introducing and accelerating the purpose and process of employee engagement. Since this has been based on the measurement and mapping the relevant details through multiple drivers of employee engagement at the function, business and organisation level, the acceptability to Gallop way and approach of Employee Engagement got wide acceptability globally.

Over the period of time, the Gallop process of Survey to measure and map the employee satisfaction as the mean and measurement of employee engagement got more focused and confined to celebration mode such as Balloons to Birthdays and resulted into the inadequate resultant to achieve the employee engagement aligned with business.

Having worked with multiple approach to find measure the level of employee engagement at the enterprise level, the concept of "PRIDE @ Work" was evolved and has been practiced by the author in selective organisations which is illustrated further.

The author No 1 to his credit has got the subject matter knowledge related to creating Pride @ Workplace along with working on the platform which provides

the forum for Leadership dialogue and Employee speak out from the achievers at individual and functional team level.

The basis for this purpose has been the association and contribution of Author No 1 during his long-term association as Advisor: Employee Motivation through Workforce Recognition at Jawaharlal Nehru Port Trust (JNPT) at Navi Mumbai. Through this research paper special attempt has been made to review the historical perspectives of Employee Engagement, Various initiatives in this regard taken by multiple organisations and providing the background and illustration related to initiating and implementing the "PRIDE @ work" with special reference to successful implementation by the Author No. 1 at JNPT, Navi Mumbai.

Keywords: Employee Engagement, Employee Satisfaction, Pride, Initiative, Interventions, Achievements, Employee Involvement, Employee Recognition and Appreciation, Dialogue, Motivation, Communication, Forum, Structured guidelines, Contribution, Structured way, Documentation and Guidelines, Pride @ Work, Evaluation, Reward and recognition etc.

Introduction: Traditionally or historically, it has been established that Employee Engagement has got direct and effective relevance and relationship with performance and business of the enterprise. This further can result into sustainability of the relationship and results at individual and industry level.

The usual areas focused for employee engagement broadly include various drivers of engagement such as Job Contents, Employee Satisfaction, Career Progression, and Monitory Benefits, Team Orientation have been the usual drivers considered for employee entanglement accords the organisations.

Organisational policies, procedures, structures and systems decide the extent to which employees in the organisation are satisfied, engaged and committed in the organisation.

The takeaways from initiating and implementing such or similar initiatives towards employee engagement has been that the management and organisation must develop and nurture engagement which need to be two-way relationship between employer and employees.

Literature Review:

• Researcher has reviewed his own concept and documentation "PRIDE @ JNPT" which is the outcome of his own and customized approach and documentation which was evolved to initiate and implement the intervention. "Employee Appreciation through Workforce Recognition" at JNPT.

• Reference and Reliance has also been given on the following publications and documents to substantiate the research paper as under- "drivers"

Article on Relational Energy and Employee Engagement Role of Employee Voice & Organisational Support by Okechukwu Ethelbert Amah and Ebisindou Sese published in The Indian journal of Industrial Relations January 2018.

Article on Drivers of Employee Engagement in Indian Organisations by Rama J. Joshi and J. S Sodhi published in The Indian Journal of Industrial Relations July 2011,

Article on the Magic of Communication by Arva Shikari published in "Human Capital "September 2011.

Article on "Innovation Essence of a Changing world "by Dr Sujaya Banerjee published in "Human Capital "April 2012.

Article on "The Power of Small Praises "by Shailaja Kaushik published in "Human Capital" February 2014.
Article on 'All about Accolades cover story in "Human Capital "March 2006.

Launching of "PRIDE @ JNPT" conceptualized and crated by Dattatraya Ambulkar, HR – Management Consultant on 4th June 2019.

Premise and process of Employee Recognition and Appreciation: The process of employee recognition and appreciation commenced with the age old and tried out process of Suggestion Scheme at the workplace. This soon became very practical and preferred process of employee appreciation in industry.

While this process of Employee Appreciation and Recognition started getting introduced and practiced widely, some of the prominent factors making impact on the process got evolved and they are briefly illustrated as under-

Innovation- Essence of changing workplace:

At work and workplace, learning and innovation are two sides of the same coin. Organisations which learn faster change faster. Learning is the process of integrating a better way of doing things you perform at work. Change happens in organisations when people learn by integrating an improved working pattern.

Innovation essentially paves the way with following dimensions-

• "Ideas-first" approach to innovation.
• "Needs first" approach to innovation.
• "Outcome driven" approach to innovation.

Based on the above pattern of innovation at work, companies therefore adopt a "test fast, fail fast, adjust fast" approach in order to imbibe and inculcate the spirit of innovation at work which leads to sustainable way of working.

Power of Praise: Based on the innovation having implemented at work, such energised employees elevate the chances for success when they go beyond individual accountabilities, financial results and short-term wins to respond to business and market dynamics, Praise showered on such successful innovating implementation and recognition, appreciation and celebrations all remain a constant source of motivational energy. What is then needed is to channelize this performance driven energy source to deliver maximum impact as the business outcome.

Effect and Impact of Praise at work: While the power of praise of the deserving is always felt, following illustration shall substantiate this concept substantially-
• 54%   organisations lost high performing employees – T & D Magazine.
• No. 1 reason for leaving the job is "Lack of appreciation "- Department of Labour.
• 99% HR leaders anticipate employee engagement being key challenges they will face- SHRM Global Force 2011.
• 37% HR leaders said they tie employee recognition programs to corporate values- SHRM Global force 2011.
• 94% of employees say peer to peer recognition is more effective as compared to tenure tenure-based awards- SHRM Global force spring 2013 Report.

With the millennial generation of employees soon to constitute more than 50% or more of our total workforce, we cannot neglect or underestimate their motivational and innovative needs in days to come.

Meaning and Magic of Communication: Communication is the foundation of any organisational drive or initiative. It more vital to have effective and dialogue-based communication across the organisation and more so with the employees.

It is pertinent to know and note that basically and ultimately it is the employees who contribute and transform the organisational priority into reality.

It is further essential to understand and follow an effective communication plan and program. Effective communication plays a very vital role in ensuring the effective communication, changing the behaviour and monitoring the progress of various employee driven initiatives.

Over and above the above-mentioned benefits, effective communication enhances quality of work and work life both. To make such communication effective and meaningful, dialogue-based group participation is essential. While the dialogue makes the communication reciprocally effective, the group participation makes the communication clear and acceptable. Some concerted and consistent efforts make such initiatives more effective for execution in the desired and sustainable manner.

PRIDE: Purpose and Process.
Based on the practices and procedures related to and governing various initiatives and implementation in industries, concept of "PRIDE @ work" is evolved giving emphasis on the following-

Objectives of Pride: To inculcate and accelerate the spirit of Pride @ Work and Workplace at every level of employees leading to the organisational alignment and mutual sense of accomplishments to the employees adding emphasis on reciprocal recognition and appreciation to the deserving achievers across the organisation.

Areas to be focused: The main areas to be focused shall be comprising of Performance, Recognition, Innovation, Dedication and Excellence at work and contributions beyond usual scope of work.

Critical Interventions: The major or critical interventions under Pride would include evolving need based and structured approach, interaction with the Management and Stake holders, Matching the voice of Customers and voice of Employees, Leadership Dialogue and Employee Communication, identifying the most deserving Employees and Functional Team, ensuring timely recognition.

Approach to be evolved under "PRIDE @ Work": The approach to be evolved to implement Pride must include introspection of the concept, Deliberation-based documentation, finalizing the process of implementation, Employee Communication, Training and Deliberation and Time-bound launching.

Action points to Achieve under Pride: In order to evolve and achieve the desired approach under Pride, following priorities are advisable:
In order to achieve the desired outcome under Pride initiative, the following points need to be followed.

Studying the current practices related to Employee Engagement, discussion with functional managers to seek their point of views and suggestions, formulating the frame work of the scheme with the Management Team, formulating the draft formats and the process of evaluation, sharing the final text of policies and detailed guidelines so as to launch the Pride initiative across the organisation.

Communicate and Execute Pride @ Work: Post finalizing the concept, system and documentation related to Pride, it is most essential to emphasis on following key elements as the part of its implementation.

This would mainly include making the communication plan which need to be pre launching and while execution, Communication with the focused group, Training the champions at the initial stage, Plan to launch, Inviting the qualifying entries, Organising the event of Appreciation, Post event feedback and review and revisit the need-based improvement etc.

Way forward to Pride @ work: Based on the customized process and approach towards inculcating the spirit and sense of Pride @ Work, the sequential approach of Conceptualize, Commit, Communicate, Create and Contribute could be effective and useful.

Implementation of Pride @ JNPT:
The intervention of PRIDE @ JNPT was evolved and implemented on following framework and guidelines-

Purpose: The purpose of this organisational intuitive was to formulate, introduce and the system of leadership dialogue and employee communication across the organisation clubbed with the Employee Appreciation & recognition process based on the set criteria.

Objective: The objective was to provide the communication frame work for all the employees with the Management Team and to recognize and appreciate individual employees and functional teams for their distinct and specific improvements and achievements on periodic basis.

Scope and Applicability:
Employee of the Month: The employees of the organisation who have contributed and are involved in the process of initiating and successfully completing the improvements at work with reference to the task which is beyond their usual scope of work, Special and significant

For specific contribution of the Team of Employees: To recognise the collective and successful efforts of the members of functional team for the successful implementation of their specific and innovative achievements related to their function.

Summary of Employee appreciation under Pride:

Following achievements and successful implementation by the employees were considered -

Outstanding Service Tenure in the Organisation, Process Improvement, Cost Efficiency, Specific Achievement at work beyond the normal scope of work, implementation of Special and Significant work related contribution of the employees.

Summary of Team appreciation: Functional teams for their function specific and collective achievements leading to various improvements and its successful implementation at the organisational level on the Team basis such as Process Improvement, Savings Achieved, Cost Efficiency, Specific Team achievement, beyond the normal scope of work of the functional team, Theme-Based Team awards for the Team etc.

Type of Recognition and Appreciation: The finally qualified employees were appreciated by awarding the letter of appreciation to the individual achievers

and trophy to the qualified team and letter of appreciation to the employees were awarded along with the certificate of appreciation as the team member.

The significant aspect of the employee and team appreciation was that that it was detached from the monetarily reward as the policy decision.

Appreciation certificates to the employees and qualifying teams were awarded in the specially organised communication session at the Hands of the Chairman. The recipient employees and teams were encouraged to speak out about their innovative efforts for the achievements at individual and team level to spread and strengthen the spirit of "PRIDE @ JNPT".

Conclusion & Way forward: Employee Appreciation and Recognition: Employees who contribute and achieve significantly, desire and deserve to be recognised and appreciated for their success and contribution in structured and timely manner. Such deserving employees if not appreciated and recognised on timely basis, does not get motivated and even others do not get the desire to contribute distinctly and substantially.

The process of Employee Appreciation has undergone major changes The journey broadly includes the Employee Suggestion Scheme to Employee Recognition and appreciation across the industry and corporate business houses, while the approach and the process of Employee Appreciation varies from the organisation to organisation, the expected outcome and it's spirit remains the same for conceptualization and execution for various initiatives and activities at the enterprise level.

Keeping the above angles in view and looking at the changes or changing perspectives and expectations related to Appreciation and Recognition of Employees for their achievements, "PRIDE @ Work" successfully conceptualized and implemented by the Author at JNPT paves the way to have alignment of sense and spirit of Pride the individual and team achievements at work and workplace and leading and addicting to the organisational sustainability.

Analytical Study on Identifying & Nurturing High Potential Employees and Approach of Business Leaders on Performance and Potential

Mr. Vinod Bidwaik
Vice President- HR & CHRO
Alfa Laval- IMEA

Ms. Vibhuti Pandya
People Development Manager
Alfa Laval- IMEA

Mr. Avdhut Musale
HRBP Operations
Alfa Laval- India

Abstract

Globalization has made it possible for companies of all sizes to reach customers on a worldwide scale with their products and services anytime, anywhere. Global Pandemic COVID-19 has impacted industries and economy alike and its real impact is clearly organization. It is of paramount importance that the talent is managed, developed, and retained by the business in order to achieve organizations short term and long-term goals and stay ahead of the competition. It is also important to identify the potential in the right way, nurture them and promote them to take responsibility in a new way of working. This research aims to study the understanding of business leaders about the potential and performance and their opinion about the potential employees, ideas about nurturing them and how to make the potential successful in their future roles.

Introduction

The primary role of Human Resource Function is to ensure the right people at the right job and at the right time. In this competitive business environment, technology plays a vital role and the talent that drives the technology is the biggest differentiator. Nurturing talent can have a positive impact on a company's culture, growth, and business success.

Alignment of talent with organizations vision values is imperative to achieve business strategy. The first step towards managing talent is to identify it and nurture it. As talent management is a business process, it's a joint responsibility of business and HR to drive it as a part of everyday business. Having the right talent in the right place not only enables us to perform in the present but also in the future. While working on the present, it focuses on the future too. Nurturing talent helps businesses in creating future ready organizations.

The biggest challenge in managing talent is that many organizations rely on a traditional approach towards it which carries subjectivity with it. The organizations put in huge efforts in managing talent but then several times the organizations struggle to identify the right potential and land up in a position where they do not find the right successor which in turn leads to business loss.

Key Words

High Potential Employees (HiPo), Identification of High Potential, Nurturing High Potential Employees, Talent, High Performing Employees, People development Opportunities

Objectives of the Study

Primary objectives of the research study is as under:

1. To examine knowledge level of Business Leaders on Talent Identification,
2. To check the approach of Business Leaders towards talent nurturing,
3. To suggest measures to implement the process holistically.

Hypothesis

H0 – All the High Performers are not high potentials

H1 - All the high performers are high potentials

Research Methodology

The data was collected using the simple random sampling method where every sample had equal opportunity of being selected. The survey questionnaire (comprising 22 questions) was designed in order to get the responses from business leaders of various companies. Total 42 Business Leaders responded to the survey.

The source of data collection is both, primary as well as secondary. The primary has been collected through survey questionnaires and the secondary through review of available literature on the said topic.

Review of Literature and Research Gap

International Journal of Engineering and Management Research e-ISSN: 2250-0758 | p-ISSN: 2394-6962 Volume-10, Issue-1 (February 2020). A Study on Talent Management and its Impact on Organization Performance- An Empirical Review Prof. Pushpa Hongal and Dr. Uttamkumar Kinange Assistant Professor, MBA Department, Kousali Institute of Management Studies, Karnatak University, Dharwad, INDIA.

In the present competitive business environment, the human being, the talent, is the one who has been making a difference in the organization. The biggest contributor in the organization's performance is Talent. If the organization defines the core competencies and employees possess those unique sets of competencies, those organizations will surely stand out from the competitors. In the current era, the retention of high potential employees is also a challenge, and if their career development is not worked upon, then the organization may lose them. Talent Management looks easy as a concept but then it's very difficult in terms of implementation since it carries a lot of subjectivity along. In the current scenario of the global economic crisis, there is a talent misfit due to lack of awareness of the talent management process. As a result, placing the right people on the right job at the right time is becoming a challenge. Talent nurturing has also become crucial. HR needs to act more strategically in order to engage employees and manage talent effectively. The better talent is the only source of organizations development. The Talent Management process can succeed only with the help of the entire organization's support. Without it, it cannot be successful. It's a business process and not an HR process. It will help the business in the present as well as future. It secures the business strategy. The talent management process helps organizations grow, improve productivity and secure business objectives.

What Science Says About Identifying High-Potential Employees. https://hbr.org/2017/10/what-science-says-about-identifying-high-potential-employees
Tomas Chamorro-Premuzic, Seymour Adler, and Robert B. (Rob) Kaiser, October 03, 2017
Seymour Adler, Ph.D., is Professor of Industrial/Organizational Psychology at Hofstra

In this world, the resources are unlimited, and organizations should invest in people. The organization should show interest in identifying high potential employees and developing them. If they work on their development, then they will be able to stay in the game and be ahead of the competition.

The organization who identifies the high potential employees and works on their development sustains in the long term.

Providing learning opportunities to the employees is surely an investment but if the organization is not willing to invest in the development of high potential employees, it may suffer a colossal loss. The high potential employees are keen learners, and they need less time on learning than others. It is clearly evident that learning investment in high potential employees gives much more returns. As per Pareto principle, 80% output is given by 20% of the employees. Those organizations will not sustain those who do not focus on HiPos as they are the greatest assets of the organization and define the culture of the organization. HiPos not only surpass their performance but also motivate others around them to outperform. They are the ones who can take the roles with high complexity. If the organizations do not work on HiPos then they may land up in a problem.

Many times, business leaders fail to assess HiPos and promote employees to leadership roles. Due to such inaccurate assessment, the employees are not able to perform upon promotion to the next level.

In a nutshell, organizations should work on identification of high potential employees and nurture them. Not all the employees are high potential employees but then it's very crucial for the organization to correctly identify them, inaccurate identification may lead to short term as well as long term organization loss as well as wrong investment in terms of training employees.

Marek Rebeťák and Viera Farkašová / Procedia Economics and Finance 23 (2015) 867 – 871.
The paper written by Marek Rebeťák*, Viera Farkašováb encompasses various crucial elements of management of high potentials in the organization with an aim to help organizations in identifying

potential and developing them. Many times, the organizations find it difficult to manage this process. The organization is expected to take several actions in order to complete this process, it includes, identification of high potential employees, taking accountability, reviewing and acting on high potential employee development, to create individual development plans for high HiPos. All the stakeholders should equally get involved in the process otherwise it is very difficult for the organizations to implement it. Efforts should be taken to make HiPos ready for the potential job.

Money and Material are surely the important resources but the employee is the one who drives the entire business. In this current competitive age, the process of managing high potential employees has taken the front seat and has become an extremely important business process. Timely identification and development of high potential employees is vital as the HiPos are more concerned about their career growth and development. A Pareto principle very well applies here, 20% employees drive 80% results. If the HiPos are poorly managed, then the chances of losing them are high. They need to be managed with due care and enough opportunities for their career and growth should be provided. Poorly managed processes may have an adverse impact in terms of leadership, productivity, culture, investments etc.

One of the important steps in this entire process is to have a crystal-clear definition of high potential in place. It may differ from organization to organization. In addition to it, there are various perceptions related to it from person to person as well.

The communication part plays a vital role in the entire process. Some companies communicate the placement of HiPos

while others do not. Communication may be direct or indirect, but it should deliver the required message in order to secure the process as it may lead to disappointment or frustration to the employee. In such a scenario, chances of HiPos leaving the organization become high.

The involvement of top management creates a huge impact here and develops the culture of talent management. Most of the time, identification of high potential employees is done by immediate superior. Educating them is very important, as lack of knowledge may lead to identifying potential incorrectly. People tend to delegate this activity, but delegation may not work appropriately here. The organizations that share the responsibility and give quality time to the process of identification of HiPos succeed. Participation from all the levels is necessary in the success of this process. There should also be a framework in place which gives direction.

The companies should always look into the development of high potential employees. Their development should be the organization's topmost priority. The successful management of the process depends on the development.

Identification and Development go hand in hand. How HiPos are developed is as important as identification.

Data Presentation and Analysis

The survey questionnaire consists of 22 questions on various aspects of Talent Management Process like Identification of HiPos, Nurturing HiPos, Interpretation of Efforts & Performance vs Potential, Promoting HiPos, Motivation and Learning Agility etc. The questionnaire was sent to the business leaders of various industries like Manufacturing, Information Technology, Service, Engineering etc. The

below data analysis has been done based on responses received from business leaders.
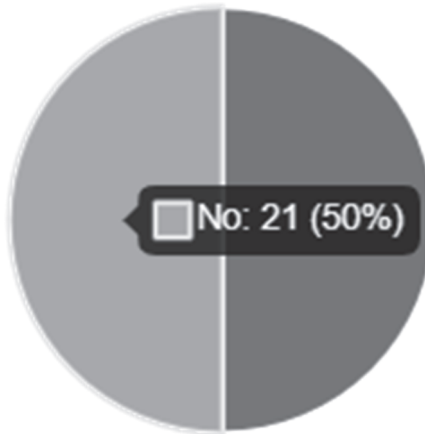
Figure 1 – Performance vs Potential
50% Business Leaders say that all the high performing employees have the potential to take up the next role with high complexity.
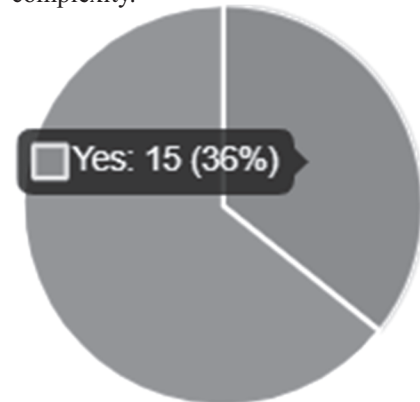
Figure 2 – Efforts vs Potential
Business Leaders feel that All the employees who put in 24/7 efforts are the high potentials and can take up the next role with high complexity whereas 27% Business Leaders feel that there is a linkage between efforts and potential.

Figure 3 - High Performance vs

Yes: 32 (76%)

Promotion

79% Business Leaders misinterpret high

Yes: 33 (79%)

performance for high potential.
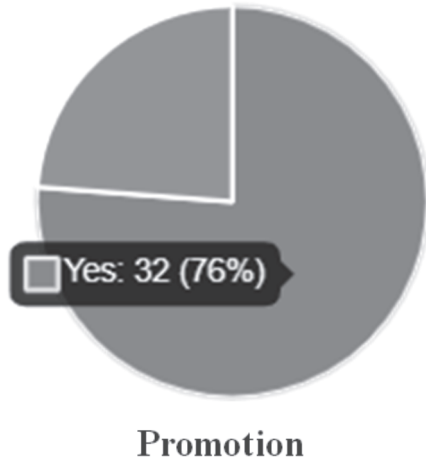
76% Business Leaders say that the high performing employee contributes exemplary in the current role but may not necessarily perform similarly upon promoting to the next level
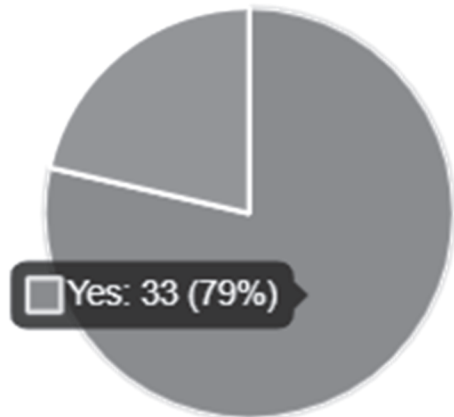
Figure 4 – High Performance and High Potential

Figure 6 – Willingness and ability to learn and develop

Most of the Business Leaders say that the high potential employees show the

No: 38 (90%)

Yes: 38 (90%)
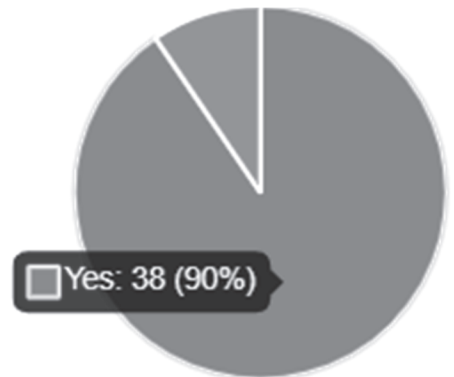
willingness and ability to constantly learn and develop over time.

The above Figure defines that the 90% Business Leaders say that the high performance and high potential is not the same.

Figure 5 – High Performance for High Potential

Figure 7 – High Potential Employees Development

Yes: 41 (98%)
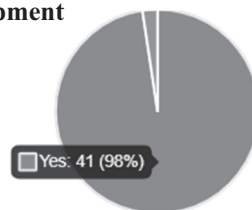
98% Business Leaders feel that the risk of losing high potential employees is high if they are not provided opportunities for development

Figure 8 – High Potential Employees Motivation

90% of Business Leaders say that the high potential employees are self-motivated to surpass the average performance, and they show consistency in their performance

Yes: 38 (90%)
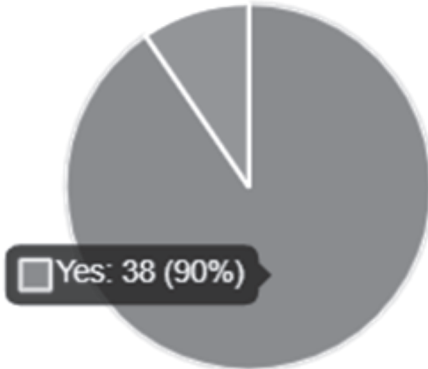
Figure 9 – Learning Agility of High Potential Employees
Majority of Business Leaders agree that all the high potential employees are agile learners, and they find out ways and means to achieve short-term and long-term

Yes: 34 (81%)
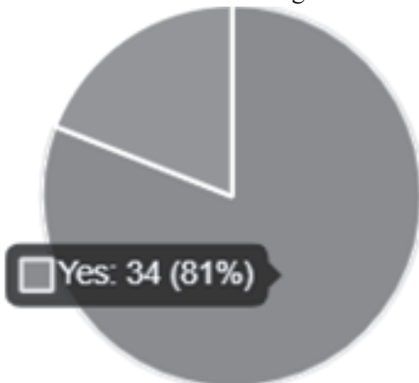
business results.
Figure 10 - Potential Assessment and Development

90% Business Leaders consider that the potential Assessment and Development is critical to business success (Short term as well as long term)

Yes: 38 (90%)
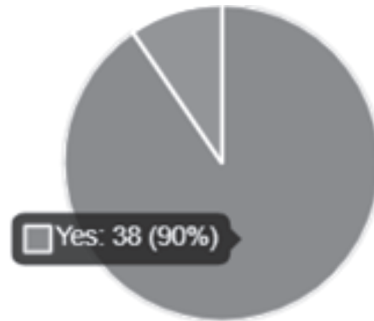
Figure 11 – Business Process or HR Process
Almost all the Business Leaders think that Identifying Potential and Developing them (Talent Management) is a Business Process and not only an HR Process.

Figure 12 – Subjectivity in Talent Management

93% Business Leaders say that Talent Management process in their organization has subjectivity.

Yes: 39 (93%)
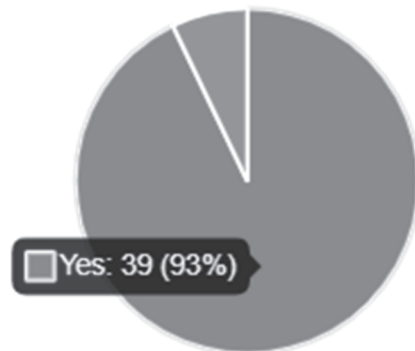
Figure 13 – Subjectivity and Misinterpretation of Performance for Potential
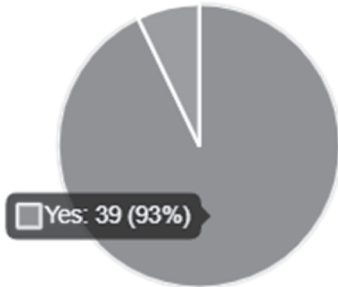
93% Business Leaders confirm that the subjectivity in Talent Management Process Leads to misinterpreting Potential for Performance

Figure 14 – Difficulty in Identifying Potential

69% Business Leaders Business Leaders find it difficult to identify potential and they do not invest quality time for it.
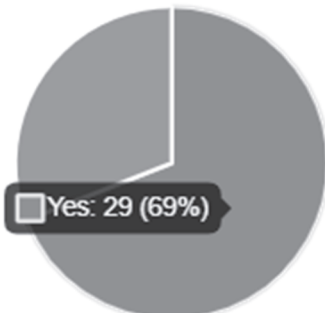
Figure 15 – The risk of Losing Potential Employees

Most of the Business Leaders say that the risk of losing high potential employees is high if they are not promoted to the next level
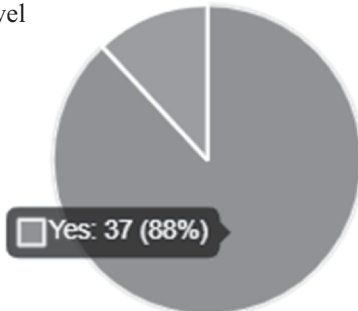
Figure 16 – Nurturing Potential Employees

86% Business Leaders feel that the high potential employees' own responsibility of their own nurturing; they do not rely on the organization.
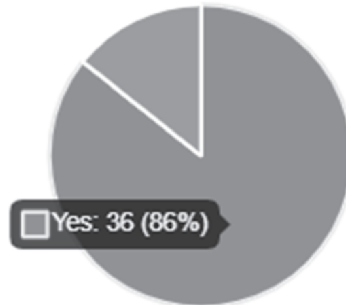
Figure 17 – Development or Assessment Centre

62% Business Leaders confirm that their organization carries out Development Center / Assessment Center to identify high potential employees
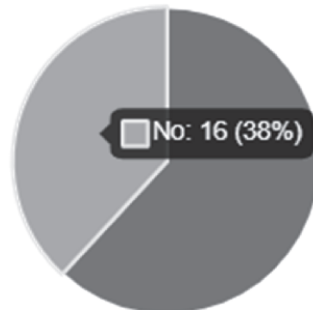
Figure 18 – Quantitative Tools for Talent Assessment
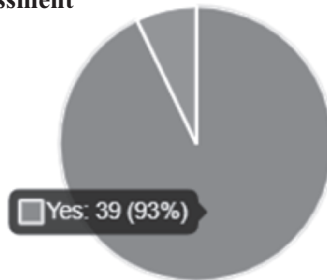
Assessment

93% Business Leaders feel that Organization should provide quantitative tools for talent assessment in order to bring objectivity to the talent management process

Summary of Findings

1. Most of the Business Leaders agree that Talent Management is a business process and not only HR process and they also feel that potential assessment and development is critical to business success (Short term as well as long term).

2. There is a lack of clarity in Business Leaders in differentiating between high performance and high potential. This might have an adverse impact in the organization and there is a possibility of high performing employee (may not be high potential) taking up the next level role which may lead to not having the right people in the right job

3. The high potential employees demonstrate Learning Agility, and they seek opportunities to constantly learn and develop. Hence, nurturing and developing them becomes crucial for the organization, otherwise there is a possibility of losing these potential future leaders of the organization.

4. It has been observed that the high potential employees are self-motivated to surpass the average performance, and they show consistency in their performance. There is a possibility of losing them in case they are not provided with challenging opportunities.

5. There is a lot of subjectivity involved in the Talent Management process which may lead to inaccurate assessment and all the nurturing initiatives going in vain.

Recommendations

1. Educating Business Leaders about the talent management process so that they can take the ownership and accountability of the process.

2. Developing the assessment capabilities of Business Leaders.

3. Introducing assessment centres in reducing the subjectivity and chances of errors in the whole talent management process.

4. Placing high potential employees in the right compensation brackets.

5. Sensitising Business Leaders on having continuous dialogue with high potential employees, understand their development opportunities and providing them with right tools and resources for development

6. Introducing job shadowing where employees get an opportunity to work alongside more experienced colleagues within or outside function and gain insights for developing in current and future roles. Types of Job Shadowing can be observations, regular briefings and hands on job sharing. The employee will spend the agreed period observing the day-to-day work of the person who is being shadowed

7. Seeking and ideas from high potential and implementing those ideas and appropriately recognising them from time to time.

8. Providing job rotation and cross functional collaboration opportunities to high potential employees. This will build versatility, collaboration and will keep them engaged by breaking monotony.

9. Understanding career aspirations and creating individual development plans for a holistic career development.

10. Provide complete continuous assessment, evaluation and feedback alternatives to high potential employees through individual development plans

11. For creating transparency and engagement, arrange exposure to significant and relevant top leaders in the organization time to time

12. Organise Management Development Programs and develop knowledge and skills

13. Assign mentors and coaches who can support the high potential employee in their journey towards excellence.

Conclusion

The analytical Study on Identifying & Nurturing High Potential Employees and Approach of Business Leaders on Performance and Potential reveals that there is a lack of clarity on the Talent Management Process. Even after knowing the importance of the process, Business Leaders most of the time are not able to invest quality time in it. Due to this, they end up identifying wrong HiPos that impacts succession planning of the organization and its

talent pipeline. The hypothesis of the study has been proved correct.

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Role of HR in facilitating organisational learning for Research and Development

Ms. Vipra Tiwari
Research Student
Tilak Maharashtra Vidyapeeth, Pune

Dr Susheel .P.Kandalgaonkar
Former Director IMDR, Pune
Research Guide, TMV, Pune

Abstract: For the purpose of sustainability of an organization, it is important that the organization is in tandem with its environment and responsive to demands posed continuously by its immediate external environment. One of the cardinal requirements is the need to constantly learn from the environment and act. Employees learn all the time from their work contexts at an individual or group level; and it is important that this real time knowledge is institutionalized and made available across the organization. This paper explores the human resource processes that may facilitate institutionalizing such learning,
Keywords: sustainable HR processes , learning, developing competencies, employee engagement

Introduction:

Organization learning is a process that incorporates emerging learning in congruence with the overall purpose of the organization. Such learning need not be only the accidental ones, but the organization can plan and share the learning that would prepare the organization navigate through future challenges. This entails involvement of a very large number of members of the organization and empowering them. This learning is from the existing location of the employee where interaction with the immediate work context and stakeholder can be improvised by imbibing the learning one gets from the everyday routine work. For instance, a leading car manufacturer found out from their customers that in one of their vehicles, the parking camera had a glitch. R&D team found it through an informal interaction that it was the cabling that was very complex which resulted in the glitch. The coordination between R&D and production took almost 15 days, till then vehicles with poor parking cameras were produced and sold.

What could have saved many faulty vehicles from reaching the market is interesting to explore. However, what employees learn through trial and error random sharing of experiences is very precious. This research work tries to find out the facilitators of Organization learning and the role Human resources can play to enable such learning across the Organization.

Challenges and trends in Car manufacturing industry in India:

The car manufacturing industry in India faces challenges to match up with the foreign brands and features that are incorporated in passenger cars. The demography of Indian passenger car market has changed and increased many folds. Customer is now aware of various options and can compare across the brands available. There are websites that help tally features and prices and assist in making buying decisions. As a result, car manufacturers stop the production of few variants after car sales reach a plateau.

Thus, constant up gradation through innovative and distinctive features is what is sought for. This requires a constant connect with the market forces and changes in different aspects of car manufacturing, like design, style, component and many more. This demands the entire value chain to be in tandem

with the changes expected by the task environment. This also calls for development of competencies that employees to cope with the new demands of jobs and stretch to meet them.

Significance of study:

Pune being home to many Indian and international car manufacturers, is an ideal region to study methods that are used to meet the demands posed by the dynamic market. Learning to match the pace of change that is switching production from traditional engine and chassis focused manufacturing to fast data processing-based cars that are complete with features focusing on buyer's demands looks very promising. The influx of variants in cars manufactured in India and introduced in the market indicates how the car industry is becoming more customer centric. The features and technological advancements are benchmarked against top international brands and manufactured at much lower price. Responding to the market needs at the right time is cardinal develop and maintain the competitive edge. This specially requires the R&D and production departments to work at their best. This exploratory study was conducted to study what role can human resource practices play in enabling organization learning. For the purpose of this study select car manufacturing companies in Pune were studied.

Given the increase in dynamism in the business context or eternal environment of car manufacturing companies, it has become absolutely necessary to respond to external forces quickly and swiftly. This has pressurised even the large companies to behave like small ones. The study aims to find the exact role that Human resource function may play in terms of establishing procedures to institutionalise organization learning, policy guidelines that need to be created for the same and structural interventions that can help car

manufacturing organizations to engage with various demands of stakeholders in a better and faster manner. This would help in opening newer avenues of talent engagement.

This study empirically establishes correlation between specific Human Resource Practices and Organization learning in the organization.

Objectives of the Study:

To achieve this following research objectives were laid down:
1. To study the factors that act as facilitators of organization learning in select car manufacturing companies
2. To study the strategy of an organization to facilitate organization learning in select car manufacturing companies
3. To study factors that inhibit organization learning in select car manufacturing companies

Hypothesis of the study :

1. Ho: There is no statistically significant relationship between the Common attributes of Learning Organizations and development of organization learning.
Against,
H1: There is statistically significant relationship between the Common attributes of Learning Organizations and development of organization learning
2. Ho: There is no statistically significant relationship between the factors restricting organization learning and development of organization learning.
              Against,
H1: There is statistically significant relationship between the factors restricting organization learning and development of organization learning.

The Research Methodology

The research is based on Descriptive Research Design. In the Descriptive design, the researcher conducted literature review along the lines of organization

learning as a concept, its utility and significance. Indian as well foreign publications were studied, which helped the researcher narrow down on to the research objectives and frame hypothesis.

In the descriptive research, long interviews were conducted to identify the variables for organization learning. Employees of Production, R&D, and Human resources departments of select car manufacturing companies in Pune region were interviewed and administered questionnaires. Two sets of questionnaires were designed, one for the R&D and Production department and the second for the Human resource department.

Quantitative Research

The research was conducted through quantitative data collected through structured questionnaires. Two questionnaires were prepared – one to seek responses from Research & development as well as Production department employees of select car manufacturing companies in Pune region. The idea was to find what attributes encouraged organization learning and which factors restrict it. The underlying quest was to be able to find the human research processes that were expected to assist in making fast technical modifications in the product to meet the market demands in time.

The second questionnaire was prepared to seek responses from the employees of huma resource department of these companies.

The questionnaires consisted of questions that sought responses on a five-point Likert scale. Questionnaires were first introduced to a small number of respondents as a pilot study, their inputs were considered and then subsequently relevant changes were made in the questionnaire. The focus was to meet the research objectives and find all data to test the proposed hypotheses.

Data analysis , Interpretation and Hypothesis testing:

Researcher used the chi-square test for testing the hypothesis. It is used for testing the null hypothesis, which states that there is no significant relationship between the expected and observed result. If P-value or Asymp. Sig. value is less than or equal to the level of significance i.e. alpha is less than or equal to 0.05 then researcher may reject the null hypothesis i.e. H0. Otherwise, researcher may accept the alternative hypothesis H1.

Hypothesis l

1. Ho: There is no statistically significant relationship between the Common attributes of Learning Organizations and development of organization learning.

Against,

H1: There is statistically significant relationship between the Common attributes of Learning Organizations and development of organization learning.

Type of Attributes	Chi-Square	df	Asymp. Sig.
1 Employees are encouraged to experiment and mistakes are not punishable.	129.273a	4	.000
2 Employees enjoy reasonable autonomy and do not wait for permissions or instructions.	92.909a	4	.000
3 Learning from work happens all the time	94.614a	4	.000
4 Knowledge created at work place is shared with people who can put it into action freely.	96.091b	3	.000
5 People engaged with application of knowledge generated at workplace are rewarded.	120.750a	4	.000
6 My organization has infrastructure that facilitates learning and sharing, (for example open spaces and no close door policies)	43.818a	4	.000
7 The organization structure in my company is seamless with very few controls and makes learning a normal activity.	34.273a	4	.000
8 My company uses HR activity, like a contest, to generate a pool of innovative ideas within the organization.	8.136a	4	.087

Table 1
Interpretation:
In the above table of chi square test, researcher noticed that most of all the Asymp. Sig. values are less than the smallest level of significance i.e., 0.05; so, researcher may reject the null hypothesis H0 and accept the alternative hypothesis H1. But for the Attribute of using an HR contest that is aimed at inviting innovative ideas from all the employees, all other attributes are found to encourage organization learning.

Hypothesis 2
1. Ho: There is no statistically significant relationship between the factors restricting organization learning and development of organization learning.
        Against,
H1: There is statistically significant relationship between the factors restricting organization learning and development of organization learning.

Type of Factors to restrict organization learning	Chi-Square	df	Asymp. Sig.
1 Rules and norms that are to be followed rigidly.	29.614a	4	.000
2 Work structure that requires employees to work in individual capacity and compete with others.	35.068a	4	.000
3 Control oriented management processes where resources as well as behavior are controlled.	28.091b	3	.000
4 Controlled communications where information is shared selectively.	61.886a	4	.000
5 New ideas and innovations are not encouraged against routine operation and efficiency orientation.	110.182a	4	.000

Table 2
Interpretation:
In the above table of chi square test, as all the Asymp. Sig. values are less than the smallest level of significance i.e. 0.05 there appears to be statistically significant relationship between the factors restricting organization learning and development of organization learning.

Result:

In view of Human resource practices that facilitate organization learning in the work context for R&D and Production managers, it is evident that employees need to be encouraged to experiment without the fear of making mistakes. Also, employees experience that learning from work happens all the time , and such learning contributes immensely to creating knowledge that is relevant and useful in real time. Such knowledge needs to be shared across the organization freely, so that learning that happens at a particular location is shared and implemented pan organization for the fastest response to demands posed by environment. Rewarding the implementation based on such learning will help to institutionalise organization learning. Open communication channels, that allow reaching out to lateral departments and teams easily, can hasten the process of making changes in product or process and thus offering what the environment demands.

Employees find rigidity of rules and norms a major deterrent in development of Organization learning.

Also, a culture that promotes competition amongst employees and is overly controlling, cannot foster Organization learning.

Organizations where communication is controlled and sharing is selectively done, cannot take full advantage of Organization learning. Focus of operations needs to be on development of new ideas for product improvement or problem solving and not on routine tasks. Attempts to orchestrate generation of ideas through contests does not help.

R&D and Production managers, reported that they are encouraged for experimentation and innovation in their departments, while HR responded that the encouraging employees to experiment and innovate in the organization at large is of low value. This shoes that though in immediate work contexts or in silos, managers innovate and try new methods of working, it is not shared across the organization. The data shows inter-department, sharing of learning is low.

Discussion:

Thus, as the responses from HR managers and R&D managers clearly indicate, Organization learning does happen as a part of performing regular tasks. In fact it is not possible to not learn, as human beings are natural learners. Organization learning helps to make changes that are urgently required, and if implemented across the organization, it has a huge potential to offer sustainable competitive advantage. Human resource practices can play a huge role in making it easy to experiment, share knowledge and implement the new knowledge in relevant work contexts. Institutionalizing Organization learning can help in talent engagement and nurturing creative minds that would develop products an dprocesses for the future.

Human resource practices like performance appraisal can play a very important role in enabling forces that facilitate Organization learning and removing the road blocks to it through appropriate processes or procedure.

Conclusion:

Flexibility in terms of work design that makes it easy to experiment, share learning and take actions fast, which in turn renders flexibility to organizations. They can then respond to various demands posed by the environment at a higher pace and ride the competition. This eventually helps to sustain the success and build credibility.

Human resource processes can focus on developing skills suitable to Organization learning, creating an environment of acceptance in the organization and rewarding efforts towards Organization learning through performance appraisals. The process of making innovations, may be punctuated with reviews that are conducted periodically. Human resource processes need to focus on creating open communication channels and providing for formal training for futuristic work. Therefore Human resources of the selected car manufacturing companies in the Pune region may focus on the following aspects:

1. Role of HR in fostering OL through Structure:

Self-managed or autonomous teams may be encouraged in the organizations. These may consist of managers from R&D, production and even other departments , so that inputs from various sources are utilized. Also, structure may allow smoother communication channels across the organization structure to promote organization learning.

2. Role of HR in fostering OL through Systems:

Introduction of systems in the form of appraisal that reward innovations or attempt to introduce new work methods must be recognised and successful ones must be rewarded. In the course of experimentation if mistakes or errors occur, they should be ignored and not held against employees else, they would fear to experiment. Also, system of periodic reviews with superiors and top

management can establish OL as an important process.

3. Role of HR in fostering OL through Strategies:

HR practices need to be aligned with Strategic vision by developing capabilities that would be required in future. This would help employees to work closely with the vision and internalise it. Training and facilitation exercises in this direction may be organised. Also, encouraging networking with external entities like R&D of other or related companies international bodies need to be built. This could reflect in the budgetary provisions for same.

4. Role of HR in fostering OL through Skills:

Skill sets required for developing organization learning have been found to be essential for developing OL by respondents of all the departments. HR practices may focus on developing them amongst employees, specifically focusing on systems thinking, team work and leadership as they are reported be least prevalent by HR respondents.

5. Role of HR in fostering OL through Culture:

Cultural ambience for Organization culture is an amalgam of many processes and systems, that nurture learning, remove fear of failure and make learning a routine. Individuals as well as teams learn all the time. Culture may be reaffirmed in an organization by recording any learning, sharing it with other teams and recording it. Role of Top management is quintessential to promote OL. According to the data collected, culture of autonomous working with no fear of making mistakes can go a long way to foster OL.

Sustaining the culture may be achieved by making provisions in the performance appraisal system to reward efforts to improvise, share the learning and making learning a part of KRAs of employees.

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Evidence-Based CEO Selection is the Key to Business Sustainability

Mr. Ritesh Shahi
Doctoral Scholar
School of Management & Labour Studies
Tata Institute of Social Sciences.

Dr. Zubin Mulla
Professor School of Management
and Labour Studies
Tata Institute of Social Sciences

In the 13th Chapter of Chanakya Neeti, there is a verse: राज्ञि धर्मिणि धर्मिष्ठाः पापे पापाः समे समाः, राजानमनुवर्तन्ते यथा राजा तथा प्रजाः, i.e., If the king is ethical and dutiful, the subjects will automatically be more ethical and dutiful. If the king is sinful and cruel, then the subjects will also follow the path of sin. The subjects only follow the king. As the king will be, as will be the subjects. The same goes for democracies; the top leaders' belief and values get reflected in their policies.

On the one hand, we have New Zealand, whose prime minister called the corona virus a threat, advocated go early, go hard, closed the borders, and implemented lockdowns. On the other hand, the Brazilian president called it a "little flu" and resisted the demand for lockdowns. Similarly, in traditional Indian families, the likes and dislikes of the heads of the households have an immense impact on the behaviour of other members and family outcomes. From this, two conclusions can be drawn: first, our decision reflects our personalities, values, and belief, and second, when we rise to the top and in positions of leadership, we influence not only the behaviour of people at the bottom but also the outcome for the unit that we head.

In this essay, we explore the concept of business sustainability and review research highlighting the role of the Chief Executive Officer (CEO) in ensuring the same. We then explore the role of human resource practices in general and selection in particular to ensure that the CEOs actions and business outcomes are in line with the founders' or owners' aspirations for business sustainability.

Business Sustainability

With growing awareness about the risk associated with economic growth characterised by excessive industrial production, unbridled human consumption, and mindless pursuit of profit, business firms are expected more than ever to move beyond their narrow interests and address the social and environmental consequences of their actions. As a result, society has started demanding business firms to be more sustainable. To be sustainable means not engaging in activities that can harm people or the planet and creating long-term value for all the stakeholders. It involves striving to reduce the negative impact of the firm's actions on the environment and balancing firm performance on financial, social, and environmental dimensions.

Over the years, several reasonings have been put forward for business firms to pursue sustainability: from it is 'good' to be sustainable to it is rewarding to be sustainable. The recent academic research indicates that sustainable business practices do not just have normative value but also contribute to competitive advantage, improved risk management, resource utilisation, financial performance, reputations, and firms' innovation. Hence, there is a business case for firms to care about sustainability. Despite this, there are variations in the prioritisation of sustainability and its integration to the overall objectives and mission of the firms. Of late, interest has shifted towards understanding what drives a business firm to pursue sustainability.

The corresponding author can be reached at zubin@tiss.edu

The sources of variations in sustainability practices amongst the firms have been traced to several factors, for example, environmental regulations, industry self-regulation, social movements at the institutional level, board characteristics (like size, number of independent directors), level of R&D, organisational design and values at the organisational level, and managerial compensation, manager's perception of stakeholders, leader's values, cognition, personality at the individual level (Bansal & Song, 2017).

Do leaders matter in determining firm outcomes?

Do leaders matter? How much of firm performance can be attributed to them? These questions have been of interest to business researchers for many years. Like many other social phenomena, there are diverse views.

On the one hand, there are some who believe that outcomes are a result of complex social forces and whatever agency we presume of the leader is merely an attribution of the observers. The "romance of leadership" perspective suggests that leadership is used as a broad concept to explain organisational outcomes (Meindl, Ehrlich, & Dukerich, 1985). While on the other hand, other scholars suggest that the most important determinants of a firm's outcomes are its executives who occupy senior leadership positions. It is this perspective that leaders and their individual characteristics matter substantially in determining firm outcomes that has been gaining substantial interest among researchers and scholars since the mid-1980s.

CEOs are drivers of business sustainability Donald C. Hambrick and Phyllis A. Mason (1984) proposed the upper echelon perspective. According to this theory, the organisation is a reflection of its top managers. Organisations reflect the values and beliefs of their top executives, and executives in leadership position matter for achieving sustainability goals of organisations.

The level of discretion available to executives varies from industry to industry and country to country and some decisions of executives, such as those towards shareholders are highly regulated. However, executives have greater discretion in the case of other stakeholders like customers, employees, environment, and community. It is this substantial discretion or latitude of action that provides the space for the CEOs individual characteristics to play a role in decision making (Hambrick & Finkelstein, 1987).

Decision making in organisations more often is based on the top executives' interpretation of the situation through highly personalised lenses, which are formed by their background, personalities, values, and other characteristics. There exists scope for the top executive's psychological attributes (e.g., personality, cognitive style, and values) and experiences (e.g., tenure, functional background) to influence their decision making and, in turn, firm outcomes.

Hence, the pre-existing dispositions and beliefs of executives have serious consequences for the pursuit of sustainability. The characteristics and traits of top executives are likely to create long-term value for all stakeholders by incorporating sustainability into overall business operations. Since top executives shape the organisational response to questions of sustainability, Human Resource strategy must seek to identify, train, mentor, develop, incentivise, and retain managers who are more committed to sustainability. Perhaps the most important is the first step of identification

and selection of Chief Executive Officers (CEO) which we discuss in the next section.

CEO Selection

On December 19, 2012, Tata Sons announced the appointment of Cyrus Mistry as the Chairman of Tata Sons. He was selected by a five-member search committee which was set up in August 2010. Initially, Mistry was a part of the committee, but he later exited the committee when his own name came under consideration. Less than four years later, on October 24, 2016, Mistry was removed from his office by the Board of Directors for loss of confidence. Similarly, Vishal Sikka was appointed as Chief Executive Officer and Managing Director of Infosys on June 12, 2014. Three years later, on August 18, 2017, Vishal Sikka resigned after a slew of very public allegations and criticisms of his leadership by the company's founders.

CEO selection is an inherently risky enterprise especially when selecting outsiders as CEOs (Quigley et al., 2018). While each case is unique and there could be several reasons for the short tenure of these two executives; one thing is clear – corporate India needs to get CEO selection right.

Process of CEO selection

In most organisations, the board of directors are responsible for selecting the CEO. While the process followed for CEO selection is unique to each board, the scant research available seems to give us some idea of the rigor and validity of the process. The process of CEO selection is highly dependent on social networks, board incentives and demography. For example, the likelihood of an external candidate being selected as CEO is higher if there are a large number of independent directors on the board (Borokhovich, Parrino, & Trapani, 1996). And the likelihood of a female CEO appointment is dependent on the proportion of female directors on the board (Gupta & Raman, 2014).

Decision making in CEO selection is affected by bounded rationality and biases (Sebora & Kesner, 1996). Boards are distracted by easily observable demographic characteristics such as international experience (Magnusson & Boggs, 2006) and misled by characteristics such as overconfidence (Goel & Thakor, 2008), facial appearance (Gomulya et al. 2017), and even hair color (Takeda et al., 2005; Takeda, Helms, & Romanova, 2006). While most boards evaluate the past track record of CEO candidates, these are often influenced by social capital (Fitzsimmons & Callan, 2016).

Given the importance of the CEO characteristics and behavior to organisational outcomes and hence, the importance of CEO selection, it is worthwhile to see if there are any alternatives to the current processes of selection of top executives.

Evidence-Based Management and employee selection

Inspired by the evidence-based medicine movement (Sackett & Rosenberg, 1995), eminent management scholars have been advocating the use of evidence-based management (Pfeffer & Sutton, 2006). Evidence-based management is "conscientious, explicit, and judicious use of the best available evidence" for making managerial decisions (Barends & Rousseau, p. 2). In reality, most managers rely on their intuition and experience in making decisions while ignoring scientific and research-based evidence.

The field of Human Resource Management, which includes the

discipline of selection, is particularly susceptible to ignoring scientific evidence.

Many HR managers are not in touch with the recent scientific evidence with respect to their own discipline (Tenhiala et al., 2016). This has led to a crisis of the credibility of the HR profession (Skinner, 1981). In the Indian context too, Vineet Nayar suggested that the HR function will perish if it does not give up its "intellectual laziness" and obsession with operations (Nayar, 2017).

A recent evidence of this lack of credibility of HR profession was seen when Mallika Srinivasan, chairperson and managing director of Tractors and Farm Equipment Limited, was named chief of the Public Enterprises Selection Board which is responsible for appointing top managers of government-run organisation (Mint, 2021). While the use of professionals from the private sector for public service was a welcome move, the choice of the individual and her qualifications was interesting. If the HR profession had credibility from using evidence-based practices, one amongst them, skilled in the science of selection could have been nominated for this role.

Though one cannot rule out the role of intuition in selection of top management, professionals tasked with selection of top executives must familiarise themselves with the extensive research evidence available on the impact of CEO characteristics on business sustainability. The discipline of strategic leadership and the measurement of CEO personality at a distance makes it possible for us to systematically study CEOs and their impact on business sustainability.

CEOs Characteristics and Business Sustainability

As sustainability issues have increasingly becoming critical, and the role of top executives in its pursuit is getting more apparent, there is a need for top executives and leaders who can infuse sustainability into the very core of the organisations. A leader who understands the need for sustainability can integrate the overall goal and mission of the organisation and influence the employees' attitude toward the importance of corporate sustainability. Moreover, the scope of executive discretion is more significant in the case of sustainability because there are no clearly defined rules, method, or procedures with respect to tackling social and environmental issues. Firms' engagements beyond the minimal adherence required by legislation are voluntary. The benefits derived from such engagements like positive financial and nonfinancial outcomes are futuristic in nature; the extent of immediate contribution cannot be clearly identified. Further, sustainability is also a question of ethics. It is the right thing to do. Executives who are more committed to ethics are more likely to promote and profess sustainability in their organisations. That is why CEOs become pivotal for sustainability, and its pursuit to a great extent depends on how they interpret the cost and benefits associated with engaging in sustainable practices.

Extant studies have examined the effects of CEO characteristics such as personality traits (e.g. narcissism, hubris, and temporal focus), CEO values (e.g., collectivism, novelty, self-direction, benevolence, and political liberalism), CEO educational background and experience on various firm outcomes such as financial performance, entrepreneurial orientation, sales growth, pay egalitarianism, and corporate social responsibility (CSR) (Bromiley & Rau, 2016).

Such studies have further been facilitated with the development of several unobtrusive measures of CEO

characteristics. Taking inspiration from David G. Winter's (1991) techniques for measuring personality at a distance, scholars have measured narcissism (Chatterjee & Hambrick, 2007), temporal focus (Nadkarni & Chen, 2014), and even Big Five personality traits (Harrison, Thurgood, Boivie, & Pfarrer, 2019) unobtrusively using public statements and speeches of CEOs.

Employing unobtrusive measures of CEO characteristics, researchers have explored questions like how narcissistic and hubristic leaders engage in CSR. As a result, there is evidence suggesting that a high on hubris CEO is likely to ignore the interests and demands of the stakeholders (Tang, Qian, Chen, & Shen, 2015). Therefore, hubristic CEOs can find ambiguous sustainability issues less appealing. In contrast with hubristic CEOs, narcissistic CEOs are deeply concerned about their image and crave attention. As a consequence, they are more likely to engage in those social and environmental issues which bring attention and improve their image (Al-Shammari, Rasheed, & Al-Shammari, 2019).

It has also been known that CEO's values can influence how they treat different stakeholders (Agle, Mitchell, & Sonnenfeld, 1999). A recent study explored how the political ideologies of CEOs can determine their organisations' social and environmental commitment. It was observed that organisations with liberal CEOs are more likely to have better social and environmental performance than politically conservative CEOs (Chin, Hambrick, & Treviño, 2013).

Researchers have further explored the questions about cognitive requirements needed for CEOs for better integration of social, environmental, and economic performance goals. It has been found that the integrative complexity of CEOs and top-management teams, i.e. the degree to which a leader can recognise, comprehend, and integrate multiple perspectives in their decision making is important (Wong, Ormiston, & Tetlock, 2011). Similarly, the attention breadth of a CEO (measured using content analysis of letters to shareholders) also play a significant role in firms' sustainability performance (Ahn, 2020). Even CEO mortality salience, triggered in the aftermath of the death of a director at the same firm, increases prosocial behaviour (Chen, Crossland, & Huang, 2020).

Conclusion

There cannot be a sustainability-oriented organisation without sustainability-oriented leaders. Businesses ought to integrate sustainability into their overall strategies and missions to achieve sustainability and balanced pursuit of financial, social, and environmental goals. For realising the goals of sustainability, it is critical that it is practised at all levels of a company. It is executives in the positions of leadership who can set the tone for the organisation as a whole and provide the impetus for the integration of sustainability goals into the company's overall strategy and decision-making processes. However, if the leadership of an organisation is driven by narrow business goals and self-interests, it is more likely that sustainability takes a back seat, interests of wider stakeholders are ignored.

Some companies are linking sustainability performance to executive compensation; for example, Master Card has linked the compensation of its most senior executives, Executive Vice Presidents and above, to its Environmental, Social and Corporate Governance (ESG) initiatives. It is argued that incentivising and rewarding management to achieve social and environmental goals can motivate executives to engage in such practices (Al-Shaer & Zaman, 2019).

However, evidence suggests that pecuniary measures are not enough (Berrone & Gomez-Mejia, 2009). As seen in the previous section, sustainability may or may not have anything to do with financial incentives; pre-existing dispositions and beliefs of executives can propel them to make their businesses more sustainable.

HR professionals who are tasked with succession planning and CEO selection must use the extensive science of selection, including the specific study of the impact of CEO characteristics on business sustainability and combine their intuition with evidence-based decision-making.

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Psychological Contract & Its Implication On Employee Engagement Creating Sustainable Business Environment

Mr. Sushilkumar Warkar
Asst. Manager –Human Resource
Bharat Forge Ltd, Pune (India)

Mr. Parth Jadhav
HR Partner,
Bharat Forge Ltd, Pune (India)

Abstract –

In the context of changing business environment we can observe variation in human behaviour. Long gone the time when employee were consider as resources. Now with the face of changing environment employees are treated as business partners. This has mended the way of symbiotic partnership between employees and the employer. In the phase of this relation, employees keep certain expectation when they are dedicating their efforts towards success building of an organisation. We have considered this as the most important concept to understand the human expectation during execution of certain activity. Every employee has different set of expectation, certain employee desire for compensation, certain desire for learning, few of them look forward for appreciation & while other look out for opportunity to grow. The way that everyone perceives is entirely different.

Each human has his own way of making his expectation, some of them are fulfilled while rest are way beyond to reach the level of desire. Surely, the one closet desire leads to employee bounding with the organisation. This gives a sense of dedication, loyalty, ownership and also promotes effectively & efficiency. Every employer must focus on meeting the primary need of the employee to support the sense of motivation. This will ensure that the employee work with their best efficiency for the organisation. For this study, researchers have used review method, Under the process of review the different background of employee were considered so as to understand their view on employee engagement, researchers have come up with different factors which are mentioned in this research paper. Additionally, suggestions presented in this paper will be useful to any organisation irrespective of the sector in which the organisation is working so as to strengthen their employee engagement policies. This article will also be valuable to those who are seeking good improvement in organisation performance via employee engagement initiatives.

Key Words:

Psychological Contract, Sustainability, Integrity, Employee Engagement, Workforce, Commitment, Productivity, Communication, Efficiency.

Introduction:

What is a psychological contract?

A psychological contract is an informal contract between employee and the employer. It is very different from the formal contract which has written set of rules. Whereas under psychological contract all the unwritten set of expectation are covered between employee and employer which includes mutual benefits and perception between two parties. It is rather a belief which exits between two parties which are not stated but are tangible For Eg. It Is obvious that an employer pays an employee and the employee in return gives you desired output, time and results. Similarly, when an employer gives a positive and growing work culture it is considered that employee will return show commitment, loyalty and effort. This contract obviously evolves both ways from time to time.

Employee engagement has been linked

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to many factors which includes organizational commitment, job performance, productivity and finally psychological contract. Employee favour to be managed in a culture of trust and mutual understanding rather than controlled by set of rules.

Employee Engagement and Psychological Contract:

If a business or organisation has a effective workplace culture which recognises the need of employees, listens to and respects its employees and analyses this from time to time establishes a positive psychological contract. People management practices denotes the state of psychological contract, unlike a written code which offers a limited and uncertain representation of person's ongoing role with organisation. Whereas a psychological contract is more fluid and dynamic. They key to build a successful psychological contract comes from daily interactions between employees, their colleagues, managers and business as whole. Therefore, an engaging workforce is important in ensuring a positive contract. If an employee feels a manager is not holding up their deal or vice versa the mutual understanding of the contract becomes unbalanced and the contract is breached. Therefore, it is necessary from the beginning that the expectations of both the parties should be managed from day one. It is important for employers to make clear to new recruits what they can expect from the job, continuingly managing this expectation throughout the employee life cycle will lead the positive employee engagement and psychological contract.

The psychological contract should be dynamic:

Employers should not underestimate the impact of individual differences; while young people are more like likely inclined towards job switch and are not interested in concept of job for life whereas many employees will value job security the highest. It is therefore mandatory to develop psychological contract based on the individual differences, which will highlight the employee's value by giving importance to their goals and aims. Therefore, keeping it dynamic will help avoiding setting unrealistic expectations between employee and employer.

How Breaching the psychological contract can ruin Employee Engagement:

Employee engagement is the most critical factor in workplace. It is very hard to describe and it is more of a tangible thing without which the organisation will never reach successful heights.

A breach occurs when one party perceives the other as failing to fulfil promises which may include:
• Promotion: A promised promotion does not happen with promised timeline.
• Work: Responsibilities of employee were misrepresented.
• Pay: Expected increase were not fulfilled.
• Training: Employee does not get the required training.
• Feedback: Implication of review was lacking.

When any one of the above things happens, employers will obtain negative emotions from employees. And the relationship between the two will suffer because there is question of trust and respect between two parties. Commitment towards work from employee is reduced also the ownership of employee is at stake. For instance, the employee is less willing to work than before which will hamper the organisation's productivity in the long run.

Literature Review
The term Psychological contract was used by Menninger in 1958 to define mutual

relationship between patient and therapist, which was later developed by Argyris in 1960 with respect to employees and employers and according to his study he said that higher productivity and less complaints were achieved when workers were paid adequately, were left alone and were guaranteed jobs.

After some years, this idea was developed into" unwritten" contract between employers and employees. This was further expanded by Kotter in 1973 that it is unspoken settlement between employee and employers. It is very important to distinguish between the unwritten contract and legal contract of employee. This will actually show why an employee will voluntarily work more than their written contract. According to Kickul and Lester (2001) as employees expectations are met, a reaction as an attitude or behavior is observed. Their study revealed fulfillment of an individual's psychological contract decreases the appearance of negative reactions towards the organization. Therefore there are potential reactions upon fulfillment of contract: satisfaction, commitment and turnover intentions. These three intentions will also affect when a breach of psychological contract will take place.

Psychological contract are of 4 major types:
• **Relational:** This is long term and open ended where Mutual trust, Loyalty and Stability are major key areas.
• **Transactional:** This is short term and narrow where limited employee involvement is present
• **Transitional:** This is again a short term focusing on organization changes and transitions. Here Mistrust and uncertainty are major areas to be taken care of.
• **Balance:** This is more for a Dynamic and open ended organization where economic achievements and opportunities for progress needs are key areas need to be checked.

To understand the various concepts and terminology of Psychological contract and Employee engagement the authors of this article have studied various journals, books, web content, survey reports and questionnaire. The main intention was to exhibit relation between psychological contract and employee engagement.

Psychological contract at work authored by Yanic Grip & Cary Cooper has challenged and redefined the way scholars think about psychological contract in workplace, also it has introduced dynamic psychological which also states the importance of analytical developments.

Organization and psychological contract authored by Peter Makin, Cary cooper & Charles Cox covers the organizational life from recruitment and selection to motivation, leadership and organization change. The book also covers all aspects of behavior at work.

The various news articles from Economic Times, Times of India have also helped to understand what are the views of professionals and practitioners about employee engagement and psychological contract.

Data Analysis:
The data was analyzed in two main questionnaires one was closely associated with Employees Expectation and the other was about the manager view on different aspects of psychological contract. The responses received were 40 in number 20 responses of employees were received and 20 responses from managers were received to authors on the above study.

Employee Questionnaire:
Most of the employees felt that they are heavily involved in their work place total 14 of 20 have agreed on the concept of their involvement at their workplace. Most of the employees consider themselves motivated to contribute towards

organizations future development. Overall 11 employees out of 20 are loyal to the organization. The employees felt they are part of the team and show compassion towards origination. Most of the employees expressed their involvement due to extrinsic motivator like compensation, rewards, Incentive, perks etc. Few employee expressed their compassion due to organizational goals, Recognition, culture of the organsaition which contribute for rich intrinsic motivator within employees.

It was observed that employee productivity is enhanced if hidden expectations of employees are fulfilled. The Engaged employees show sense of integrity towards the organization which leads to high level of productivity and efficiency was agreed by most of the employees. Out of the entire respondent most of them agreed that major employees are engaged only if their expectation are fulfilled. Thus it is observed that committed employees lead to organizational growth.

Fig 1.1 – Employee Questionnaire Statistics

Manager Questionnaire:
Manager questionnaire focused on leaders and the perception on the aspect of how mangers and organsaition seek employee and connect it with business sustainability.

Fig 1.2 – Manager Questionnaire Statistics

Proposed Framework:
Model – Sustainable Business Model for Psychological Contract

Formulae - $S = P(Ps/Ns) + K$
S – Sustainability
P - Psychological Contract
Ps – Positive Scale
Ns - Negative Scale

K- Leadership, Work Ethos, Environment, Organisational Goals

Fig. 2.0 - Sustainable Business Model for Psychological Contract

Sustainable Business Model for Psychological Contract
To exhibit relation between Psychological Contract and Employee Engagement we have proposed the above model which briefly shows the key factors which indicates the turning points over positive employee engagement and negative engagement.
The above figure first showcases the constant coefficients which are namely:
1. Leadership: Employee engagement first starts with the active involvement of leadership. Every leader makes an impact on the team which they lead which influences the employee engagement.
2. Work Ethics: Work ethics is often referred as the crux of employee engagement. As good work ethics are the pull factor for employees which brings in commitment and ownership for the organisation.
3. Environment: A healthy environment leads to satisfied and motivational employee thus bringing in engaged

employee for future run.
4. Organisation goals: Organisational goals should be aligned with the individual goals of employees which will bring in more interest as an individual to go for extra mile to achieve the goal.

Psychological Contract will always be scaled on two things:
1. Positive Scale:
a. Employee Engagement: As earlier said if the unwritten contract between an employee and employer are met the engagement of employee towards the organisation will be on higher side. It is directly proportional to the points in psychological contract. The more the points are met the more the employee will be engaged.
b. Enhanced productivity: Common examples of Psychological contract over long term care includes monetary befits and non-monetary benefits. An awareness on these two points results in better fit between employee and organisation so that productivity is increased.
c. Sense of Commitment: When organisation takes care of commitment which they gave to employees when they were recruited, over long term employee pay backs commitment to organisation as an interest on their principals.
d. Efficiency & Effectivity: Efficiency lead to enhanced activity. This lead to creation of accomplishment of set objective and goals within provided timeline.
e. Compassion: When employees experience compassion in workplace it leads to positive emotions and enhanced level of emotional attachment to the organisation. Will leads to engaged workforce in future.
f. Integrity: Integrity are the moral and ethical principles that one adheres in professional and personal life. Integrity is represented as foundation which helps individual stay firm over everything which comes in their path while working for their

organisation.

2. Negative Scale:

a. Loss of productivity: As soon as the psychological contract goes in negative are, the first thing which is highlighted in employee life cycle is loss of productivity which will lead to loss of performance for an organisation in whole.

b. Loss of Integrity & Commitment: Integrity and commitment goes for a toss, no matter how many efforts you do to get it back if employees are not connected to the organisation.

c. Attrition: Attrition rate goes high as employee's demands through psychological contract are avoided. These lead to loss of employees integrity towards the organisation. It also proves to impact the way employees seek his organisation and the leadership of the organisation.

d. Loss of Trust & Empathy : Trust is the most vital part towards strong relationship. The trust defines the way employee connects with the organisation. It effect the bonding and thus empower the behaviour of an employee. Loss of trust leads to loss of mutual understanding thus creating conflict and grievances.

e. Lack of Verbal & Non-verbal communication: Communication stands as a key to unlock the door of unwritten statements in psychological contract. Communication gives provide direction to synergy of employees. Thus it builds a strong sense of belief and commitment within employees.

Acknowledgement –

Conclusion:

Regularly monitoring employee attitude will help to identify problems in an organisation and taking actions on the problems will improve individual and group performance which will not only help managers to improve employee engagement but will also ensure psychological contract retaining its balanced. At the end of day, psychological contract is not only the responsibility of employer but also employee. Both have common and shared responsibilities to safeguard for any breaches in contract. For employer, its important that wrong promises are not made to employees and upheld all promises which was given earlier. For employee, its about managing their expectations so that personal circumstances don't hit the productivity & lead to sustainability.

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Corporate Social Responsibility –
An Exercise in Employee Engagement

Dr. Satbir Yadav,
AGM; CSD HO, Mumbai

Abstract

Corporate Social Responsibility (CSR) covers both internal and external dimensions of modern corporate for its positive impact. One of the most affected dimensions is Human Resources in its varied roles and functions. Its influence on Talent Management (TM) in general and Employee Engagement (EE) in particular has been an area of intense interest and research during the recent past. There are varied ways and means to engage employees in their work and organisations wherein CSR has been found to have an extensive influence on the perception, attitude, and behaviour of employees. Engaged employees in turn contribute to the sustainability of HR (attraction & retention of talent) and profitability of the organisation. The area of research on the relationship of these two constructs (CSR and EE) has thus gained increased importance with the exponential expanse of CSR initiatives across countries & continents.

The paper has been developed based on the review of the summary of studies and surveys on CSR and EE. Findings conclusively confirm the existence of an affirmative and highly significant relationship between the two. The study contributes to the existing literature by way of analysis of recent research on the relationship of CSR and EE.

Keywords: Corporate Social Responsibility, Employee Engagement, Internal CSR, External CSR, Human Resource, Talent Management.

1. Introduction

The concept of Corporate Social Responsibility (CSR) and Employee Engagement (EE) are among the two most discussed terms in the contemporary corporate world. Though all are not on the same side in explaining and defining the terms CSR and EE yet, none deny the affirmative influence of CSR on employee engagement. CSR has become the core concern for business organisations due to the compelling demands from all stakeholders on corporate citizenship. They want corporate to be increasingly involved in addressing the issues of social development and environmental protection besides taking care of their employees. CSR can influence an organisational working across functions and levels to impact its operational efficiency and employee efficacy.

The initial research has been more on CSR's influence at the macro or organisational level, especially on its impact on firm's profits, reputation/image, etc. whereas, studies on understanding micro or employee level impact of CSR has caught the attention of researchers and practitioners only during the recent past – post the 20th century. However, despite the increased focus of recent research on CSR's influence on employees' perception, the area of relationship between CSR and EE has largely remained unexplored, if not untouched.

To appreciate the potential of CSR in impacting employee attitude and organisational behaviour, we need to understand its evolution and development. Also, there is a need to decode the term 'employee engagement' before establishing its relationship with CSR.

The variables of CSR and EE have been theoretically traced during the development of this paper which adds to the extant literature on both constructs. The paper undertakes the review of literature from related studies and surveys and examines the research findings of publications, particularly from the last two decades.

2.   Theoretical Development

2.1   Corporate Social Responsibility

CSR is neither a new concept nor an idea of recent origin. Its practice can be traced to the starting of organised business activities and has been part of discussions for several decades now. However, the current impetus has brought it to the fore of business strategy. Every business organisation is willing to contribute towards the societal needs of the community. According to Rupp et al. (2006), "Corporate Social Responsibility, also termed as corporate engagement with society", is a corporate practice "through which an organisation articulate and build on its corporate culture and acquire the consciousness about society" [1].

The term CSR, since its appearance on the business stage and in research studies, has been the victim of definitional dilemma and debate. Over the period, it has been hypothesized to be the ideas, initiatives or activities, and decisions that organisations have adopted for bringing social change & development and environmental sustainability. Also, CSR - as a concept, has been the subject & object of many studies under varied scientific fields and defined differently. Aguilera et al. (2007) defined CSR as "the firm's considerations of, and response to, issues beyond the narrow economic, technical, and legal requirements of the firm to accomplish social [and environmental] benefits along with the traditional economic gains which the firm seeks" [2]. Also, the Commission of the European Communities (2001) defined CSR as "a concept whereby companies integrate social and environmental concerns in their business operations and their interaction with their stakeholders on a voluntary basis". Furthermore, it has been defined by Kotler and Lee as "the commitment to improve community well-being through discretionary business practices and contributions of corporate resources" [3]. Drawing from these limited but exclusive definitions, CSR can well be defined as "policies and practices that organisations engage regarding creating positive social, including environmental, changes aimed at different stakeholders" [4]. Above all, it may be noted that CSR is a voluntary approach. Conclusively, it can be said that the concept of corporate social responsibility has acquired the strategic status for business organisations as all stakeholders want the corporate to operate responsibly for 'people, profit, and planet' (3Ps or Triple-Bottom-Line). In the context of the current competitive corporate environment, the business values of CSR initiatives of an organisation need to be explored. Also, business organisations need to optimize CSR investments to ensure their sustainability.

2.2 CSR: Levels and Dimensions

Researchers until the 21st century focused on the "macro-level concept of CSR" and looked "from the firm's point of view with its focus being the stakeholder theory", although "CSR is a multi-level concept" [2]. However, "the micro-level perspective of research regarding CSR was long from developed and accounted for an insignificant amount of CSR research until the year 2012" [1]. Considering CSR have the "key to unlock the macro-level results" [5], it is not surprising that the "current form of research now adopts an individual focused view, considering how CSR impacts the individual (micro-CSR)" [6].

Waldman et al. (2006) defined CSR as "the behaviour of organisations to safeguard and support social welfare above and beyond its own and immediate interest along with their stakeholder as defined by law" [7]. An insight into this definition confirms CSR as a multi- dimensional concept which has also been endorsed by several other scholars. The concept of CSR is concerned with multiple stakeholders including the consumers, communities, employees, organisation, and the environment. All stakeholders can be categorized into two -

'internal' and 'external' stakeholders and thus, employees' perceived CSR can also be grouped into 'internal' and 'external' CSR. The concept of CSR thus has both internal and external dimensions. Internal CSR practices, according to Turker (2009), refer to "practices which are directly related with the physical and psychological working environment of employees" [8]. On the other hand, according to Al-bdour et al. (2010), external CSR refers to "corporate socially responsible actions directed outside its boundaries, such as actions directed to the local community, business partners and suppliers, customers, public authorities and NGOs" [9].

2.3 Employee Engagement

The 'engagement' theory had initially been propounded way back in 1990 by Kahn who conceived 'work engagement' as the "amount of physical, cognitive and emotional energy people harness at work" [10]. The term 'employee engagement' has since been used extensively, despite there being hardly any empirical research in this area, as observed by Robinson et al. (2004) that despite being popular, employee engagement has not been researched much [11]. Probably for this reason alone, 'employee engagement' is currently a craze in the corporate world [12]. The reason for its increased acceptance and popularity is the positive outcomes like

employee commitment & loyalty, talent attraction & retention, efficiency & productivity, etc. that every organisation seeks from their employees. Engaged employees are said to achieve higher productivity and, in turn, profitability. According to Vance (2006), engaged employees lead to "increased customer satisfaction resulting in increased revenue" [13]. They are also found to be more in attendance i.e. less absent, work harder, and goes out of the way to work for their companies. However, despite its popularity and advantages, there is no unanimity on its definition or clarity of concept.

Initially, literature on employee engagement was part of journals having practitioners ' contributions for want of empirical research or resultant theory. The initial conceptual clarification and a comprehensive definition of 'engagement' in academic literature can be attributed to Kahn (1990) who defined 'personal engagement' as "the simultaneous employment and expression of a person's 'preferred self' in task behaviours that promote connections to work and to others, personal presence, and act ive full role performances" [10]. The author, however, prefers the definition given by Bakker and Schaufeli (2008) for 'work engagement' as "a positive, fulfilling, affective-motivational state of work-related well-being" [14]. In essence, the word 'engagement' emanates from the "positive psychology that stresses the need to investigate and find effective applications of positive traits, states, and behaviours of employees within organisations" [14]. Engagement can thus be considered the "antipode of burnout" [15].

The concept of 'employee engagement' is of recent origin. The term was first used by the Gallup Group, consequent to the outcome of several empirical studies based on surveys & interviews of both managers and employees working for many organisations across the globe.

Though it has been considerably popularized during the last 25 years yet remained "inconsistently defined and conceptualized with little rigorous academic research done" [16]. It has been defined differently by researchers, academicians, and practitioners leading to ambiguity in its meaning and varied interpretations. Academic researchers and domain experts don't define the term in a single bandwidth as can be observed from the analysis of a few definitions:

According to Quantum Workplace, employee engagement is "the strength of the mental and emotional connection employees feel toward their places of work". For Willis Towers Watson, employee engagement is "employees' willingness and ability to contribute to company success" and, Aon Hewitt defined it as "the level of an employee's psychological investment in their organization". Engaged employees, according to Gallup, are "those who are involved in, enthusiastic about and committed to their work and workplace". Notwithstanding the presence of different definitions, the common denominator that can be derived from all these definitions is the "positive state of mind which in turn leads to augmented efficiency and productivity" [17]. Employee engagement is, in essence, the cognitive commitment employees have with their organisation. It is beyond physical and mental presence, but the psychological engrossment.

2.4 Employee Engagement – Similarity and Dimensions

The term - employee engagement, is at times considered the same as 'commitment' and 'involvement' because of the "interchangeable use of the expressions" and some even consider it as "re-packing" of such expressions. Though all these terms refer to an affirmative attachment or positive orientation of employees towards their work yet, being conceptually different, they are not the same. According to Kanungo (1979), 'job involvement' "stresses the cognitive and psychological identification with work, and includes the idea that work satisfies needs and expectations" [18] of individuals whereas, on the other hand, commitment is more "related with attitudinal and affective aspects that stress the emotional attachment based on shared values and interests" [18] with the organisation.

Furthermore, employee engagement is not equivalent to employee happiness or satisfaction as well and thus, investment in engagement does not mean increasing the happiness of employees. Though all these terms are interrelated yet differ from each other and not synonyms. For example, employees may be happy with the pay & perks being offered or with their work environment but that does not necessarily imply their actual engagement in the work and organisation.

Employee engagement is found to be related to either the job or organisation and thus, can be categorized into two types, viz. i) job engagement and, ii) organisation engagement. Engagement is a function or role-related phenomenon and "indicates the degree to which an employee is psychologically in attendance in a defined organizational role" [17]. For most employees, their role is related to the responsibility either as a worker on the job or as a member of the organisation. This aspect is duly recognised during the development of this paper. Moreover, individuals have various roles assigned or otherwise and hence the need for examinations according to those varied roles within the organisations.

3. CSR and Employee Engagement – The Correlation

The importance of human resource (HR) is well recognised by business organisations and the significance of 'human capital' as

a catalyst is considered as a pre-requisite to differentiate the leader in the current competitive corporate world.

The focus of the business has been shifting from 'processes to people' wherein attempt is made to understand employees' capacity and capability – skills, knowledge, talent, vitality, flexibility or adaptability, etc. Employees are placed in their 'defined roles' to ensure their involvement in the job at behavioural, emotional, and cognitive levels. Through the effective involvement of employees, Human Resource Management (HRM) is consolidating various employee attributes like satisfaction, empowerment, commitment, loyalty, growth, and development. Human Capital (HC) being the key resource, need to be optimally harnessed (not exploited!) by organisations in the achievement of their business goals and an effective employee engagement approach can aid in the various processes of HRM.

Though the importance of having the right talent has been duly accepted by organisations across nations as an indispensable "tool to remain competitive in today's business environment" [19] but the area of influence CSR has on existing and prospective employees not received the desired attention. The retention of talent is as much a challenge, if not more, as its attraction and thus, an "effective strategy to attract and retain employees must be based on an understanding of engagement" [20]. Consequently, employee engagement has become an increasingly essential attribute of talent management – the most difficult task an HR has on hand, whereas, CSR practices have been found to enhance employee engagement in work and organisation, leading to increased concern and commitment. CSR, besides "other conventional motivational tools, has emerged as an important catalyst in pushing employees to give more than their

hundred percent in work" [17].

Although there exists abundant literature linking CSR with HR yet, the scarcity of studies addressing the relation between CSR and EE (employee engagement) is amply evident. This may however be for the reason of the recent origin of the concept. Studies on the relationship of CSR practices with employees' identification with and commitment to the organisation, meaningfulness of the work, and organisational citizenship behaviour (OCB) have however been conducted in the past [2]. A few other studies confirm the impact of CSR in enhancing the organisational ability to attract and retain top talent [21].

The studies have confirmed that these two constructs "mainly address stakeholder engagement" [22] that can be considered as "corporate social responsibility in action" [23]. Some organisations also consider "employee engagement in CSR as a strategic imperative" [21]. However, the authors (Bhattacharya et al. 2008) state that only "few if none, know how to reap the returns of such CSR engagement" [21].

3.1 CSR – Employee Engagement Relationship – Empirical Evidence

Academic studies and surveys – the two most authentic sources of evidence, show that CSR is increasingly becoming an important antecedent of employee engagement. It has been found to drive employee engagement in all organisations. CSR can be the decisive strategy for firms to engage their employees to achieve both tangible and intangible goals.

A survey on the engagement levels by Aon Consulting in 2009 shows that most employees have a low level of engagement. As per the survey, "less than one-third of employees are engaged, and that two out of five employees would not recommend their employer as a place to work" [24]. Another survey in 2005 by Conference Board revealed that almost

two-thirds employees "do not identify with or feel motivated to drive their employer's business goals,

40% feel disconnected from their employers and another 25% are just showing up to collect a pay-cheque" [25]. However, despite the low level of employee engagement, a number surveys show a strong relation between CSR and employee engagement that, in turn, impact decisions of the current and prospective employees, as is evident from the following survey

findings:

As per IBM survey (2008), 44% of younger professionals preferred to "discount an employer with a bad reputation" and, around 50% desired CSR to be made compulsory [26].

Tandberg and Ipsos Mori's study of 2007 revealed that 80% of respondents are interested in working with a company having a "good reputation for environmental responsibility" [27]. According to the Hewitt Survey on CSR (2013), "35% people are willing to take 15% lesser pay to be employed with an organization which is a strong practitioner of CSR, 45% people for a job which makes a difference to the society or the environment and 58% people for an organization which has similar values" [28].

The survey conducted by Cone Millennial Cause Group states that "80% of Gen Y is willing to work for an organization which is concerned about the society" [29]. Also, as per the survey, the reduction or cut-back in CSR activities of a company adversely affects the "overall retention and motivation level of employees" [29].

An extensive study on the global level was conducted by Tower Perrin - a professional services firm, in 2007-08. As per the study, CSR is the "third most important reason for employee engagement globally" [30], and not only employee engagement but also

their retention is impacted by employee perception about organisation's CSR. As per survey, an "organization's reputation for social responsibility is an important driver for bot h engagement and retention" [30]. An organisation's good reputation and image as an employer has been ranked "sixth driver for attraction" of talent and thus, "organizations with a reputation for CSR can take advantage of their status and strengthen their appeal as an attractive employer by making their commitment part of their value proposition for potential candidates" [30]. Another research conducted by Deloitte confirms that nearly 70% of millennial in the age group of 18 to 26 years consider "organizations' stand on community welfare an important determinant for deciding on a potential employer" [31] whereas, a survey conducted by Hewitt confirms CSR as "one of the most significant factors in increasing engagement amongst employees" [28]. As per the survey, "the staff will reciprocate more towards CSR with being engaged" [28]. An engaged employee, in turn, will be more committed, loyal, positive, and over & above, achieve more than expected.

A series of studies have empirically established that most individuals prefer "to work for companies which are ethically and socially responsible" [32, 33]. Moreover, employees' perception of working for a socially responsible organization has been found to have a positive influence on their job satisfaction [34]. Employees' positive perception of CSR has a significant and favourable impact on "their pride in the organization, their overall satisfaction, their willingness to recommend it as a place to work and their intention to stay" [35]. Also, employees' favourable view of their organisation's responsible behaviour tends to impact their attitude more positively "in other areas that correlate with better perfo rmance, such as customer service and leadership from management"

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[35].

In conclusion, academic research and literature conform to the findings from surveys. CSR has been found to influence the attraction, retention, and engagement of employees. Employees' perception of CSR shapes their attitudes and behaviour towards the organisation. Satisfaction with firm's CSR paves the way for "enhanced job satisfaction, organizational commitment, and organizational citizenship" [1] and above all, CSR practices are linked to "enhanced job performance, reduced costs due to increased employee retention and improved productivity" [20].Conceptually, CSR and EE can be said to have common cord connecting the two and, in practice, CSR initiatives are an exercise in employee engagement at all levels.

3.2 CSR and Employee Engagement - The Indian Scenario

For all organisations, 'people' or the human resource (HR) has been considered as the most significant tool to perform and be differentiated upon. People or HR as an asset is uniquely placed in an organisation as it "cannot be duplicated or emulated by competitors and is considered to be most valuable if managed and engaged efficiently" [36]. Studies on employee engagement have been conducted in different countries depending upon their distinctive culture. The construct has also been extensively studied in India. For a country like India, it can be quite "an effective tool to boost competitive advantage"[36].
As per Ipsos – a global research firm, CSR is one of the most honorable aspects for Indian employees. An online survey conducted by the firm (Ipsos) confirms that 51% (out of 18150 respondents) "consider the behavior of their employees towards society as significant" [27]. However, as per the Gallup report on employee engagement, "against a global average of 13%, only about 9% of Indian employees were engaged" [37]. Nonetheless, activities having relevance to society in the form of CSR can create an "engaged employee base which consequently boosts employee performance" [38]. Dutton et al. (1994) showed that "employees perceive their defining characteristics same as the defining characteristics of the organization they work for" [39]. Employees being internal stakeholders or customers can relate themselves more with the organization.

4. Conclusion

Fast-changing technology, increasing customers' expectations, and cut-throat competition have led to a highly dynamic and challenging business environment for all companies. CSR is the responsible behaviour of the corporate world towards its stakeholders including the environment and has become a strategic field for talent management, especially to attract, engage, and retain (AER) the top talent. Among all stakeholders, employees are the most important stakeholder for any organization and its efficiency and profit ability depend upon the level of employee involvement or degree of employee engagement.
The study aimed to examine whether CSR impacts or influences employee engagement through the lens of literature review. The paper attempted to illustrate the close connection between the two variables after understanding their respective meaning & scope, through the systematic review of extant studies & surveys conducted during the last two decades. Based upon the analysis of summaries of research, it has been well established that corporate social responsibility initiatives of an organisation positively impact its employee engagement and hence, the need for strategic planning and effective implementation of CSR activities.

Such a systematic attempt shall not only help the organisation to be known as 'socially responsible' but also boost its employer branding efforts for managing the talent, besides taking care of all stakeholders including employees.

The main conclusion of the study is that employees oriented CSR policies and practices can considerably enhance their engagement. The study by Ferreira & de Oliveira (2014) concluded that though it is not statistically supported yet, not denied by data. However, the study also states that "internal CSR seems to promote more engagement than external CSR, especially driving to more vigour and absorption" [4].

This study has many limitations yet, despite the same, it provides a renewed understanding of constructs and their relationship. Also, it opens avenues for further research to study the relation between CSR and HR, especially on employee engagement because of its (EE) recency and resultant limited clarity on what promotes employee engagement. "The promotion of employee engagement is still a subject that needs further research" [4]. Despite the lack of research in this area, it is evident from the surveys conducted so far that employees are more engaged with companies that care for both – its customers as well as employees. And therefore, both "internal and external practices are two important, yet connected, dimensions of CSR" [4]. This is both a challenge and opportunity for the HRD team as internal CSR practices are found affecting many of its areas like training & development, succession planning & career development, etc. Also, external CSR practices should be oriented to augment employees' engagement to be integrated with overall HR activities. However, the bottom-line remains that the 'work' must be meaningful for employees to involve their whole selves for which "CSR acts as a 'catalyst' in an organisational 'reactor' to help achieve desired output of satisfaction and fulfillment on the part of employee and intended performance for the corporate" [40].

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Impact of Effective Employee Engagement HR Strategies on Business Sustainability- Evaluation under the Shadow of COVID-19 Crisis

Dr. Kirti Dharwadkar

Director

S.B. Patil Institute of Management,

Ms. Preeti Sakhare

HR Professional

TUV Nord Group

"Stakeholders want companies to make a profit, but not at the expense of their staff and the wider community. " Brian Gosschalk, CEO, MORI, quoted in Financial Times.

Abstract

Gallup poll, conducted survey in 2019 revealed that, "The world has an employee engagement crisis, with serious and potentially lasting repercussions for the global economy." Most of the organizations mainly focused on employee engagement, still it is found only 32% of U.S. employees accepted that they are highly enthusiastic about their work and equally committed to their work. On other side worldwide around 13% of employees accepted that they are fully engaged in the work they do.

It has become an assumption among most of the management thinkers that giving meaning for their employees is essential for increasing an engaged and productive workforce in any business. We all like to see our employees to have a higher drive than to be just showing up to work and earning handsome income. This is the point where sustainability comes in picture. It is observed that, companies those focus on sustainability practices can relax their employee tussle between their personal values and their work by providing them a higher purpose to work in organization.

The example reference drawn from Unilever Company which stands with an employee rating of 87% is one organization that has supported the positive interrelation of Employee engagement and Business Sustainability. In his article wrote in Stanford Social Innovation Review Professor CB Bhattacharya and Unilever CEO Paul Polman based on the Unilever experience revealed how discovering diverse methods

to engage all employees—from top executives to assembly line workers—in their day-to-day business sustainability initiatives is the key to establishing a dynamic and sustainable business.

The success of any organization were the combination of employee engagement and sustainability initiatives is operative it is sure that it can create a culture that has a long lasting positive impact on the organization, employees, and for the communities they live in. There is need for both to understand the interdependency of one on other and accept that business sustainability is a significant tool to recruit, retain, inspire and motivate employees. The pandemic era has forced the HR professionals to relook their current strategies of engagements in keeping the business sustainable during crisis. This research paper will help to gage the shift in of strategies helped the business to come on track or improve its operations.

Employee Engagement initiative can covered by ability in –
1. Adopting new normal at workplace
2. Maintaining Mental wellness
3. Restructuring of Organizational structure
4. Introduction of new digital technology in processes

Introduction:

The COVID-19 epidemic, which began in China in December 2019, has already spread throughout the world and will continue to expand in the near future. Apart from instilling fear and anxiety among the general public about who would be the next victim, the epidemic has also drastically altered the way businesses

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operate. Working from home norms are altering the way workers and managers interact, which for many is a cause of anxiety about what 'business as usual' will look like in the future. This is especially important for the Human Resources Department, which is directly involved in the recruitment and management of talent.

HR Role in Covid -19 Scenario:

HR personnel's across the globe are now majorly concerned about expressing the company's position on the COVID-19 problem to its employees. Several untrustworthy news sites are sharing misleading or unverified information about the pandemic online, raising employee concern and anxiety. Because offices across the world are now working remotely, the company cannot interact face-to-face with its employees, which may increase a sense of distance from top management and therefore from what the firm actually thinks.

Another point of consideration is sustaining employee morale. Activities like as team gatherings and open talks with top leaders are no longer viable in the absence of physical closeness. This, to some extent, erodes the personal touch, making it more difficult for employers to connect with their staff and help boost their spirits. Employees may also feel isolated since they work alone in their houses, away from the rest of the team.

The HR department is at the core of every organization's employee-centric needs. HR professionals are people-oriented individuals who understand how to manage the company's workflow by ensuring that every single person is functioning seamlessly and that the company's policies are continuously updated with employee engagement activities.

How is the Employee Behavior Changing?

New regulations from governments all around the world force employees at all levels to work from home. However, contrary to HR assumptions, this is really increasing their productivity. A substantial amount of time that would have otherwise been spent commuting and getting ready for work has now been saved.

With the coronavirus forcing everybody into their homes for the foreseeable future, every profession that can operate remotely is operating; but, productivity has taken a hit. Here's how to keep your employees healthy, happy and performing.

- Online Meets
- Parents
- Engagement
- Activities

Many organizations do weekly office programs that involve group activities and games, this is the time to take it all online and keep employees relaxed and raring to go.

Revamping Employee Engagement Strategies

A move from the employer's market to the employee's market exemplifies how disruptions may alter business dynamics. Unlike in the past, when change management was a conscious intervention, change is now a way of life. As a result, businesses are inventing agile approaches to coping with the complexity of dynamic business and personnel management. In today's personnel market, organizations are undergoing a dramatic transformation. . Because of the unavoidable changes in the talent landscape, organizations' talent demands are so severe that it is critical to understand.

Various talent pools will naturally have different motivators, and a lot is being done to fulfill talent engagement targets by the end of the year. However, the most pressing issue for all companies is talent engagement; what engages talent? To discover the correct solution, businesses must shift their focus from what they can do to what talent will absorb and connect with.

Research Methodology:

Objectives:

1. To identify the impact of Employee engagement activities on business operations
2. To evaluate role Engagement Activities in crisis handling
3. To analyze the integration of employee engagement and his performance during challenging time
4. To assess the impact of employee engagement activity on business sustainability

Scope of the study:

The study is conducted for companies operating in Pune, India.
The samples are only HR professionals from various industry.

Sample Design

The total population size of selected 100 companies was around 100 HR Managers who are decision making authority. The total responses of 60 HR managers have been received by the researcher.

Q1. Company operating in which sector:

Sr. No	Options	Responses	Percentage
1	Manufacturing other than Pharmacy	34	56.70%
2	Service Sector	14	23.30%
3	Pharma Manufacturing	02	03.30%
4	Consultancy	02	03.40%
5	IT & ITES	08	13.30%
	TOTAL	**60**	**100**

Fig - 1 Sector of Operation
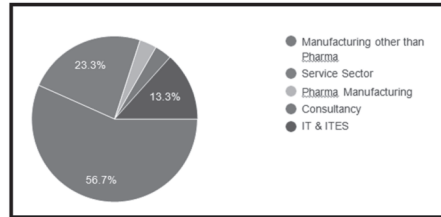
Interpretation: The total composition of the respondent shows that many i.e. 56.7 % are from manufacturing sector and 23.3 % are from service sector. The next respondent category is IT & ITES segment and only app 3.4 % respondents represent the pharma and consultancy segment.

Q2. Do you observed that employee feel anxious about the future of our organization.

Sr. No	Options	Responses	Percentage
1	**Strongly Disagree**	18	30.00%
2	**Partly disagree**	09	15.00%
3	**Neutral**	10	16.60%
4	**Partly Agree**	13	21.70%
5	**Strongly Agree**	10	16.70%
	TOTAL	**60**	**100**

Fig - 2 Employee Anxiety Level Organization's Future
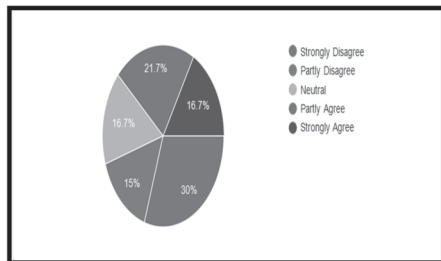
Interpretation: As per above figure respondents overall 45 % HR Managers feel that their employees are not felt anxious about their companies future during pandemic. But the remaining almost 55 % HR Managers either agree that they observed increase in anxiety level

and concerned about organization future. This figure somewhere display the employees getting the lockdown heat and worried if it continues for longer period then it may possible that sustainability of business will hit badly.

Q3. Does your organization comfortably shifted to WFH schedules

Sr. No	Options	Responses	Percentage
1	Yes	37	61.70%
2	No	16	26.70%
3	May Be	07	11.60%
	TOTAL	60	100

Fig - 3 Comfort Level to Switch over to WFH Schedule

Interpretation: As per above figure shows that around 62% HR Managers successfully shifted their daily operations from WFH schedule excluding those who are coming under essential services. But around 27% organization still had few challenges to transit to new mode of operation. This may be available infrastructure is either not sufficient or employees are not technologically aware. Around 11% are of the opinion that they somehow shifted but with lot of difficulties or partially operation on WFH or completely not able to shift. These figures are compelling that companies need to upgrade their technical infrastructure to stand strongly if such calamities appears suddenly in near future.

Q4. Do you find it difficult to keep your employees engaged?

Sr. No	Options	Responses	Percentage
1	Strongly Disagree	12	20.00%
2	Partly disagree	11	18.30%
3	Neutral	09	15.00%
4	Partly Agree	25	41.70%
5	Strongly Agree	03	05.00%
	TOTAL	60	100

Fig - 4 Level of difficulty in Employee Engagement
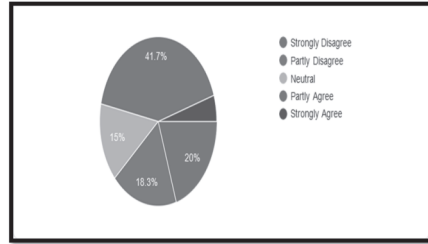
Interpretation: Above figure data corroborate clearly that 47% HR Managers accepted that in such an unprecedented situation they come across with challenges to keep their employees engaged through online mode. There are around 15% kept themselves away in expressing the level of difficulty they had in designing and executing the engagement activity for their employees. But almost 38% HR managers have carried out various engagement activities for their employees. These efforts of HR managers helped their employees to be connected virtually since last one and half year of pandemic and upheld their productivity level to required threshold.

Q5. Please select the critical difficulties faced by employees during the Lock-down

Sr. No	Options	Responses	Rating
1	Stress	42	1
2	Insecurity	17	6
3	Internet	20	5
4	House Infrastructure	20	5
5	Work-Life Balance	33	2
6	Lack of Focus	27	3
7	Lay Off fear	09	8
8	Challenges of Engagement	23	4
9	Salary Issues	11	7
10	All of the Above	03	9

Fig - 5 Employee difficulties during Lock-Down
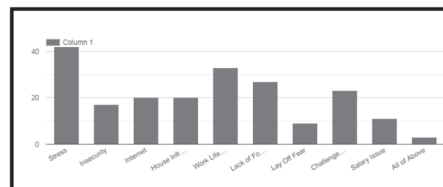
Interpretation: Above bar diagram data corroborate the multiple choices of various HR regarding the various difficulties faced

by their employees during lock down. During lockdown 42 HR managers out of 60 observed that the stress level of employees was very high throughout the period. Next to that is maintaining the work- life balance stand at second rank where 33 HR managers felt the people were unable to balance their work and family issues simultaneously. The third position difficulty was concentration which disturbed the focus of employee. WFH has hampered the informal discussions among colleagues and get the solutions for their problems, but WFH broken this cycle of informal communication. The next challenge was engagement activity which agreed by around 23 HR managers. Yes it was a sudden change in operation put forth big challenge for HR that what variety and innovative methods they should use to keep its employee engaged. Internet and allied house infrastructure stands at 5th position of difficulty and followed by feeling of insecurity, layoff fear, and salary issues. Very few HR managers faced all the issues. This is incredible that in-spite of businesses were running at under capacity still HR has played a crucial role in keeping important fear of insecurity, salary and lay off has been kept out from employee mind through their efforts.

Q6. Do you agree that your engagement efforts help your employees to improve their productivity and efficiency in WFH?

Sr. No	Options	Responses	Percentage
1	Strongly Disagree	03	05.00%
2	Partly disagree	03	05.00%
3	Neutral	09	15.00%
4	Partly Agree	20	33.30%
5	Strongly Agree	25	41.70%
	TOTAL	60	100

Fig - 6 Impacts of Engagement Activity on Productivity & Efficiency
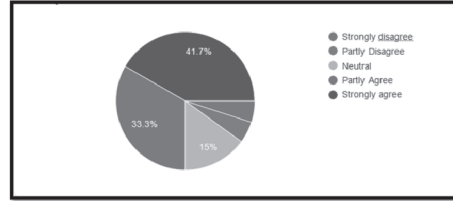
Interpretation: The efforts taken by HR managers during the pandemic period for employee engagement give the confidence to them that they are able to improve the productivity and efficiency of its employee though they were working from home. This is evident that almost 74% HR managers agreed to this view against only 15% managers are not very sure in improvement or maintaining the level of productivity they expected. But 11% HR managers disagree to the view that their activities were any kind of help to employees to improve their productivity or efficiency.

Q7. How much you agree that pandemic may hit badly business sustainability in future

Sr. No	Options	Responses	Percentage
1	Strongly Disagree	06	10.00%
2	Partly disagree	07	11.70%
3	Neutral	08	13.30%
4	Partly Agree	31	51.70%
5	Strongly Agree	08	13.30%
	TOTAL	60	100

Fig - 7 Pandemic Impacts on Business Sustainability
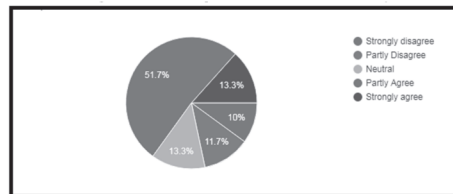
Interpretation: The above chart shows the concern of 65% HR managers towards the sustainability of business. Companies are operational but with many restrictions and continuity operation is uncertain for many organizations of the economy. The most badly hit is Hotel and Tourism sector as there are restriction on interstate movement. The other 35% section of HR

managers feels that the sustainability of their businesses does not have any threats in long run.

Q8. Do you agree that efforts taken to keep employee engaged during this period is sufficient to bring the business on track post pandemic

Sr. No	Options	Responses	Percentage
1	Strongly Disagree	NIL	NIL
2	Partly disagree	09	15.00%
3	Neutral	14	23.30%
4	Partly Agree	21	35.00%
5	Strongly Agree	16	26.70%
	TOTAL	60	100

Fig - 8 Impacts of Engagement Activity on Business Sustainability
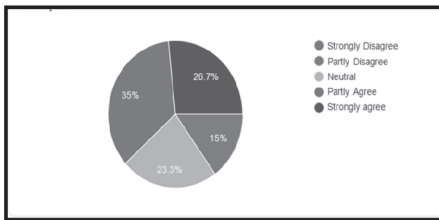
Interpretation: The chart has revealed a surprising element that HR managers have taken enormous efforts to keep their employee engaged during pandemic period but they are divided on the view how much it will help their business sustainability. The 61% HR managers are confident that their tireless efforts certainly sustain this temporary jolt to their businesses but considerable section i.e. 39% managers feels that their efforts may fall short in bringing sustainability only through engagement activity.

Q9. Do you believe that organization's response during pandemic will affect the employee engagement after their rejoining?

Sr. No	Options	Responses	Percentage
1	Strongly Disagree	07	11.70%
2	Partly disagree	05	08.30%
3	Neutral	14	23.40%
4	Partly Agree	20	33.30%
5	Strongly Agree	14	23.30%
	TOTAL	60	100

Fig - 9 Impact of Organization response during pandemic on Employee

Engagement
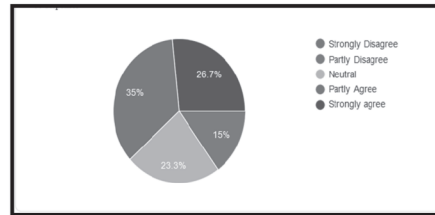
Interpretation: The chart has revealed a surprising element that HR managers have taken enormous efforts to keep their employee engaged during pandemic period but they are divided on the view how much it will help their business sustainability. The 61% HR managers are confident that their tireless efforts certainly sustain this temporary jolt to their businesses but considerable section i.e. 39% managers feels that their efforts may fall short in bringing sustainability only through engagement activity.

Interpretation: Above figure gives the confirmation that the response of organizations towards their employees during the pandemic certainly affects the engagement of employee when they

return back to their work around 80% HR managers are of the opinion that it will definitely affect their engagement and only 20% feels that there will not be change in their involvement.

Q10. Do you believe that in post pandemic era your organization may see cultural shift in employee behavior

Sr. No	Options	Responses	Percentage
1	Strongly Disagree	05	08.30%
2	Partly disagree	03	05.00%
3	Neutral	05	08.30%
4	Partly Agree	34	56.70%
5	Strongly Agree	13	21.70%
	TOTAL	60	100

Fig - 10 Evidence of Cultural Shift Post Pandemic in Employee Behavior
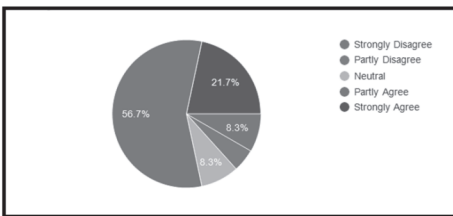
Interpretation: Considerably 78% of respondents are of the pinion that once the employee joined the organization they may see the cultural shift in their behavior. Only 22% do not agree to this view and believe that there will be no change in their organizational culture. But as employees are facing lot of challenges on family, work and medical fronts will surely give feeling of extended bonding and relief if organizations extend the hand of help during their crisis. This may bring the deep sense of ownership and belongingness towards their organization.

Q14. State any important HR factors that negatively hit the business growth of your organization due to this crisis

Sr. No	Category	Summary of HR Factors affecting negatively Business Growth of the Organization
1	Internal	Absenteeism, Customer demand, , increasing cost, Evolution of manual systems to digital, budget cuts, Automation, Appraisals and pay hikes stopped
2	Social	Fear of social interaction with strangers, group activity, loss of trust
3	Economical	Govt policies, BS IV, increase in living cost, rise in medical expenditure, insurance
4	Management Approach	Virtual connectivity barriers, Leadership style, Mgmt rigidity, HR has not allowed to be strategic partner; Devaluation of employee engagement, Low cross functional interactions in organizations, poor & slow decision making, lack of collaboration & sense of unity, Communication gap, Non attention to critical issues
5	Others	Skilled Manpower Availability , Freezing of new recruitments, Health issues

Q15. State how as an HR you played a role of catalysts in your organization

Sr. No	Summary of HR Role as Catalysts in the Organization
1	➢ Focusing on Flexibility and optimization, ➢ Always tried hard to keep employees moral up. Kept them motivated, informed about companies upcoming expansion plans, success stories and stay in touch with the employees. ➢ HR supported in various ways like talking/discussing with employees, engaging in new projects, provide good infrastructure at home ➢ Helping the employees to maintain the work life balance by arranging various training program. ➢ Online counseling sessions organized ➢ Employee wellbeing, provide psychological safety, flexi HR policies, employee health benefits. ➢ Arranging for regular wellness sessions (mental & physical well-being) ➢ Facilitate the learning platform for both technical and non-technical learning WFH

Q16. Does your organization extended the help to society during the crisis please state the method

Sr. No	Summary of Participation of Organization to Help the Society
1	➢ During lockdown period, Company was distributing food packets to various communities, police department through canteen s ervices. Also distributed masks, sanitizers to employees ➢ Direct donations to Some Local Grampanchyat for supplying food grains to people below poverty line, Organized vaccination ➢ Tried to provide oxygen, cabs for senior citizen . ➢ Donated masks & sanitizer s to hospitals & Frontline workers; distributed water bottles & food to contractual employee families & at railway stations for migrant workers. ➢ Under CSR initiatives donated ventilators to hospital ➢ Food, Safety kits, ventilators, beds in hospital etc under CSR ➢ Distribution of masks, donated PPEs and Medical supply to local villages ➢ Through CSR we help some Orphanages by giving them required ➢ Distributed grains to villages or slums around, we had a special initiative connected both associate fitness and CSR ➢ Given a contract to the women of villages to create good quality homemade mask, which helped them in money generation. Those masks are been used in the factory by employees. ➢ Food Donation Campaign is been done. ➢ Paper bags - creation by villagers.

Conclusions & Observations:

The researchers during their survey found few positive and some thought provoking outcomes. Though the situation is very unprecedented and unpredicted HR has played significant role in improving the work culture and bonding among employees and management through their efforts.

In a positive outlook lots of efforts have taken by many organizations to extend the helping hand to their employees during their testing time by providing financial help, medical support, work infrastructures at home and stress management activities. Few examples are set by the organizations by giving salary hikes; no layoffs and feeling of assets to its employees are really commendable. But few organizations failed to address the issues of their employees. The management conveniently shred their responsibility towards its employees during challenging time. The

fact they forgot that employees are growth partners of any organization their ignorant approach during this pandemic certainly affect the employee engagement in coming days and the business sustainability in long run. The researcher completely agree with the fact that it equally tough period for business too but mutually beneficial way is the best options organizations have to remain strong to sustain in long run. There is no boundary for good work in this connection many have gone extra mile but few HR professionals have the feeling due to financial constraints, management approach and other limitations at some places they could have gone further than what they did.

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Transmutation of HR Practices with Special Reference to Employee Engagement through Digitalization in Covid Scenario: A Study on Financial Services Industry

Ms. Ileena Dutta Chakrabarty
Assistant Professor,
IHRM College of Professional
Studies, Kolkata

Dr. Arunava Narayan Mukherjee
Professor and Dean School of
Commerce and Management
ARKA JAIN University, Jharkhand

Mr. Himadri Shekhar Chakrabarty
PhD student, Economics
Group, IIM Calcutta

Abstract

The study summarizes the evolution of Digital Human Resource (HR) Management and its potent effects on employee experiences, especially in the context of an unprecedented crisis of a pandemic like Covid-19. While the pandemic has encouraged remote working and forced manoeuvring of existing skill-sets, it has also established the complementarity of "working for family" to "working with family", giving a new dimension to work-life balance. We borrow from the work-family enrichment literature of Greenhaus and Powell (2006) and make an attempt to elucidate how the positive interaction of staying with family and working from home keeps the employee engaged and absorbed in both the roles effectively. Our study supports the theoretical framework by the responses from an online survey and telephonic interviews conducted across select employees of the financial services sector in India. The survey results explain how employees have not only been satisfied with their own performance but also with the post-pandemic handling of employees by the respective HR departments and their organizations, notwithstanding the extended working hours. Thus, this representative survey justifies the relatively better performance by the financial services sector in an otherwise gloomy economic condition in India and stresses the importance of employee enrichment.

Keywords : financial services sector , HR Practices , Employee Engagement

I. INTRODUCTION

The Covid-19 pandemic has not only disturbed the physical and mental health of men and women but has also disrupted the life at the workplace. Be it the adjustment to virtual offices to working extended hours amidst the panic and uncertainty of the pandemic, the roles and responsibilities of the Human Resource Management (HR) department has risen manifold. Apart from their regular exercise of trying to keep the employees productive, motivated, engaged and connected, they also have to take into account the employee's general health and well-being. The impersonal mode of communication through e-mails and video conferencing instead of face to face collaboration has made it a challenging mandate for the HR managers. Further, with fresh recruitments slowing down and retrenchments gradually rising, the HR's job in intimating about compliance and adaptability to changing policies and procedures to accommodate the business and employee needs, has assumed much significance.

While the concept of Digital HR is relatively novel, its application is being felt most recently during the pandemic, especially in a country like India. Sectors which have adjusted quickly to the transition and boast of employees who have a sense of satisfaction at their workplaces have been less affected during the pandemic. It is expected that large amount of digital transformation could pose challenges to leaders and senior management making it difficult to lead a service business (Bartsch et al., 2020) and hence their role becomes crucial during the

pandemic.

Through this present study, we wish to contribute to the existing literature of Enrichment theory (Greenhaus and Powell, 2006) that focusses on examining positive relationships in work-family enrichment between experiences or outcomes in one role and experiences or outcomes in the other. We have used the financial services sector to study the phenomenon supporting it with facts that employees even after being over-worked and stressed have been relatively satisfied with their performance and the organization's support during the pandemic, which has got supplemented by spending quality time with family. This complementarity of dual roles has enabled him/her to less perturbed by the pandemic. Further, we observe that the responses are neither affected severely by sub-sectoral heterogeneity in the financial services sector like banks, insurance or stock broking firms nor by the experiences at different levels of employee maturity. However, what cannot be denied is that fresh recruitments have hit a roadblock and the temporary employees or the ones involved in manual labour work have been the greatest sufferers during this pandemic. However, the employee satisfaction levels represented in the survey findings reflect the reasons of the financial services sector behind the relatively less affected sector during the pandemic, in India.

A. Evolution of Digital Human Resource Management

Technology is transforming the conventional HR functions to gain professional competencies and entrusting the HR professional with challenging roles and responsibilities. Over the years, as most enterprises adopt the digital mode of operations, the role of HR has come to the forefront especially when much of it has earlier been driven by human to human interface. It has been argued by Fonseca (2010) that today's digital divide is strongly linked to the cognitive divide. The major changes reflected in the power relationships can be gauged by the collaboration, teamwork and horizontal linkages which govern the HR functions instead of the highly regimented vertical work relationships. Information technology and access to internet are now basic necessities for development but the individual, the user, and the learner are most frequently absent from this new "technology-mediated" development equation. Thus, a greater focus on technology enhanced human-capacity building has become increasingly relevant. The easier access to broadband connections, mobile phones, laptops, and portable devices has allowed the ubiquity of communication, learning, social, and financial services possible. This has meant greater demand for functional specialists than role of generalists in HR who are likely to be more proficient in their area of specialization, possessing in depth knowledge of the IT functions related to their specialty (Cesare & Thornton, 1993). Further, Information technology has been identified as an impetus of HR personnel's transition to becoming a strategic business partner. Increasingly, the traditional HR roles and responsibilities requires understanding the core business processes of the company, so that one can align the HR policies and strategies with the company's mission and vision. Thus, there is a great need to adapt to change, since digitalization has made it mandatory for HR professionals to be computer literate (Bell et al., 2006). There are 3 major aspects of this evolution which are discussed below:

B. From digitization to digitalization

The information technology (IT) literature takes into account three stages of use: automation, information, and

transformation (Money et. al., 1991; Zuboff, 1988).

In the automation stage, IT is used primarily to automate manual systems and decrease the need of manpower to perform routine activities. In the information stage, IT has helped in framing the Human Resource Information System (HRIS), which in turn helps the HR professionals to easily access personal statistics and detailed personal information of the employees. The last stage is the transformation stage, where IT helps in providing new business operations and practices by placing creativity, knowledge and information, as top company assets. (Brady et al.,1999). In this respect, the transition from digitization to digitalization assumes a lot of significance from the HR perspective. While digitization involves the conversion of physical assets into a digital format to optimize existing processes, digitalization involves use of improvement of HR processes through the use of technology, requires new HR competencies, new employment forms and agile HR processes (Schutte,2019). Digitizing paper employee records in an HRIS database is an example of digitization in HR while digitalization would cater to the core processes like creating a cloud-based onboarding experience for new employees from compliance, compensation, and talent management experts situated in different corners of the world. Initially when digitalization of HR was introduced, cost control was the main agenda. Gradually, it has moved to being more strategic in nature through E-HRM. It has accelerated competitive convergence of organizations rather than only focus on competitive advantage even though there are concerns on the loss of originality and innovation due to copying or imitation of the digital products.

C. From Newspapers to Social Media

The role of social media like Facebook, LinkedIn, Twitter too has gained prominence in bridging the asymmetry of information in the hiring processes both for the employer and the prospective employee or applicant. Before the advent of social networking, maintaining a professional network was extremely labour intensive.

D. From Data to Information

The traditional perception of regarding HR function as a drain to the finances of the company by the top management, has gradually changed with the introduction of digital transformation. Technology is changing the way HR accesses, manipulates, transmits and store massive amounts of data. This has been possible by the integration of data analytics, business intelligence and management information system into the HR functions, often called the Human Resource Information System (HRIS). HRIS is a tool used to acquire, store, manipulate, analyze, retrieve and distribute information related to human resources. Modern HRIS can thus help organizations by automating most HR functions through improved information accuracy and greater responsiveness.

II. JUSTIFICATION AND SCOPE OF THE STUDY

Our study was limited to the financial services sector as it was relatively the least affected sector based on quarterly Gross Domestic Product (GDP) figures estimated by Ministry of Statistics and Programme Implementation in India. While India's Gross Domestic Product growth rate contracted by 23.9% for the April to June quarter with the outbreak of the coronavirus pandemic, the financial services sector registered a contraction of 5.3%. Thus, unlike other services, the

financial sector could be treated as a reference point to understand employee experiences in the pre and post pandemic era.

The financial services sector has evolved over the years and is made up of a broad range of industries including banks, investment companies, insurance companies, brokerage houses, and property companies. The common thread that binds all these sub-sectors is the fact that it is heavily dependent on one of the four factors of production, which is labour and all have somewhat gone through similar modes of education in finance. Degree holders in accounts, economics, banking, statistics, business management etc make up the majority of the workforce.

III. RESEARCH METHODOLOGY

A single method may not adequately shed light on a phenomenon. Using multiple methods can facilitate deeper understanding as Ghauri, e t al, (1995:94) suggests triangulation 'can produce a more complete, holistic and contextual portrait of the object under the study' . We have followed the mixed method for this research comprising of survey and unstructured interview.

The study was conducted based on an online questionnaire floated to selective employees of the financial sector in India based on a combination of convenience sampling and purposive sampling. In purposive sampling, the sample is chosen that meet the specific goals of interest, qualifications, or members belonging to a particular profile. Convenience sampling is a type of non-probability or non-random sampling where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study.

The objective of the purposive sampling was to capture the responses of individuals across sub-sectors of financial services and varying seniority or experience levels. However, owing to the pandemic, the sample was floated through an online form only to selected organizations based on geographical proximity and prior acquaintance. The questionnaire covered 95 employees varying across seniority and different sub-sectors of the financial services sector. The questionnaire covered four basic themes namely state of remote working, attendance and training facilities, work-life balance and communication in the post-pandemic era. We used a Likert Scale of either 4 point or 5 point to rank across the various questions. Thus, our survey takes into consideration only categorical data. The detailed questionnaire and the graphical representation is attached in the Appendix. The online survey was followed by telephonic interviews with selected HR personnel and executives across these organizations.

IV. ANALYSIS

A. Analysis of Survey Data

We shall first summarize the survey responses individually, and then have a nuanced understanding about the research questions. Our sample had responses from two sets of employees, both from the junior and senior management level of employees. While 54% of the respondents belonged to a group having 6 or less than 6 years of experience while 46% of them had experience beyond 6 years. The six years benchmark has been assumed to be the point beyond which employees would be donning the hat of managers and above irrespective of the organization and would have employees reporting to them. Further, it is expected that an employee who has already worked for six years or more would be married and have family

responsibilities to cater. Further, the young employees would be more accustomed to the digital lifestyle and would be less affected by the virtual working hours.

We have also segregated our responses based on the two sectors-banking and non-banking sectors within the financial services industry. The non-banking sectors include broking and distribution, insurance, microfinance, financial consultancy and technology, trading and investments. Given the fact that banks have diversified into multiple businesses, overlapping all the sectors into one entity would not do justice tour analysis and also many of the banks would have remained opened during the lockdown period of the pandemic. Our survey captures 65% of respondents from non-banks and is purposely skewed towards them, to have a broader representation of the financial sector. On the other hand 35% of them are from commercial and investment banks.

As far as the findings are concerned, 39% of all respondents concur with the fact that virtual working has led to them being overworked.
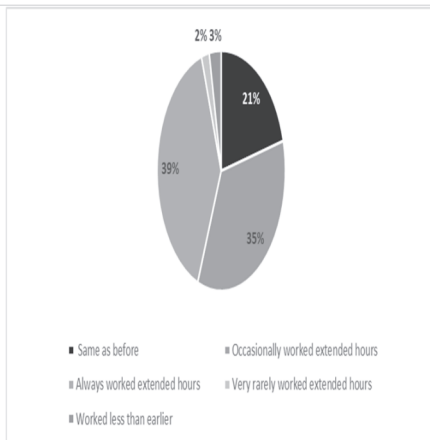
Figure 1: Working hours in Post Covid times

Thus clearly, many of the non-office working hours have been converted into working hours leading to more work pressure. What was noticeable among the responses, 45% of senior employees complained of always working beyond their official work hours compared to 33% of junior employees. Given the uncertainty of business and lack of economic activity, the job of senior management has certainly shot up during the pandemic. Interestingly enough, the non-banking sector employees comprising 42% of the respondents were heavily over-worked when compared with 33% of banking employees. This has also reflected in the mental health of the non-banking employees with the same 42% complaining of fatigue during the pandemic. Going forward, this is a concern for the senior management of organizations that virtual working hours may disrupt their creativity and motivation. Further, the senior management is generally averse to hopping jobs frequently, even though they may be more eligible. In the existing times when the pandemic has hit the job market hard, the organizations might be making the senor personnel work harder as quitting the existing job and getting a new offer may be a risky proposition. Notwithstanding the added pressure, the employees are happy to have spent more time with their families based on the claim of 48% of the respondents.
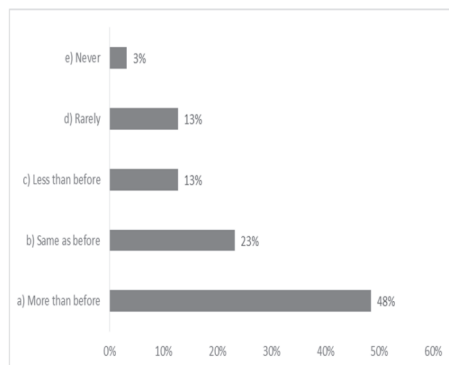
Figure 2: Quality time devoted to family

This is probably why around 60% of the respondents endorse the concept of "work from home" even though they are being over-worked. This result finds resonance with the Enrichment theory of Greenhaus and Powell (2006) who defined enrichment as "the extent to which experiences in one role improve the quality of life in the other role" and reported that employees perceive that their work and family roles enrich each other. Firstly, it improves psychological state of the employee with the transfer of emotional status from one domain to another. Secondly, the flexibility further boosts the individual's productivity as it allows the   individual to participate more fully in family life. Thirdly, experiences in one role can improve the quality of life in the other role which could be work to family enrichment or family to work enrichment.

We further probed the employees on their perception about HR activities. 40% of the employees expressed that training activities have picked up pace in the last six months.
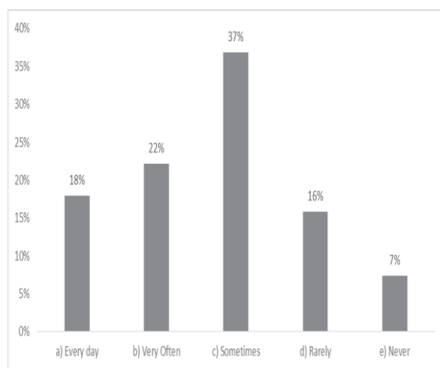
Figure 3: Frequency of training programmes in last 6 months

This includes not only functional training but also counselling sessions for employees as almost 1/4th of the employees suggested that many such sessions have been happening at their workplace.
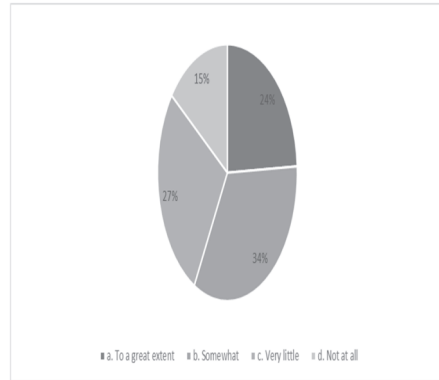
Figure 4: Counselling sessions for mental health of employees

This indicates the positive role of the HR in keeping employees motivated and fresh without being bogged down by externalities related to the pandemic. Moreover, such sessions would mean greater interaction among colleagues, even though it is through the virtual medium. However, what was surprising is that around 57% of senior employees suggested of very frequent trainings while 25% of junior employees were in agreement. Thus, clearly skill-based trainings were limited based on responses of juniors who would be needing it the most especially in their formative years of work experience in the financial sector. Further, around 53% of employees in non-banking sector suggested of frequent trainings while only 15% of banking employees had similar notions. However, the banking employees were compensated by counselling sessions. As far as the overall rating of employees of the HR activities during the pandemic is concerned, around 64% of all respondents believed that their respective HR department was very balanced in circulating information in terms of both the pandemic and work, without creating unnecessary panic at the workplace.

The survey further required the respondents to rank between 1 to 5 where 1 represented the best rank and 5 represented

the best rank and 5 represented the worst on the basis of their own performance, work-life balance and training methods of the HR departments. We then computed the relative importance index of the ranks for each category. Relative Importance Index is calculated as follows:

Relative importance index = (5*n1 + 4*n2 + 3*n3 + 2*n4 + 1*n5)/(A*N)

where
n1=number of employees assigning Rank 1
n2=number of employees assigning Rank 2
n3=number of employees assigning Rank 3
n4=number of employees assigning Rank 4
n5=number of employees assigning Rank 5
A (Highest Rank) = 5
N (Number of respondents) = 95

We observed that that there was not much difference in the relative importance across the parameters of own performance and HR performance. The highest relative index of 70% was assigned for deliverable quality while the lowest index of 64% was towards team work. Thus, clearly the enrichment theory effect can be explained through the results as quality time spent with family improved the employee's professional output.
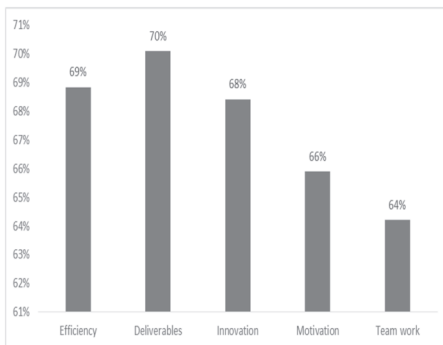
Figure 5: Relative ranking of employee's self-assessment of performance

As far employee's assessment of HR training sessions was concerned, engagement and interaction were assigned the lowest importance of 64% (Figure 6).
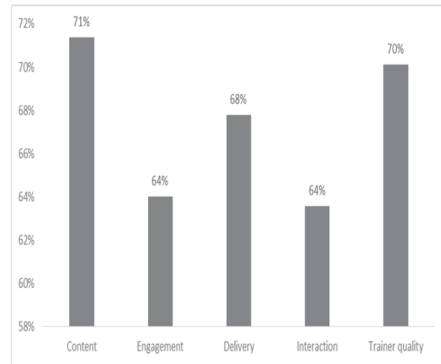
Figure 6: Relative ranking of HR's training quality during Covid

This clearly states that virtual training methods structure might have to be revamped for keeping the employees motivated. Even though the relative importance given to training content and trainer quality were around 70%, the impersonal nature of virtual medium did not allow employees to remain interested for long.

Finally, we checked for how employees managed their work life balance, especially when they were not at work. The maximum importance given interestingly was for social media and the least on discussion with colleagues.
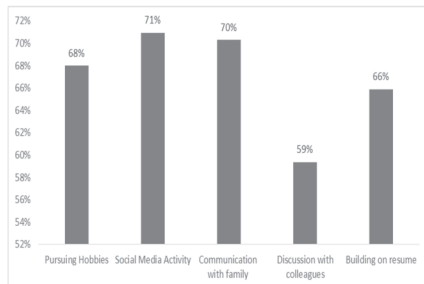
Figure 7: Relative Ranking of employees' Work-Life Balance

This is an interesting result especially when more employees could have used some of their off-job time for building resume skills. Instead, hooking on to the social media could be motivated by the pandemic uncertainty that was around or also to catch up with old friends and colleagues. However, what was distinctly clear, that virtual medium of working does create a distance among colleagues as it gets reflected with the low communication levels.

Then we combined the three parameters across sectors and seniority levels of respondents. We found not much difference across seniority levels in junior and senior respondents as far as performance parameters are concerned and there was unanimity in rankings. As far as the trainings were concerned, 59% of the banking sector respondents found it to be less engaging compared to 66% in the non-banking respondents.

Figure 9: Sector wise assessment of HR trainings

Overall, the independent self-assessment of respondents and their respective HR departments suggests that they are neither too dissatisfied with their organization's role during the pandemic and also their own performance seemed not to have a toll, notwithstanding the extra hours worked and around 52% finding it difficult to sit for virtual meetings.

Figure 8: Self-Performance assessment of employees based on seniority
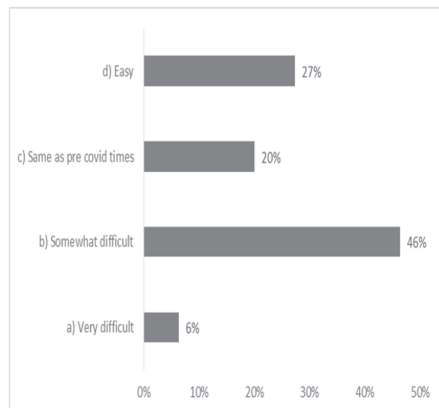
Figure 10: Assessment of difficulty in virtual meetings

However, the only worrying trend in the financial services sector like many other sectors during the pandemic is the slowdown in new recruitments. According to respondents, 64% of employees working in banking sector claimed that there have been little or no recruitments

According to respondents, 64% of employees working in banking sector claimed that there have been little or no recruitments due to the pandemic while 48% of the non-banking sector have similar opinions .
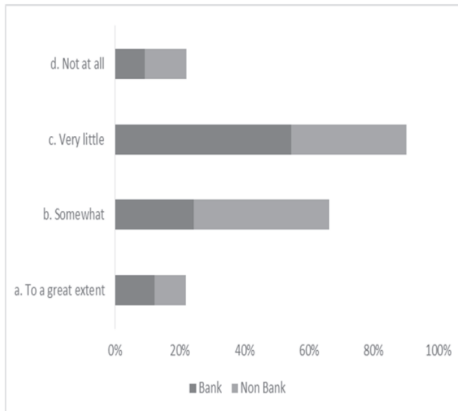
Figure 11: Frequency of recruitments

Though it is unsure whether the lack of recruitments is related to low business potential or difficulty in conducting interviews and selecting candidates or a mixture of both, the financial services sector in India is a prime example of how staying with families has certainly brushed aside the immense work load that they have to face in the pandemic.

B. Analysis of Data collected through Interview

Based on online unstructured interviews from senior professionals in the financial services sector, it was learnt that digitalization of HR has produced both tangible and intangible benefits to the organization. The tangible benefits include cost savings, flexible timings and remote working whereas the intangible benefits consist of better employee performance and increase in efficiency. Further, the employees saved time on commutation to office and working from home allowed them to spend more time with their families. The female employees with kids were happy to work from home as they could devote more time to their children, who need additional attention at home, with most educational institutions remaining closed. However, work from home has led to extended working hours, increase in work stress and stricter HR control. The convergence of weekdays and weekends to address work requirements has added to employee stress and curbs in flexibility for employees to fulfill their designated targets and responsibilities. The restricted lifestyle with limited peer to peer interaction in a virtual environment of remote working meant that employees would get easily affected by fatigue and the monotony of work. As far as the overall scenario of the services sector is concerned, job retention has suddenly turned into an acute distress for employees as professional job searching websites have been flooded with requests for job offers. Though digitalization has helped in pooling global talent for organizations, fresh recruitments have taken a back seat during these times. Many organizations across the globe subjected to salary cuts and retrenchment of their employees to withstand in the pandemic. As a policy prescription for the future, one overarching view of the existing employees of financial services sector was that employees were in favour of a balance between work from home and work from office-space not only from their personal efficiency requirements but also from the viewpoint of cost savings for the company.

Some organizations have resorted to counselling and mental fitness sessions through webinars organized by HR professionals to support the employees in troubling times. Thus, the role of HR in understanding the general well-being of employees has assumed greater significance.

Employee well-being refers to employees' overall experience towards both the job and the organisation as well his personal well-being. The distinction is made clearer by Grant et al. (2007) where he refers to psychological well-being on the subjective experiences of individuals, physical well-being on the objective physiological measures and subjective experiences of bodily health, and social well-being which refers to the quality of one's relationships with other people and communities. In a pandemic like situation, all the various types of well-being are affected simultaneously which underscores the crucial role of monitoring by the HR. Challenges ahead

Certain challenges would continue to affect the HR sector even after the intensity of the pandemic subsides and the workplace returns to normalcy. It was unanimously opined that the kind of recruitment that used to happen in pre-covid times will have to undergo significant changes. First and foremost, the pandemic has certainly made the organizations more apprehensive and judicious regarding hiring staff whose work doesn't require involvement of technology and work from home. For example- every organization needs office boys or peons to run an office for managing the regular chores of organizations. But in the post-pandemic situation, these occupation profiles have been hit hard and left with almost no work as majority of the employees have been working remotely from their respective homes. This has led to severe downsizing of the non-technology attached personnel and their chances of fresh recruitment remains bleak. The demand for technology savvy personnel shall certainly assume lot of significance and would continue to be in demand even in the post pandemic days.

Secondly, employee engagement programmes to motivate and boost the morale of the employees from time to time, have certainly diminished. Earlier, the respective HR departments would organize various initiatives like organizing a staff-picnic, parties for the employees and families or an award celebration night for its employees. But since the times virtual working has taken over, all external events have come to a halt and engagement through virtual platforms has becomes monotonous and strenuous for longer hours. Thus, the HR departments have to continuously adjust and upgrade these initiatives to fit the needs of the times and cater to employee's interest. Thirdly, the pandemic has taken a toll on the mental health of the employees. There are increasing instances of feeling depressed and fatigued working for long hours virtually among the employees. Thus, HR departments have donned additional responsibility to have few sessions on counselling and mental health for their employees. Fourthly, the fresh graduate internship programmes have been affected making it difficult for freshers to find jobs. This has led to several young fresh pass-outs from reputed institutes looking for internships after their initial offers were revoked. Finally, as far as the HR's own occupational hazard is concerned, organizations are preferring HR managers with a generalist profile, so that they can manage the different domains of the department single handedly. This enables multi-tasking among the HR employees and take up different roles depending on the need of the hour.

The responses of the three organizations have been summarized on the basis of the fresh recruitments, changed mode of trainings and managing employee attendance in post pandemic times, in the table below:

Table 1: Summary of the interview responses from the three sub-sectors of the Financial Services

	Broking, Distribution and Investment	Bank	Micro-finance
Recruitments	Discontinuation of internships for fresh graduates due to lack of adaptability to work on virtual platforms	Laid off all contractual and outsourced staffs. Only permanent employees are on roll. Very few need -based recruitments are happening	Recruitment only for low profile sales personnel. Senior recruitments are limited and only need based. Immense pressure on sales employees to meet the targets who generally stay at sites and are away from home especially with high attrition rates
Trainings and employee engagement	Have a week-long virtual induction training programme for new joinees. Trainings and webinars for other employees, as an employee engagement initiative. Various foreign delegates are invited for the same to build employee interest. Evaluation of the training programmes through written test, where knowledge scores are given	Virtual se ssions for rewards and recognition of employees whose performance has been outstanding in a particular month. Tie-up with counsellors with helpline numbers which has been circulated amongst all employees	Virtual cultural programmes organized as an employee engagement measure. Tie-up with counsellors with helpline numbers which has been circulated amongst all employees
Attendance and Leave management	Research call at 8.30 AM for all employees to login mandatorily. Failure to login in the morning session by the employee (irrespective	Has started a mobile application to mark the attendance of employees while they are involved in remote working	Regular in -person office hours with most of the work being held at sites. Remote working has been difficult to operate.

	Broking, Distribution and Investment	Bank	Micro-finance
	of employee designation) except for emergencies (duly sanctioned by their managers) would lead to him/her being marked absent without pay for that day.		

V. LIMITATIONS

The limitation of this study is that we had a relatively small sample for collecting survey responses, owing to mobility restrictions and lack of access to a wider range of respondents across multiple locations during the pandemic. This could have resulted in homogeneity of responses across respondents to some extent. However, our study was able to capture responses from across sub-sectors of the financial services as well as across varying levels of seniority. Thus, the results of the survey could be used as a representative estimate of the operational challenges in the service sector and how the financial services sector has been a relatively better performer in these trying times.

The study can be extended to study gender differences in combating the challenges of working from home and managing family chores. Further, the psychological effect of print, television and social media could play an instrumental role in enhancing or disrupting employee productivity during the pandemic. Since much of our survey findings were based on self-ratings, they may be biased and inaccurate, and hence a parallel line of research examining relationships of experiences and outcomes in one role with experiences and outcomes in another role could be pursued..

VI. FINDINGS AND CONCLUSION

Thus, the survey findings reflect that remote working of the employees working

in the Financial Services sector has affected their involvement at work positively, translating into better work-life balance.

However, employees have been fatigued due to the burden of working extended hours on the virtual platforms during the pandemic. With the employees gradually adjusting to the "new normal "life amidst immense pressure at work, most of them are eager on the "work from home" as a flexible organization policy option. Many have suggested that working from home saves time on commutation and gives more time to spend with family. Further, Digitalization of HR practices has brought in cost savings, flexible timings better employee performance with increase in efficiency. As far as the overall sectoral scenario is concerned, recruitments have been very few and far between and only need-based recruitment is taking place.

The Covid -19 pandemic has ushered in a new way of work at the workplace, which remains unprecedented. It has brought in transformation in HR services and change in lifestyle, which we call "new normal" life with remote working, re-skilling and skill-based hiring gaining more importance. Organizations throughout the world are coping with this pandemic by encouraging work from home. This has made it difficult to separate work and private lives of working professionals, blurring the line of roles between work and family. Moreover, closure of schools for the pandemic and absence of maid/ attendant has increased parental demands for employees, especially if the mother is working. As far as childless employees are concerned, depression and exhaustion working from the virtual platform has become a concern. Increasingly, there are demands for greater job autonomy to the employees working from remote environment with greater focus on quality of work than quantity to have adequate work-life balance. Recent work by

Carnevale and Hatak (2020) has shown how the Person Employee (PE) fit theoretical framework is gradually getting eroded due to the pandemic. The original theory argues that the organization always prefers employees who are looking for work environment with similar culture and values and a higher PE fit ratio leads to more prosperity and progress on the professional front. But with the Covid -19 looming large across the globe, it is becoming increasingly difficult how this new situation will impact organizations values and culture, as the new virtual practices could certainly attract and retain individuals differently, which in turn will make it difficult to get "the right person for the right job". Hence, the authors propose a forward-thinking approach in exploring the "unknown unknowns" with optimism and patience. In this context the role of the Human Resource Management departments assumes tremendous significance in keeping employees motivated and engaged through the virtual medium, without creating unnecessary panic during the pandemic.

ACKNOWLEDGMENT

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APPENDIX

Questionnaire

Profile
1. Name:
2. Email Id:
3. Gender:
4. Years of Experience in The Financial Services Industry
5. Sector of Work

Remote Working in Post Covid Era
6. What has been the working hours in Post Covid times?
a) Same as before
b) Occasionally worked extended hours
c) Always worked extended hours
d) Very rarely worked extended hours
e) Worked less than earlier

7. Do you like the concept of "work from home" in post covid situation?
a) Yes
b) Somewhat agree

c) Neutral
d) Somewhat disagree
e) Disagree

8. Would you prefer to have remote working as a flexible HR Policy even after the country comes back to normalcy?
a) Definitely
b) Probably
c) Indifferent
d) Definitely not

9. Assess your mental health during Covid times.
a. Depressed
b. Panic and anxious
c. Fatigued
d. Cheerful
e. Stressed

10. Based on the KPI's given below, self-rate your performance in post covid times (Rate between 1 to 5, where 1 is Outstanding and 5 is poor.)
a) Efficiency
b) Deliverable Quality
c) Innovation
d) Motivation
e) Team work

Attendance and Training in Post Covid Era
11. Is there any control over attendance management when people are working remotely?
a) Always
b) Very Often
c) Sometimes
d) Rarely
e) Never

12. How frequently did you attend any kind of training programme organized in last 6 months?
a) Every day
b) Very Often
c) Sometimes
d) Rarely
e) Never

13. Would you like to participate in training programmes related to 'managing daily work' on virtual platforms/remote working
a) To a great extent
b) Somewhat
c) Very little
d) Not at all
e) Indifferent

14. How would you rate your experience of all virtual training programme that you have attended in the last 6 months on the basis of (i) content (ii) engagement (iii) delivery (iv)interaction and (v) quality of trainer Rate between 1 to 5, where 1 is highest quality and 5 is poor.

Work Life Balance in Post Covid Era
17. How well you have adapted yourself in this "new normal" of attending office virtually?
a) To a great extent
b) Somewhat agree
c) Very Little
d) Not at all

Communication in Post Covid Era
18. How forthcoming has the company been in granting you leave in pandemic?
a) Always
b) Very Often
c) Sometimes
d) Rarely
e) Never

19. Compared to pre-Covid times, how often are recruitments occurring?
a. To a great extent
b. Somewhat
c. Very little
d. Not at all

20. How difficult it is to conduct meetings through virtual platforms?

15. How much quality time you devoted to your family during Covid-19?
a) More than before
b) Same as before

c) Less than before
d) Rarely
e) Never

16. Rate your work life balance on the basis of following parameters after the pandemic. (1: Higher Balance, 2: Somewhat Higher; 3: Same as before 4: Somewhat lower balance 5: Lower Balance)
a) Pursuing hobbies
b) Social Media Activity
c) Communication with family and friends
d) Discussion with colleagues
e) Building on resume skills

a) Very difficult
b) Somewhat difficult
c) Same as pre – covid times
d) Easy

21. Has the company taken up any counselling sessions or done anything to look after the mental health of employees?
a. To a great extent
b. Somewhat
c. Very little
d. Not at all

22. Rate the HR and company's form of communication to the employees during the lockdown phase.
a. Too much updates on corona
b. Only work-related information
c. Balanced information
d. Too little information on corona
e. Too little information on work

23. Any Suggestions on Work from Home/Remote Working Policy?

Developing Coaching Oriented Leaders for Business Sustainability – Post-pandemic imperative

Mr. Ramesh Srinivasan
Asst. Director –
Graduate School of Coaching
Coaching Foundation India (P) Limited

Purpose — The purpose of this research paper is to present the need for developing coaching oriented leaders across functions for business sustainability in post-COVID era and how organizations are gearing up to address this by revisiting leadership development interventions.

Approach – In the introduction, the author narrates the macro-economic changes thrust upon us in the past 18 months and the economic forecast for our country as predicted by financial institutions and rating agencies. India Inc., are now talking not only about survival, but about growth and sustainability. Subsequently, the author goes on to explain the need for developing coaching oriented leaders across functions for business sustainability in organizations as we move ahead to the post-COVID era and how this has become a business imperative.

The data as well as information / interviews presented in this research paper are from a blend of primary and secondary sources.

Outcome – The author objectively concludes that developing Coaching oriented leaders will be one CSF (Critical Success Factor) for organizations to survive, strengthen and sustain in future.

Keywords — Coaching ; Business Sustainability ; HR ; Leadership Development

I. INTRODUCTION

"An organization's ability to learn and translate that learning into action rapidly is the ultimate competitive advantage" said Jack Welch.

As organisations were busy building their competitive advantage around VUCA background successfully, the sudden changes in the macro-economic situation and micro institution level changes ushered in by the advent of the pandemic has rattled the corporate ecosystem drastically.

We as a country took an ambitious economic goal of US$ 5T by 2025 and seem to be formidably marching towards that goal till the end of 2019. The dawn of 2020 brought with it a fatal showstopper called Chinese Corona Virus. 'Just live to see the next day' became the sole objective for the entire humankind and it has put all other priorities including economic growth to the back burner.

However, with the help of prudent steps taken both by the central government and the state governments, the effect of the pandemic is within control in our country, barring the exception of second wave spurt during May 2021. This also appears to have been tamed to a large extent.

As per rating agency CRISIL, its estimate of 11% growth in Indian economy will still hold if the surge in the cases and lockdowns peak by mid-May and recedes after that. In this scenario, the economy will return to pre-pandemic level by September 2021 quarter. (Business Today – May 11, 2021 https://www.businesstoday.in/current/economy-politics/covid-19-second-wave-indias-gdp-growth-can-slip-to-82-in-fy22-says-crisil/story/438737.html)

The Asian Development Bank (ADB) has projected that India's gross domestic product (GDP) will rebound strongly by 11 per cent in 2021-22 due to continued economic recovery boosted by increased public investment, vaccine rollout, and a surge in domestic demand. ADB Country Director for India Takeo Konishi says, "India's economy faced its worst contraction in 2020-21 due to the COVID-19 shock. With large government stimulus and the ongoing vaccination drive, we expect economic activity will continue its recovery started from the third quarter of 2020-21 and rebound strongly in the current fiscal year with an uptick in domestic demand, especially in urban services," Predicting a positive picture, ADB's forecast said that economic activity will continue to normalise and recover, backed by government measures over the past year, including a large stimulus in the previous fiscal and a steep increase in capital expenditure budget in 2021-22 (NDTV Profit – April 28, 2021) https://www.ndtv.com/business/covid-19-despite-pandemic-indias-gdp-to-grow-by-11-in-2021-22-report-2423480

With this background, organizations are now gearing up to revive their businesses and are taking steps to grow and exceed pre-pandemic level.

II. SURVIVAL TO SUSTAINABILITY

From a mere "survival" mode, businesses have now started discussing about "growth and sustainability". Business sustainability is poised to become a strategic focus area for all organizations, cutting across industry segments.

A recent survey showed that 90% of CEOs feel that sustainability is very crucial to their organisation's success and hence they focus on developing sustainability strategies, conceive market sustainable products and services, have positions as Chief Sustainability Officer and even publish sustainability reports. The word "Sustainability" does not only mean consistent growth of an organization in commercial terms, but is seen as a business approach to creating a long-term value by taking into consideration how an organization operates in the ecological, social and economic environment.

III. NEED FOR CULTURAL CHANGE

To put it in the words of Barrett Values Centre, UK, "Seemingly overnight, the COVID-19 pandemic ushered in a formidable global disruption both in its magnitude and in its intimacy. Referred to as 'The Great Pause', it forced individuals, organizations, and even humanity at large to stop, look inward, and then shift how they operate in the world".

If the situation of pre-2020 era can be called as VUCA, the situation during Chinese Corona Virus and post pandemic can be easily called as **RUPT.**

Centre for Creative Leadership (CCL) describes RUPT™ as Rapid, Unpredictable, Paradoxical and Tangled.

Rapid: The changes one experience come too quickly. They overlap with each other like waves emerging from different sources crashing in mid-ocean.

Unpredictable: One can analyze, strategize, and predict the future, but then something totally unexpected emerges (rapidly), challenging all the assumptions and causing to reframe our thinking.

Paradoxical: Leaders are easily lured into believing that complex challenges are problems with one right solution, rather than seeing them as polarities that must be leveraged if the teams and organizations are to be effective in both the short and long term.

Tangled: Everything is connected to everything else. We live in multiple ecosystems, all of them having internal and external connections that we might overlook in our attempts to conceive and implement strategy effectively.

CCL have researched and developed tools and processes that enable leaders to collaborate effectively by creating a shared direction, alignment and commitment, so that they collaboratively develop innovative solutions to the RUPT™ challenges.

This calls for leaders to be more facilitative rather than be directive in their style.

Barrett Values Centre, UK conducted a worldwide survey in May 2020 titled "Global COVID-19 Culture Assessment" across business leaders of the globe and asked the following questions :

1. How has the pandemic impacted the values and culture of organizations ?
2. What are the emerging priorities of governments, businesses, employees and citizens ?
3. What is needed in order to recover and thrive ?

COVID-19 Culture Assessment - Barrett Values Centre

They came out with the findings that the following areas emerged as new organization experiences during the pandemic :

Pre-COVID	During COVID
Performance	→ People Focus
Control	→ Adaptability
Hierarchy	→ Working Together
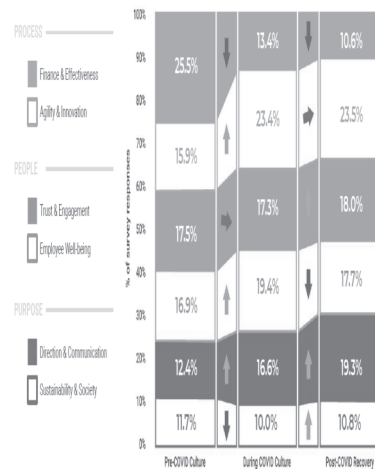
To cope with this new reality, organizations are today moving away from traditional command-and-control practices towards a framework in which leaders give support and guidance to their team members rather than instructions.

Organizations are caught up in progressing their business goals on one hand and at the same time ensuring that their employees get necessary physiological / psychological support from the ecosystem. While the physiological support system can be delivered through the organizational administrative mechanism and awareness, there is a strong need to ensure that adequate psychological support system is also available to them in the workplace. Who else can give this psychological support to employees on a day-to-day manner, other than the functional / business leaders ? Though HR can champion certain employee-friendly policies and practices, unless the functional / business leaders demonstrate matching empathy in their leadership style, the whole support system would collapse and employees would be left to lurch for

psychological support. Hence, it becomes imperative for organizations to train their leaders to be more facilitative in their approach to ensure that they are able to attract and retain talent.

During late 1940s, China was plagued with epidemic, infectious diseases and poor sanitation facilities. On an average, there was one qualified doctor available for 13,500 citizens (40,000 qualified doctors for a population of around 54 crores). That too, the vast majority of these qualified doctors were residing in the cities and rural areas were bereft of proper medical care. Having studied the situation, the government decided to enhance the health care support system by training common public to be health workers. People were identified by the local administration and they were imparted basic training to be "village doctors". These "village doctors" could not treat any complicated cases, but they helped rural people, particularly farmers, receive basic health care at home and at work every day. The impact of this was significant, especially in preventing minor illnesses or wounds from developing into complex medical problems and in implementing nationwide vaccination programme. By 1957, there were more than 2,00,000 such "village doctors" in the country (500% growth). The government renamed the village doctor programme as "barefoot doctors".

A couple of management lessons from this would be, that when the help is urgent and widespread, it is not specialist that matters. Timely help in adequate numbers is what it matters. Another aspect is that people's needs are not always complex to address. Most of the needs can be met by those who are willing to invest some time and energy and have had some basic training.

If we have to draw a parallel to organization context, our front line managers / leaders can be referred to as "barefoot leaders". By design, they are present in adequate numbers and are closest to the employees.

In all good intent, though organizations aspire that their line managers / leaders must attend to the human needs (psychological needs) of the employees in order to achieve results, there are a few practical hurdles in institutionalizing it. The everyday pressure faced by managers / leaders to deliver results, force them to focus solely on task and relate with their team members predominantly in the interest of getting work done. In addition, the current day reality of handling gig workforce, demographically / culturally diverse employees, dynamic business environment, competition, etc., force managers / leaders to focus more on business results and less on the human side of employees, inspite of all the just and genuine intent.

Those organizations who are mindful of this gap between intent and action are now consciously focusing on training their managers / leaders to demonstrate concern for their team members and offer the desired psychological support alongwith getting business results. It is unrealistic to expect managers / leaders to take on this role of a "barefoot helper" without proper training and orientation in a systematic way. This calls for a cultural shift in the way the role of managers / leaders are seen in an organization by the top leadership. Progressive organizations are mandating their leaders to not only to achieve business results, but at the same ensure that people results are also achieved with the same importance.

IV. DEVELOPING COACHING ORIENTED LEADERS
Coaching is not just a benevolent form of parting with the knowledge / skills to who is less experienced or less senior in the hierarchy. It is about asking right

questions as to ignite insights in the other person. According to Sir John Whitmore, author of the famous GROW® model "Coaching involves unlocking people's potential to maximise their own performance".

Shalini Kamath, Independent Director on the Boards of Abbott India and Borosil Renewables and Founder & CEO of SK & Associates eloquently puts it as "Last year has shown us that the world can change dramatically within a brief period. One virus can impact the whole world and change the way we live and run our businesses. This RUPT world requires leaders to be like master craftsperson who can lead during unprecedented times by creating solutions that are tailor made for the ever changing situations. They need to learn the art of mid-air fuelling consistently. This requires a Coaching mindset to be open minded to be able to change oneself with the need of the hour."

Ian Day and John Blakey in their book "Challenging Coaching" highlights the need to strike a balance between supporting individuals and challenging them as well for development.
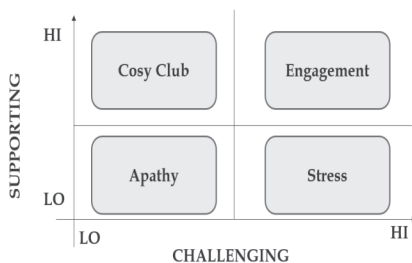
Where there is low challenging and low supporting, the relationship and interaction ends up in "apathy". High Challenge with low support ends up in creating "stress" for others, while high support and low challenge ends up in being "cosy club" with less business results achieved. A perfect blend of high challenge with high support, fosters true "engagement", which

takes care of business results as well as the mental wellbeing of the employees. In the words of Steve Jobs "the only way to do great work is to love what you do", because an engaged employee is at the heart of business success, more so in the post-pandemic era.

Sumit Goswami, Operations Leader, Global Growth Holdings, USA opines that "The character of a leader as an important ingredient of leadership is becoming more relevant as organizational complexity increases. Well-developed leader character could contribute to effective leadership and sustainable performance in organizations. This focus on the character can be achieved by embedding leader character in systems and processes such as recruitment and selection, performance management and leadership development. Coaching of leaders is considered one of many appropriate interventions for leader character development aimed at improving leader behaviours and performance. Leaders who have received coaching are more likely to model and provide individualized consideration to their supporters. Coaching as a part of leadership development also enables compassion and empathy, thus enhancing the sustainability of leaders within an organization".

A leader as coach, essentially performs his / her role in a coaching oriented way and in the process, achieves a far higher level of managerial effectiveness and makes a far higher level of developmental impact. Leader as coach achieves this by focussing as much on the coaching dimensions of his / her role as the managerial dimensions.

In their survey of May 2020, Barrett Values Centre also reported their findings on "What's needed to recover and thrive" and mentioned that these six values experienced during the pandemic are expected going forward post-pandemic.

What's Needed to Recover & Thrive

ON THE RIGHT TRACK
Many of the top values experienced during COVID
are also requested going forward.

- Adaptability
- Agility
- Teamwork
- Digital Connectivity
- Balance (home/work)
- Cross Group Collaboration

An objective and recognized way to enable leaders to own and work towards this change is by immersing them in a structured process like Coaching, which enables them to realise the potential within as well as with their team members. As a result, Coaching in various forms is rapidly becoming a very integral part of all leader development interventions. Organisations are also recognising that it is a coaching oriented style and a strong coaching culture that leads to enhanced performance and high engagement in the RUPT® era. To transform an organization into a truly learning organization, one need to do more than train individual leaders and managers how to coach, but also need to make coaching an organization capability that fits integrally within the organization culture.

Even during the time of the pandemic, Coaching oriented leaders could sail through this with ease and have helped themselves / others to see things in perspective beyond the short-term flip side.

Mahesh Gopinathan, Leadership Coach and Founder of First Choice Management Services, shares his personal experience of coaching senior leaders in an organization. "The coaching intervention at leading Tyre major and the Packaging Automation company helped in creating a brigade of intrapreneurial managers with a tough mental attitude to navigate highly disruptive business scenarios. I attribute the success in these companies to coaching

also, which led to creating a collaborative work culture, nurturing a virtual flat organization structure, compressing the hierarchy and emergence of team bereft or very little ego clashes. This formidable internal transformation was aided by coaching and helped these companies expand and grow to an unprecedented level during the pandemic".

As training the leaders to be coaches and creating a coaching culture in the organization is highly people intense and can only be complemented and supplemented with other leadership development interventions of the organizations, it would be very obvious and apt for HR function to take a lead role in this. Executive Coaching is neither a replacement nor superior to other leadership development interventions that an organization is pursuing.

In their book, "Are you ready for the corner office ?" Ganesh Chella and Pradipta Mohapatra puts it succinctly thus, "It is our view that Coaching is only one of the leader developmental interventions, albeit a modern one. It very well complements other developmental interventions like high quality assessment & feedback including assessment and development centres and 360 degree feedback, executive education, experiential and self-awareness promoting leader development programmes, challenging job assignments including planned rotations and so on."

V. CONCLUSION

Businesses are therefore turning to HR Leaders, L&D / OD specialists and Talent Managers to conceptualise, design and implement a wide range of Coaching interventions for their organisations. It has become a survival imperative for HR professionals to urgently equip themselves with the right know-how about coaching so that they can respond to this critical business need with competence and

confidence.

Deepak Thombre, Chairman of the Board of Dalmia Refractories Limited and Leadership Coach comments, "People are invaluable, 'continuously appreciating' organizational assets, who are at the heart of a businesses' strategic competitive edge and differentiation. Leaders who create a coaching culture, develop their manpower resources, and empower them to collaborate, align and work together, actually sow the seeds for growth and sustainability of their businesses".

Who else is in a better position to champion, implement and foster a Coaching culture in the organization other than HR / L&D professionals, as they already are privy to the various personal and professional development data / history of their employees ?

The more Coaching becomes one of the vital leadership development interventions, the more the need for HR / L&D professionals to equip themselves with the basic coaching know-how and roadmap for creating a coaching culture in the organization.

VI. ACKNOWLEDGEMENTS

Identification And Retention Of
High Potential Employees

Ms.Lorraine Coelho
Manager : HR
Bharat Forge Ltd.
Mundhwa. Pune 411 036

Dr. S. V. Bhave
Director (HR & IR)
Bharat Forge Ltd
Mundhwa, Pune 411 036

Prof.Ramya Nair
Faculty – HR & Mrktg.
RIIM, Bavdhan,

ABSTRACT

Existence of business depends on availability of strong talent reservoir. Organization deploys various methods for identifying, nurturing, developing and establishing process of retention of High Potential Employees (Hi Po's).

Through this research authors have collected the data exploring following :-
• Formal process for identifying High Potential Employees.
• Types of assessments
• Developmental methodologies of Hi Po's
• Role of CEO's and HR
• Process for organizing development centers
• Defining road map

Each organization has competency development process leading towards proper selection of Hi Po's. By deploying research methodology, authors have analysed the process of identifying and nurturing High Potential Employees in organization and its connectivity with business sustainability.

KEYWORDS

Process, identification, High Potential Employees, Development Centers, Top Management, HR, future leaders.

INTRODUCTION

Business dynamics are changing every day. Environment demands realignment and restructuring not only of product but of talent also. This is compelling factor to ensure sustainability of business. Competencies which are required today can become redundant with change of product mix, market conditions, government policies, etc. In any organization, along with financial management, the identification and retention of appropriate talent is becoming key requirement. Only performance management system will not help in identification of talent to meet future requirement. Progressive organizations takes timely decision. Keeping with the pace of changing market scenario ensuring right talent at the right place and at right time to support the present and future needs of business.

Organizations have now realized the importance of spotting employees from the existing strength and strategize in developing them to become employees who eventually can take leadership role to support future challenges. This talent asset building process.

Leveraging on the advantage of the technology, many organizations have effectively started continuous process of defining talent framework, talent assessment, leading to talent development, which can be integral part of effective talent management policy of organization. Such effective steps, if executed in scientific manner can support organization to sustain strategically in business value chain and help companies to act like a Pole Star.

In view of above, organization needs to understand present business context, business challenges, existing HR Framework, change needed in HR Policies leading to spotting and nurturing talent in

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organization and converting them systematically to take future leadership role. Authors of this article have attempted to study different aspects of retention of high potential employees, the need for reassessing high potential employees, different attributes of high potential employees and in turn how effective systems which can support in business sustainability.

LITERATURE REVIEW

The survival of the corporate sector depends on maximizing the benefits of using existing opportunities, while recognizing and adapting to the fact that what works today may not work in the future (Kortmann, Gelhard, Zimmermann, and Piller, 2014). In order to increase the company's profitability, business leaders must work hard to attract and retain employees (Kortmann et al., 2014). However, if the management limit themselves to the existing products and processes, they sometimes find it difficult to adapt their organization to change (Hill & Birkinshaw, 2012). Understanding how to balance employee relationships, innovation, and maximizing short-term profits is essential for business leaders to ensure a sustainable future for their companies.

To support strengthening the business, there has to be continuation by building a strong team with strong talents. We must first identify, attract and promote potential employees at all levels, and then strive to develop their advantages and retain them for a long time. It sounds simple, but the truth is that succession planning is not easy-it takes determination and a concerted effort to be proactive in the process, not just to react when the company faces key skills or employees leave or are promoted.

The literature review of this study has six sections as follows :-

1. Need for reassessing High Potential employees

The basic definition of a high potential is a person who can grow and take on bigger roles in the future. A desire to excel, an enterprising spirit and learning agility are among the leadership skills that typically characterize them. They also have a track record of strong performance.

Looking at these general traits, one would assume not a lot needs to change. But we need to be more specific. There are traits or deeper personality aspects as well as skills or behaviours in play. The traits are harder to change but may have been challenged in recent times for individuals and the skills shifted just a little bit in terms of significance.

We need to consider following aspects:

• **Compassion and empathy-** This includes the extent to which the employee can demonstrate these skills and build a psychologically safe place for others around them. This also includes their ability to balance compassion with making tough decisions.

• **Resilience-** The ability to stay focused on the long haul and guide their teams through tough times.

2. Identifying high potentials

Recent research has shown that employees are more likely to stay in the organization if they feel supported by their senior management (as Giosan et al., discovered in 2005). A supportive work environment directly contributes to employee engagement. Overestimated and valued at work. If employees say they are in the mood to complete more challenging tasks, this is a great opportunity to include them in the HIPO development plan. A special study in 2009 found that if management provided them with development or

promotion opportunities, 24% of the 14 employees who willingly left would stay in office (Bettinger & Brown, 2009). HiPo talents are defined as "individuals who are considered capable and effective in a broader future role" (Silzer & Church, 2010, p. 214). The main idea of capacity building is to determine the knowledge and skills that may be acquired through development plans (Fernandez-Araoz, Groysberg & Nohria, 2011).The definition of HiPo employees is still a challenge not only for experts, but also for scholars, because the definition of "potential" is not uniform (Cappelli & Keller, 2014; Church & Silzer, 2014; Fernandez-Araoz et al ., 2011; Silver & Church, 2010).

a. What is potential?

Potential indicates whether someone who will be able to succeed in a bigger role in the future. It is a person's ability to grow and to handle responsibilities of greater scale and scope. By "greater scale" we mean a job in the same area but with, say, a larger budget or staff; by "greater scope"

3. Attributes of HiPo's

Some employees are more talented than others. That's a fact of organizational life that few executives and HR managers would dispute. Devoting a disproportionate amount of energy and resources to a select few, their thinking goes, might cause you to overlook the potential contributions of the many. Following are few pointers indicating attributes of HiPo's.

a) A drive to excel.

High potentials aren't just high achievers. They are driven to succeed. Good, even very good, isn't good enough. They are more than willing to go that extra mile and realize they may have to make sacrifices in their personal lives in order to advance. That doesn't mean they aren't true to their values, but sheer ambition may lead them to make some pretty hard choices.

b) A catalytic learning capability.

The high potentials we have come across possess what we call a "catalytic learning capability." They have the capacity to scan for new ideas, the cognitive capability to absorb them, and the common sense to translate that new learning into productive action for their customers and their organizations.

c) An enterprising spirit.

High potentials are always searching for productive ways to blaze new paths. They are explorers and, as such, take on the challenges of leaving their career comfort zones periodically in order to advance. It might mean a risky move—a tricky international assignment, for instance, or a cross-unit shift that demands an entirely new set of skills.

d) Dynamic sensors.

Beyond judgment, high potentials possess what we call "dynamic sensors," which enable them to skirt these risks, even if just barely. They have a feel for timing, an ability to quickly read situations, and a nose for opportunity. Their enterprising spirit might otherwise lead them to make foolish decisions, but these sensors help them decide, for example, when to pursue something and when to pull back. High potentials have a knack for being in the right place at the right time.

4. Drivers of Employee potential

The most important determinants of high potential for each company may be different; however, the generally accepted definition is an employee who is considered to have the potential, skills, and commitment to a consistent leadership position in the organization.

5. Impact of high potential

A Gartner study found that high-potential talents create 91% more value for the company; in addition, they put in 21% more effort than their colleagues.

High-potential people are very talented and always do their job well. Advantages of using HiPos in your company. They may learn and develop faster, which means organisation will spend less money to develop them. His rapid career development also helps to raise the standards of other employees. Unsurprisingly, research has consistently shown that companies that invest in identifying and developing HiPos do better financially, and as high-potential employees continue their careers in your company, they can also discover and develop other HiPos. This, in turn, has created many talented people who can make your business successful.

Remember, high-potential employees are motivated and motivated. The wheels are always spinning. If there is no challenge and support, they will get bored and lose contact easily. To motivate them, make sure you clearly understand your goals and discuss how to work together to support them. Assign them a coach or mentor and they will also help them maintain a vision for the future.

Additionally, even without promotional consideration, equipping employees with the ability to handle challenges, positioning them to be more innovative and competitive is a wise investment.

A few sample categories might include:
• Functionally Specific (finance, engineering, etc.)
• Early career participants (those with less than three years of experience)
• Mid-management
• Executive placement programs

To name a few, high potential programs:
• Are attractive and competitive to high potential talent while being mutually beneficial.
• Equip future leaders with talent that is "battle-tested" and ready to lead.
• Help motivate and empower innovative talent.

• Facilitate knowledge handoff from retiring to new leaders through succession planning.
• Train high potentials to handle change
• Develop a strong leadership bench.

6. Engaging and nurturing high potential

However, it is not enough to identify and cultivate high potential. High potential employees must be well managed and trained to discover and develop all their talents and develop their qualities (Juhdi, 2012). In today's world, organizations expect commitment, enthusiasm, and enthusiasm from work. Employees with high potential will achieve the best results and will not switch to another job. The number of potential employees depends on many factors. Some of the most important factors are career development. Leadership, communication, rewards and recognition, and work environment. Companies aim for high potential and invest in the development of these audiences, because it is vital that they build leadership skills to meet future business needs. It's time to identify those with high potential, 40% of people are making specific plans for these performers (Lamoureux, 2006). The identification and development of high-potential talents helps to create talent flow for the company's future management positions (Lamoureux, 2006). For example, identifying high-potential employees in an organization enables companies to focus their human resources investments on areas that will provide the greatest return on investment (Cardi and Lengnick-Hall, 2011).

RESEARCH OBJECTIVE

The present study has following objectives :-
a) Examine present practices of identification and retention of High Potential Employees.
b) Collect relevant data from various

manufacturing organizations, analyze and study the same.

c) Suggest a way forward on the subject.

Authors have done adequate review of literature. Information is collected from research papers, books, and internet.

RESEARCH METHODOLOGY

The study is based on qualitative and quantitative research.

Qualitative analysis is done based on literature review. That submits certain limitations to the issue, hence quantitative analysis is also performed for this study.

The study is exploratory in nature. Competitive analysis is done using the descriptive data analysis method. The questionnaire was made to seek the perception of respondents. The data was collected through the questionnaire and 63 practicing managers dealing with the subject have responded to our questionnaire. The respondents were informed about the objective of the study. No reference of individual / company is done for the purpose of study. All respondents are from manufacturing sector.

The data was analyzed using excel and charts various figures prepared for better understanding of responses.

DATA ANALYSIS

A total of 63 HR / Business professionals across manufacturing industries from all India basis took part in this survey. Based on the data collected through the questionnaire following are the key findings :-

a) Out of 63 respondents 25 are working in Engineering industries and balance are from other segments like chemical, pharmaceutical, lamination, etc.

b) The average experience of respondents was 30 years in industries dealing with entire gamut of Human Resource, focusing identification and retention and nurturing of High Potential Employees.

c) Process to identify HiPo.

Identification of High Potential Employees is a process and not an event. There has to be firm belief of top management that future leadership can be nurtured within. Top Management support to HR Professionals on the subject should be evident and visible. During data collection about 72% respondents have opined that in their organization they can see a formal process for identifying High Potential Employees.
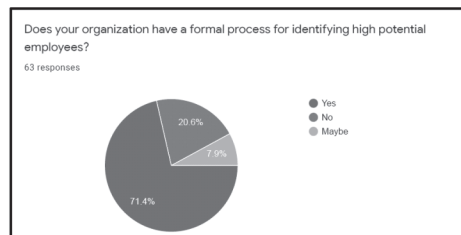
Figure No. 1

To ensure identification of High Potential Employee is done in systematic way. Respondents were also asked to explain the type of assessment they adopt for identifying High Potential talent. Majority of the respondents use competency based assessment and leadership style inventories. Whereas, few of the respondents also used Personality and Cognitive Assessment.

d) Though identification is important but industries need to have defined activities through which they develop high potential talent. Job Rotation, assignment of special project, new assignments within organization, coaching are few to name towards identification of High Potential talent.

There has to be recognition to identify talent. However, 46% of the respondents felt that the employees identified as High Potential Employees do get promotions in their organization. Respondents opined that promoting is not the only avenue of career development. The following graph will indicate how the respondents perceive career engagement as important factor for retention.

How high potentials employees are supported for career engagement?
63 responses

Special Assignments
Trainings
Greater Responsibility
Promotions
Recognitions
Any other
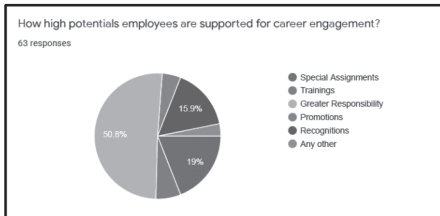
Figure No. 2

From above it is clear that giving greater responsibility, recognition from superiors are few of the attributes used by industries for supporting towards career development of High Potential Employees.

e) As explained earlier in introduction part, High Potential Employees means person's ability to grow and handle responsibilities of greater scale. This quality can be found in few employees. Identification of High Potential Employee should not be an event, but it should be a continuous process. 75% of the respondents opined that nurturing talent to transform them to become High Potential Employee is routine process in their respective organizations. Respondents were also asked if identification of High Potential Employee is the job of Chief Executive Officer of the Company. Interestingly, about 21% of the respondents were unaware about whose responsibility is this. Whereas, about 23.8% of the respondents strongly disagree that this is the job of the CEO. From the data collection it is evident that to become a High Potential Employee there has to be a defined development plan. Majority of the respondents felt that identification of High

Potential Employees is not only job of CEOs but it is a job of entire management team. The following table will substantiate the statement :-

In my opinion identification of High Potential Employee is the job of the CEO.
63 responses

Strongly disagree
Disagree
Neutral
Agree
Strongly agree
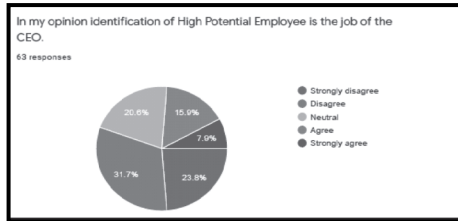
Figure No. 3

f) The authors also made efforts to find out from respondents if regular promotion can be considered as a criteria to define High Potential Employee. 50% of the respondents opined that regular promotions cannot be considered as a criteria. In continuation of our efforts respondents were enquired the level / grade on which High Potential Employees could be selected. 70% of the respondents opined that identification of High Potential Employee need not be only from mid-level and above category. In other words High Potential Employee can be spotted from any level / grade of employees, which is evident from following chart.

Only mid-level and above level employees can be nurtured as High Potential Employees.
63 responses

Strongly disagree
Disagree
Neutral
Agree
Strongly Agree
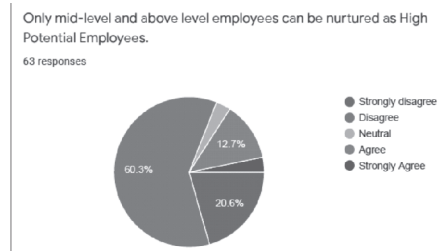
Figure No. 4

g) Given the changing dynamics of Global economy and considering the talent shortage in mature and emerging markets, identifying and ensuring constant flow of talent pipeline with appropriate competencies is essential to build sustainable growth.

It is critical to have right people with right competencies in custom fit roles, to define and implement and organizations strategic and operational initiatives. It is therefore necessary to discuss and define required competencies amongst the employees. Scientific Assessment with the help of various tools and exercise would certainly help to arrive to nearer to perfect conclusion to pinpoint High Potential Employees. A few of the tools and exercises used in Assessment Centre are as follows :-

• In Tray exercise
• Competency based interviews
• Role Play / Multi Role Plays
• Psychometric Tests
• Case Study Analysis and Presentation Exercise
• Team Games
• Group Simulations

In the process of data collection, respondents were asked if competencies are readily available in the market and if competencies are to be identified within the organization. The responses received during research process from 63 respondents are as follows :-

a) If competencies are readily available in the market.
• 49.2% of the respondents are in agreement that competencies are not readily available in the market.
• Whereas 20.6% respondents opined that competencies are readily available in the market.
• Whereas 30.2% respondents preferred to remain neutral on the question.

b) Researcher also made an attempt to verify if competencies are required to be identified within the organization to search High Potential Employees. The responses received are as follows :-
• 74.6% of the respondents were found to be of the opinion that competencies are required to be identified within the organization.
• Whereas balance 25% of respondents were of the opinion that competencies not necessarily to be identified within the organization.

h) Organizations continue to increase their market capability on the strength of strong reservoir of Hi Po's. In a process such employees are considered as star employees and specific budgets are always defined for their training and development. This is the reason that Hi Po's are anticipated for future leadership role in the pipeline of Succession Planning.

To streamline the process of identifying High Potential Employees, Assessment / Development Centers (AC/DC) are normally considered by many organizations. Top managements firm belief in organizing AC/DC's play important role to plan key HR interventions. AC/DC's is a customized intervention, is designed and developed, based on organizational specific needs. In centers, number of participants can be assessed simultaneously using multiple assessors, multiple assessment techniques with suitable tools and exercise to assess candidates across a range of organizations competencies. There are few testing organizations in the market – one of them is "Thomas Profiling", where they follow following process flow :-

PROCESS FLOW

Figure No. 5

Authors of this article attempted to collect the data from 63 respondents who expressed their opinion if AC/DC is an important tool to identify High Potential Employee.
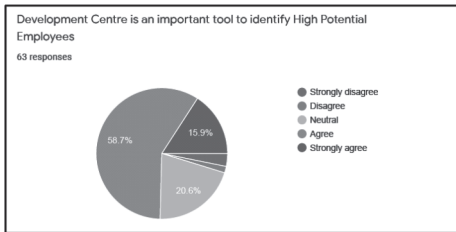
Figure No. 6

It is evident from above Figure No. 6 that 74.6% of the respondents are of the opinion that assessing employees through development centers is an important tool to identify High Potential Employees substantiating organizational future need.

I) From the research undertaken by us, the respondents have opined as follows :-
• High Potential Employees can be considered as future leaders, as a support to business sustainability.
• High Potential Employees helps organization in generating innovative ideas.
• Strong Communication is an important criteria, which should be possessed by Hi Po's.

j) Selection of High Potential Employees is a serious managerial business. It should not be taken as an event management, but should be continuous process 24/7. Choosing candidate for such programmes is an extremely important part of the process. In-depth involvement of top management is not only "MUST" but should be visible. The consequences of faulty assessment can be costly. Not only is it wasteful but it undermines employees morale and credibility of management.

Few of the points collected during data collection are as follows :-

• Select with care
• Involvement of HR from strategic point of view
• Identify promising candidates
• Communicate the programme openly and wisely amongst stakeholders.
• Develop and reward thoughtfully
• Job Rotation at regular intervals

Respondents opined that High Potential Employees can be considered as future leaders.

Figure No. 7

From above Figure No.7, it is evident that 81% respondents are of the opinion that High Potential Employees can surely be considered as future leaders.

During interview process few of the respondents narrated few cases their experiences about their organizations as follows :-

• Individual joined as Deputy Manager eventually rose to Board position.
• 22 years young engineer joined as Graduate Trainee Engineer - rose to the position of President.
• Individual joined as Management Trainee in HR and rose to Board position.
• Young boy joined as Weighbridge clerk continued his education and completed his ICWA / CS and became Company Secretary in the same organization.

Above examples are sufficient enough to strengthen the perception of respondents

that High Potential Employees can be considered as future leaders. Based on data collection authors have arrived to following framework (Refer Figure 8), substantially developmental process from selection of employee as Hi Po's and further progression.

To ensure success in this process, organizations must have policies like "Job Shadowing". Job Shadowing means – when an employee from one area of the organization has an opportunity to work alongside senior person with a view to gain deeper knowledge and understanding of other roles and functions. Job Shadowing is an effecting initiative for knowledge continuity management. The policy should define the objective, scope, process for selecting employees for job shadowing, responsibility of job holders, responsibilities of employees selected for Job Shadowing, periodic review.

Hipo Identification Framework
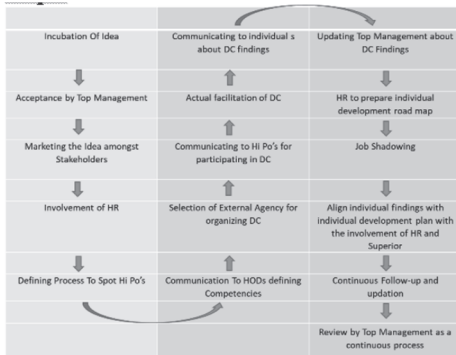
Figure No. 8

CONCLUSION

For strengthening the business – systematic plan in identifying and nurturing High Potential Employees is considered as an important managerial requirement. Employee may be operating at supervisory, managerial or leadership level. Nurturing of potential is MUST. Such systems differs from organization to organization. However, on the basis of above discussion, data collection and interpretation it is evident that, majority of the organizations follows the formal process of identifying and nurturing High Potential Employees. Job Rotation, allotment of special projects, giving new assignments, coaching and mentoring are few of the initiatives followed by industries. From the data collection it is evident that timely selection of High Potential Employees definitely supports for career management and also act as a leverage for identifying future leaders within the organization. Top Managements belief in the system and giving empowerment to Hi Po's is considered as very important point. Data supports the fact that High Potential Employees can be selected within the organization and scientific process helps in cementing the requirement of need of Future Talents, ensuring business sustainability. (Please refer Figure 8 as a process for identifying and nurturing High Potential Employees.)

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An Empirical Study: Employee Engagement and Linkage to Organizational Excellence.

Dr Vandana Mohanty
Asst.Professor
International Institute of
Management Science

Dr Shivaji D Mundhe
Director
International Institute of
Management Science

Abstract

Employee engagement is a topic that has exploded in popularity over the last two decades. Businesses today consider engaged employees to be a strategic partner in their operations. With the recognition of numerous factors affecting employee performance and well-being at work, the concept of employee engagement has gained even more importance. Physical and mental health of employees will be a critical factor for human resource managers to consider as businesses across industries attempt to survive and rise above the fierce competition. As a result, employee engagement is increasingly recognised as a significant source of competitive advantage in these turbulent times. The study delves into the concept of employee engagement and examines three dimensions of engagement (i.e. trait engagement, psychological state engagement, and behavioural engagement) in relation to workplace conditions. Respondents were asked to indicate their level of agreement with a series of statements regarding the four dimensions of employee engagement. The purpose of this study was to characterise and better understand the relationship between various components of employee engagement and individual and organisational performance. In the majority of cases, respondents agreed, implying that employees' basic requirements were being met and that employees felt a sense of commitment to the organisation. Employers can use the data from this study to enhance their recruitment processes, workplace environment, trainings, and professional advancement. By valuing employee engagement on a variety of dimensions, businesses can achieve quite favorable business outcomes and a challenging comparative position.

Key Words- Employee Engagement, Psychological Engagement, Trait Engagement, Behavioural Engagement, Commitment, Organizational Performance.

1 Introduction

According to research, companies with strong employee engagement score higher on customer satisfaction, productivity, and operational efficiency, as well as profitability, with the added benefit of safer, healthier employees who have lower absenteeism and attrition. Employee involvement is vital in a construction firm when it comes to meeting important project delivery KPIs like production quality and safety. This post will discuss how to increase employee involvement in general and, after that is accomplished, how to use that approach to improve safety performance. An "engaged employee" is someone who is fully invested in and excited about their job and consequently acts in the best interests of their company. Employee engagement is critical to any organization's competitiveness, especially in today's business environment. Employee involvement can be regarded from three perspectives: cognitive, emotional, and behavioural. The cognitive part is concerned with the employees' perceptions and beliefs about the company, its executives, and their working conditions. The emotional aspect is whether or not the employee has a positive

or negative attitude toward the company and its management. The cognitive element has an impact on the emotional perception. The behavioural part of engagement encourages employees to put up discretionary effort in their work, resulting in a value-added advantage to the company.

The Harvard Company Review (HBR, 2013) conducted a study of global business leaders and discovered that people-oriented or "soft" skills were the most important elements influencing organisational success. According to the HBR report, one of the top three variables contributing to organisational performance is highly engaged people. As a result, employee engagement was viewed as a critical component in achieving desired business objectives, which may have sparked interest in employee engagement among scholars and practitioners.

In the 1990s, William Kahn (1990) pioneered the concept of personal engagement in the workplace. Individual and environmental sources of meaningfulness, safety, and availability, according to Kahn, influenced engagement. Employee cognitive attitudes and performance, personality traits and job performance, and emotions and good job outcomes were all found to have beneficial correlations. Managers and academics have subsequently taken notice of casual observations linking employee engagement and corporate success (Macey & Schneider, 2008). Employee engagement is undoubtedly the most important indicator for businesses in the twenty-first century. Employee engagement is driven directly by the organization's growth, employee value addition, and employee impression of the organisation. Employee engagement, according to HR professionals, has a lot to do with how employees feel about their work experience and how they are treated in the firm. It has a lot to do with emotions, which are inextricably linked to a company's bottom line performance. Employee engagement has a direct impact on the productivity of the company.

II Research Questions

The goal of this work is to investigate and analyze the link between Workplace Conditions and three characteristics of employee engagement (i.e. Trait Engagement, Psychological State Engagement, and Behavioral Engagement). Furthermore, the purpose of this research is to investigate the relationship between the elements that underpin the three dimensions of employee engagement, as well as the amount to which these factors explain variability in an overall measure of employee engagement.

1. How do employees perceive workplace conditions as part of engagement?
2. How do employees perceive their personal traits as part of engagement?
3. How do employees perceive their psychological state as part of engagement?
4. How do employees perceive their behaviour as part of engagement?
5. What is the relationship among workplace conditions, three dimensions of employee engagement, and the overall level of employee engagement?

III. Literature Review

Employee engagement, consumer loyalty, business growth, and profitability are all linked, according to the Gallup Organization (2004). It also serves as a motivator for employees to stay with the company. Employee engagement, according to Greenberg (2004), is vital for any firm that wants to keep valuable personnel while also improving performance. Hewitt Associates LLC (2005) found a clear link between employee engagement and profitability, citing increased productivity, sales, customer happiness, and staff retention as examples.

Employees that are engaged not only contribute more, but they are also more loyal and hence less inclined to leave the company voluntarily. As a result, today's firms place a high priority on engaged personnel. Though the concept's origin and widespread acceptance have been credited to the practitioners' community, there has recently been a lot of research from researchers and academicians establishing the concept's instrumentality and identifying its various antecedents and implications (Sonnetag, 2011; Rurkkhum and Bartlett, 2012). Jones and Harter (2005) discovered that 61 employee engagement was positively correlated with the intent to remain with the organisation both in terms of short-term (one year) and long-term periods using the Q12®, which is a questionnaire designed to examine the level of engagement of employees from the Gallup Workplace Audit. Employee contributions in terms of task competency, proactivity, mental resilience, and commitment are critical and serve as the foundation for every company's survival and success. Employees' active dedication and involvement, it is noted in this direction, is of higher significance when it comes to innovation, organisational success, and competitive advantage (Bakker and Schaufeli, 2008). The study's ability to link employee engagement to organisational effectiveness is due to two factors. For starters, employee engagement has become a vital component of business success (Slatten and Mehmetoglu, 2011). Employee engagement is a positive experience for them (Sonnentag et al., 2012), which promotes proactivity, inventiveness, and boosts employees' ability to adjust to workplace changes in the event of an emergency. Furthermore, they are robust in the face of adversity, resulting in organisational flexibility. Second, engaged people are more likely to undertake actions that demonstrate the effectiveness of the organisation (Saks, 2008). Employees who are engaged are more likely to work harder and go above and beyond the call of duty (Chalofsky and Krishna, 2009). Furthermore, engaged employees have a greater love for their profession, generate higher-quality products, and believe that their contribution contributes to the company's success (Kennedy and Daim, 2010). As a result, it is widely believed that employee engagement has an impact on organisational effectiveness in some way. Employee engagement is the buzzword for employee communication, according to Varma, PriyaVij, and Gopal (2014). It has been shown that 32.22 percent of individuals agree that efforts and hard work are recognised and rewarded; 33.33 percent of people strongly agree that efforts and hard work are recognised and rewarded. According to the aforementioned observations and research, it appears that the majority of Indian manufacturing personnel are engaged and enjoy their jobs. And, with effective planning by its supervisors, an organisation can convert 73 employees who are not engaged or barely engaged into engaged employees. We must first determine the extent of employee attrition in the manufacturing industry before implementing employee engagement activities. One of the indications of disengagement is attrition. The next step is to calculate the "Customer Satisfaction Index." Customer satisfaction has clearly suffered as a result of disengagement.

IV Research Methodology

The study is exploratory in nature, and data was gathered and analysed using quantitative research. The research was carried out as a cross-sectional descriptive study. The structured questionnaire technique was employed to gather information regarding the issues investigated in this study. Primary data is collected for the study from employees with a minimum of three years of work experience.

This research is based on information gathered from two worldwide firms with offices in Pune. Only 234 of the 284 questionnaires given to responders were suitable for analysis. Secondary information was gathered from journals, books, and internet.

A questionnaire was created based on a review of the literature on employee engagement and organisational effectiveness as well as a detailed conversation with Human Resources advisors. Initially, the questionnaire included eight demographic factors, 29 statements (4 components) on employee engagement, and organisational success. The survey-questionnaire used in this study was derived from numerous sources, as well as statements created expressly for this study that addressed Macey and Schneider's (2008) hypothesised aspects of employee engagement (Psychological State Engagement, Behavioral Engagement, Trait Engagement, and Workplace Conditions). A Likert-type response scale was employed in the survey, including options such as strongly disagree, disagree, neither agree nor disagree, agree, and highly agree.

Reliability

Cronbach's coefficient alpha test, which is included in IBM SPSS analytics software, was used to assess instrument reliability. Cronbach's coefficient alpha measures the data collection instrument's internal consistency, or how effectively the proposed employee engagement characteristics produced similar results. In social science research, a coefficient alpha of .70 or higher is a generally acknowledged criterion for instrument dependability. The coefficient alpha for each variable of employee engagement examined in this study's survey questionnaire was higher than that level.

Dimension of Engagement	Items	Cronbach's Alpha
Workplace Conditions	7	0.82
Trait Engagement	7	0.84
Psychological Engagement	8	0.90
Behavioral Engagement	7	0.79
Composite	29	0.94

Table-1 : Cronbach's Alpha Test of Internal Consistency

V. Data Analysis

This research yielded both quantitative and qualitative information. The questionnaires were coded and modified for completeness and consistency when they were received. Using a statistical software for social science, quantitative data was evaluated using descriptive statistics and inferential analysis (SPSS). The first research question asked respondents about their perceptions of workplace circumstances as a determinant in employee engagement. Employees' responses to assertions about workplace circumstances ranged from strongly disagree to strongly agree, but the overall construct mean of 4.05 suggested that they tended to agree with the statements. The second research question concerned the respondents' perceptions of personal characteristics as a role in employee engagement. Trait Engagement received the greatest overall mean of 4.23 and the lowest overall standard deviation of 0.50 among the four variables measured in the questionnaire. Employees said they were confident in their abilities, proactive, and took action to complete the task. Employees' perceptions of their psychological condition as a component of engagement was the third research question. Psychological State Engagement had the second lowest overall construct mean of 3.86 and the highest standard deviation of 0.82 among the four constructs measured in the questionnaire. With a mean response of 4.32 and the lowest standard deviation of the construct at 0.93, employees showed stronger agreement about being proud of the work they did (as a measure of dedication).

Employees' perceptions of their own behaviour as a factor of engagement was the fourth research topic. The table below summarises all of the construct's means and standard deviations used in the study

Factor	Mean	Standard Deviation
Workplace Conditions	4.05	0.67
Trait Engagement	4.23	0.50
Psychological State	3.86	0.82
Behavioral Engagement	3.46	0.73

Table-2: Factors Means and Standard Deviations

Trait Engagement had the highest mean and lowest standard deviation, as evidenced by the data from Research Questions 1 through 4. The second greatest mean and second biggest standard deviation were created by workplace circumstances. The mean and standard deviation for Psychological State Engagement were the second lowest and highest, respectively. The lowest mean and second largest standard deviation were found in Behavioral Engagement.

The goal of question five was to see if there were any significant links between the determinants of employee engagement and the overall degree of engagement. The strength of the association between each factor of employee engagement assessed in this study was measured using Pearson correlation coefficients. Each of the four measures of employee engagement has a significant correlation (at the .01 confidence level) as seen in the table below. Each of the four characteristics of employee engagement were likewise substantially connected with Overall Engagement, according to the table.

	Overall Engagement	Workplace Conditions	Psychological State Engagement	Behavioral Engagement	Trait Engagement
Overall Engagement	1				
Workplace Conditions	0.84**	1			
Psychological State Engagement	0.91**	0.70**	1		
Behavioral Engagement	0.93**	0.62**	0.74**	1	
Trait Engagement	0.67**	0.40**	0.32**	0.56**	1

Table-3 Pearson Correlation showing significance of relationship between each of employee engagement and overall

engagement.

**Correlation is significant at the .01 level (2-tailed)

Correlation coefficients of 0.72 were found between behavioural engagement and psychological state engagement. Additionally, the dimensions of Workplace Conditions and Psychological State Engagement had a correlation coefficient of 0.70. Correlation coefficients of 0.66 were found between the Workplace Conditions and Behavioral Engagement dimensions. The correlation coefficients between behavioural and trait engagement, as well as the correlation coefficients between behavioural and trait engagement, were 0.56. The dimensions of Trait Engagement and Workplace Conditions had a moderate correlation coefficient of 0.40. Finally, the correlation between Trait Engagement and Psychological State Engagement was moderate, with an overall correlation coefficient of 0.32. Figure 1 illustrates the factor relationships derived from Research Question 5.
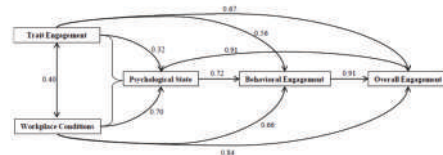
Lastly, SPSS Model Summary was utilized to provide information about the ability to account for the total variation in overall employee engagement (the dependent variable) using the four employee engagement factors as predictor variables

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.515ᵃ	.265	.176	1.292	3 .265	2.980	4	33	.033

a. Predictors: (Constant),   Behavioral Engagement, Psychological State Engagement,
*Workplace Conditions, Trait Engagement

ANOVAᵃ					
Model	Sum of Squares	df	Mean Square	F	Sig
Regression	19.923	4	4.981	2.98	0.33ᵇ
Residual	55.156	33	1.671		
Total	75.079	37			

a. Dependent Variable: Overall Engagement
b. Predictors: (Constant), Behavioral Engagement, Psychological State Engagement,
Workplace Conditions, Trait Engagement

Coefficients[a]					
Model	Unstandardised Coeficients		Standardised Coefficients	t	Sig
	Beta	Std.Error	Beta		
(constant)	12.055	1.097		10.99	0
Behavioural Engagement	0.472	0.169	0.435	2.784	0.01
Psychological State Engagement	-0.123	0.197	-0.094	-0.625	0.54
Workplace Conditions	0.293	0.171	0.257	1.716	0.1
Trait Engagement	0.11	0.165	0.105	0.669	0.51
a. Dependent Variable: Overall Engagement					

Table-4 Stepwise Regression Analysis

The regression analysis results are shown in Table 4. Overall engagement is the dependent variable, whereas behavioural engagement, psychological state engagement, workplace conditions, and trait engagement are the independent variables. The R-value revealed a straightforward correlation value of all the independent variables to the dependent variable, which was 0.515, according to the model summary in the first portion of the table. This indicates that the independent variables and the dependent variable have a high positive connection. The R squared number presented indicated how much variance in the reliable variable was explained by the model (which included Behavioural Engagement, Psychological State Engagement, Workplace Conditions, Trait Engagement). The R squared value was 0.265 percent (26.5%). This value's statistical significance was stated in the ANOVA table, where the regression's p-value of 0.033 was less than 0.05. This confirmed the null hypothesis, indicating that the population's multiple R value was not zero.

The contribution of each independent variable to the dependent variable was shown in the coefficients section of the table. Behavioural Engagement contributed the most to total engagement, with a value of 0.435 in the Beta column of the standardised coefficients. A sig. value of 0.01, which was smaller than a p-value of 0.05, backed up this conclusion. The most important contribution to employee engagement was achieved via behavioural engagement. Employees' overall engagement was slightly influenced by psychological state engagement, workplace conditions, and trait engagement, with beta values of 0.257, 0.105, and 0.094, respectively. However, because all three variables have p-values more than 0.05, the significance level (sig) suggested that their contribution was inconsequential.

VI. Major Findings

1. Respondents firmly agreed that they understood what was required of them at work and that they had the materials and equipment they needed to complete their tasks properly.

2. The top rated element of employee engagement was trait engagement. Respondents said they were confident in their talents, saw themselves as proactive, and took action to complete their tasks.

3. The lowest ranked of the four employee engagement characteristics was behavioural engagement.

4. Psychological State of Engagement had the second largest mean and standard deviation, despite the fact that respondents usually agreed with the Psychological State factor's items connected to dedication.

5. Respondents generally agreed with Psychological State assertions, but they also stated that they did not get carried away at work and that it was not difficult for them to remove themselves from their occupations.

6. When asked if they were physically energised while working, if time passed quickly while working, if they forgot everything else while working, and if they felt like going to work when they woke up in the morning, neither agreed nor disagreed.

7. The Overall Engagement measure was highly related to each of the four components of employee engagement.

8. Behavioural Engagement and Psychological State Engagement had a substantial link.

9. Psychological State Engagement and Work Conditions have a substantial link.

10. The element of employee engagement that explained the most variance associated with the Overall Engagement variable was Behavioural Engagement. However, the factors of Psychological State Engagement, Workplace Conditions, and Trait Engagement all contributed significantly to the variance in the Overall Engagement variable.

VII. Conclusions

Setting expectations is a basic need for employees, and it should be treated as such by supervisors and managers. According to the findings of this study, managers were clearly articulating expectations, and employees were aware of what was expected of them at work. MNC executives also appear to be providing staff with the supplies and equipment they require to accomplish their jobs properly. This is a necessary condition for maximising performance and efficiency, and it shows employees that their work is valued in an indirect way (Harter, Schmidt, Killham, & Asplund, 2006). Employees in this survey agreed that their job is essential because of their company's mission, indicating that management has been successful in helping employees understand how their work relates to and contributes to the organization's purpose and outcomes. Employees tended to agree that there was someone at work who encouraged their development, and that supervisors were giving possibilities for individual development successfully, based on these findings.

Conscientiousness, which is linked to ambition, confidence, and resourcefulness, was perceived by the employees in the study. The results also demonstrated that respondents had proactive personalities, which have been linked to project success. According to these findings, respondents appear to be open to new challenges, persistent in completing difficult activities,

and ready to participate, all of which are autotelic personality traits. The companies also appear to hire candidates who are confident, resourceful, open to new challenges, persistent, and ready to engage, given that the respondent's perception of their personalities aligns with their mind-set at work and their behaviours. Overall, the employee engagement questionnaire returned results that were skewed toward agreement. In this study, respondents scored workplace metrics on the higher end of the agreement scale, indicating that organisational values, community, trust, and leadership are all positively impacted. These findings supported the conceptual idea that Workplace Conditions are a precursor to Psychological State and Behavioural Engagement. By defining expectations, providing necessary materials and equipment, frequently recognising good work, encouraging development, and connecting organisational mission to specific job roles, organisational leaders can directly influence this factor of employee engagement that comes before other factors. The findings of the Behavioural Engagement study prompted questions about how long employees may maintain high levels of work engagement. While other aspects of employee engagement, such as workplace environment, personality qualities, and psychological state, may predict favourable behavioural results, maintaining high levels of engagement for long periods of time may be challenging.

VIII. Implications

Employee engagement is influenced and influenced by a variety of factors. Organizational leaders should acknowledge that establishing and maintaining high levels of employee engagement among a large percentage of the workforce necessitates valuing each of the dimensions of employee engagement highlighted in this study.

Employee engagement is a never-ending process that begins with the hiring process and continues throughout the duration of employment. Work engagement can be predicted by aligning the recruitment process to seek employee personality traits that have been shown to succeed in specific work roles, but other factors such as the work environment, access to materials and equipment, organisational policy, recognition, performance feedback, and professional development should be prioritised throughout the workplace. Organizations that can better engage their people will gain a competitive advantage in terms of human capital and cut costs related with outcomes like employee and customer discontent and staff turnover.

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HR Contribution In Coaching And Mentoring For Employee Development Through Career Enhancement For Business Sustainability

Mr. Barnajit Saha
Associate HR Consultant, Praendex
Management Resources (Predictive index)
Ph.D. Scholar – DY Patil Univesity,
Pune, Maharashtra

Abstract- In today's world, several business performances are getting lowered all over the globe and reasons have been found as poor HR management and employee development. On the contrary, the research says that those businesses, where employees are developed through coaching and mentoring, are having higher business revenues as well as higher growth for a longer period of time. This research article is based on analysing the impact of employee development through their mentoring and coaching by HRs on sustainable growth of the organization.

Keywords- HR managers, employee development, sustainability of business, employee coaching, mentoring of employees.

I. INTRODUCTION

Business sustainability is a process of coordination and management of financial, environmental, and social demands as well as its concerns so that it can ensure the success in a significant manner for a longer period of time. One of the important factors for Business sustainability has been identified as the role of HR in the respective business. This research article has covered all the relevant aspects that are associated with the analysis of the contribution of HR in mentoring and coaching for development of employees working in an organisation for the purpose of enhancing the business sustainability. Critical analysis is also being made based on primary data collected through online surveys of approximately 500 employees of the IT industry of Pune along with proper justification and demonstration.

1.1 Background

As per the view of Woo (2017), HR of an organization plays an important role for its higher sustainability as they are associated with several aspects of an organization such as mentoring, coaching, and recruiting of employees. It has been analysed from the market research that skilful employees of an organization are the main asset of the respective organization as they help the growth and sustainability of the organization (Jyoti & Rani, 2019). Market research has illustrated that those organisations in which proper coaching and mentoring are provided to the employees have found to be attaining a higher growth in comparison to those organizations in which no mentoring and coaching are provided to the employees of respective firms (Aust, Matthews & Muller- Camen, 2020).

II. OBJECTIVE AND HYPOTHESIS

Aim- The aim of this research article is to analyse the impact of the contribution of HR in coaching and mentoring of employees for higher growth and sustainability of the organization.

Objective

● To evaluate HR contribution in the form of employee development through proper coaching and mentoring of employees for the purpose of attaining a higher sustainability in the IT sector of Pune.
● To analyse the significance of employee career enhancement by HR on business enhanced growth and sustainability
● To observe the impact of sufficient HR contribution in career enhancement of employees on future business

sustainability
● To evaluate the performance and retention rate of a business in which HR contributes significantly in the form of providing coaching and mentoring to employees

Hypothesis
H 1: HR contributes effectively in the development of employee in the form of coaching and mentoring to attain a higher sustainability within the IT sector of Pune
H 1: HRs do not contribute effectively in the development of employee in the form of coaching and mentoring to attain a higher sustainability within the IT sector of Pune
H 2: Employee career enhancement by HR is having significant impact on the growth and sustainability of business
H 2: Employee career enhancement by HR is not having significant impact on the growth and sustainability of business
H 3: HR contribution in the form of employee career enhancement is sufficient for future business sustainability
H 3: HR contribution in the form of employee career enhancement is not sufficient for future business sustainability
H 4: Employee development through their coaching and mentoring is having significant impact on performance and retention rate of the organization
H 4: Employee development through their coaching and mentoring is not having significant impact on performance and retention rate of the organization

III. LITERATURE REVIEW
As per the comment of Piwowar- Sulej (2021), HRs of an organization are found as one of the most important stakeholders for the purpose of enhancing the sustainability of the business. It has also been observed from the conducted survey response that the IT sector of Pune has found one of the fastest growth rates as the IT industry of Pune is positioned at number three all over India. The exports of IT

sectors of Pune have been glued from ₹34,400 crore in 2015-16 to ₹43,000 crore in 2017-18 (Hindustantimes.com, 2021). The reason behind the highest growth of the IT sector of Pune has been found to be associated with the contribution of HR in the organisations in the form of mentoring and coaching of employees.
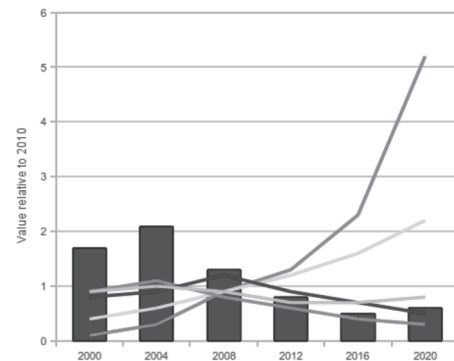
Figure 01: Enhancement of Pune IT sector in 2020

(Source: Hindustantimes.com, 2021) Market research has illustrated that the objective and goal of business becomes more defined with the help of employee development in the organisation (Mensah & Casadevall, 2019). This has been illustrated as the success goal and objective of the organisation is based on enhancing their productivity, profitability, investors, inventories and financial growth. In this regard, the development of employees through coaching and mentoring by the HRs of the organization helps to make them understand about dealing with investors, working efficiently so that it can provide a higher efficient performance in the organization.

Figure 2: Effectiveness of employee coaching and mentoring by HRs on business performance and its sustainability

(Source: Kucharčíková, Mičiak & Hitka,

2018)

IV. RESEARCH METHODOLOGY

4.1 Research outline

Factors	Approaches
Research approach	Inductive research approach
Research Philosophy	Interpretivism research philosophy
Research design	Explanatory: Survey

Data collection	Primary data collection
Data analysis	Graph charts using excel

Table 1: Research outline

Research approach: As opined by Alase (2017), research approaches are found as the guidelines or can be termed as the conceptual framework that makes it easier to conduct the research in an authentic and significant manner. In this regard, an inductive research approach has been selected as this is helpful in order to address the research questions of evaluating the role of HR in coaching and monitoring through career enhancement plans. This research approach has been found to be very effective in terms of providing a systematic framework for conducting this research.

Research Philosophy: As per the statement of Kennedy (2017), research philosophy has been found to be associated with the belief regarding the procedures and methods that have been used at the time of collecting the

data for a research. In this regard, interpretivism research philosophy has been chosen for this research as it is based on interpretation of minute elements of a research and dealing with it in an authentic manner (Dougherty, Slevc & Grand, 2019). This research philosophy has helped to deal with the real - world examples of employee development through coaching and mentoring by HR and its impact on higher growth and sustainability of the business.

Research design: As mentioned by Schoonenboom & Johnson (2017), research design is associated with the overall strategy that is utilized at the time of carrying out a research in a significant manner. In this regard, explanatory research design has been chosen for this research so that it can be helpful for delivering high quality data with appropriate authentication and accuracy. A survey questionnaire based on 12 questions has been designed in the Google form for this research and is distributed in the IT sector of Pune.

4.2 Data collection
As stated by Staniškienė & Stankevičiūtė (2018), data collection is the method of

measuring, collecting, and analysing the data in a research with the help of standard validate technique. In this regard, primary data has been collected by conducting a survey through Google form and sharing it through mail to employees working in various IT organizations in Pune after taking permission from the HR department of those organisations along with submitting an ethical form with the survey. The targeted population for the survey was 500 employees working in the IT sector of Pune, out of which 478 employees successfully completed the survey. Hence, the sample size for this research is 478 employees from the IT sector of Pune.

Link for survey:
https://docs.google.com/forms/d/1ig-JNvrgYKM4A1-YdR4sXrLr-HAkBy-1E0A6BdqHqd8/viewform?edit_requested=true#responses

4.3 Data analysis
In order to successfully complete this research article, the collected response has been analysed using graphs and charts with the use of Microsoft Excel 2019. In this regard, excel has been used for evaluating the collected response through importing all the responses of participants fom the survey and analysing them through graphs. The obtained result has been discussed using thematic analysis based on the questions of the survey questionnaire.

V. RESULT SECTION

Demographic details of the respondents

37.1% employees among 478 respondents out of 500 population samples have been found to be of below 25 years, and 11.7% of

respondents are in the age group of 46-55 years. 13.2% respondents have been found to be within the age group of 36-45

years, 32.7% respondents are within the age group of 25-35, and the rest are found above 55 years of age. It has been observed from the response of survey, that 38.8% respondents are male, whereas 51.2% respondents are females among all respondents that are 478.

Among total respondents of the survey 37.6% have been found as post graduates, 16.2% found as Ph.d scholars and 42.1% of them are graduates. On the contrary, the result also shows that several respondents have been found to be having several other qualifications such as pursuing b.tech, completed diploma, and high school. It has been analysed from the result that 21.7% employees are project managers, 15.7% are software engineers, 18.2% are content writers, and 24.7% are trainee engineers. Other respondents are found as system analysts, project managers and team leaders.

Result from survey questionnaire

Role of HR in coaching for employee development is useful for ensuring sustainability of the business?

57.6% of respondents strongly agreed with the above question whereas 9.4 % of people agreed. 12.8% respondents were not sure whether the role of HR in coaching for employee development is useful for ensuring sustainability for business or not. On the contrary, the sum of respondents have responded as no, strongly disagree with the statement and neutral.

Role of HR in coaching for employee development is useful for ensuring sustainability of the business?
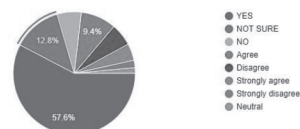
Figure 7: Question 5 response

(Source: Survey result through Google form)

Career development of the employees and future business sustainability

The response of above question are 31.7% of employees to be strongly agree with this statement whereas 31.2% of employees have only responded that their agree with the above statement for stop on the contrary
11.9% of employees have strongly disagree with the above question and 17.3% have been responded as neutral and others as disagree with the above question.

HR has sufficient contribution in mentoring employees for their carrier development to ensure future business sustainability?
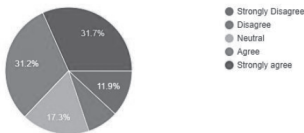
Figure 8: Question 6 response

(Source: Survey result through Google form)

Effectiveness of trained employees in IT industry

The responses for the above question have been found to be 32.7 percent as strongly agree 33.7 percent as a grey 31.7% as neutral 10.7% as disagree and 9.3 % as strongly disagree.

Do you agree that the IT industry needs proper coached and mentored employees for getting higher revenue and maintaining sustainable growth of the business?

205 responses
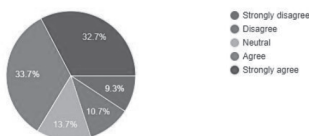
Figure 9: Question 7 response

(Source: Survey result through Google form)

Future business sustainability depends on employee coaching and mentoring by Hrs

Responses for the above question have been found to be 99.4% as strongly agree, 40.2% with response agree, 15.2% as neutral, and 8.8% have strongly disagreed with the statement.

Do you agree that employee mentoring and coaching by the HR managers are sufficient for IT industry to maintain future business sustainability?
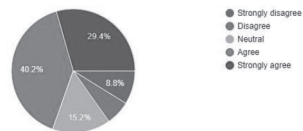
Figure 10: Question 8 response

(Source: Survey result through Google form)

Impact of employee career enhancement on performance and sustainability of business

The responses for the above question have been found to be 40% as agree, 12.2% as neutral, 9.3 % as strongly disagree, 29.8% as strongly agree, and 8.8 % as agree with the statement provided in above question.

How far do you agree that performance of the organization and its sustainability incre with carrier enhancement plan in terms of coached and mentored employees by HR managers of organization?
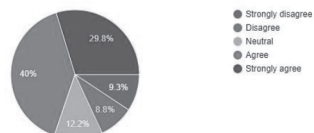
Figure 11: Question 9 response

(Source: Survey result through Google form)

Organizational competitiveness enhancement through development of employees

39.4% respondents have agreed with the statement provided in the above question whereas 34% have strongly agreed, 13.8% have neutral response, and 9.9% strongly disagree.

Do you agree that the performance development of employees through Coaching and mentoring by HR managers of organizations enhances the competitive edge of the organization?
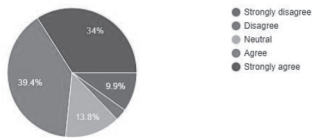
Figure 12: Question 10 response

(Source: Survey result through Google form)

Reduced retention rate with employee coaching and mentoring by HRs of firms

The responses for the above question have been found as 35.8 % as agree, 34.3% as strongly agree, 9.8% as strongly disagree and 31.7% as neutral.

How far do you agree that the retention rate of an organization reduces with the help of effective coaching and mentoring of employees by the HR of that firm?
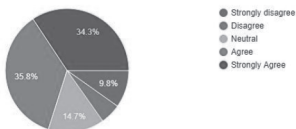
Figure 13: Question 11 response

(Source: Survey result through Google form)

Analysing the impact of employee monitoring and coaching on sustainable objective of business

39% respondents have responded as agreed for the statement provided in above question. On the contrary 32.2% respondents are strongly agree, 9.3% as 11 strongly disagree, and 12.2% as neutral response

To what extent do you agree the objectives of sustainable business becomes more defined through providing coaching and mentoring of employees by HR managers of respective organizations?
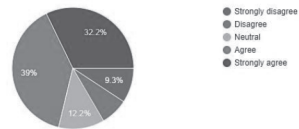
Figure 14: Question 12 response

(Source: Survey result through Google form)

VI. DISCUSSION
6.1 HR contribution in the form of employee development for business sustainability

It has been analysed from the market research that HR can contribute effectively in the form of recruiting skilful employees and developing them in an effective manner so that they can enhance the productivity of the organization in a significant manner (Ferraris, Erhardt & Bresciani, 2019). This has been illustrated as 57.6% employees of IT industry Pune have strongly agreed that the role of HR in coaching and monitoring employee development is useful enough for ensuring the sustainability of business.

6.2 Analysing the impact of proper coached and mentored employees in higher revenues, and objectives of sustainable growth of the business

As per the view of Rodriguez & Walters (2017),

coaching and mentoring helps an organisation towards getting encouraged for working in the organisation along with feeling comfortable with the management. This enhances the overall performance of employees which impacts positively on the business growth and its sustainability. This has been illustrated as 32.7% employees of the IT sector, Pune have been found to be agreeing with the statement that coached and mentored employee helps in attaining higher revenues and sustainable growth of business.

33.7% of employees have been found to strongly agree with the respective significant impact of coached and mentored employees on sustainable business growth.

6.3 Effectiveness of employee coaching and mentoring by HRs on business performance and its sustainability

As per the statement of Kucharčíková, Mičiak & Hitka (2018), employee coaching and mentoring by the HRs organisation has been found to be one of the most influential factors for the employee performance at workplace. This has found to be very effective in terms of motivating them and leading them towards dedicatedly working in the organisation in such a manner that business can get higher growth as well as higher productivity (Kicheva, 2017). The survey result has illustrated that the future of business sustainability depends significantly on the coaching and mentoring of employees by the HR managers of the organization as 31.7% respondents have strongly agreed and 31.2% employees have agreed with it.

6.4 Discussing the impact of employee development on defined success objectives and goals of business

It has been analysed from the market study

that properly coached and mentored employees are beneficial for implementation of inventories in businesses (Xenikou, 2017). In this regard, proper technological implementation and its maintenance by the skilful and trained employees can also lead the organization towards getting enhanced growth as well as higher profitability. Survey result also shows that 39% of the respondents have agreed and 32% have strongly agreed with the statement that employee development is useful for getting defined success goals and objectives in the organization.

6.5 Discussing the impact of employee career development by HRs on competitive edge and retention rate of the organization

HR of an organisation plays an important role in career enhancement of employees working in respective organisations so that they can be skilful, and developed enough for attaining a higher growth and sustainability in the respective business (Schmidt, Pohler & Willness, 2018). It has been identified from the response of the survey that was based on 500 employees of the IT sector of Pune among which 478 have responded. 39.4% respondents have agreed and 34% of them have responded that they strongly agree with the significant impact of career development of employees, working in an organization for its higher competitive edge and reduced retention rates in the respective organization. The respondents have illustrated that career enhancement of employees helps the organization to enhance their productivity, as well as higher motivation of employees. This significantly enhances the competitive edge of the organization along with reducing retention rates.

VII. CONCLUSION
As per the discussions in the above section, it can be concluded that the contribution

of HR in terms of career development of employees is having a significant impact on the sustainability of the organization. It can also be concluded proper coaching and mentoring of employees by HRs are also essential enough for the higher attainability of revenue and growth of the organization. Explanatory research design has been used for designing the questions of survey and it has been found helpful in terms of providing a logical plan that helps the researcher to establish the research question by gathering, interpreting, discussing and evaluating the data.

It can be concluded from the survey result that a total number of 478 employees from the IT sector of Pune has completed the survey that was designed for analysing the impact of HR contribution through coaching and mentoring of employees on the sustainability of the organization. This research article has focused on collecting data by conducting a survey of 500 employees of the IT sector of Pune, among which 478 employees have responded to the survey. Most of the employees have agreed that employee career enhancement, along with their coaching, and mentoring by HR is having significant impact on the sustainability, higher growth, competitive edge, and reduced retention rate of the organization.

VIII. Acknowledgement

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2 5 , - The%20factors%20responsible&text=Alth ough%20Pune%20ranks%20third%20in,43% 2C000%20crore%20in%202017%2D18.

Appendices

Appendix 1: Question 1 response

(Source: Survey result through Google form)

Appendix 2:Question 2 response
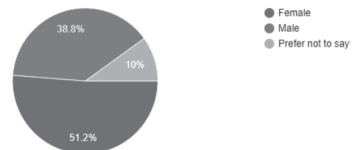
(Source: Survey result through Google form)

Appendix 3: Question 3 response
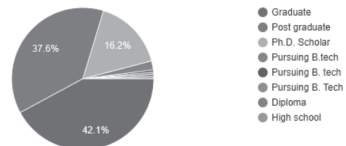
(Source: Survey result through Google form)

Appendix 4: Question 4 response

What is your designation at your organization?
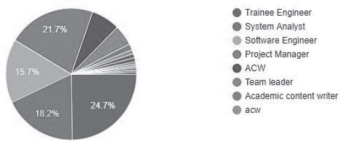
(Source: Survey result through Google form)

An Exploration of Key Determinants of Employee Engagement – A Strategic HR Tool for Business Sustainability

Dr.Subramanya Manjunath
Former Principal and Dean, SSIMS,
Tumkur, Karnataka; Visiting Faculty: Christ University and
Jain University, Bangalore. Advisor – HRM to Industries and Corporate Trainer

ABSTRACT

To cope up with the unprecedented needs and demands of the customer and increasing competition, organizations are forced to reinvent their business processes to continuously innovate, offer the quality of goods and services to provide a greater value to the customers by differentiating over its competitors to gain competitive advantage. To meet these challenges higher levels of employee engagement is a must and a buzzword to achieve business success. This research aims to explore the key determining factors that enhance employee engagement and to investigate its relevance to sustaining competitive advantage and business sustainability. This research study is based on secondary data where the details are pooled from various research papers and articles include online sources. The subject of the study has been discussed by identifying key differentiators such as values and ethics, cultural diversity, workplace flexibility, leadership, work-life balance, job enrichment, employee relationship with peers and superiors, employee recognition, career development and importance of feedback. The findings of the study culminate the importance of inculcating values and ethics as the culture of the organization, creation of an inclusive environment to think innovatively and develop new ideas, encouraging workplace flexibility for employee job satisfaction and reduce stress level, the importance of transformational leadership to motivate and engage the employees to the desired level, promoting work-life balance for employee wellbeing, providing meaningful job characteristics to boost productivity, collaborative and supportive employee relationship to improve productivity, acknowledging and recognizing employee performance to make the employee feel valued, providing continuous learning and development opportunities to advance skills and career development of the employee, and regular feedback to improve performance and establish a cordial relationship with superiors. The study concludes by highlighting the significance of organizational leadership with good HR practices and facilitated by determinants enumerated may lead to higher levels of employee engagement to achieve competitive advantage and business sustainability.

Keywords: Organization, Employee Engagement, Competitive Advantage, Values and Ethics, Diversity, Flexibility, Job Enrichment, Leadership, Work-life Balance, Recognition, Relationship, Feedback

Classification: JEL Classification Code – J24

I. INTRODUCTION

The resulting economic liberalization and globalization of businesses during the last decade of the twentieth century, and the rapid technological advancements witnessed from the dawn of the twenty-first century necessitated the organizations to become more vibrant than ever before. Besides keeping up pace with the changing needs and demands of the customer, offering timely delivery with innovative and value-added goods and services to the customers by differentiating its

competitors can only achieve business sustainability. Indeed, the employees can make a difference to meet these challenges of change and increasing competition. Accordingly, organizations need to continuously reinvent their business processes to understand the changing requirements of the customer and redefine HR practices to motivate and improve employee morale. To navigate these challenges, the role of HR Management (HRM) becomes vital in facilitating, motivating and engaging the employees to gain competitive advantage which enables business growth and sustainability. Further, the need for employee engagement is much relevant in today's context as the workforce particularly the millennial show a higher tendency to be distracted and disengaged at work.

Thus employee engagement is a must and a buzzword to achieve business success. This research aims to explore the key drivers or the determining factors of employee engagement and to investigate how HRM can facilitate achieving business sustainability.

II. OBJECTIVES
1. To develop an understanding and importance of employee engagement in achieving business sustainability
2. To examine the role of HRM in facilitating employee engagement for business sustainability
3. To get an insight into determinants of employee engagement that fosters business sustainability

III. METHODOLOGY
This study is exploratory research based on secondary data sourced from various research papers and articles include online sources. During this review process, the determining factors of employee engagement that augments business growth and sustainable development have been considered for the subject of study.

IV. RATIONALE FOR THE STUDY
It is garnered from various research studies and the opinion of experts in the field that the HR function has to transform from a mundane administrative role to a strategic role in aligning HR needs with organizational goals.　Truly, in the changing scenario, HRM is transforming and becoming a change agent in enabling and nurturing the organization systems and processes but need to go a long way to gain momentum.　Indeed, the facilitating role of HRM with the functional depts. shall improve the working environment and morale of the employees.　Further, it becomes necessary to revisit the HR policies periodically to fine-tune with the changing needs of the internal customers i.e., employees. The primary role of HRM is to create an environment that allows building individual skills and competencies for optimum performance and value addition to develop a global mindset in employees and shaping them to become extremely competitive.　It is with this perspective; employee engagement becomes an important subject of the study. This study intends to accentuate the key determinants that facilitate the employees fully engaged in achieving the organization's competitive advantage, Though various research studies are available on employee engagement, the study of this nature is limited.

V. CONCEPT OF EMPLOYEE ENGAGEMENT
The primary objective of any business or industry is to have first its survival, accomplish success by meeting business objectives, and have sustainable growth by gaining a competitive advantage.　To meet this objective, the employer engages the employee with a mutual understanding in terms of employment and more so through a psychological contract. The employee joins the organization by contributing his experience, knowledge, skills and abilities besides dedicating his time to get

involved in meeting the organizational objectives and with an aspiration to advance his knowledge, skills and attain career growth. During the period of employment of the employee, the organization shall have the responsibility to engage his services fully and ensure to give his best to the organization. In other words, employee engagement has the highest relevance in fulfilling the organizational objectives and maintain business sustainability.

Though the term employee engagement was coined by the researchers during the last decade of the twentieth century (William Kahn 1990), the concept and usage has widely spread and emerged as a critical determinant of business success in today's competitive world. It refers to the psychological connection and commitment of the employee at work and workplace and exhibits his / her willingness and ability to contribute to organizational success.

The research studies indicate that the engaged employees go beyond the call for duty and have a sense of fulfilment and satisfaction from their job. Beyond caring for their work, they exhibit eagerness and tend to have an attitude of willingness and support for their peers and deeply involved in the company's growth. While an employee's job satisfaction limits to his / her domain, may not show much concern beyond basic responsibilities, whereas an engaged employee besides his / her commitment to the work, tend to be proactive, innovative and suggest ways to improve performance and business growth. Further, the studies explicate that making employees happy at work remains transactional, whereas organizations making an effort to fully engage the employees and ensuring that they enjoy the work goes beyond transactions and they become part of the company's assets.

VI. BUSINESS SUSTAINABILITY AND ITS LINKAGE TO EMPLOYEE ENGAGEMENT

In today's business context, sustainability is increasingly becoming important and has a greater impact on internal stakeholders or employees besides external stakeholders to gain a competitive advantage. The scope of sustainability in the organization is much wider and goes beyond profitability, encompassing the economic, ecological, and social environment of an organization. In other words, the effectiveness of the organization can be sustained based on the financial strength of its products or services, conscious and cautious utilization of organizational resources and environmental-sensitive practices, equity and well-being of employees. It is evident from the studies that sustainable initiatives enable the organization to enhance brand image and marketability, increase productivity and reduce costs, attract and retain talents, create opportunity for investors and growth in shareholders' value, increase business ability in compliance with regulations, effective and efficient use of energy, optimum utilization of resources and reduction of waste. To reap the benefits of sustainability, organizations need to establish a culture of openness to foster collaboration and creativity, transparency in its processes and operations, clear clarity of communication with the employees and nevertheless through inspired leadership. Further, involving and educating employees across the levels in sustainable initiatives such as corporate social responsibility, training on sustainable practices, compliance and regulations, community development, etc. should become an enduring practice.

It is observed from the research studies that sustainability initiatives and employee engagement can harness a culture that has a positive impact on the organization, employees and the communities they live

in. While it is rather difficult to make a majority of employees fully engaged, sustainability initiatives stimulate those employees who are not engaged or actively disengaged to come together with a sense of drive, passion and purpose to unleash their potential to make a difference. Further, such initiatives also inspire the employees to associate themselves to drive the organization towards performance improvement and in achieving the business goals, and also enable them to resonate in their domestic front to make better choices in serving the family, community and the environment as well.

VII. ROLE OF HRM IN ENGAGING THE EMPLOYEES TOWARDS BUSINESS SUSTAINABILITY

The employees are the building blocks of an organization, if properly moulded, nurtured and motivated, they can take the organization to greater heights and enhance the brand image to sustain business and achieve competitive advantage. Indeed, it is the responsibility of the reporting manager and the leader of the organization to motivate, inspire and ensure that the employees are fully engaged in meeting the organizational objectives. Nevertheless, the HR Manager as the main linkage or connectivity between employees and the management of the organization plays a facilitating and pivotal role in every sphere of activity related to employees and the organization as a whole.

As an HR enabler commits to engage the employees in achieving organizational objectives towards attaining business sustainability through employee connect activities such as facilitating recruitment of candidates with right skills and aptitude, creating an ambience for the employees to feel and enjoy the work environment, providing meaningful job characteristics in consultation with reporting manager, keeping up promises and commitments made to the candidates while recruiting, regular monitoring and interaction with reporting / line managers and initiate action to kindle the potential of the employee, analyse and sort out action whenever needed on employee-related issues, initiate action for timely reward and recognition, identify the training needs and skill gaps of the employee and plan for suitable training, plan and initiate events to motivate and collaborate within and between the groups, conduct systematic exit interviews and analyse corrective actions wherever needed, and so on. Further, the HR role is vital in transforming organizational change initiatives which are influenced by some of the factors such as communicating the organizational mission and values, initiating proactive practices to improve workplace culture, involving employees to mitigate resistance to change, collaborating with dept. managers for sustainability initiatives, developing HR practices and policies that boost the morale and motivate the employees to contribute superior performance to gain a competitive advantage for business sustainability.

VIII. KEY DETERMINANTS OF EMPLOYEE ENGAGEMENT FOR BUSINESS SUSTAINABILITY

In today's competitive and changing working environment, notwithstanding the nature, type and size of business, organizations have recognized that employee engagement is not just symbolic but has become a necessity to drive the organization in sustaining business and achieve competitive advantage. It is also noted from research studies that the contributions of highly engaged employees create an extra mile and significant in terms of improved performance and productivity, increased loyalty and job satisfaction, reduced absenteeism and lower turnover. While many organizations are making concerted efforts to create a conducive working

environment in driving the employees fully engaged, the key determinants that have greater impact and stimulates employee engagement are explained herewith.

1) VALUES AND ETHICS

The information era has led the business functions to be more transparent to gain goodwill and confidence of the customers and stakeholders as well. Seemingly, the prevalence of social media and networking have enabled employees or job seekers or recruiters or investors to access more information about any company with just a click of a button by surfing the internet. In addition, to understand the company's different customs and social norms, and interestingly, owing to the behavioural expectations in the workplace by the millennial workforce, transparency deemed necessary in the company. In such a situation, the credibility and brand image of an organization necessitates being more visible, and also need to highlight company's values and ethics are transparently associated with vision and mission statements. More importantly, the company culture embedded with its values and ethics serves as a guiding principle and have an impact on employee engagement.

For a company to have value-driven culture, it is important to ingrain some of the common values such as trustworthiness, integrity, responsibility, civic virtues, caring, justice, and respect in all its business processes. To translate these values into actionable forms, HR should facilitate and own the responsibility of communicating while engaging the employee in the recruitment process, performance reviews, and employee development programs besides communicating through employee handbook to inculcate values and reinforce the employees to align their values with the company values.

To build an enduring positive and trusting relationship between the company and its stakeholders, ethics serves as the moral guidelines and place a higher value in business. The core values blended with ethics unveils how a company serves its customers and treats its employees. The code of conduct framed by the company and following in true spirit strengthens employee engagement. The company practising ethics in workplace-related issues fosters a positive climate and more importantly creates a bonding among employees and superiors which enhances employee engagement.

For instance, Tata Group is a classic example of nurturing values and ethics in every sphere of their business activity and giving equal importance to support employee growth as an individual. Their code of conduct including corporate governance and Corporate Social Responsibility (CSR) activities is a landmark for employee engagement and sustainable business.

2) CULTURAL DIVERSITY

As globalization becomes more prevalent, organizations are compelled to continuously adapt to changes, innovate, and realign the business processes to accommodate the growing number of different cultures and nationalities. Further, to maximize the benefits of globalization, the organizations must endure a paradigm shift, which enables greater business opportunities and employees as well to gain new insights into different cultures to work and communicate with diversified people. Thus diversity at the workplace refers to creating an inclusive environment comprising of employees with different cultures, religions, beliefs, education, socio-economic backgrounds and so on. Indeed, today's workforce is more concerned with making a difference and in advancing their skills than just monetary

gains. Further, they want to know what work they are doing matters and the company cares about creating a diverse and inclusive environment.

The role of HRM becomes vital in creating an inclusive environment by redefining HR practices that influence and empowers diverse culture. It is observed from various research studies that diversity at the workplace fosters higher levels of employee engagement as people with different background and experiences come together and able to think differently which enables them to develop innovative ideas resulting in improved performance and business sustainability.

To cite an example, Johnson & Johnson (J&J) a reputed worldwide company and leader in Medical Devices, Pharmaceutical and Consumer Packaged Goods, ensure all its employees create an inclusive environment through employee resource groups, mentoring programmes and Diversity University, which is a dynamic website that helps employees to understand the benefits of working collaboratively. The vision of J&J is to maximize the global power of diversity and inclusion, to drive superior business results and sustainable competitive advantage.

3) WORKPLACE FLEXIBILITY

Workplace flexibility has become one of the important HR tools for employee engagement. Indeed, this is true in most of the IT / IT-enabled and some of the service-oriented companies. Gone are the days when employees were only looking for a higher salary, posh office setup. In today's organizational context, workplace flexibility is not an option, but a priority to aid working families. While workplace flexibility is built on trust, communication, collaboration and network connectivity, the organizations must ensure the readiness, impact on client service, and the

investment required. It is revealed from research studies that workplace flexibility leads to employee job satisfaction, a stronger commitment to the job and higher levels of engagement with the company, lower level of stress and wellbeing of families. To gain the advantage of providing employee flexible working arrangements, the HR Manager in consultation with reporting manager has the responsibility to communicate the guidelines and job expectations, performance monitoring, providing necessary arrangements for remote working, training for required specific skills, recognizing and retaining talents.

For instance, General Electric Company (GE) encourages flexible working arrangements that enable employees to individualize their schedules to maximize productivity. GE recognizes that there are some circumstances where an employee's personal needs may benefit from a flexible or remote work arrangement. GE promotes such arrangements where they support an employee's personal, family and community commitments as well as the needs and success of business sustainability.

4) LEADERSHIP

The rapid technological advancements have enforced the need for the digital transformation of business processes and effective leadership to manage the recurring changes in the workplace to gain a competitive advantage.

This has necessitated the organizations to introspect the traditional leadership styles as the organizational leadership and the managers as leaders have the responsibility in engaging the employees to meet the challenges of change in sustaining business. While the team or dept. leaders along with organizational leadership have the power of influencing the employees to achieve the desired business goals, it is

rather necessary and important to build trust and collaborative approach among employees through transformational approach by ensuring some of the actions such as regular interaction with employees, focus on building relationships, encouraging employees to connect and work together, promoting to think innovatively and bring out new ideas, listening to employees' concerns and initiate action on feedback, inspiring and empowering employees and so on. The research studies reveal that the leader can make a difference in transforming the organization and engage the employees in enhancing productivity and business sustainability.

For instance, the leadership makes the difference in John Lewis Partnership (JLP), one of the third largest UK company having a host of business activities from departmental stores to banking and financial services.

JLP believes that understanding the business is a key driver of success and therefore needs to be a key business strategy, which is everyone's responsibility and not just HR's or the leader's responsibility and it works better when it is translated into behaviours and culture.

John Lewis expresses a strong focus on people. One way of doing this is to call their employees' partners. A word is not just a word; it is also the connection people make with that word, the emotions that it awakens. By calling them partners, the company is clearly expressing that there is a shared responsibility for the customers and the outcomes of the company. So they focus on involving their partners in decisions and solutions, empowering them to create the best customer experience. When the employees are involved they feel empowered and take their responsibility – they know they can make a difference and it engaged them to do more.

5) WORK-LIFE BALANCE

The unprecedented needs and demands of the customers have enforced and put pressure not only on the employers but also more stiffness and strain on part of the employees by working beyond schedules to meet the delivery commitments. As a result, employees succumbed to stress and issues of burnout, which caused more concerns by the time they reach home besides spending enormous time commuting. Unlike old-timers, today's younger workforce expects to strike a reasonable balance between their personal lives and professional obligations. Though they want to work hard and give their best, they also understand investing time in their personal life enables them to lead fulfilled and productive life. One of the survey report conducted by Sage Walk with Me revealed that 41% of the young workforce believes that technology will make the concept of 'your desk' audited, that the workplace will have more virtual staff in the next 10 years. These issues have resulted in redefining the HR practices to facilitate a culture that focuses on performance and quality of output rather than on the number of hours that people spend at their desks and thus the concept of flexibility and work-life balance were given more thrust as these are considered as hygiene factors (Herzberg two-factor theory). According to another survey report of CIPD proves that employees who have a healthy work-life balance are likely to be more engaged with their workplace and interestingly, 77% of engaged employees feel they achieve the right balance between work and home life.

The studies indicate some of the facilitating factors that encourage work-life balance and influence the organization's ability to retain the best talents and engage them fully to achieve the competitive advantage such as

- building a culture of trust, automating mundane activities, supporting remote working arrangements, encouraging two-way communication, recognizing the employees who excel in their performance, arrange training program on employee wellness and so on.

To quote an example, Starbucks, Coffee giants spread across worldwide reflects their mission 'to inspire and nurture the human spirit, one person, one cup and one neighbourhood at a time. The success of Starbucks as a hospitality industry lies in maintaining a work-life balance of their employees to offer jobs that achieve a positive harmony between work and life. Starbucks is ranked as the top 5% of similar-sized US firms for work-life balance as well as ranking well for happiness and overall culture, picking up awards for culture, professional development and branded as the best company for women and of course, work-life balance too.

6) JOB ENRICHMENT

In today's competitive environment attraction and retention of talents in an organization is a herculean task for HR Manager. The young workforce looks for a purpose in a job rather than a paycheck and wants to be more loyal to their profession rather than to their employer. Hence, if the job content is not challenging they look for an alternative job. As an HR strategy, job enrichment refers to the creation or upgrading of the job role by adding motivating job characteristics that increase employee satisfaction, boosts productivity and positively linked to employee engagement. The role of the HR Manager is to facilitate line managers in designing enriched jobs comprising of dimensions such as meaningful job characteristics, autonomy, and providing feedback on results (Hackman and Oldham). The research studies indicate that these dimensions apart from challenging goals,

tend to have motivated and engaged employees.

For instance, Volvo was one of the first automobile companies to deviate from the traditional assembly line system and adopt a more employee-centric approach for manufacturing automobiles. In its efforts to reduce the instances of employee turnover and absenteeism in its manufacturing facilities, Volvo introduced innovative job enrichment programs including job rotation, management employee councils, small workgroups, change implementation and employee-oriented facilities. These programs helped the company to understand the importance of designing its facilities according to the work design and employees' requirements and in improving productivity through employee engagement.

7) RELATIONSHIP WITH PEERS AND SUPERIORS

Indeed, it is a fact that an employee spends three-fourth of his / her waking time at the workplace in most of the sectoral business. The workplace thus can be called an extension of the home. People come together at the workplace despite the hierarchy with mutual trust and respect to achieve the common goals of the organization. When such is the case, a harmonious relationship among the peers and superiors or the reporting manager is critical for the employee to fully engage and be productive, and also to continue his / her stay in the organization.

While employee engagement impacts every aspect of their work, an organization needs to create an environment that fosters and encourages the development of good peer relationships in the workplace. A positive peer relationship is viewed as one of the valuable things to cultivate a conducive work environment. It is observed that employees when they

understand each other and develop comradeship are more inclined to collaborate and work as a team, and stay longer in the organization.

One of the research studies indicates that 69% of employees with multiple friends at work remain highly engaged and only less than 3% of employees without friends at work are highly engaged. The study also reveals some of the advantages of peer relationships such as an increase in loyalty to the team and company, feeling of intrinsic motivation and increase in job satisfaction, collaboration and supportive network, and so on.

While employee relationship is one of the key components of a great workplace, establishing and nurturing a good relationship between employee and the supervisor or reporting manager is also equally important which will have a positive impact on productivity and improves employee engagement. The employee perceives the image of the organization through his supervisor/manager as he is everything for him at the workplace. The way the manager treats his subordinates can make the difference between reaching the employee's full potential and thriving at the workplace or check for employment opportunities when he goes back home. In other words, the supervisor is called the 'window of the organization'. One of the surveys conducted by Gallup organization of more than 1 million employed US workers explicates that the main reason people quit their job is because of a bad boss or immediate supervisor. 75% of workers who voluntarily left their jobs did so because of their bosses and not the position itself. Despite how good a job maybe, people will quit if the reporting relationship is not healthy. It is well said, 'People leave managers, not companies.

In another study conducted by Best Employee Surveys opines that to have a healthy and satisfying relationship between employee and the supervisor, it calls for a consistent approach by the supervisor / Manager with the employee on some of the criteria viz., (1) fair treatment on performance reviews, disciplinary measures, eligibility for certain benefits, eligibility for an increase in salary, promotion and rewards; (2) treat the employee with respect and spending quality time in meetings and discussions; (3) addressing the work-related issues satisfactorily; (4) understand and showing concerns or proper counselling on personal issues; (5) acknowledging and appreciating the good work done; (6) giving timely feedback on performance and areas of improvement required; (7) facilitate to develop employee's full potential; (8) establishing trust by honesty and transparency with open communication.

Thus HRM has to develop and implement strategies to facilitate a culture of collaboration, appreciation, and recognition across functional depts. / teams by facilitating managers and employees to inculcate positive relationships which improves employee engagement and fosters business sustainability.

To quote an example, Tata Motors, Pune has successfully implemented an HR initiative making a strategy 'It's often not the what, but the how – which matters". In essence, all the leaders in Tata Motors were deployed by practising what matters to the employees. Making the employee feel wanted and valued was critical to the success of the initiative.

Accordingly, the Man of the month award which Tata motors give its employees, the recipient of the award is introduced and given the award by a friend, who introduces the person in a very personal

way. This makes the event very touching and truly engages the employee.

8) EMPLOYEE RECOGNITION

The ramifications caused by the growing competition have led the organizations to recognize the capabilities of employees through timely motivation and rewards besides redesigning their business processes. While reinventing the HR policies, organizations are looking for strategies to attract and retain talents from offering fancy perks to designing flexible workplaces but employee recognition as an HR strategy could not be overlooked. Research studies indicate that employee recognition is one of the powerful motivators at the workplace besides financial and non-financial rewards that drive the organization to achieve its business goals and gain a competitive advantage. In the past, employee recognition was sporadic, often focused on tenure instead of performance and used to celebrate in a company organized function. With the advent of the digital workplace, recognition is gaining momentum with more visibility and frequency, as the end goal of the organization being a workforce made up of engaged employees. For today's new generation workforce, motivators go beyond tangibles like reward and benefits to intangibles like meaningfulness of the work done, congruence of one's values with those upheld by the organization and the ability to contribute something worthy. The employees need to know not only how well they have achieved their objectives or carried out their work but also interested to know that their achievements are appreciated.

In one of the study analysis conducted by Gallup organization, it is revealed that workplace recognition motivates, provides a sense of accomplishment and makes employees feel valued for their work. Recognition not only boosts individual employee engagement but also has been found to increase productivity and loyalty to the company, leading to higher retention. The study advocates that employee recognition is both a tool for personal reward and an opportunity to reinforce the desired culture of the organization to other employees. Whereas money is not the only form of recognition, the study concludes that the most sought methods of employee recognition are viz., praise in public or acknowledgement or commendation through a letter; recognition from a boss, peer or customer, receiving a high level of achievement through evaluation or reviews; monetary awards such as trip, lump sum amount as a prize or pay increase; personal satisfaction or pride in work.

For instance, GE Healthcare embeds recognition into a cultural refresh. GE realized that continued engagement would be key to sustaining the impact of organizational change and this went through after restructuring its manufacturing plant between 2010 and 2014, and that's how it doubled on its engagement and recognition efforts. Continuous communication was integral to employee recognition, resulting in the creation of an Employee Forum for continued collaboration. There were also weekly meetings that took a creative spin on regular employee-manager check-ins. A wall-mounted dashboard highlighted performance and achievements. Friday meetings were held at the site's restaurant, in a comfortable environment for employees. Finally, employee recognition was formalized as part of monthly team briefs, and six-word success stories of employees were publicly presented as posters. GE's strategic employee recognition was part of its holistic change management plan, ensuring employees felt secure after a major organizational shift.

9) CAREER DEVELOPMENT

In today's business scenario and growing competition with a plethora of job opportunities available for talents, organizations are necessitated to invest in career development as an integral part of what it offers to employees. While career development or growth is a function of performance in the current role and potential for future roles, the organization must ensure that the career path is clearly defined for employees to see a long-term future and meaningful career in the organization. Further, a majority of the young workforce is becoming part of today's organizations, it is even more important to ensure them with career development opportunities and find avenues to keep them engaged and enable them to improve their skills in building a career for the long-term. The employees today look forward to career growth opportunities and have a desire to develop their marketable skills. In other words, they understand that continuous Learning, Earning and Growing (LEG) are the mantra for their successful career. Accordingly, the organizations must demonstrate their commitment to how employee's self-worth can be improved by providing continuous learning and development opportunities to increase their knowledge, skills, and expertise which will have a positive impact in developing competencies and improving productivity and eventually leads to improved employee engagement as return on investment.

It is revealed from the research studies that when an employee leaves the organization, the replacement cost will be quite significant which comprises of hiring cost, adequate time to hire an employee in the new role and added to that the time taken by the employee become effective after hiring. Whereas the engaged employees are less likely to leave, which means a focus on employees' career development might just save the organization a significant amount of money. The studies indicate some of the measures to implement career development strategy such as skill enhancement through training and development interventions and higher education programs; certification programs to update the skills of the employee to move to the next level; encouraging employees to continue their education in line with their career; tie-up with universities and institutions for providing distance, weekend or part-time programs for employees to hone their skills and upgrade their knowledge and conceptual framework in various disciplines. Thus providing career development opportunities for employees is a critical factor in an organization that boosts employee engagement and facilitates in recruitment and retaining of talents.

For instance, Capgemini, a multinational IT Services and Consulting company with its headquarters in Paris, France has spread across 50 countries, having over 2.7 lakhs employees of which 1.25 lakhs are in India. As a highly employee-centric organization, they believe in nurturing the employees throughout their career with the company, since the time they are hired. They equip the employees to compete in a highly competitive marketplace that is driven by ever-changing technological innovation. They have initiatives such as Group Learning & Development (Group L&D) to prepare employees to be perceptive to its clients' business needs. Other programs include training fresh hires in emerging tech such as data analytics, where they have collaborated with universities.

10) FEEDBACK

The success of the organization depends on the quality and competence of the people employed and their willingness to drive the organization in achieving a competitive

advantage. Further, it is evident from the research studies that employees feel more contented, initiative, enthusiastic, stay longer, and develop cordial relationship with their supervisor/manager if the manager provides effective feedback. Receiving feedback from the reporting authority is a valuable resource for employees and indicates that their leader/workplace is interested in their performance and development. Feedback is one of the important mechanism to drive the employees to the desired level if done effectively yield better results and enhance employee engagement. Research studies explicate that feedback, which could be either praiseworthy or more critical/constructive, kindles the employee potential, should be given consistently and appropriately. Giving feedback is an art and will be effective if the manager develops some of the tips such as fairness in giving feedback; observations on skill/behaviours and maintaining a dairy of critical incidents of positive and negative behaviours, preparation without any ambiguity, proper timing and place to give feedback, making feedback as two-way approach and willingness to receive feedback, getting the resulting level of commitment to change, followup actions, motivation to accept and adopt the corrections, and so on. Further, research reveals that prioritizing the exchange of feedback in the workplace creates maximum benefits. Employees who are recognized for the work they do – and are encouraged to give and receive feedback freely in the workplace – tend to be more satisfied, which leads to an increase in productivity and improves employee engagement.

For instance, Google, which is consistently named among the best companies to work for, by Fortune magazine, follows a unique approach by 'shifting focus to the individual' which provides company time for employees to work on their projects —

an approach shared by other companies like Dream Works — and never partake in the traditional performance review. Instead, ongoing feedback, paired with the employee-goal setting, has been an instrumental part of the company since its founding – the intention being that both employee and company time would be better served developing employees' skills than worrying over end-of-year reviews. At Google, managers work with their direct reports to set and achieve goals, coaching them along the way. This approach goes all the way to the top. According to the Landmark Partners in Leadership on "Happiness at work" survey, when employees are happier at work, 85% claim they take more initiative, 73% say they are better collaborators, and nearly half care more about their work.

IX. DISCUSSION AND FINDINGS

To cope up with the challenging times of competition and changing needs of the customers, employee engagement is pivotal in driving the organization towards business sustainability and achieving competitive advantage. Organizations are necessitated in making consistent efforts to initiate and implement strategies that enable the employees to fully engage and fosters a conducive work environment. The leaders and managers of the organization need to think alike and establish a cohesive approach in implementing the strategies that promote employee engagement. The findings of the study are summarized as follows.

• As the business functions are becoming more transparent, the organization culture embedded with its values and ethics serves as guiding principles and has an impact on employee engagement. The code of conduct framed by the company if followed in true spirit fosters a positive climate and more importantly creates a bonding among employees and superiors

which enhances employee engagement.

• To reap the benefits of globalization, cultural diversity matters in creating a diverse and inclusive environment that enables greater business opportunities and employees as well to gain new insights into different cultures to work and communicate with diversified people.

• The study indicates that workplace flexibility has become a priority rather than an option which leads to employee job satisfaction, a stronger commitment to the job and higher levels of engagement with the company, lower levels of stress and wellbeing of families.

• The study reveals that trust and collaborative approach can be instilled among employees through transformational leadership which focuses on regular interaction with employees, building relationships, encouraging employees to connect and work together, promoting to think innovatively and bring out new ideas, listening to employee's concerns, initiate action on feedback, and empowering employees.

• Work-life balance as a facilitating factor influences the organization's ability to retain the best talents and engage them fully to achieve business goals, and strike a reasonable balance between the personal lives and professional obligations of the employees,

• Meaningful job characteristics, autonomy, and timely feedback on performance enrich and motivate the employee towards engagement and fulfilment of organizational objectives.

• It is learnt that positive peer relationship is viewed as one of the valuable things to cultivate a conducive environment. When the employees understand each other and develop comradeship is more inclined to collaborate and work as a team, and stay longer in the organization. The employee perceives his supervisor/manager as the 'window of the organization' as he is everything for him at the workplace. Developing a harmonious relationship among the peers and superiors is critical for the employee to fully engage and be productive, and continue his / her tenure in the organization.

• The employees of today need to know not only how well they have achieved their objectives or carried out their work but also interested to know that their achievements are appreciated. Employee recognition is one of the powerful motivators at the workplace besides financial and non-financial rewards that drive the organization to achieve its business goals and gain a competitive advantage.

• The study indicates that the young workforce looks forward to career growth opportunities and has a desire to develop their marketable skills. It becomes necessary for the organizations to demonstrate their commitment to how employee's worth can be improved by providing continuous learning and development opportunities to increase their knowledge, skills, and expertise which will have a positive impact in developing competencies and improving productivity and eventually leads to improved employee engagement as return on investment.

• It is learnt from the study that feedback is one of the important mechanisms to drive the employees to the desired level if done effectively yield better results and enhance employee engagement. Receiving feedback from the reporting authority is a valuable resource for employees and indicates that their leader/workplace are interested in their performance and development.

X. IMPLICATIONS

This research study is an attempt to elucidate the key factors that promote employee engagement in an organization which in turn enable higher productivity and business sustainability. The study emphasized that the success of the organization lies in inspiring leadership of the organization and facilitated by HRM in initiating and implementing strategies that foster employee engagement. The study accentuated how the factors such as values and ethics, cultural diversity, workplace flexibility, leadership, work-life balance, job enrichment, relationship with peers and superiors, employee recognition, career development and feedback contribute in engaging the employees towards improving productivity and achieving competitive advantage. The following are the implications of the study.

1. Organizations inculcating values and ethics as a culture facilitate a positive working environment and serves as guiding principle in all its business processes and workforce-related issues which lead to having a positive impact on employee engagement.

2. Creating an inclusive environment influences diverse culture and fosters higher levels of employee engagement as people with different background and experiences come together and able to think differently which enables them to develop innovative ideas resulting in improved performance and business sustainability.

3. Workforce flexibility that is built on communication, confidence, collaboration and connectivity leads to employee job satisfaction, a stronger commitment to the job, lower level of stress, higher levels of engagement and wellbeing of families.

4. Leadership can make a difference in transforming the organization and engage the employees in enhancing productivity and business sustainability.

5. Facilitating work-life balance at the workplace influences the organization's ability to retain the best talents to achieve business goals and fosters employee wellness.

6. Motivating and meaningful job characteristics increases employee satisfaction and boost productivity and have a positive impact on employee engagement.

7. Employee relationship with peers and superiors promotes collaborative and supportive network at the workplace which will improve productivity and improves employee engagement.

8. Performance recognition of the employees enables a sense of accomplishment and makes employees feel valued for their work besides increase in productivity and loyalty to the company leading to higher retention.

9. Organizational commitment in promoting employee's self-worth and providing continuous learning and development opportunities enables them to advance their skills and have a positive impact on employee engagement leading to higher productivity.

10. Giving and receiving feedback in the workplace yields maximum benefits. Employees feel more contented, initiative, enthusiastic, stay longer, and develop cordial relationship with their supervisor/manager if the manager provides effective feedback.

XI. LIMITATIONS OF THE STUDY

This research study is not an exception from limitation since it is based on secondary resources sourced from

XII. SCOPE FOR FURTHER RESEARCH

The implications of this study could be a source for practitioners and researchers to strengthen the existing research on the determining factors of employee engagement for business sustainability. Exploration of employee engagement concerning a particular sector may be a good attempt for furthering research.

XIII. CONCLUSION

The competitive and global business environment has resulted in the creation of ample opportunities for the talents who outperform and excel in their knowledge and skills. If the organizations are unable to utilize and engage the employees to maximize their potential to gain competitive advantage, it may not only lose the talents to the competitors but also a question of business sustainability. Hence, employee engagement is the buzzword irrespective of the nature and size of the organization. This research study revealed the influencing factors that contribute to higher levels of employee engagement. The organizational leadership with good HR practices and facilitated by determinants enumerated in this study may lead to higher levels of employee engagement to achieve competitive advantage and business sustainability.

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Workforce Productivity in steel manufacturing organizations in India : a gendered perspective including factors affecting contribution of Human capital

Ms. Nivedita Roy
General Manager,
Rourkela Steel Plant, SAIL

ABSTRACT :
In this fiercely competitive business scenario post globalization and liberalization, it is imperative to acknowledge that 'people', popularly known as 'human capital', are the most important and indispensable resource in an organization, who provide sustainable competitive advantage(Prahalad, 1983; Pfeffer, 1994; Wright, Mcmahan & McWilliams, 1994).As such, an in-depth understanding of the importance of human capital and recognition of their contribution within organizations as well as during formulation of industrial policies within the nation is highly imperative. Generally Accepted Accounting Principles also account for 'human capital' as a cost, as part of the total fixed cost of manufacturing any product or service. This results in a misleading premise influencing top hierarchial levels to consider human capital as a necessary burden on the cost sheets,thus focusing on reducing it to increase productivity for boosting up the bottomline. Restructuring of organizations for reducing workforce, too much focus on engagement of temporary workforce to carry out various activities, etc only with the objective of bringing down costs, has an adverse impact on levels of productivity, quality of workmanship as well as level of engagement of workforce towards the organization, which is a matter of serious concern. Also, with more and more women joining the workforce, diversity has been increasing ushering in a fresh perspective at workplaces with newer ideas and perspectives, which also impacts productivity levels. However, effective utilization and management of human capital with its diversities and a structured approach towards analyzing factors that would increase the existing level of productivity considering the value added by human capital, stills remains an area of focus and is a major determinant of company performance (cf. Adler, 1988; Reich, 1991).

This study aims at finding out the factors contributing and influencing Workforce productivity, correlation between job satisfaction and workforce productivity and measures that could be adopted to increase workforce productivity levels in steel manufacturing companies. The study also attempts at carrying out a gendered perspective and whether or not it affects workforce productivity levels within an organization.

KEYWORDS : Workforce Productivity, Job satisfaction, Full Time Equivalent hours, Key Performance Indicators, Economic Value Add

LITERATURE REVIEW :

With increased competition in the global business scenario, organizations have been overtly focusing on reducing workforce to enhance productivity levels, notwithstanding the fact that it is the 'people' who are the prime movers of the wheels of an industry or organization. It is worthwhile to note that 'people' contribute the maximum to an organization's production, productivity, growth and hence income. The realization that 'people' with their knowledge, education, experience, personality, attitudes and behavior constitute the only resource that generates and retains

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organizational value has resulted in the concept of 'human capital' (Arthur, 1994; Barney & Wright, 1998; Becker & Gerhart, 1996; Dyer & Reeves,

1995; Ichniowski, Shaw & Prennushi, 1997; Lepak & Snell, 1999). Human Capital is the

'the propensity of a person or group to perform behaviours that are valued by an organization' (Smart, 1998). Yes, how effective and efficient the 'people' in a company are, determines the performance, competitiveness and strategic advantage a Company shall have above its competitors. HR practices within an organization have to make sure that investments made in their employees help towards enhancing theircompetitiveness and provide the much needed advantage.

Research has shown that the significant factors that impact productivity include 'employee participation in decision-making','employee involvement in re-engineering processes'within organizations to 'incorporate greater high performance practices', etc. Implementation of high performance practices within organizations has led to increase in productivity (Black & Lynch, 1996, 2001). Several organizations consider their employees as 'associates' for this very reason.

A company's strategic posture influences the impact of HR practices on performance and either increases or diminishes it. Internally consistent HR practices as well as bundles of mutually collaborative HR practices have been found to directly augment organizational productivity and performance (Arthur, 1994; Huselid, 1995; Kleiner, Block, Roomkin & Salsburg). Existence of synergies in bundles of HR practices (Milgrom & Roberts, 1995) argue that the 'impact of a system of HR practices will be greater than the sum of its parts', because of the 'synergistic effects of bundling HR practices together'. Research

has shown that a practice like profit sharing plan for all employees in an organization may not be that effective and may not have the desired results on productivity enhancement, unless it gets linked with high performance practices. For eg. If proportion of workers involved in decision-making in an organization is high, only then will practices like Total Quality Management and Total Productive Maintenance have a significant impact on productivity enhancement.

Research has also shown that Workforce Productivity is directly proportional to employee satisfaction which includes the 'Happiness Index' of employees at the workplace (Smith, 2002). This primarily reflects the feelings, thoughts and perceptions that employees have towards the employment opportunity that they have at their workplaces (Saari & Judge, 2004). It also clearly epitomizes the extant of 'pleasurable & positive experiences', 'the sense of acceptance, 'which the employees enjoy at their respective workplaces, which in turn is directly associated with the roles and responsibilities assigned to them, along with proper appraisal of their work-related activities (Saari& Judge, 2004). It is not practically possible to assess workforce productivity without assessing the level of work satisfaction of employees and their attitudes towards their job. (Gallego Alvarez, et al, 2010).

Gendered perspective w.r.t. Workforce Productivity :
Research has shown that there are several factors that deter women employees from pursuing professional careers, which include family obligations, personal choices, cognitive qualities etc.(Mathias & Jackson, 2003; Human 2005). Certain studies also reveal that environmental factors prevalent in society also obstruct the professional advancement of women (Gunter &Stambach,

2005; Torrington, Hall & Taylor, 2012; Selvarajan, Slattenry & Stringer, 2015).

A study by International Labour Organization (2012) reveals that since 1980's, the level of women participation in the workforce has risen by more than 50% globally. However, the overall productivity levels of the female workforce is found to be significantly lower than that of their male counterparts, more so in the manufacturing sector, which remains a matter of grave concern. There still exists a disparaging difference between productivity levels as well as wages between male and female employees in the professional world (Rosenthal, et al, 2013). Traditionally, manufacturing companies have inherited a culture of core operational activities being carried out by male employees, and women employees being relegated to less important office related activities, which have significantly lower productivity levels. Moreover, social expectations and cultural differences influence the roles and responsibilities of male and female employees, with women consciously being earmarked for care-giving roles (Kabeer Naila, 2005) and confined to homes mostly, or to softer office related functions at the workplace, looking up to their male counterparts for acceptance and leadership as well as protection. In fact, it is seen that women who take it upon themselves to lead in productivity are considered aggressive, socially unacceptable and not complying to natural social expectations (Wilkinson, 2009).

Factoring for Economic Value Add by employees in Workforce Productivity assessments :

Productivity and performance in steel manufacturing organizations is usually considered using production goals and performance targets met over a specified period of time (Brynjolfsson, 1993). In such assessment of workforce productivity in terms of tons of crude steel per man per year, workforce is considered as a component that decreases the measured productivity and hence the perception within organizations to reduce workforce for enhancing productivities. However, quantification of 'workforce productivity' in the context of the contribution of employees adding value to an organization should necessarily incorporate factors representative of economic value add (EVA) by people, and not merely being considered as a cost component on the balance sheets. Such factors may include savings owing to upskilling of employees and as a result reduced dependence on OEM contracts, savings accrued through modifications carried out inhouse by employees towards betterment of the Plant, savings as a result of high presenteeism of employees beyond the FTE normally considered in manufacturing companies, savings accrued as a result of innovative projects implemented by employees. Although this apparently appears to be not such an easy proposition and has rarely been taken up in organizations, more so in steel companies, yet it is quite achievable and must be considered to provide a true picture of productivity levels.

It is observed that conspicuous disparities exist between Labour Productivity of Public sector steel companies and similar Private sector steel firms, with private firms sporting minimal workforce for core operational activities and outsourcing most other maintenance and service-related jobs. This has also seen a major spurt in companies engaging contract labour for most of their non-core activities, who however, do not find a place in Labour Productivity assessments, which take into account only regular workforce. Existence of Contract workers needs to be factored in the Labour Productivity calculations to bring parity in LP comparisons across

Public and Private Sector Steel enterprises. Also, Labour costs as a component of Fixed costs in Public sector steel companies is very high as compared to their competitors in private sector. With public sector yet to go in for large scale outsourcing, major disparities in manpower costs exist between public and private sector companies.

Several attempts have been made to quantify Workforce Productivity and assess the factors driving multi-factor productivity and growth, for which a multi-dimensional approach is required, considering the complexities of human attitudes, experience, behavior that influence their contribution. A better understanding of the nature of these factors will influence the degree of optimism of the sustainability of organizations.

Labour Productivity is defined by 'Tons of Crude Steel per man per year' in Steel manufacturing companies. This assessment leads to a misnomer about manpower remaining a mere headcount, resulting in reduction in Labour Productivity, and hence the undue focus on bringing down regular workforce in organizations, increased activities through contracts, outsourcing of non-core activities, etc

Conspicuous disparities exist between Labour Productivity of Public sector steel companies and similar Private steel firms, with private firms sporting minimal workforce for core operational activities and outsourcing most other maintenance and service-related jobs. This has also seen a major spurt in companies engaging contract labour for most of their non-core activities, who however, do not find a place in Labour Productivity assessments, which take into account only regular workforce.

Also, Labour costs as a component of Fixed costs in Public sector steel companies is very high as compared to their competitors in private sector. With public sector yet to go in for large scale outsourcing and carrying out most of its activities with own human resources, major disparities in manpower costs exist between public and private sector companies.

a) Factoring for Contractual Workforce : Existence of Contract workers needs to be factored in the Labour Productivity calculations to bring parity in LP comparisons across Public and Private Sector Steel enterprises.

Labour Productivity (LP) = [(Crude Steel (CS)) / Manpower] = 'a' per annum, say

Manpower considered for assessment of LP = m1, say

Contractual workforce engaged in Contracts of one year or more duration = 'C', say,

Then, Labour Productivity (LP) = [(CS)/(m1+C)].

b) Factoring for Presenteeism :

If we consider actual Full Time Equivalent (FTE) of Manpower (Full Time equivalent of Manpower), i.e. actual available manpower component of the MP normally considered (considering 'Presenteeism' and subtracting for 'absenteeism', both authorised as well as unauthorized) = m2, say,

m2 < m1, always,

implies LP = (CS)/ (m2+C).

c) Factoring for Economic Value Add (EVA) by Workforce :
Labour Productivity presently does not account for increase in productivity owing to direct interventions by workforce

through innovations, better work practices, upskilling and hence reduced dependence on OEMs in high technology areas, etc.

Additive components in LP accounting should be introduced to address these aspects of Economic Value Add (EVA) by the workforce.

Upskilling of employees to perform jobs requiring sophisticated skills enhances productivity levels and reduces costs by decreasing dependence on external specialized agencies to carry out activities associated with latest state-of-art technologies. Accounting for the same is an area which has been highly unexplored within organizations, more so in manufacturing firms. Identifying areas within firms where there is high dependence on OEMs (Original Equipment Manufacturers) and upskilling employees to learn the sophisticated technology, thus become competent enough to carry out such activities, shall greatly reduce organization's focus on outsourcing of the same. This would help in greatly reducing costs involved and enhance productivity levels of the organization with the help of upskilled employees.

For eg. Net annual outflow owing to contracts awarded to OEMs/Specialized agencies, etc =' N1', say, in the previous year,

If as a result of upskilling, such expertise is developed inhouse, and engaging such high value contracts is no longer required, we get a direct saving = 'N1' p.a.,

Therefore, Saving per manpower per annum
= (N1 / MP) = 'N2' per man per year, say,
Cost of 1 ton of Crude Steel (CS) = 'y', say,
Therefore, Equivalent Crude Steel of 'N2' savings = '(N2 / y)' TCS per man per year., which should become an additive

component in Labour Productivity calculations.

Therefore, Labour Productivity would then be = $[(CS)/(m2 + C)] + (N2/y)$

Similarly, if savings accrued owing to Innovation at the workplace by employees =
'N3', say,

Therefore, Savings owing to innovative practices per manpower per annum = (N3/MP) = 'N4', say,
Cost of 1 ton of Crude Steel (CS) = 'y', say,
Therefore, Equivalent Crude Steel of 'N4' savings =' (N4/y)' TCS per man per year, which should also become an additive component in Labour Productivity calculations.

As such, Actual Labour Productivity factoring for Human Value Add would be =

$[(CS)/(m2 + C)] + (N2/y) + (N4/y).$

Such an intervention would help towards inculcating a mindset in companies towards the importance of value added by manpower in a Company, and consider manpower as an asset , rather than a cost component in balance sheets and would reinforce the fact that it is the people in a company with their education, knowledge, experience, personality, attitude and behaviour who add value to an organization, and thus are 'assets' for the Company in the true sense. Hence considering 'manpower' as just a cost component on the Balance sheet is not proper. At least, direct contribution of employees towards increasing Workforce Productivity should be accounted for as additive components in Labour Productivity calculations.

Objectives of the Study and Hypothesis :

This research delves into analyzing the factors affecting workforce productivity in a steel manufacturing company in the eastern part of the country with around 16,000 employees, and measures that could be adopted to increase workforce productivity levels considering the economic value add by its employees with their knowledge, skills, attitude and behavior. The study also attempts at carrying out a gendered perspective and how it impacts workforce productivity.

The hypothesis that has been considered before commencement of the study for validation is : 'Higher level of employee satisfaction positively impacts workforce productivity in steel manufacturing companies'.

Research Methodology and Analysis: Quantitative research methodology has been adopted through a questionnaire survey covering employees from public sector primarily in the steel manufacturing sector in

the eastern part of India. Random convenience sampling was resorted to. The questions were directed towards assessing the individual perception with respect to factors affecting workforce productivity, impact of physical workplace ambience, how it impacts their levels of productivity, their sense of job satisfaction and engagement, the impact of friction costs when employees are shifted from their area of expertise, etc. With the ongoing pandemic posing a deterrent for one- to- one interaction with key informants, few questionnaires were administered through Google Forms also.

Based on a thorough analysis of the various aspects affecting workforce productivity in steel manufacturing companies, five main

dimensions for assessment were identified as follows :

❖ Physical ambient Conditions
❖ Proper Support at home and workplace and engagement level
❖ Job Satisfaction
❖ Friction Costs
❖ Happiness and Relaxation

Questions were administered based on the above five main dimensions and the survey results analysed using Likert scale and Cronbach's alpha technique. The Survey Questionnaire is attached as Annexure-I.

Reliability Statistics

Factor analysis used workforce productivity in manufacturing sector to the employees at their workplaces. Table-1 represents the cronbach alpha value is 0.89 for the data reliability and consistency of 25 observations.

Table-1: Reliability Statistics

Cronbach's Alpha	0.896
No. of Observations	25

The list of 25 variables is attached as

Annexure-II.

Cross Tabulation Analysis : (Refer Cross

Tabulation tables in Annexure-III).

In this section we discuss about the findings from the survey conducted with regard to the factors influencing Workforce Productivity in a steel manufacturing Company in the eastern part of India.

First Dimension: Physical Work Ambience Table-1 shows out of 100 respondents, 29 respondents are under female category and 71 respondents are male.

27.6 percent of
female respondents said that they strongly agreed that better illumination at the shopfloor provides with greater motivation to work where as 50.7 percent of male respondents corroborated this statement (strongly agreed). Besides that 62.1 percent of female respondents said they agreed with this opinion. 40.8 percent of the male respondents agreed. None of the respondents belong to the disagreed and strongly disagreed statement, reiterating that proper physical ambience does impact workforce productivity levels.

(Table-2 to 5) : 62.1 percent of the female respondents and 52.1 percent of the male respondents opined that they agreed with the statement that air conditioned environment helps for better performance while 39.4 percent of male respondents and 24.1 percent of female respondents opined that they strongly agreed with this statement. Thus a significant number of respondents consider air conditioned workspaces as imperative to better work productivity. 27.6 percent and
26.8 percent of female and male respondents respectively said they strongly agree that high dust level in shop dampens spirit to contribute better. A high number of male respondents (49.3 percent) told that they agreed with this statement. 34.5 percent of female respondents opined the same statement. None of the female respondents strongly disagreed but only 2.8 percent of the male respondents opined that they strongly disagreed on this statement, which is insignificant. 32.4 percent of male respondents and 34.5 percent of female respondents strongly agreed that prevalence of high noise at workplace makes them feel uncomfortable at work whereas 43.7 percent of male and 31 percent of female respondents agreed on the statement.

Second Dimention: Proper Support at Home

& Workplace and Engagement Level (Tables-6 to 10) 82.8 percent of female and 67.6 percent of male respondents agreed and opined that camaraderie amongst colleagues at workplace helps contribute better. 50.7 percent of male respondents and 55.2 percent of female respondents agreed that proper support from seniors helps put in best at the workplace. 36.6 percent of male respondents and 31 percent of female respondents said that they strongly agree on this statement, corroborating that help from seniors plays a major role in increasing productivity levels of workforce. 62 percent of male and 55.2 percent of female respondents strongly agree that family provides the necessary support and there are no problems on that front, hence am able to contribute better. 25.4 percent of male and 31 percent of female respondents opined that they agree on this statement. 55.2 percent of female respondents and 57.7 percent of male respondents opined that they strongly agree that when in proper health condition, they feel happy to contribute better in their organization, while 28.2 percent and 24.1 percent of male and female respondents respectively agreed on this statement. 44.8 percent of female respondents and 50.7 percent of male respondents said that they strongly agreed that when they are confident about their work, they perform better.

Third Dimension : Job Satisfaction

(Tables-11 to 16):Out of 100 respondents,

13.8 percent of female and 25.4 percent of male respondents opined that they strongly agree and feel satisfied with the salary company is giving inspite of the economic slowdown due to the ongoing pandemic. 72.4 percent of female and 59.2 percent of male respondents said that they agreed on this statement. 13.8 percent of female respondents and 22.5 percent of male respondents strongly agreed and opined that they are satisfied with the

incentive/reward/bonus the company is giving to the employees. 65.5 percent of female respondents and 62 percent of male respondents agreed on this statement. 29.6 percent of male respondents strongly agreed and said that company accommodation at subsidised rent is a major contributor to their satisfaction level. 62.1 percent of female and

57.7 percent of male respondents opined that they agreed on this statement.

22.5 percent of male respondents opined that company provides the facilities to be a part of several cultural events throughout the year, which is a major contributor to the employees satisfaction level and they strongly agreed on this statement while only 17.2 percent of female respondents opined the same. 65.5 percent of female respondents and 57.7 percent of male respondents agreed on this statement.

Fourth Dimension : Friction costs

(Table-17 to 21): 36.6 percent of male and

27.6 percent of female respondents agreed that work pressure to achieve production targets towards the end of the shift/month hampers their efficiency. Thus putting too much pressure on employees to meet production targets towards the end of each month or towards financial year closing is not a very healthy practice and rather detrimental to workforce productivity and should not be resorted to. 6.9 percent of female and 16.9 percent of male respondents strongly agreed and opined that reallocation of job responsibility reduces their efficiency for some days in the new job role. 55.2 percent of female respondents and 38 percent of male respondents said that they agreed on this statement. Thus, reallocation of responsibilities should be clearly based on knowledge and skill sets of the employees to avoid unnecessary loss in productivities. 13.8 percent of female

respondents and 23.9 percent of male respondents said that they strongly agreed that lack of support from seniors and colleagues at their workplace adversely hampers their efficiency. 44.8 percent of female respondents and 39.4 percent of male respondents agreed on this.

27.6 percent of female respondents and 22.5 percent of male respondents opined that they strongly agree and said if knowledge and skills do not match the requirements at the workplace their productivity gets adversely affected. Whereas, 44.8 percent of female respondents and 47.9 percent of male respondents said that they agreed on this statement. Hence, matching of knowledge and skill sets of employees with the requirements at the workplace is a dire requirement for achieving higher workplace productivities.

Fifth Dimension: Happiness and Relaxation

(Table-22 to 25): 37.9 percent of female respondents and 39.4 percent of male respondents opined that they strongly agree that when they feel relaxed at their workplace their output is better while 41.4 percent of female respondents and 50.7 percent of male respondents agreed on this statement. Thus, a feeling of happiness and sense of relaxation at the workplace has a positive impact on Workforce productivity. 24.1 percent of female respondents and 38 percent of male respondents strongly agreed and said that whenever they feel relaxed at home their contribution at their workplace increases.

58.6 percent of female respondents and 54.9 percent of male respondents opined that they are agreed on this statement. Thus, relaxed atmosphere at home also contributes significantly towards higher productivity at the workplace. As high as 82.8 percent of female respondents agree and strongly agree that proper support from their spouse helps in contributing better at workplace. 87.3 percent of male

respondents also agree and strongly agree on the same. 40.8 percent of male respondents and 37.9 percent of female respondents strongly agree and said that spending greater time with family helps to contribute better at their workplace. 50.7 percent of male respondents and 44.8 percent of female respondents opined that they agree on this statement.

Findings and Conclusion :

As opined by the respondents, ambient working conditions, most significantly better illumination as well as air-conditioned workplaces contribute towards higher productivity levels. Steel Manufacturing companies need to focus on providing better illumined workplaces as well as cleaner and greater air-conditioning facilities at the workplaces to help increase the productivities. Research done earlier in this respect has indicated certain important factors that significantly contribute towards

influencing productivity of employees at the workplace, which can become 'Enabling factors' for productivity enhancement, at the same time hinder productivity if not taken proper care of as follows:

● Indoor Air Quality at the workplace(Feige, et al, 2013; Wyon, 2004; Wargocki, et al, 2000)
● Lighting levels and characteristics (Juslen et al, 2007)
● Accoustic conditions (Roelofsen, 2002; Tiller, et al, 2010)
● Access to daylight and views
● Thermal comfort.

High job satisfaction has a positive correlation with the level of Workforce productivity. Work environments where the sense of acceptance of employees is high amongst their seniors, peers and subordinates and thus provide for positive

and healthy work relationships, positive criticism wherever and if required, an acceptable range of remuneration, etc are the work spaces that provide for higher job satisfaction.

In fact, employee motivation to come to work should be at such a high that one wakes up with a 'morning high syndrome (MHD)', looking forward to carrying out proper activities towards the prosperity of the company, that would thus result in higher workforce productivity levels. Proper activities at the workplace occupy a bulk of the daily routine of employees, more than one-third of a day of 24 hours, rest one-third spent in sleep and one-third in personal and family activities. Thus high job satisfaction at the workplace and high happiness index helps derive the sense of self-worth and self-

esteem for employees in a company. Also, his or her social standing is linked to it, more so if it is a female employee, considering the male-dominated social structure that we have inculcated for decades. This necessitates special consideration and reflection with respect to the choices being made regarding the area of activity at the workplace specifically for women, which in turn affects their productivity at the workplace.

Also, certain factors that strongly emerge as affecting workforce productivity levels include better help and support from seniors at the workplace as well as greater support of spouse and family. Positive criticism is welcome while reprimanding by seniors has an adverse impact on productivities. Relaxed ambience at the workplace as well as at home provides for greater creativity and output and thus higher productivities. Higher levels of happiness at their workplace due to greater camaraderie amongst co-workers and seniors also has a significantly positive impact on workforce productivity.

A major factor that emerges out of this survey analysis is that the knowledge and skill sets of employees needs to be in consonance with their area of posting or job responsibilities. If not, there is a significant loss in productivity levels resulting in high friction costs. Friction Cost accounts for reduced productivity associated with temporary replacement of productive employee, which includes time lost for searching for a replacement, time lost for developing the new incumbent, time lost by the productive employee to develop new skills in the new area of posting, which results in corresponding reduced performance for a prolonged duration as well productivity losses.

However, it requires to go for a relook on the calculation of workforce productivity in steel manufacturing organizations, as we increase our focus on better job satisfaction and hence higher workforce productivity. Economic value add (EVA) by employees needs to be accounted for instead of considering employees as a mere cost on the balance sheets of companies, leading to undue stress on reducing workforce numbers in companies. To bring parity amongst labour productivity figures and employee cost in public sector steel companies and their counterparts in private sector, contract workforce engaged in contracts of one year or more duration needs to be factored into the labour productivity calculations. Also, direct contribution by employees through implementation of innovative practices needs to factored as an additive component. Contribution by employees owing to upskilling and hence reduced dependence on high cost contracts given to Original Equipment Manufacturers for operation of state-of-art technology, also needs to be factored into as an additive component in labour productivity.

However, potential losses in production owing to reduced presenteeism that result in reduced productivity levels need to be addressed to obtain the proper picture of the productivity losses unaccounted for, so that organizations may focus on identifying, quantifying the same, and work towards bridging the gaps to further enhance organizational productivity levels.

Workforce Productivity in Steel Manufacturing Companies

Survey Questionnaire

This Questionnaire Survey is a part of a research work and is purely academic in nature. The information collected through this questionnaire survey shall be used purely for academic purposes and shall be kept strictly confidential. The details of the informant or the organization shall not be disclosed anywhere during the research work.

The informant is requested to kindly fill in the details below before answering the questionnaire:

A. Name :…………………(Optional)

B. Age :

   18 years to 25 years   25 years to 35 years

   35 years to 45 years   45 years to 55 years   Greater than 55 years

C. Qualification : Matriculate   Graduate/Diploma   Post Grad/MBA   Doctorate   Others

D. Gender : Male   Female

E. F. Category : Executive   Non-executive

No of years of service spent in the organization :   Less than 5 years   5 to 10 years   10 to 20 years   20 to 30 years   More than 30 years

Please choose the alternative that you feel is the most suitable one while answering the following questions :

1)   Better illumination at the shopfloor provides me with greater motivation to work.
    Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

2) Air conditioned environments help me in performing better.
    Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

3) High dust level in my shop dampens my spirit to contribute better.
    Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

4) Proper ventilation and open air spaces around my workplace help me contribute better.
    Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

5) Prevalence of high noise at my workplace makes me feel uncomfortable at work.
    Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

6) Camaraderie amongst colleagues at my workplace helps me contribute better.
    Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

7) Proper support from seniors helps me put in my best at my workplace.
    Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

8) When my family provides me the necessary support and there are no problems on that front, Iam able to contribute better.
    Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

9) When I am in proper health condition, I feel happy to contribute better.
    Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

10) When I am confident about my work, I perform better.
    Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

11) I feel satisfied with the salary my company is giving me inspite of the economic slowdown due to the ongoing pandemic.
    Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

12) I am satisfied with the incentive/reward/bonus my company is giving me.
    Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

13) My company accommodation at subsidized rent is a major contributor to my satisfaction level.
    Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

14) Free medical facilities for me and my dependents gives me the satisfaction of contributing in this benevolent organization.
    Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

15) My company provides me the facilities to be a part of several cultural events throughout the year, which is a major contributor to my satisfaction level.

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

16) Several parks, fitness paths etc constructed by my company, helps me in keeping fit and healthy, thus contributing to higher satisfaction level.

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

17) Work Pressures to achieve production targets towards the end of the shift/month hampers my efficiency

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

18) Reprimanding by my superior puts me under pressure reducing my output on that day.

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

19) Reallocation of job responsibility reduces my efficiency for some days in the new job role.

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

20) Lack of support from seniors and colleagues at my workplace adversely hampers my efficiency.

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

21) If my knowledge and skills do not match the requirements at the workplace, my productivity gets adversely affected.

Strongly agree Agree Neither agree

nor disagree Disagree Strongly disagree

22) Whenever I feel relaxed at my workplace, my output is better.

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

23) Whenever I feel relaxed at home, my contribution at my workplace increases.

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

24) Proper support from my spouse helps me in contributing better at my workplace.

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

25) Spending greater time with family helps me contribute better at my workplace.

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

ANNEXURE-II.

List of 5 main dimensions and 25 variables considered for analysis :

Variables	Work Productivity (Sub variables)	Main Dimensions
X_1	Better Illumination	
X_2	Air conditioned Environment	Physical Work Ambience
X_3	High Dust level	
X_4	Proper Ventilation and open air spaces	
X_5	Prevalence of high noise	
X_6	Camaraderie amongst colleagues	Proper Support at home and workplace and engagement level
X_7	Proper support from Seniors	
X_8	Family provides necessary support	
X_9	Health Condition	
X_{10}	Confident	
X_{11}	Salary/Compensation	
X_{12}	Incentive/reward/bonus	
X_{13}	Accommodation at Subsidised rent	Job Satisfaction
X_{14}	Free medical facilities	
X_{15}	Facilities for cultural events	
X_{16}	Several Parks, fitness paths	
X_{17}	Work Pressure	
X_{18}	Reprimanding by superior	
X_{19}	Reallocation of job responsibility	
X_{20}	Lack of support from seniors and colleagues	Friction Costs
X_{21}	Knowledge and skills do not match job requirements	
X_{22}	Feel relaxed, output is better	
X_{23}	Contribution at workplace increases when feel relaxed	Happiness and Relaxation
X_{24}	Proper support from spouse	
X_{25}	Spending greater time with family	

KMO and Bartlett's Test

In Correlation Matrix all variables are significant at 1 percent, 5 percent and 10 percent level of significance. Table-2

Table-2: KMO and Bartlett's Test

Kaiser Meyer Olkin (Measure of Sampling Adequacy)	0.769
Bartlett's Test of Sphericity	
Chi-square	1479.443***
Degree of freedom	300
Significance	0.000

ANNEXURE-III
Analysis of Factors affecting Workforce Productivity using Likert Scale :

Statements	Gender	Female	Male
Strongly agree	Count	8	36
	% within Gender	27.6	50.7
Agree	Count	18	29
	% within Gender	62.1	40.8
Neither agree nor disagree	Count	3	6
	% within Gender	10.3	8.5
Disagree	Count	-	-
	% within Gender	-	-
Strongly disagree	Count	-	-
	% within Gender	-	-
Total	Count	29	71
	% within Gender	100	100
	Total	29	71

Table-1: Better Illumination
Table-2: Air Conditioned environment

Statements	Gender	Female	Male
Strongly agree	Count	7	28
	% within Gender	24.1	39.4
Agree	Count	18	37
	% within Gender	62.1	52.1
Neither agree nor disagree	Count	2	2
	% within Gender	6.9	2.8
Disagree	Count	2	1
	% within Gender	6.9	1.4
Strongly disagree	Count	0	3
	% within Gender	-	4.2
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-3: High Dust Level

Statements	Gender	Female	Male
Strongly agree	Count	8	19
	% within Gender	27.6	26.8
Agree	Count	10	35
	% within Gender	34.5	49.3
Neither agree nor disagree	Count	10	11
	% within Gender	34.5	15.5
Disagree	Count	1	4
	% within Gender	3.4	5.6
Strongly disagree	Count	0	2
	% within Gender	-	2.8
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-4: Proper Ventilation

Statements	Gender	Female	Male
Strongly agree	Count	11	32
	% within Gender	37.9	45.1
Agree	Count	14	30
	% within Gender	48.3	42.3
Neither agree nor disagree	Count	3	5
	% within Gender	10.3	7.0
Disagree	Count	1	3
	% within Gender	3.4	4.2
Strongly disagree	Count	0	1
	% within Gender	-	1.4
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-5: Prevalence of High Noise
Table-6: Camaraderie amongst Colleagues

Statements	Gender	Female	Male
Strongly agree	Count	10	23
	% within Gender	34.5	32.4
Agree	Count	9	31
	% within Gender	31.0	43.7

Neither agree nor disagree	Count	6	12
	% within Gender	20.7	16.9
Disagree	Count	3	3
	% within Gender	10.3	4.2
Strongly disagree	Count	1	2
	% within Gender	3.4	2.8
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Statements	Gender	Female	Male
Strongly agree	Count	2	14
	% within Gender	6.9	19.7
Agree	Count	24	48
	% within Gender	82.8	67.6
Neither agree nor disagree	Count	2	6
	% within Gender	6.9	8.5
Disagree	Count	1	3
	% within Gender	3.4	4.2
Strongly disagree	Count	-	-
	% within Gender	-	-
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Statements	Gender	Female	Male
Strongly agree	Count	9	26
	% within Gender	31	36.6
Agree	Count	16	36
	% within Gender	55.2	50.7
Neither agree nor disagree	Count	3	8
	% within Gender	10.3	11.3
Disagree	Count	1	1
	% within Gender	3.4	1.4
Strongly disagree	Count	-	-
	% within Gender	-	-
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-7: Proper Support from Seniors
Table-8: Family Provides help

Statements	Gender	Female	Male
Strongly agree	Count	16	44
	% within Gender	55.2	62
Agree	Count	9	18
	% within Gender	31	25.4
Neither agree nor disagree	Count	3	6
	% within Gender	10.3	8.5
Disagree	Count	1	2
	% within Gender	3.4	2.8
Strongly disagree	Count	-	1
	% within Gender	-	1.4
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-9: Proper Health Condition

Statements	Gender	Female	Male
Strongly agree	Count	16	41
	% within Gender	55.2	57.7
Agree	Count	7	20
	% within Gender	24.1	28.2
Neither agree nor disagree	Count	4	5
	% within Gender	13.8	7.0
Disagree	Count	1	5
	% within Gender	3.4	7.0
Strongly disagree	Count	1	-
	% within Gender	3.4	-
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-10: Confident about allocated job responsibility

Statements	Gender	Female	Male
Strongly agree	Count	13	36
	% within Gender	44.8	50.7
Agree	Count	12	28
	% within Gender	41.4	39.4
Neither agree nor disagree	Count	1	5
	% within Gender	3.4	7.0
Disagree	Count	2	1
	% within Gender	6.9	1.4
Strongly disagree	Count	1	1
	% within Gender	3.4	1.4
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-11: Compensation Package

Statements	Gender	Female	Male
Strongly agree	Count	4	18
	% within Gender	13.8	25.4
Agree	Count	21	42
	% within Gender	72.4	59.2
Neither agree nor disagree	Count	4	6
	% within Gender	13.8	8.5
Disagree	Count	-	4
	% within Gender	-	5.6
Strongly disagree	Count	-	1
	% within Gender	-	1.4
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-12: Incentive/Rewards/Bonus

Statements	Gender	Female	Male
Strongly agree	Count	4	16
	% within Gender	13.8	22.5
Agree	Count	19	44
	% within Gender	65.5	62.0
Neither agree nor disagree	Count	2	8
	% within Gender	6.9	11.3
Disagree	Count	2	1
	% within Gender	6.9	1.4
Strongly disagree	Count	2	2
	% within Gender	6.9	2.8
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-13: Hygiene Factors (Accommodation at Subsidized Rent)

Statements	Gender	Female	Male
Strongly agree	Count	5	21
	% within Gender	17.2	29.6
Agree	Count	18	41
	% within Gender	62.1	57.7
Neither agree nor disagree	Count	4	6
	% within Gender	13.8	8.5
Disagree	Count	1	2
	% within Gender	3.4	2.8
Strongly disagree	Count	1	1
	% within Gender	3.4	1.4
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-14: Free Medical Facilities

Statements	Gender	Female	Male
Strongly agree	Count	2	21
	% within Gender	6.9	29.6
Agree	Count	22	41
	% within Gender	75.9	57.7
Neither agree nor disagree	Count	2	4
	% within Gender	6.9	5.6
Disagree	Count	1	2
	% within Gender	3.4	2.8
Strongly disagree	Count	2	3
	% within Gender	6.9	4.2
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-15: Facilities for Cultural Events

Statements	Gender	Female	Male
Strongly agree	Count	5	16
	% within Gender	17.2	22.5
Agree	Count	19	41
	% within Gender	65.5	57.7
Neither agree nor disagree	Count	1	7
	% within Gender	3.4	9.9
Disagree	Count	3	6
	% within Gender	10.3	8.5
Strongly disagree	Count	1	1
	% within Gender	3.4	1.4
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-16: Several Parks and Fitness Paths

Statements	Gender	Female	Male
Strongly agree	Count	9	20
	% within Gender	31	28.2
Agree	Count	17	40
	% within Gender	58.6	56.3
Neither agree nor disagree	Count	1	8
	% within Gender	3.4	11.3
Disagree	Count	-	2
	% within Gender	-	2.8
Strongly disagree	Count	2	1
	% within Gender	6.9	1.4
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-17: Work Pressure

Statements	Gender	Female	Male
Strongly agree	Count	4	13
	% within Gender	13.8	18.3
Agree	Count	8	26
	% within Gender	27.6	36.6
Neither agree nor disagree	Count	8	16
	% within Gender	27.6	22.5
Disagree	Count	9	14
	% within Gender	31.0	19.7
Strongly disagree	Count	-	2
	% within Gender	-	2.8
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-18: Reprimanding by Superior

Statements	Gender	Female	Male
Strongly agree	Count	3	7
	% within Gender	10.3	9.9
Agree	Count	9	17
	% within Gender	31.0	23.9
Neither agree nor disagree	Count	6	28
	% within Gender	20.7	39.4
Disagree	Count	10	18
	% within Gender	34.5	25.4
Strongly disagree	Count	1	1
	% within Gender	3.4	1.4
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-19: Reallocation of Job Responsibility

Statements	Gender	Female	Male
Strongly agree	Count	2	12
	% within Gender	6.9	16.9
Agree	Count	16	27
	% within Gender	55.2	38.0
Neither agree nor disagree	Count	2	19
	% within Gender	6.9	26.8
Disagree	Count	8	13
	% within Gender	27.6	18.3
Strongly disagree	Count	1	-
	% within Gender	3.4	-
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-20: Lack of Support from Seniors and Colleagues

Statements	Gender	Female	Male
Strongly agree	Count	4	17
	% within Gender	13.8	23.9
Agree	Count	13	28
	% within Gender	44.8	39.4
Neither agree nor disagree	Count	6	14
	% within Gender	20.7	19.7
Disagree	Count	6	12
	% within Gender	20.7	16.9
Strongly disagree	Count	-	-
	% within Gender	-	-
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-21: Knowledge and Skills

Statements	Gender	Female	Male
Strongly agree	Count	8	16
	% within Gender	27.6	22.5
Agree	Count	13	34
	% within Gender	44.8	47.9
Neither agree nor disagree	Count	5	16
	% within Gender	17.2	22.5
Disagree	Count	3	4
	% within Gender	10.3	5.6
Strongly disagree	Count	-	1
	% within Gender	-	1.4
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-22: Feeling Relaxed at Workplace, Output is better

Statements	Gender	Female	Male
Strongly agree	Count	11	28
	% within Gender	37.9	39.4
Agree	Count	12	36
	% within Gender	41.4	50.7
Neither agree nor disagree	Count	4	5
	% within Gender	13.8	7.0
Disagree	Count	1	-
	% within Gender	3.4	-
Strongly disagree	Count	1	2
	% within Gender	3.4	2.8
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-23: Feeling relaxed at home, Output is better

Statements	Gender	Female	Male
Strongly agree	Count	7	27
	% within Gender	24.1	38.0
Agree	Count	17	39
	% within Gender	58.6	54.9
Neither agree nor disagree	Count	2	2
	% within Gender	6.9	2.8
Disagree	Count	2	1
	% within Gender	6.9	1.4
Strongly disagree	Count	1	2
	% within Gender	3.4	2.8
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-24: Proper Support from Spouse

Statements	Gender	Female	Male
Strongly agree	Count	6	28
	% within Gender	20.7	39.4
Agree	Count	18	34
	% within Gender	62.1	47.9
Neither agree nor disagree	Count	4	3
	% within Gender	13.8	4.2
Disagree	Count	1	3
	% within Gender	3.4	4.2
Strongly disagree	Count	-	3
	% within Gender	-	4.2
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

Table-25: Spending greater time with family

Statements	Gender	Female	Male
Strongly agree	Count	11	29
	% within Gender	37.9	40.8
Agree	Count	13	36
	% within Gender	44.8	50.7
Neither agree nor disagree	Count	1	3
	% within Gender	3.4	4.2
Disagree	Count	3	1
	% within Gender	10.3	1.4
Strongly disagree	Count	1	2
	% within Gender	3.4	2.8
Total	Count	29	71
	% within Gender	100	100
	Total	71	29

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A Study Of The Concept Of Employee Engagement And Its Implementation In The Industry

Dr. Leena Deshpande,
AVP-HR & Head CSR,
Bharat Forge Ltd

Mrs. Sapna Gadh,
Assistant Manager- HR,
Bharat Forge Ltd

Ms. Riddhi Munje,
Student, LES ROCHES
School of Global Hospitality Education
Switzerland

Abstract:
Purpose: The purpose of this article is to firstly explain Employee engagement, highlight the difference between employee engagement and satisfaction, suggest ways to engage employees, illustrate the benefits of an engaged workforce, and conclude the findings of a dipstick study that was conducted by circulating questionnaire to 100 employees by purposive sampling method at the world's largest forging company, Bharat Forge Limited.
Approach: For this article, the literature on Employee engagement, it's practice in different industries and motivation theories of Maslow and Frederick Herzberg were studied, 100 employees of Bharat Forge were surveyed to gauge employee engagement at a hard-core manufacturing firm. Through this quick study, employee feedback and suggestions were collected which may be used by industry practitioners to gain perspective into employee engagement.

Findings: The findings of this article may be used as feedback or suggestions by industry practitioners to analyze and understand employee engagement. They may also find new prospects to engage the employees from manufacturing industries.

Keywords: Employee engagement, Employee retention, Turnover, Employee satisfaction.

Introduction: What is Employee Engagement?

The notion of employee engagement was first propounded in the 90s by William Kahn, a professor of organizational behavior, in his paper-Psychological Conditions of Personal Engagement and Disengagement at Work. What also came to be known as the first definition of employee engagement, he described the concept as, "the harnessing of organization members' selves to their work roles; in engagement, employed people express themselves physically, cognitively, and emotionally during role performances." Modern understanding of employee engagement is not unalike, it is about creating an environment most conducive to augmenting the dedication and commitment an employee has to their organization together with boosting the relationship between employees and their employer. It is important to highlight a clear difference between employee engagement and job satisfaction. While the two concepts are closely correlated, they are two distinct ideas. Satisfied employees may have favorable views about their job, however, that does not necessarily indicate that they are dedicated and motivated, they may merely be doing the bare minimum to subsist. Engaged employees are committed to offer more of their capacity and power, motivated to contribute to organizational success with an underlined sense of their own well-being.

Employee engagement works in tandem with employee retention- the ability of an organization to retain existing employees by using employee engagement as a retention tool. Retaining existing employees reduces sizable losses incidental to recruitment and saves valuable time and effort that goes into training freshmen. In a market that is competitive and an organization that strives to be atop,

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losing top performers is discouraging when the possibility of a cascading effect cannot be ruled out. High level of engagement promotes retention of skilled employees and furthers organizational performance.

Maslow's Need Hierarchy and Employee Engagement:

Image 1: Maslow's Hierarchy of needs applied to Employee Engagement

(https://www.incentivesolutions.com/wp-content/uploads/2014/08/maslows-hierarchy-employee-engagement.pdf)

Wondering how to tap the potential of disengaged employees? The Research done so far suggests that only 11% of the total employees feel a strong commitment towards their work and workplace and are actively engaged. The rest 89 % of the employees are disengaged. In simple words, organisations are only able to tap the potential of 11% employees (Maslow's hierarchy and employee engagement, n.d.).

On the first level, Maslow suggests the importance of physiological needs. Basic needs like food, water and shelter are essential for survival. Similarly, the basic needs in a job are salary, fulfilment of physiological needs ensures health and wellbeing.

Next comes job security, stability, and a stable work environment. Employees are not satisfied if their security needs are not met.

When the first two needs are met, employees seek belongingness. The need for belongingness is met by a healthy work culture, supportive bosses, and cooperative colleagues.

Next, they want acknowledgment for their effort. Recognition and the feeling of accomplishment is key to engagement. Therefore, fulfilment of esteem needs is the first step to ensuring employee engagement

The last level is self-actualization. Only 15% employees reach this level. At this stage employees want to develop their skills. This boosts their potential that helps them to lead and motivate others. When self-actualization needs are fulfilled it may be concluded that employees are truly engaged (Maslow's Hierarchy of Needs in Employee Engagement (Pre and Post Covid 19), 2021)

Herzberg's Two factor theory of motivation:
Image 2: Herzberg's Two Factor Theory

(https://www.managersinformation.com/2020/10/the-two-factor-theory.html)
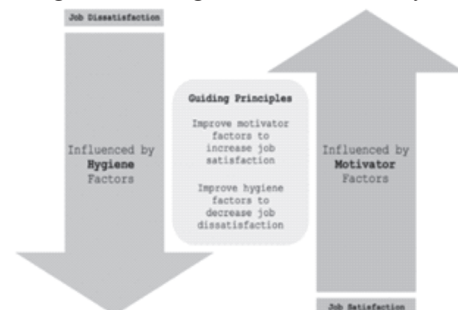
Frederick Herzberg, an American psychologist is as one of the great thinkers in motivational theory and management. Through his theory, he set out to determine the effect of attitude on motivation. To determine this, he started by asking people to describe the times when they felt extremely bad, and, extremely good about their jobs. He found out that people who felt good about their jobs gave very different responses from those who felt bad.

The outcome of this inquiry forms the basis of Herzberg's Motivation-Hygiene Theory (a.k.a. Herzberg's "Two Factor Theory"). In his famous two-factor theory, which determined that there are two different sets of factors governing job satisfaction and dissatisfaction: "hygiene factors," or extrinsic motivators and "motivation factors," or intrinsic motivators (Herzberg's Two Factor Theory, n.d.).

Hygiene factors, or extrinsic motivators, tend to be more tangible, basic needs—i.e., the lower level needs covered in Maslow's need hierarchy theory. These include salary, fringe benefits, job security, status etc. Accordingly, it is important for supervisors to understand that not fulfilling these basic criteria will lead to lower levels of motivation and will sow seeds of dissatisfaction among employees (Herzberg's Two Factor Theory, n.d.).
Motivation factors, or intrinsic motivators, represent less tangible, more emotional needs—i.e., the needs towards the top of the pyramid in Maslow's need hierarchy theory. They include work relationships, recognition and appreciation, growth potential and challenging work. Therefore, it is essential to understand that recognizing these needs may fall outside the more traditional scope of what a workplace ought to provide, they can be key to strong team and individual performance (Herzberg's Two Factor Theory, n.d.).

Hence, a manager must understand the above theory to ensure that employees are not only satisfied but are more importantly engaged.

Classic Examples of how industry giants ensure Employee Engagement:
A discussion on Employee Engagement is incomplete without mentioning 'Google'. Sonders, the head of Marketing at Spike reveals how Google ensures employee engagement. A few of these are discussed below:
-
Google keeps its employees 'inspired': A study conducted in 2017 reveals that employee burnout is the largest threat to employee engagement. Most capable employees are always burdened with work. This leads to working overtime, incomplete tasks and halts innovation. Google's approach to this problem is '20% time'. Under this, employees must spend at least 20% of their time in a week on projects that inspire them. This prevents burnouts, decreases turnover and increases engagement at work (Sonders, n.d.).

- Google supports flexibility: By adopting follow a flex schedule, Google ensures employees strike work-life balance. Additionally, Googlers can now work at a location away from office for 4 weeks a year.
- Google listens, responds and adapts: Google ensures that each employees voice is heard through the following:

● By using 'Google Moderator': To ask questions and vote on other's questions they want answered.
● Every Friday, Google holds an 'all-hands' meeting where the company leaders respond to the most asked questions of the week.
● By using 'Google-O-Meter', employees vote on each other's suggestions.

In addition, top Indian companies like Tata Steel, Tata Motors, Bharat Forge, Tech Mahindra too continue to ensure engagement by helping their employees, their families and society during the difficult period of pandemic of COVID-19. Benefits of an engaged workforce

The various studies and research indicate that Employee Engagement has an unequivocal relationship with the success of an organization. One can also expect a substantial increase in returns on investment when working with engaged employees. Few studies also indicate that Engagement often makes employees want to strive for perfection keeping the goals of the organization in mind. Their sense of belonging makes them an exponent of the company's future aims.

Though the productivity has many dimensions, the engagement of the employee is an important factor that may help in higher productivity, higher profit margins and hence higher shareholder returns. Thus, one can witness higher performance of the organization on a number of levels.

When employees feel engaged with their work, their performance increases manifold. It can also result in refined services for clients and customers. Thus, one can notice an inevitable connection between engagement and customer satisfaction.

Hence, not only employee engagement is necessary for employee retention but it may result into employee satisfaction, reduce turnover and enhance profitability. Accordingly, a dip stick study was conducted at Bharat Forge (the world's largest forging company), to gauge engagement and dive into the "What do the employees feel?", an important question to address while dealing with employee engagement.

The Statement of Problem –
Employee Engagement is little complex concept and many a times it is taken as employee satisfaction. It is aligning employees with the Organization vision and keeping up their motivation to contribute 100%.

It is necessary to know the various way of employee engagement especially from manufacturing industry. Bharat Forge is a hard-core manufacturing industry. The employees' opinion on the engagement initiatives may throw light on the successful initiatives to engage employees in Manufacturing industries.
About Bharat Forge
Bharat Forge Limited (BFL), the Pune based Indian multinational, is a technology driven global leader in metal forming having transcontinental presence across ten manufacturing locations, serving several sectors including automotive, power, oil and gas, construction & mining , rail, marine and aerospace. Part of Kalyani Group - a USD 3 billion conglomerate with 10,000 global work force, BFL today has the largest repository of metallurgical knowledge in the region and offers full service supply capability to its geographically dispersed marquee customers from concept to product design, engineering, manufacturing, testing and validation.

Sampling –
A total of 100 employees from various departments were chosen for the purpose of this article through purposive sampling method. Employees were chosen in a way that it would bring forth a holistic point of view.
Sources and Methods of data collection-
This study contains both primary as well as secondary data for the research study.
Primary Data-
For this study primary data was collected through questionnaire - Google form, from the 100 employees of Bharat Forge

through purposive sampling.

Secondary Data-

For this study articles from various sources and books, thesis, working papers, and websites of various organizations were referred as the source of secondary data.

Objectives of the study:

Objective 1 -To find out which initiative in the organization employee value the most

Objective 2 - To find out whether the environment of innovation helps the employee engagement.

Objective 3 - To find out whether involvement of family of employees through different programmes helps employee engagement.

Objective 4 -To find out how work life balance is important for engaging employees.
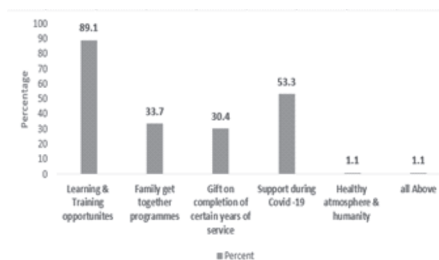
Objective 5- To seek the suggestions of employees to improve employee engagement.

The outcomes of this dip stick study have been described below.

Findings of the study as per the objectives of the study-

Objective 1-To find out which initiative in the organization employee value the most.

Figure 1: Initiatives to engage employees

Interpretation:

• Majority of 82% of the employees expressed that the company ensures engagement through its learning and development opportunities. Followed by support during COVID-19, family get together and cultural programmes, token

of appreciation on completion of 25 years of service, and finally, by ensuring good working conditions.

• A whopping majority of more than 95% of the employees expressed that they had gone through at least one or more learning initiatives which included the following:

- B. Tech
- Six Sigma
- Post-graduation in Quality Management
- English Speaking Course
- B.E. in Science from BITS Pilani
- Diploma in Industrial Safety
- Industry 4.0
- Procession Technology course
- M. Tech from IIT Mumbai
- CAD and CAM courses
- CNC Programming
- Masters of Science from Warwick University, UK
- Masters in Engineering Business Management from Warwick University, UK

• Many companies just focus on engaging their employees. But, only a few go the 'extra mile' to engage families and create a community. Bharat Forge not only puts in efforts to engage their employees but also their families. Employees expressed how truly grateful they were to the company for having involved their family members through employment generation initiatives at 3 locations in Pune. Women at these community centers generate income through stitching masks, uniforms, etc. An interesting fact to take note of is that during COVID-19, these women generated a total income of Rs. 12,00,000 by stitching masks and uniforms.

• Employees expressed that the company definitely extended support to employees during the pandemic by giving special attention to health, hygiene, and sanitation. In addition, they also stepped in to help employees with the vaccination process.

Figure 6: Involvement in Company's CSR initiatives
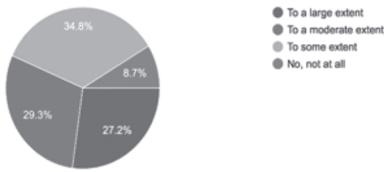
that they are involved in the company's CSR initiatives to a large extent, 29% feel that they are involved to a moderate extent, a majority of 34.8 % feel that they are involved in such initiatives to some extent. While a mere percentage of 8% feel that they are not engaged at all.

Objective 2 - To find out whether environment of innovation helps the employee engagement.

Figure 2: Innovation at heart environment in the company
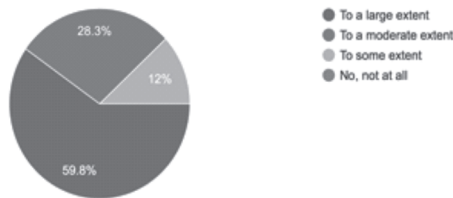
Interpretation: If we as a company want to grow, we will have to evolve, find new ways to reconnect, re-engage, and work together. Here is where a heart-centered innovation approach comes in (Moore, n.d.). A majority of 59% of the employees expressed that they experience innovation at heart at the company. However, what really needs to be looked at here is, 'Why is it that the other 12% selected 'to some extent' box. Finding out 'Why?' from these 12% would be key to ensuring their engagement.

Figure 3: New Ideas are stated and accepted openly in the company.
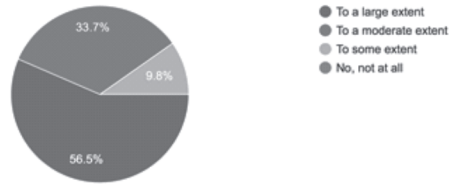
Interpretation: "Change means growth opportunities" (Why change is important in an organization, n.d.). Employees today are not looking just for a typical 9-5 job. They are looking for something more. The more is an environment where their innovative ideas are welcomed and accepted openly. At Bharat Forge, nearly 56% of the employees feel that their ideas are stated and accepted openly, 33.7% feel that they are accepted to a moderate extent and 9% to some extent. Accepting new ideas is essential to strengthen company processes, customer satisfaction and growth.

Objective 3 - To find out whether involvement of family of employees through different programs helps employee engagement.

Interpretation:
• Many companies just focus on engaging their employees. But, only a few go the 'extra mile' to engage families and create a community. Bharat Forge not only puts in efforts to engage their employees but also their families. Employees expressed how truly grateful they were to the company for having involved their family members through employment generation initiatives at 3 locations in Pune. Women at these community centers generate income through stitching masks, uniforms, etc. An interesting fact to take note of is that during COVID-19, these women generated a total income of Rs. 12,00,000 by stitching masks and uniforms.

• Employees expressed that the company definitely extended support to employees during the pandemic by giving special

attention to health, hygiene, and sanitation. In addition, they also stepped in to help employees with the vaccination process.

Objective 4 -To find out how work life balance is important for engaging employees.

Figure 4: Work-life balance
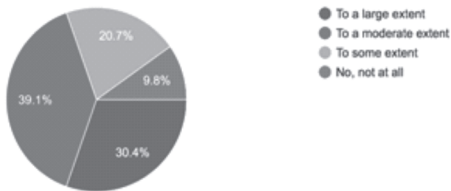
Interpretation: As boundaries between home and office disappeared, many employees struggled to strike a work life balance. It is true that technology gives access to work 24/7. However, they have become an uninvited guest in spaces of life that were previously spared from customer demands, overflowing calendars etc. (Sampson, 2020). Hence, enabling employees to strike a work life balance is essential. A brief look at the pie chart above, suggests that nearly 70% of the employees are not able to strike a complete work life balance. Accordingly, only 30% feel that they are able to strike a work life balance to a large extent.

Figure 5: Alignment with company goals

Interpretation: Nearly 65% of the employees feel that they are aligned with the company goals. While 29% expressed that they feel so to a moderate extent, 5% expressed that they do only to some extent.

Objective 5 - To seek the suggestions of employees to improve employee engagement.

 Employees suggested numerous ways to improve employee engagement, which is a testimony to the fact that they do feel comfortable sharing their thoughts and suggestions and that the company is welcoming of them. Following are a few of the suggestions given by the respondents.

- By rewards and recognition
- By creating a constructive feedback mechanism
- By providing equal opportunities
- By creating an environment where peers are valued and respected
- By providing cross training opportunities
- By building a work environment where creative ideas are encouraged
- By investing in training and learning opportunities

Suggestions:
Different initiatives to engage employees:
Considering the above findings, the following are a few suggested ways to increase engagement:

In employee engagement open communication plays an important role in securing trust. This ensures employees that they are an invaluable part of their company that makes their opinions count. Engaged employees are more likely to have an agreeable connection with their superiors and place of work.

Supply the Right Tools.
Making sure employees have all the tools and resources they need to succeed in their roles is undeniably of paramount importance. Deloitte's Global Human Capital Trends 2016 report refers to this as 'enabling infrastructure' and ranks this as the top driver of engagement in a company. Further, the tools provided must be user friendly with simple procedures to follow.

This ensures efficiency with expeditions.

1. Give valuable feedback.

Optimal amounts of feedback not only improve an employee's individual performance but also correlates with positive manager reviews. Employees often prefer getting individual attention and receiving constructive feedback induces inclusivity that can lead to higher levels of engagement.

2. Provide training, coaching and Learning opportunities

Developing a culture that promotes continuous growth that helps employees build skills required for them to expand their potential and capabilities does both- engage workers and speaks of the organization's value for their employees. As Brad Shuck, a professor of organizational development, rightly says, "The more the employee feels the company is investing in their future, the higher the level of engagement".

3. Listen to your Employees.

Successful leaders often participate in open discussions with their employees paying close attention to their workers' views and ideas. This is one of the prime rationales why companies value employee surveys. Not only does this help organizations identify problems at a foundational level but also makes people feel appreciated. As Brad Shuck says, "We give more to those places where we feel our voice matters".

4. Recognize proudly. Appreciate the good work of your employees

It is not uncommon that rewards and recognition increase engagement. Shelisa Gautreaux, senior director of corporate HR at Yum! says that recognition motivates the individual winners and serves as a "booster shot" for engagement throughout the organization. "At the end of the day," she notes, "people respond to being appreciated."

Conclusion

All in all, the article is an aid to industry practitioners and freshers in the world of Human Resources and Learning and Development. The article summaries key aspects relating to employee engagement and provides a sneak peek into employee engagement strategies that can possibly be implemented in Manufacturing firms. Yes, definitely employee engagement at manufacturing firms is a different ball game altogether, but there is nothing that is unachievable through innovation. In short, more enhanced the engagement levels of employees, better the organization's performance and engaged employee's word of mouth creates a positive image of the organization, thus attracting quality talent to the organization.

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Factors Influencing Employee Engagement In Mymul.

Dr.Swathi.S
Assistant professor
Yuvaraja College University of Mysore
Mysuru

Abstract

The concept of employee engagement is becoming more and more needed for all the organization to know about the factors which influence employee engagement. If employee engagement is high it will lead to business sustainability. In this paper factors influencing employee engagement in Mymul is taken for the study. Hundred samples were taken for the study. Threety seven attribute were taken for analysis. Only nine factors have strong influence on employee engagement.

Key Words: Employee engagement, Business sustainability, compensation, Growth and Development.

Employee engagement is the passion that employee will have towards the job he does. The employee always tries to get associated with the job, work related activities consistently. When the employee is consistently connected with work related activities it will leads to conducive work environment and ready to take risk.

The employees are joining the organization with different types of expectations. aspiration and inspiration. The employee will have lot of enthusiasm in the initial stages over the period of time if they are given right motivation by the leaders, activities, programs in the organization it will lead to have the positive vibes towards organization. Only positive mined employees are considered as the engaged employee. The more number of positive minded employees (engaged employee) will lead to high business sustainability.

The concept of employee engagement has been studied in different dimension.

Understanding the concept of employee engagement with help of factors influencing employee engagement with study of specific company. It helps the companies clearly understand and give the birds eye view of employee mentality. What factors influence one company may not influence another company. So to understand the factors influencing employee engagement the MYMUL organization is considered in this paper.

The MYMUL organization was taken for studies. A brief introduction about MYMUL is given. Mysore Dairy with the limit of 10 TLPD was begun in the year 1965 heavily influenced by the Department of Animal Husbandry and Veterinary Services of Karnataka State, which was moved to Karnataka Dairy Development Corporation in the year 1974. The limit was extended to 60 TLPD in 1980 and moved to the Karnataka Milk Federation in 1984. The limit was extended to 100 TLPD under the Operation Flood II and further extended to 180 TLPD under Perspective Plan.

The new Mega dairy plant is introduced with limit 6 LLPD expandable to 8 LLPD at Alanahally Mysore.

Some of the literature review relating to employee engagement factors are given below.

Mitika Nangia et.al (2020), the author has taken the volatile, uncertain complex and ambiguous (VUCA) scale. Which was introduced by U.S people in 1980. They have used both primary and secondary data to explain about employee engagement

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talent management in IT industry. Providing up skilling platforms, taking Employee life cycle virtual, virtual leader support programs will lead to employee engagement.

Meenakshi Kaushik et.alia (2020), the author opines that employee connection special social gathering became problem. The physical and vocal relationship and friendship were lost during lockdown time. It is conceptual paper were author has used secondary data to discuss the positive and negative impacts of employee relationship and engagement.

Kevin M. Kniffin et.al. (2020), It is an working paper, were the authors have highlighted the changing needs of employees during covid 19 . The impact of the working from home, virtual teams, unemployment and mental well-being on a gender, family status, personality, and cultural are studied. They suggest that based on above mentioned parameters employees need to be given flexibility to increase employee engagement.

Fang Lee Cooke et .al (2019), the author has taken 2040 employees in the Chinese banking industry. The growing interest in employee resilience in the organizational context and its contribution to organizational performance. However, little is known the extent to which High-Performance Work Systems (HPWS) contributes towards enhancing employee's resilience as well as their levels of engagement. After the investigation it is found that if skills and attributes of employee are increased it leads to development of individuals and the organization.

Hussein Nabil Ismail et.al 2019, In this paper is to explore the relationship between employee engagement and job performance in the country of Lebanon, and to test whether creativity mediates the relationship between engagement and performance. The research sample consisted of 186 respondents working in Lebanese firms. The questionnaire included established measures relating to employee engagement, job performance and creativity – in addition to various demographic questions. Stepwise multiple regression and bootstrapping methods were employed in the analysis of the data. The findings showed a significant positive effect of employee engagement on job performance. However, mediation analysis using bootstrapping methods has shown that creativity has fully mediated the relationship between engagement and performance.

Lissy T A (2015), has studied the effect of employee engagement strategies and work environment on 'intention to stay' using 500 paramedical staff employed in 10 private multispecialty hospitals in Bangalore. The results revealed that there is a strong bond between employee engagement and work environment. Intention to stay in the job is dependent on employee engagement strategies and work environment. Results also indicated that work environment influences employee's intention to stay with their hospitals. This implies that management should make extra efforts to create a positive work environment for their employees by providing proper benefits, a supportive supervisor, safe working conditions, appropriate shifts with rotation, etc. A positive work environment should motivate the employee to come in to work the next day.

Asi Vasudeva Reddy et al. (2013), in their paper explain the relationship between employee engagement and attrition. The study was conducted in six private sector banks in Guntur region of Andhra Pradesh by collecting 283 samples. Employee engagement had a negative relationship with supervisory support, training and

development, reward and work environment which influence employee attrition. The statistical hypothesis accepts that supervisory support and work environment reduce the employee's intention to quit the job.

Jino Jose. (2015), discusses employee engagement based on gender, and makes comparisons between public and private sectors. The simple random sample of 192 higher, middle and lower level managers from public and private sector organizations was chosen from Ernakulam, Kerala. The results indicate that employee engagement was higher in private sector when compared to public sector. Moreover, there was no significant difference based on gender. Both male and female workers were found to be equally engaged in their job.

Savneet Kaur (2013), published a conceptual paper which discusses the causes and remedies of attrition. Costs related to attrition are of two types- hard costs are the cost of advertisement, wage of employee that is leaving, recruitment, etc. Soft costs are loss of productivity, time spent on gossiping, lost productivity during training, etc. Attrition could be due to working conditions not matching employee's expectations, poor employee selection decision to attain quick growth, poor management, lack of motivation, family problems, monotonous work tasks, etc. Remedies suggested by the author are supervisor support, providing clear job description at recruitment stage, giving recognition to achievers, comfortable work environment and skills of employees, etc.

R. Anita (2015), studied 45 IT Professionals working in companies located in Hi-Tech City, Hyderabad, to understand how employees can be engaged in order to enhance the performance of the organization. Demonstrating more trust

and care towards employees leads to loyalty, commitment and hence productivity in the organization. Employees felt that 70% of time the management does not show care and concern for them. Though the benefits are promised on paper they are not communicated to the employees, and most of the employees were not even aware of it and were not able to take the advantage of the benefits. Most of the employees were not willing to stretch beyond the scope of their work and spend more energy than required, due to dissatisfaction with HRM practices and implementation of the same.

Research Design

The research design used in this paper is descriptive, using the survey method. Descriptive research accurately and systematically describes the characteristics or behaviour of an observed phenomenon of a particular population

Sample Design

Non parametric. The convenient sampling was used for the study.
Source of data:
Both primary and secondary data collection method is used. The secondary data was extracted from different published sources such as surveys, manuals, annual reports, HR policies, company records, magazines and reputed journals.100 convenient samples were taken for the study.

Table: 1

Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Compo nent	Total	% of Variance	Cumul ative %	Total	% of Varian ce	Cumulati ve %	Total	% of Variance	Cumulat ive %
1	16.392	44.303	44.303	16.392	44.303	44.303	8.335	22.526	22.526
2	4.385	11.852	56.155	4.385	11.852	56.155	5.934	16.038	38.564
3	3.247	8.776	64.931	3.247	8.776	64.931	5.165	13.959	52.523
4	2.744	7.417	72.348	2.744	7.417	72.348	4.196	11.342	63.865
5	1.858	5.022	77.370	1.858	5.022	77.370	3.291	8.895	72.760
6	1.482	4.005	81.375	1.482	4.005	81.375	2.065	5.580	78.340
7	1.454	3.929	85.303	1.454	3.929	85.303	1.876	5.070	83.410
8	1.229	3.323	88.626	1.229	3.323	88.626	1.574	4.253	87.663
9	1.045	2.824	91.451	1.045	2.824	91.451	1.402	3.788	91.451
10	.788	2.129	93.579						
11	.539	1.457	95.036						
12	.495	1.337	96.374						
13	.434	1.174	97.548						
14	.311	.840	98.388						

15	.232	.626	99.014	15	.232	.626	99.014
16	.208	.563	99.577	16	.208	.563	99.577
17	.075	.204	99.781	17	.075	.204	99.781
18	.037	.101	99.882	18	.037	.101	99.882
19	.033	.089	99.971	19	.033	.089	99.971
20	.011	.029	100.000	20	.011	.029	100.000
21	1.440E-15	3.891E-15	100.000	21	1.440E-15	3.891E-15	100.000
22	1.236E-15	3.341E-15	100.000	22	1.236E-15	3.341E-15	100.000
23	6.950E-16	1.878E-15	100.000	23	6.950E-16	1.878E-15	100.000
24	4.978E-16	1.345E-15	100.000	24	4.978E-16	1.345E-15	100.000
25	3.414E-16	9.228E-16	100.000	25	3.414E-16	9.228E-16	100.000
26	2.647E-16	7.155E-16	100.000	26	2.647E-16	7.155E-16	100.000
27	9.091E-17	2.457E-16	100.000	27	9.091E-17	2.457E-16	100.000
28	9.399E-18	2.540E-17	100.000	28	9.399E-18	2.540E-17	100.000
29	-1.386E-16	-3.746E-16	100.000	29	-1.386E-16	-3.746E-16	100.000
30	-1.957E-16	-5.289E-16	100.000	30	-1.957E-16	-5.289E-16	100.000
31	-3.000E-16	-8.109E-16	100.000	31	-3.000E-16	-8.109E-16	100.000
32	-3.846E-16	-1.040E-15	100.000	32	-3.846E-16	-1.040E-15	100.000
33	-5.390E-16	-1.457E-15	100.000	33	-5.390E-16	-1.457E-15	100.000
34	-7.663E-16	-2.071E-15	100.000	34	-7.663E-16	-2.071E-15	100.000
35	-9.351E-16	-2.527E-15	100.000	35	-9.351E-16	-2.527E-15	100.000
36	-1.321E-15	-3.569E-15	100.000	36	-1.321E-15	-3.569E-15	100.000
37	-1.804E-15	-4.874E-15	100.000	Extraction Method: Principal Component Analysis.			

The Table 1 shows the total variance between the Component Analysis the factors which strongly influence employee engagement. Among the 37 items taken, 9 factors were extracted which has Eigen value of more than 1. The total variance explained by 9 factors was 91.45%.

H0 There is no positive relationship between employee engagement and salary
H1 There is a positive relationship between employee engagement and salary
H0 There is no positive relationship between employee engagement and Growth and Development
H2 There is a positive relationship between employee engagement and Growth and Development
H0 There is no positive relationship between employee engagement and Work Resource.
H3 There is a positive relationship between employee engagement and Work Resource.
H0 There is no positive relationship between employee engagement and communication.
H4 There is a positive relationship between employee engagement and communication.
H0 There is no positive relationship between employee engagement and work life balance
H5 There is a positive relationship between employee engagement and work life balance
H0 There is no positive relationship between employee engagement and manager.
H6 There is a positive relationship between employee engagement and manager.
H0 There is no positive relationship between employee engagement and decision making.
H7 There is a positive relationship between employee engagement and decision making.
H0 There is no positive relationship between employee engagement and autonomy.
H8 There is a positive relationship between employee engagement and autonomy.
H0 There is no positive relationship between employee engagement and role clarity.
H9 There is a positive relationship between employee engagement and role clarity

Table 2: The correlation Table.

Sl.No.	Factors	Employee Engagement	
1	Salary	.415	.000
2	Growth and Development	.309	.000
3	Work Resource	.474	.000
4	Communication	.471	.000
5	Work life balance	.479	.000
6	Manager	.478	.000
7	Decision making	.308	.000
8	Autonomy	.309	.000
9	Role clarity	.305	.000

Source: Primary Data.

**. Correlation is significant at the 0.01 level

All the nine factors taken for the study had positive correlation values with employee engagement and r was significant at 0.05 levels. So the **Null hypothesis is not accepted for all nine factors**.

Finding and conclusions

 The above finding reveals that weather it is a government sector or private sector employees always give importance to salary. Salary being the main source of livelihood the factors influencing employees to join the job and employee engagement has a strong positive influencing factor. Growth and development is the second option which employees are looking in the organization. The third important factor is work resources because MYMUL Mysore milk federation it is a manufacturing company employee look out for resources. Ladies are giving more importance to work life balance due to the traditional values associated in India as a Wife, Mother, Daughter, and Daughter in law. Manager has a role to connect employee with employee association. Decision making and autonomy are two faces of same coin if you give autonomy decision making will be easier for the employee to work and keep engaged in the organization. Understanding the role will help the employee to do better performance in the job. All the nine factors mentioned have a strong connection associated with the employee engagement. Supporting the nine factor will lead to development of good quality product, better performance, strong bonding among the employee, higher profitability and most importantly Business Sustainability.

Scope For Future Research
The paper on factors influencing employee engagement can also be carried on by linking the association between employee engagement and stress management. Employee engagement and telecommuting, employee engagement and dual career etc.

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Digital Social Security: Conscientiously alleviating the indigent at time of catastrophe

Dr. Subir Bikas Mitra
Advisor (Law)
GAIL (India) Ltd

Mr. S. C. Mahato
HR, Consultant & Inhouse Faculty
GAIL (India) Ltd

Abstract: This paper is an attempt to address the upcoming challenge before the Management and Human Resource Professionals to protect and take care of the "Social Security" of workforce placed at any place in an Ethnocentric, Polycentric or Geocentric Organization on the globe and Competency Development of Human Resource personnel to meet the Challenges. The study is on the employee's self-participation adopting digital social security self-service systems launched by Government of India for availing a hassle-free services and benefits at time of crisis. The participants of this study were exclusively from GAIL (India) Limited HQ Delhi and Units/Plant across India. Accordingly, all participants were selected through Probability Sampling i.e., Simple random sampling. The Primary source of Data was made available from the Social Security Portal for the purpose of Study. Quantitative data obtained and analyzed. Thus, this study revealed that all participants have knowledge of the Social Security Schemes, and they are availing its benefits with partial digital application beyond the portal launched and with a few applications on the digital portal launched by Government of India. Finally, the finding has significant implication for adoption and application on digital social system platform; and awareness is needed for extensive follow up on the part of stakeholders viz. Employee, Pensioners and Employers.

Competency Development will be a topmost agenda for HR to face the future challenges on the part of Management. Therefore, HR has to identify and nurture high potential employees with appropriate mindset to take this forward and also to consider appropriate rewards and recognition. Managerial Personnel to act as Coach and Mentor for the employees. Assessment Centre with key competencies to be introduced. Developmental needs have identified through assessment centers in respect of such identified Personnel to be made up through bespoke L&D initiatives. Human Resource personnel to play a pivotal role to get accustomed with Digital world functioning in the era of globalization, act as strategic partner for Business sustainability & in designing the workplace to improve employee's emotional attachment towards cooperation i.e. to carry out Employees Engagement for success of Business with due care of Social Security benefits.

Keywords: Digital Social Security, Social Security Agreement (SSA), Learning & Development (L&D) Digital Platform, Member Portal, Employer Portal, Universal Account Number (UAN), Know Your Client (KYC), Ease of Doing Business.

I. INTRODUCTION

Digital Transformation is the revolution of business processes, operation, and structures to take advantage of the benefits of new technology. Human Resource professionals must understand to revamp their roles in times of digitization for Competency mapping through appropriate adoption of Competency Model. Digitization plays an important role in both the working lives of employees and Human Resource Management, which is to be inspired in multiple ways.

HR dilemma no longer lies solely between cost saving and value added, instead HR's concern will soon be spinning around the varying nature of organization and employees becoming progressively digital and influenced by the disruptive themes such as multi-generational digital citizens, appearance of a new set of digitally skilled employees etc. Digitization influences Human Resource personnel more than enabling administrative work. The use of technology facilitates other functions and adds a new dimension that Human Capital must be aligned with strategic needs of digital era. In the era of digitization and geo-centric approaches, HR professionals must dedicate themselves for managing information and mastering analytics ability to face the challenges of future.

The migration of professionals in the era of digitization is posing a key challenge before HR Professionals. They have to take care of the workforce under their current situation and their future protection through Digital Social Security.

The genesis of the term "Social Security" goes to USA and it was originated in 1935 with introduction of Social Security Act,1935 wherein a Social Security Board was constituted. As People and technology sustain businesses and services, with changing times new information and technologies were acquired. As such, social security institutions were ahead in blending human skill and digital technologies.

In India, The Constitution of India under "Directive Principles of State Policy" provides that the State shall within the limits of its economic capacity make effective provisions for securing the right to work to education and to public assistance in cases of unemployment, old-age, sickness & disablement, and undeserved want. The EPF & MP Act, 1952 was enacted by Parliament and came into force with effect from 4th March,1952. Various schemes were introduced in the form of Lump sum cash benefit during service and after employment, Pension; and Insurance benefit on death.

At the inception, benefits were extended through manually and subsequently in Digital Portal. Digitization has enabled Ease of Doing Business. However, its success depends on the literacy on the part of beneficiaries. Earlier, it was emphasized that sole responsibility lies with the "Employer" but after digitization "Beneficiaries" have also been made responsible and accountable. Therefore, responsibilities also lie on the part of the Employer and also Government to upskill the beneficiaries through Digital Interventions periodically.

II. LITERATURE REVIEW

Digitization is affecting our lives every moment. To maintain a sustainable business, digitization is playing a vital role to integrate Multinational Companies and subsidiaries across the globe with Polycentric, Geocentric and Transnational approaches. These terms Home Country National (Parent Country National) (PCN), Host Country National (HCN) and Third Country National (TCN) are prominent in the context of International Human Resource Management (IHRM) and are being effectively used through Digitization.

According to Digital Transformation-Report-World Economic Forum, Digital Transformation make positive contribution to society while there are hugely complex challenges, the analysis of report suggest that digital transformation has the potential to make a positive contribution:

Creating a workforce for the machine learning age-Digitization could create up to 6 million jobs worldwide between 2016 to 2025 in the logistic and electricity

Industries. With both winners and losers resulting from digital transformation, a huge premium in the near term will depend on the ability of businesses to upskill employees and shape the next generation of talent for the machine learning age.

World Transitioning to sustainability: Digital initiatives in the industries could deliver an estimated 26 billion tons of net avoided CO2 emissions from 2016 to 2025. This is almost equivalent to the CO2 emitted by all Europe across that time period.

Building trust in the digital economy: Usage based insurance coupled with assisted driving technologies could reduce the projected annual death toll from road accidents of more than 2 million by 10%. However, it has also raised concerns about data privacy, security, and the ethical uses of data. Establishing new norms of ethical behavior with digital technology and reaching higher levels of customer trust will be critical for ensuring a successful digital transformation.

Human-and-digital social security in Americas-International Social Security Association (ISSA): People and Technology sustain business and services. As new information and communication technologies were acquired, social security institutions in Americas woke up early to the efficiencies of blending human skills and digital technologies. Committing innovation in service delivery as a key factor for ensuring access and public trust, many social security intuitions had started to train, equip and transition staff to human-and-digital work environment in recent years. Human proficiencies working hand-on hand with technologies was the way to go. These efforts contributed to enabling effective social security responses to COVID-19 in the Americas, which is among the regions worst hit by pandemic. It is a late realization on the part of the Society that

there is a much needed, articulated Social Security System should be brought in place for the Beneficiaries with an easy access to enjoy the benefits.

International Labour Organization:

As Per ILO – Despite significant progress in the extension of social protection in many parts of the world, the human right of social security is not yet a reality for a majority of the world's population, says a new flagship report from the International Labour Organization (ILO). According to new data presented in the World Social Protection Report 2017/19: Universal social protection to achieve the Sustainable Development Goals, only 45 per cent of the global population is effectively covered by at least one social benefit, while the remaining 55 per cent– 4 billion people – are left unprotected. The new research also shows that only 29 per cent of the global population enjoys access to comprehensive social security – a small increase compared to 27 per cent in 2014-2015 – while the other 71 per cent, or 5.2 billion people, are not, or only partially, protected.

As per ILO Research Department working paper No 34 on Setting out for Digital Social Security "Digitalization changes the world of labour, and it does so in several ways. First, it shifts jobs, some are destroyed, others are created. Second, it alters work itself, namely working conditions and tasks. And third, it provides new opportunities for the way labour markets operate: Specifically, digital interconnection makes it feasible to trade digital (or digitally transferable) work at online platforms without any physical contacts from the matching process to the completion of the work. The relevant tasks include more and more activities that are digitalized today but used to be location- or environment specific in past"

ILO -BRICS RUSSIA 2020 The future work in Digital Economy. New forces are transforming the world of work. Alongside demographic and climate change, technological advancements are amongst the most transformative drivers. New digital technologies provide windows of opportunity for emerging economies to catch up in diversification, productivity and to leapfrog into advanced technologies and industries. In addition, technological advancement has given rise to new business models, such as digital labour platforms. While diverse forms of employment offered on these platforms have the potential to provide decent work when appropriately regulated, digital platforms play in facilitating labour market participation; and the opportunities these technologies hold for reinforcing efforts of labour administrations to ensure strategic compliance with labour regulations.

As per International Development Policy 2019 "Digitization is continuing to change the workplace in major ways. According to Gartner, Inc. (2017), digitization is the 'use of digital technologies to change a business model and provide new revenue and value-producing opportunities; it is the process of moving to a digital business."

Dutta and Bilbao Osorio (2012) describe the continent as consisting of 'constrained economies', which means digitization has yet to mature and is applicable in only limited services and industries.

Although scholars use the terms 'digitization' and 'digitalization' interchangeably, J. Scott Brennen and Daniel Kreiss (2016) and Beatrice Fabunmi et al. (2009, 28) offer conceptual clarity to emphasize that digitization is a technical process of data conversion from analogue to digital bits. The subsequent introduction of digital technologies also leads to socio-economic changes (Hess, 2016). Digitalization, on the other hand, refers to increased use of digital and computer technologies in organizations, countries, and workplaces in general. Casual observations would suggest that the impact of digitization would be disruptive and lead to job losses in some sectors and worsen unemployment in some economies.

The Indian Constitution:

The Indian Constitution adopted in 1951 contains all the ingredients obliging the state to move towards the realization of socio-economic rights. Its chapter on Fundamental Rights prohibits human trafficking and child labour in hazardous industries, recognizes the right to form associations and unions, and the right of children to education. The "Directive Principles" of the Constitution lay down directions and goalposts in the achievement of economic rights. The Constitution also defines the powers of the Central and State Governments as well as local Governments in matters relating to social protection.

India is not a signatory to ILO Convention 102 but has well- established social security systems providing varying degrees of coverage in several of the nine branches of the Convention which principally aim to cover formal workers in the organized sector which includes private firms/establishments above a certain size, or public sector establishments irrespective of size. In principle, these measures also extend some coverage to informal workers in the organized sector; and in some industries to establishments which are part of the unorganized sector.

Member States' social security agreements with India: Lessons for the future of a common EU approach

With the continuing increase in international migration, guaranteeing the social security rights of migrant workers is of the utmost importance. Social security coordination provides for a set of rules for building bridges between social security systems to help secure the social security rights of migrant workers.

Government of India initiatives:

Ministry of Corporate Affairs Digital Initiatives, as part of Government of India's Ease of Doing Business (EODB), the Ministry of Corporate Affairs has deployed a new Web Form christened 'SPICe+' (pronounced 'SPICe Plus form. SPICe+ offers 11 services by 3 Central Govt Ministries & Departments. (Ministry of Corporate Affairs, Ministry of Labour & Department of Revenue in the Ministries, Governments (Maharashtra and Karnataka), thereby saving as many procedures as possible, time and cost for Starting a Business in India and is applicable for all new company incorporations. It has made Mandatory **EPFO registration & Mandatory ESIC registration** for effective implementation of these social security provisions.

Initially on getting registration employers have to file return through digital mode and subsequently through digital platform developed for grant of benefit to member by using the application of Universal Account Number (UAN). UAN generation was initially facilitated by EPFO; and subsequently Employers were empowered through the digital portal for generating the UAN in respect of new members and linking with establishment code in case of ceasing member at one establishment and joining other. The entire Digital action is now governed by EPFO through its Citizen Charter and as per the laid down provision under these schemes.

CITIZEN CHARTER:

On adopting the Digitization, the Vision of EPFO as mentioned under its Citizens' Charter stipulates EPFO Vision as "An innovation driven social security organization aiming to extend universal coverage and ensuring Nirbadh (Seamless and Uninterrupted) service delivery to its stakeholders through state-of-the-art-technology" and EPFO Mission as "To meet the evolving needs of comprehensive social security in a transparent, contactless, faceless and paperless manner. To ensure Nirbadh services with Multi-Locational and Auto claim settlement process for disaster proofing EPFO".

To ensure Ease of Living for members and pensioners and Ease of Doing Business for employers by leveraging Government of India technology platforms for reaching out millions.

The Service Standards prescribed are includes settlement of Claims, process of transfer, grant of pension and Insurance as per the scheme. The service standards are applicable to EPFO Stakeholders namely the employees, employers and pensioners. As EPFO is now disaster proof, it promises to maintain the service standards even during time of disaster owing to floods, earthquake, epidemic etc. in any part of the country.

Rights of Members:(Digital application)
• To access services of EPFO in faceless and contactless manner through mobile phones, independent of employer.
• Get KYC updating in online mode with reduced employer dependence.
• Get demographic details corrected, file nominations and date of leaving service (exit date) updated also in online mode without making physical visit to EPFO or employer.

• Get accounts portability done digitally.

• Obtain assistance in availing online services and get acknowledgement for submission of any document offline.

• Member e-Sewa: http://unifiedportal-mem.epfindia.gov.in/memberinterface/

Rights of Pensioners: (Digital Application)

• Issue of Pension Payment order (PPO) on day of retirement.

• Get the PPO in digital format safely stored in Digi Locker.

• To submit digital life certificate (Jeevan Pramaan Patra) any time anywhere once a year to disbursing bank branch, CSC, Postal Services or PF Office.

• To avail services at the pensioners portal and get updated e-passbook.

• To change pension payment branch or transfer pension to nearest regional office.

Rights of Employers:(Digital Application)

• Voluntary registration under the Employees Provident Funds Act 1952 without human interface.

• Avail faceless interaction with EPFO through online services and transactions.

• Avail geographically delinked e-Inspection facility for ensuring voluntary compliance in objective and transparent manner.

• Avail virtual hearing facility in quasi-judicial cases under EPF & MP Act,1952 through video conferencing by use of secure IT applications.

• Unified Portal Shram Suvidha: http://unifiedportal-emp.epfindia.gov.in/epfo/; http://registration.shramsuvidha.gov.in/user/login.

Expectations from Members: (Digital Application)

• Create UAN based login (if the UAN has been allotted for the first time) and link his KYC (s) including his Aadhar.

• In order to avail auto-transfer of accounts, submit UAN with details of previous membership of fund to the present employer.

• File e-nomination, get demographic details updated to avail services in a seamless manner.

• Furnish bank account along with other KYC details online against UAN.

Expectations from Pensioners:

• To submit Jeevan Pramaan Patra every year to continue receiving pension.

• To submit details of new bank branch in case of switching bank branch for pension disbursement with change in residence.

• Avail services of Digi Locker for safe custody and easy retrieval of the pension documents.

• Use UMANG mobile application to view pension passbook.

• In case of Death of the pensioner, intimation to be submitted promptly by the survivor so that widow/ widower/children pension can start, if applicable.

Expectations from Employers

• Ensure compliance of all the statutory provision under the Act and allied schemes.

• Enroll all eligible employees from the wage month in which the employee has joined.

• Submit monthly return electronically and make the corresponding remittances through unified portal.

• Link /generate UAN of new employees and update the date of exit of such members who have left the employment within 15 days of the following month.

• Get all employees of the establishment to update their KYC details and create their UAN based login to avail the online services.

• Promptly forward the cases of request from the members for the rectification of the errors in their basic details after duly verifying the same from their records.

• Furnish reply to e-Inspection notice with supporting documents within the specified time limit.

Grievance Redressal Mechanism:

Dedicated revamped grievance portal EPFiGMS for handling grievances digitally.

III RESEARCH METHODOLOGY:

Researchers have undertaken an Exploratory research work with details analysis of the available Data on the Digital Portal of Employer.

(I) ANALYSIS & INTERPREPTAION

It is evident from the demographic of the members that UAN Number has been allotted to all employees and as such employer has qualified the primary input in favour of the members establishing that they have been enrolled in the Social Security Scheme.

(ii) KYC is the second important input on the part of employee for availing benefit and for employer for securing compliance as per regulation. It is evident that 38% of the members have not updated their Aadhar, 28% have not updated their Bank. Such employees will not be able avail benefits and employers may get notice on non-compliance.

(iii) The Demographic inputs like Name. Date of Birth, Gender, Marital Status, Disability, Address has a direct impact on regulating the Service Standards and Online Services. Updating of the said inputs is the responsibility of Employer as per the individual declaration at the time of joining. In case updating has not been carried out member will not be able to file claims.

IV. SUGGESTIONS AND RECOMMENDATIONS

●**Enhance the Awareness regarding schemes.** Steps should be taken to enhance the level of awareness among employees and employers about the EPF Scheme,1952, EDLI Schemes,1976 & EPS,1995 with their objectives, membership, and enshrined benefits.

●**Competency Development** the Human Resource personnel should be imparted specific training to master the digital application and to develop analytical ability in the field of Human Resource Management

●Identifying and naturing high potential employees, reframing Reward and Recognition Policy With association of IT and through proper assessment center identify such employees at the time of talent acquisition and subsequently under Competency Development Cycle so as to enable the forming of requisite teams to carry out the digitization and put forward the importance among employees.

●**Awareness on Citizen Charter and the Digital Services through Coaching and Mentoring:** This is the instrument and commitment on the part of the Institution governing the scheme for rendering services and to put the same in letter and spirit for ensuring clarity with regard to stakeholders' roles and responsibility. HR to create a team of Senior Executives to act as a Coach and Mentor for the new generation employees enabling them to adopt the digitization for benefit of self and the establishment.

●Activation and action under Member Portal: The membership extension is the sole responsibility of the Employer, However, subsequent role for UAN activation lies with member. Unless and until the UAN is activated, window to Member Portal will not open. A member getting UAN generated by Employer or Self must activate the same.

●Inputs and update on the Portal. The entire Digital System to grant benefits have been synchronized in such a way that any missing information will not allow to proceed further and as such members have to provide correct inputs and in case of change the same should be updated or else it will not proceed ahead for grant of benefits online.

IV.CONCLUSION:

●Human Resource Professional may keep in mind the famous quote **"Financial resources may be the lifeblood of a company, but "Human Resources" are the brains." - Rob Silzer & Ben Dowell.**

●Human Resource Professionals in the organization must get themselves accustomed to Digital Social Security, as it aims to provide social security benefits at hours of need on real time basis, without interference of administrative authority. The entire system is human friendly, and a common man can understand the application with basic background and understanding of the process on the Digital Portal. Both employees and employer must be aware of the Schemes and their corresponding digital application to meet the expectation laid down under citizen charter and following Service standards and rights. The employer managing the PF Fund under exemption status must create the digital format within their establishment at par with or superior to EPFO portal so as to follow the Citizen Charter Service Standards; and in case of transfer of a member facilitate in smooth transfer of social Security benefits.

●Competency Development must be accorded due priority by the Management so that the Human Resource personnel can appropriately handle the future challenges of Digitization for sustaining the Businesses in future. Reframing the policies on Talent acquisition, establishing assessment centers to identify high potential employees for accelerating the process of digitization, creating a workplace with highly motivated employees. The entire process should be in the frame of Competency based management i.e. a process aligned with strategic direction of the organization.

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A Case Study On Improvements Of Placements At Rajarambapu Institute Of Technology By Various Means Of Coaching And Mentoring

Dr. Abhijeet Shah
Mechanical Engineering
Department Rajarambapu Institute
of Technology, Islampur India

Mr. Amey Gaurvadkar
Mechanical Engineering
Department Rajarambapu Institute
of Technology, Islampur India.

Abstract— The placement records of Rajarambapu Institute of Technology, Islampur has experienced remarkable rise due to incorporation of different types of coaching and mentoring to all Engineering and Polytechnic students. The case study presented in this paper is for 2018-19 pass out batch students. Due to adoption of new concepts like choice based curriculum, mentoring, one to one counselling, industry readiness curriculum, the change observed with respect to placement statistics is improved in 2018-19 compared to earlier year. The average package also observed to be improved. The curriculum is enriched by incorporating different Industry readiness skills like Communication skills, Leadership skills, Problem solving ability, Personality Development skills, Team work, Decision making. Also Scholastic aptitude is incorporated as a credit course for third year students which is ensuring best performance in final year placement processes. The foreign language trainings like German and Japanese is also incorporated in curriculum. Separate mentor is allotted for a batch of 20 students which helps in thoroughly understanding that student for guiding. All these efforts lead to increase in placement of RIT students.

Keywords— Mentoring, Coaching, Placement, soft skills, Industry readiness

I. INTRODUCTION

Kasegaon Education Society's Rajarambapu Institute of Technology (RIT) was established in 1983 with a mission to create techno excellent citizen through academic excellence. RIT is in green belt of Sangli District, Maharashtra State, India. The institute presently offers 8 UG, 11 PG, 4 Diploma and 3 Doctoral programs in various engineering disciplines. Institute has continuous interaction with Industry through in plant training and live industry based projects. Institute is funded under World Bank Project named 'Technical Education Quality Improvement Program' (TEQIP II) with Rs. 4 crores for PG Programmes and Research driven by innovation.

Institute achieved an autonomous status in year 2011 and it is affiliated to Shivaji University, Kolhapur. RIT has successfully implemented choice based curriculum structure (CBCS) to strengthen the academics and also for building unique identity across number of Technical Institutes in the country. The Institute was accredited by NAAC with 'A' Grade, IE INDIA, Kolkata and TCS. Institute has active R&D Cell to promote research activities. Institute received research funds from various funding agencies like AICTE, RGSTC, PMYUVA/NIESBUD. Institute is recognized as host for Incubation center by MSME. Institute has "Pradhan Mantri Kaushal Vikas Yojana" to enable and mobilize a large number of Indian youth to take up skill training and become employable and earn their livelihood. Institute has been awarded as "Most Innovative Brand" in Maharashtra by Maharashtra Lokpriya Brand 2019 (Arthsanket). Institute has "Industry-Institute Interaction (III) cell for continuous interaction between academia and industry so as to provides a platform for both the students as well as faculty members to be aware of industry

expectations of skill sets required for students. Institute has established RIT-TBI cell with vision to transform engineering campuses into ESDM Product Innovation Centers (EPIC) through Industry Partnerships

It has been observed continuously from 2015 i.e. first autonomous pass out batch of UG that the placement percentages are drastically rising. RIT has taken full advantage of academic autonomy for improvement in skill sets of the students by incorporating the needed content for any student to be acceptable by any Industry. The detailed analysis has been made in this regard by studying various research papers as well as by talking to Industry experts for knowing and understanding the need of the Industry. Along with making changes in the curriculum, it was expected to counsel and train student individually. For the same, the concept of mentoring came into picture and one dedicated faculty from each department is deputed as Training and Placement Coordinator who is actively involved for mentoring of the students along with Training and placement related activities. The details about this coaching and mentoring is given in this research paper.

II. LITERATURE REVIEW

A detailed literature review is carried out for understanding the requirements about skill sets in freshers by the Industries. The summary of some of the relevant research papers is given hereunder.

Gentile and Brenner [1] quoted Undergraduate research has a rich history, and many practicing researchers point to undergraduate research experiences (UREs) as crucial to their own career success. UREs have been proposed as an opportune way to actively engage students and may be a key strategy for broadening participation in STEM. Attri [2] explained mentoring is a crucial step for career success and there is lot of stress of different engineering courses in the new environment along with emotional immaturity and new challenges. Mentoring has always been an important part in an engineering students' career. Mentor-mentee programme in IIT enhanced the engineering students professional and personal development and both mentors and mentees were extremely satisfied with this programme for career development. Budny and Paul [3] stated the transition from high school to college can be very difficult for many students. At the University of Pittsburgh School of Engineering, we have developed a freshmen seminar and concurrent system of mentoring that addresses the changes and difficulties students experience during this transitional time. The paper will discuss what the peer-mentoring classes involve, what these classes facilitate, and how they contribute to successful transitions from high school life to the first year of university life, and how this successful transition, in turn, contributes to a student's ongoing engineering school success.

Santora and Mason [4] explained Mentoring is useful in career development for the sciences and professions due to the cultures, skill sets, and experience-based learning in these fields. A framework for mentoring based on observations and data gathered as part of an international research and education project is presented. Students with multiple levels of experience and background were placed with researchers resulting in an effective progressive mentoring structure. Within the academy, mentoring can lead to improved performance and to the mentee's socialization into the culture of the workplace and the profession, including learning appropriate professional behaviors. Agholor et al. [5] have developed an integrated conceptual framework which incorporates all the key features of mentoring identified in the earlier frameworks in the literature. Carlsen et al. [6] mentioned 25 pairs of mentors and protégés participated in

an email monitoring sub study, and content analysis of actual email traffic provided good corroboration of participant self-reports on questionnaires. Dyah A. Hening [7] presented report on soft skill development and mentoring in cooperative education, no identifiable study provides assessed the effectiveness of mentorship on developing soft skills, especially in engineering cooperative education. The study identified the significant factors that affect mentorship experiences associated with engineering cooperative education. Lim et al. [8] explored the experiences of 26 engineering student mentors and mentees in a peer mentoring program. It is observed that mentors and mentees exploited the mentoring programs fluid structure and situated social relationships to enact a specific type of academic/professional goal and identity conducive to their entry to one of two communities of practice, the on-campus engineering program community and the community of professional engineers.

Mike Murray [9] observed associating with graduate engineers throughout their studies provides students with potential role models and assists them to accustom progressively to the industry. Graduate mentoring of student mentees can help to bridge the shortage of vocational placements. Giraldo et al. [10] described mentoring in higher education helps learners acclimate to a new academic topic, increases the likelihood of academic success, and reduces attrition. Learners rely on the expertise and experience of mentors to help them graduate in a timely manner and advance on to their career.

From the perspective of employers, 'employability' often seems to refer to 'work-readiness', that is, possession of the skills, knowledge, attitudes and commercial understanding that will enable new graduates to make productive contributions to organizational objectives soon after commencing employment. Skills needed for Graduates are Communication, Numeracy, IT and Learning how to learn at a higher level and recommended that provision of such skills should become a central aim for higher education

Hence, it is required to improve Employability skills of students which covers
• Communication skills
• Leadership skills
• Problem solving ability
• Personality Development skills
• Team work
• Decision making

RIT as an autonomous Institute has included all these skills majorly in the curriculum so that it is confirmed that all students before entering in final year of Engineering and before facing campus recruitment drives, will be ready with the above mentioned job readiness skills. Fig. 1 shows the detailed broad structure of curriculum which shows how students are developed right from FY to final year of their Education. Choice Based Credit System is implemented at RIT to provide opportunities to choose electives from first year to final year through this flexibility. The curriculum structure has core technical, foundation courses, Choice based electives from Domain specific and interdisciplinary electives, humanities, Social Science and Management. Minor & Honor Scheme will be implemented by every department.

Language Skills (English, Foreign Languages- Japanese / German) & Engineering Exploration for first year students. Additional soft Skill Development Courses like Leadership & Public Speaking, Happiness & work life balance, Presentation skills etc.is included in Second year curriculum. Scholastic Aptitude Training is also a compulsory part for the Third-Year students to improve problem solving skills. The Final year comprises of connecting with world of

work (Industry internships) which is mandatory. More influence is also given on Employability, Technical Skill Training /Software Proficiency, Liberal / online certification courses with Mini/ minor or major Projects from first year to final year.
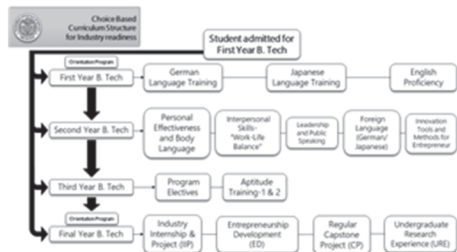

Fig. 1 Detailed broad structure of RIT curriculum

III. MENTORING & COACHING AT RIT

In addition to prepare students for Industry readiness, mentoring coaching found equally important. Hence, RIT established new and unique model of mentoring and coaching as well. Students on their own cannot take major decision for their career path, they need support and advise for making right decision about their career plans. Many students doing this job with the help of their family members and may be senior friends as well as relatives; but some students, especially those with limited access to college and career planning resources, may rely more on college or the counselors for these decisions. As a result, career guidance and counseling is very much important from student point of view. Further, many counselors are having little information about current and emerging careers or the knowledge and skill requirements of most jobs. To fulfill this need of students, RIT has implemented a new model of mentoring and coaching which is explained in further part. The broader steps which RIT has implemented are as given below:

• Sharing career readiness opportunities with all students right from second year.
• A batch of 20 students for counselling to each faculty member.
• Frequent mentoring by Industry experts in various fields.
• Collecting feedback from stakeholders and knowing their career readiness expectations.
• Design of Curriculum as per Industry demand

This activity of Mentoring & Coaching is beneficial for students in various aspects like
• Helping the students to choose proper career path.
• Providing support to discuss personal issues in a confidential and secure environment.
• Improve both the individual performance and taking it to the next level

IV. COACHING OF COURSES

RIT practices open ended teaching learning processes throughout the completion of B. Tech course. For the same freelancing trainers and professional Training agencies are hired for the purpose of Training and delivering most of the content mentioned above. Freelancing Trainers are hired for German, Japanese and English Proficiency subjects which are taught into the First Year of Engineering. In the Second Year, five of Professional Skill development courses are also handled by professional experts who are having expertize from 8 to 10 years.

Third Year Scholastic Aptitude is also outsourced which comprises of a two-semester curriculum part for which Training agency is hired dealing each and every part of the content. By the time student enters in final year, it is ensured that he/she will possess all relevant job readiness skills. Further in final year company/domain specific Trainings, Aptitude Trainings are conducted depending on companies visiting for recruitment. Mock Interviews, AI based Proctored Personal Interviews are conducted. Various sessions like Group discussion, Coding trainings are organized for all students. Expert sessions with

Industry experts are frequently organized for motivation of students.

The Training and Placement Team of RIT is dedicated towards achieving 100% placements and leaves no stone unturned in preparing Recruitment schedule of the year by inviting HR Teams of different corporates to ensure the smooth functioning of the Campus-Recruitment process. Meanwhile, numerous Training programs, Workshops, Seminars, Industry interactions and, also Industry visits are conducted parallelly with Regular one-on-one counseling for betterment of the students facing difficulties in interviews. The Entrepreneurship Development area also is encouraged & monitored with the view making Job-Creators apart from Job-Seekers. Fig. 2 shows detailing of placement process related to students
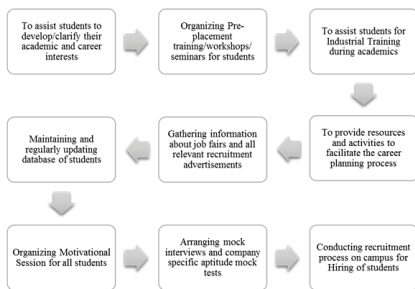
Fig. 2 Placement Process related to students

V. MENTORING

There are two ways of mentoring in RIT. One as mentioned above is one faculty is mentoring 20 students right from first year of admission to final year when he/she pass out. Another way of mentoring is every department do have a Training and Placement coordinator who takes care of all students related to T&P activities. When the student enters in final year before that placement registration is completed by TPCs online and data collection is completed. For the same TPCs are talking one to one all the students for their interests and aspirations. Fig. 3 explain the placement registration process

for the students. This activity helped to identify pool of students who is really want to become a part of placement process. More rigorous preparations are planned for these students for getting success in selections during placement related activities.

RIT is also having Diploma courses in four branches. The methodology of mentoring and coaching followed at degree courses is also followed for diploma as well with slight modifications as per need. Fig. 4 describe the students' classification method depending upon their interest. After getting interest from students, there are three ways of classification, one they are interested in placement, second they wish to go for higher education i.e., degree and third they are interested to start their own business. As per the choices given, RIT is giving proper coaching related to that area to those students as per tracks.
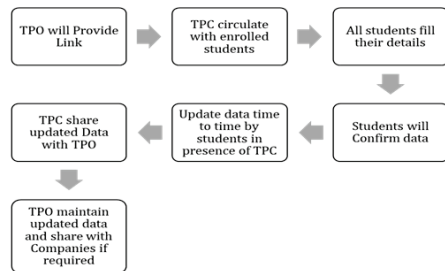

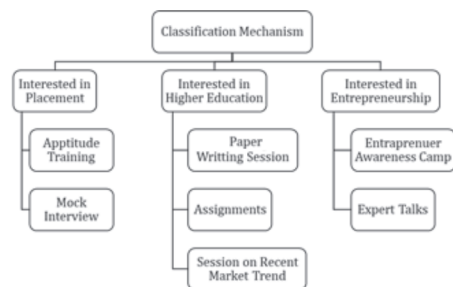Fig. 3 Registration process for placement

Fig. 4 Students classification depending on interest

Training needs of the students in the three categories are identified, also skills gap analysis is made for each and every student so that trainings can be planned accordingly. The detailed steps followed for completing this activity is shown in Fig. 5. After every campus recruitment process, RIT has a practice to take feedback from the Technical Panel as well as HR panel regarding performance of the students in Interviews. This feedback is informed to Head of Departments for ensuring improvement in may be curriculum or preparation of the students. Coaching method is also modified as per the suggestions of the experts. This sample feedback form which is used to take Industry feedback is shown in Fig. 6
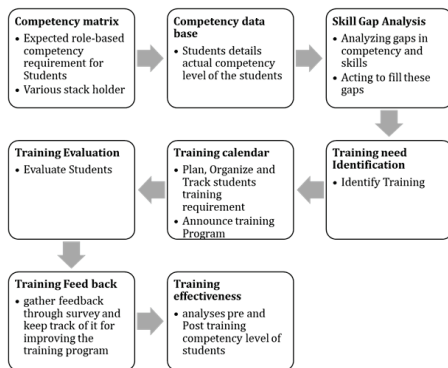
Fig. 5 Training need analysis of students

Fig. 6 Sample feedback form for Industry

VI. COMPARISON OF 2017-18 PLACEMENT WITH 2018-19

PLACEMENTS

Due to the new initiatives of mentoring and coaching, we have observed remarkable change in overall placement statistics. Fig. 7 describes branch wise placement details for 2017-18 and 2018-19. It is clearly observed that placements are remarkably increased in 2018-19 when compared with 2017-18 for all branches. Also Fig. 8 gives the data fore average package for the same years. Here also barring civil engineering average package, it is observed the increase in average package as well for all other branches
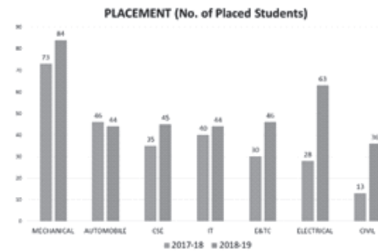

Fig. 7 Branch wise Placement Details 2017-18 and 2018-19

Fig. 8 Branch wise average package details 2017-18 and 2018-19

VII. RESULTS AND DISCUSSION

After reviewing the data of placements for year 2017-18 and 2018-19, it is clearly seen that overall placement percentage is increased from 64% to 75%. Talking about branch wise placements, soft branches placement figures are remarkably increased compared with hard branches which clearly gives the message about demand is there for emerging technological fields. The average package also seen to be increased from 2.45 LPA

to 2.75 LPA in year 2018-19 in comparison to 2017-18. The diploma placements are also seen similar type of effect due to proper coaching and mentoring of the students. The placement figures seen to be increasing from 80% to 100% and also average package increased from 1.5 LPA to 1.8 LPA in year 2018-19. The major change is happened due to incorporation of nearly all essential things into curriculum and all students need to pass all the relevant subjects before entering into Final year of Engineering. For non-engineering subjects, dedicated external agency is appointed for better results. This helped to develop the student so as to become industry ready and with enhanced chances of selection by the companies.

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Facilitation For Future - Role Of HR In Business Sustainability
Importance of Coaching and Mentoring

Mr. Jayakara Shetty
General Manager – HR, IR & Admn.
Sansera Engineering Limited

Objectives :

The objective of this research paper is to understand the role played by Human Resource Professionals in driving the coaching and mentoring activities in the organisation and how they will benefit the business.

Abstract:

This article will give inputs on the Role of Human Resources in sustaining business as a facilitator for future. This article will also help to understand "why coaching is for being and for performance". It will also give inputs on "Mentors have best interest at heart and will push you to succeed personally and professionally". Further this article will throw some lights on the urgency to understand the importance of coaching and mentoring in the current volatile condition of new norms post 1st wave of Covid-19 followed by 2nd wave in 2021 and impending 3rd and 4th wave and so on, sustaining business standards in the ever ending competitive world. It is imperative to coach and mentor the team to keep them motivated, upgraded to face the challenge posed by the new threat to society.

This material will emphasis on the major challenges faced by expanded scope of facilitating coaching and mentoring activities by the Human Resource professionals due to the sudden unexpected technological pressure in the current bubble of virtual office culture known as WHO or WFA.

As we all know, though the terminology of coaching and mentoring are mis-understood as the same, I had tried to

justify my stand on importance & the difference by an online survey conducted recently to support the same. Also emphasis is given with an example of story on this topic and a linkage to mythology.

Keywords :

Coaching, Mentoring, knowledge sharing, challenges, Business sustainability, personal and Professional development, relation building, motivation, virtual office.

Introduction:

Change is a shapeshifter, influencing our environment, competitors, customers, and workplace. But whether managerial, structural, procedural or technological, it's well-known that humans are afraid of change. The unknown brings about feelings of uncertainty and anxiety. This makes the large responsibility of adapting employees for change, one of the most recurring challenges faced by HR professionals. HR Professionals are tasked not only with managing employee morale, happiness, and cooperation through change but also with constantly upskilling employees to meet the changing needs of the business through Coach and Mentor.

Human Resource Management is based on several theories. Swanson and Holton III (2001) depict a three-legged stool as the theoretical foundation for HR Management encompassing economic, systems, and psychological theories with ethics as the carpet underneath the stool. They believe that HR Management is the amalgamation of all three theories within an ethical structure, all of which may be used to emphasize the importance of

learning and accountability to program effectiveness.

It is said that, mentoring is not a new idea. The origin of the term mentoring dates back to the time of the ancient Greek storyteller, Homer. In Greek history, Alexander the Great considered Aristotle as his mentor.

In the ancient Indian epic, Mahabharata, the great warrior and leader, Arjuna, considered Lord Krishna as his mentor, and Sage Drona as his teacher. Drona taught Arjuna skills in archery and discipline, while Lord Krishna helped Arjuna understand the real world and make wise decisions at key points in his life, and was always there to help Arjuna.

It is imminent to say that, our mentors are the more experienced, knowledgeable people in our lives who helped us to stay on the right track by constantly guiding and nudging us along the way. It is rightly said that, seasoned professionals make gifted mentors.

The term 'Coach' was initially started in 1830 and Oxford University put forth the meaning of this term as slang for a tutor. Coaching can be defined in several ways and methodologies depending on the area where it is.

The origination of the term 'Coaching' started in the later part of the 1880s. This term has been mostly associated with the sports profession through its varied forms. The first thought which rushes to our mind when we think about coaching is about sports coaching. This is because coaching is very well-developed in the sports arena.

Coaching can be defined in several ways and methodologies. This depends on the area where it is utilized and the need is to define it in layman's term so as to understand the gist of the subject.

A very simple definition of this broad term is the fact that Coaching is a true methodology. It concentrates on directing, instructing and training either an individual or a group of people with the only aim to attain certain goals and objectives.

Coaching and mentoring has gained importance in the industry not only in organised and also in unorganised sectors throughout the world. That is where the "Tribal Knowledge" plays an important role in mentoring and in coaching it is, the outward-in approach facilitates a servant-leadership mind-set where your first thought is thinking about the system that you're a part of."

Though there is no fixed period of mentoring, it is typically lasts for 2 performance cycles in order to maintain continuity of dialogue and consistency of career planning. But it's a two-way process: you must be active in pursuing feedback, grasping learning and development opportunities, attaining your goals and being accountable for your performance.

Research Methodology.
There is a clear shift has happened the way function of Human Resource professionals. We are experiencing literally no movement of people as particularly the R & D, IT, ITES, Service Provider, technocrats, the finance team and the management team are stuck at home or moved to the hometown and connected with each other to run the business. More interestingly many of us have changed our jobs without meeting the boss, subordinates or peers and even without physically visiting the location or desk of future job.

We have moved from Class room (FTF) to E coaching and E Mentoring. The Zoom, Google meet, Microsoft team, WhatsApp conference,

WhastsApp Chat, Skype, Team viewer etc. has emerged as a key media for successfully hosting the coaching and mentoring sessions.   All of us have quickly leant the skill of attend multiple online / E-programmes in a time of short span.

To conclude the research, a survey was circulated to 45 vid type of industry HR professionals through google form to get their learned views.

Main focus of the study:

1. Basic information of the industry.

2. Is coaching and mentoring is important to both organised and unorganised sector.

3. To understand the new responsibility of Human resource Professionals in coaching and mentoring.

4. Difference of coaching and mentoring.

Study Review:
The famous quote :
Mentors have your best interest at heart and will push you to succeed personally and professionally"……Shane Wooden, Generation Next Vice chairman on spot of North America.

"Coaching is unlocking a person's potential to maximum their own performance. It's helping them to learn rather than teaching them" ….. Timothy Gallwey Author of The Inner Game of Life

As I stated in the introduction "mentoring is not a new idea. The origin of the term mentoring dates back to the time of the ancient Greek storyteller, Homer." Apart from the ancient greek theory, it is also evident in Mythology. The term "mentor" is rooted in Greek mythology.

A quote from a story of mentoring.
Odysseus entrusted his son, Telemachus, to his close friend, Mentor, to act as advisor and counsellor to the youth while Odysseus was away fighting the Trojan War.

(i) The New Challenge:
A Gartner survey of company leaders found that 80% plan to allow employees to work remotely at least part of the time after the pandemic, and 47% will allow employees to work from home full-time. In a PwC survey of 669 CEOs, 78% agree that remote collaboration is here to stay for the long-term.

(ii) The challenge of technology:
Many of us have accepted new assignments without meeting the boss, subordinates or peers and even without physically visiting the location or desk of future job. In this challenging scenario, E-mentoring / Coaching (sometimes referred to as electronic mentoring/coaching, digital mentoring / coaching, online mentoring / coaching, virtual mentoring / coaching, or computer-assisted mentoring / coaching) includes any type of mentoring / coaching that incorporates a digital technology plays an important role.

According to an analysis conducted by FlexJobs and Global Workplace Analytics Technology enables us to work more efficiently wherever we want and communicate however we want. 4.7 million U.S. employees work remotely — from a home office, the local coffee shop or other location outside of a traditional office environment. The efficiencies created by remote work, however, do not always mean there's better communication, better collaboration and happy employees.

How can you engage a geographically dispersed team or remote employee? How can you ensure that these team members don't feel isolated? Do they know their colleagues and manager are available

when they need them?

Face-to-face meetings and online collaboration may help in keeping employees engaged, but how can you coach or mentor your employees virtually? Take the time to get to know them. Every conversation a manager has with an employee makes an impact. Talk about their professional and personal goals.

Coaching remote employees includes open communication, active listening and consistent engagement.

(iii) The challenge to the Human Resource Professionals:

Fig (1)

People and organisations all over the world have had to adjust to new ways of work and life in the recent past.   The Human Resource department is entrusted with a new responsibility of guiding, coaching and mentoring the employees to the new norms of Work from Home which many of us have not seen in the past. The sudden unexpected technological challenges of creating physical to a virtual world with the support of hardware, software, remote access, network either wired or non-wired even without the logistic support due to restricted movement of either material or men has put lot of stress on individual employee and organisation as a whole. Most of the coaching and mentoring has moved to a virtual platform i.e. e-coaching or e-mentoring.   This has not only put stress on the coachee/mentee, the coach

and mentors have also started feeling the brunt due to technological challenges.

(iv) The difference between Coaching and Mentoring:

Comparing coaching and mentoring can be challenging because there are no universally agreed upon definitions of either one.   Indeed, the definitions of coaching and mentoring can vary greatly depending on the context in which each approach is used.   However, there are some generally accepted similarities among these approaches.   Along those lines, it is safe to say that both coacing and mentoring are forms of helping in which the coach/mentor serves as a "helper" and the coachee/mentee is a "learner".

There are numerus stories, debates, dialogues, discussions, articles and critics are published on this subject in the past. Misconception of the difference between coaching and mentoring is visible today. One has to understand the exact difference between the coaching and mentoring.

Mentoring is nothing but "Sharing of Tribal Knowledge".   It is nothing but knowledge shared by an expert with his years of hard earned experience. It may be true to say that "one might have graduated from a fine college or trade school and developed the knowledge from his professional role" however "gaining tribal knowledge" will make him more polished, motivated and learned in life and able to face the challenges during this uncertain time i.e. social, mental & physical.

Coaching for Performance is seen as an external facet to how we lead our lives and manage our professional roles. Most coaching scenarios are around areas of performance improvement: the ability to take strategic decisions, accelerating the capacity to execute on goals, enhancing the productivity of the team, managing time and priorities, etc. Most of these are related to the ongoing professional roles that

managers handle.

A Statistical data:

The following statistical data collaborated by famous Coaching and Mentoring institute shows that about a quarter of organisations have had coaching and mentoring programs for more than a decade
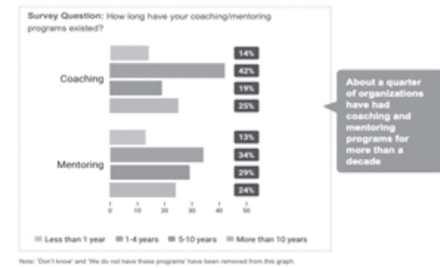

Fig (2)

Research Analysis:

An online research survey through google form is conducted and based on which responses were taken for the analysis. About 45 manufacturing, Information Technology and Service Sector HR Professionals associated with industries catering to Domestic, Export and mix of both have participated and given their response. Following data depicts the analytical response for each question asked in the survey.

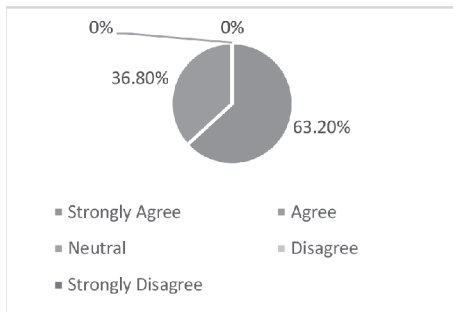1. Coaching is for unlocking a person's potential to maximum their own performance

Fig (3)

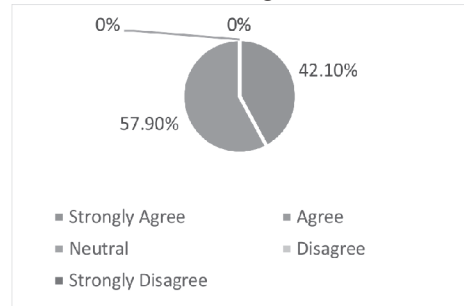2. Coaching is for helping the employee to learn rather than teaching them

Fig (4)

3. Mentors have your best interest at heart and will push you to succeed personally and professionally.
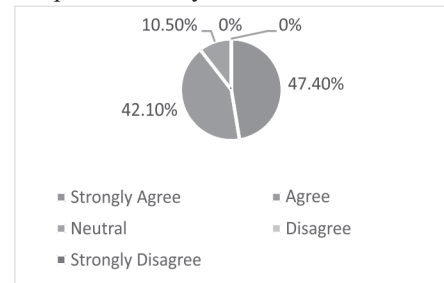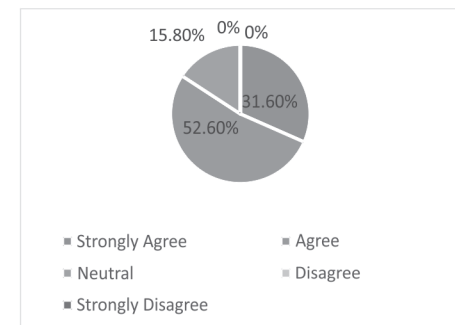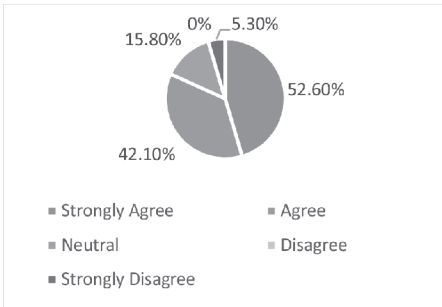

Fig (5)

4. Coaching and mentoring has gained importance in the industry not only in organised and also in unorganised sectors throughout the world
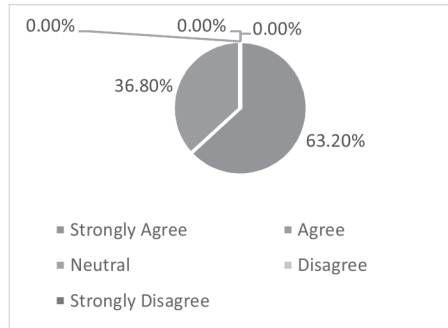
Fig (6)

5. The Human Resource department is entrusted with a new responsibility of guiding, coaching and mentoring the employees
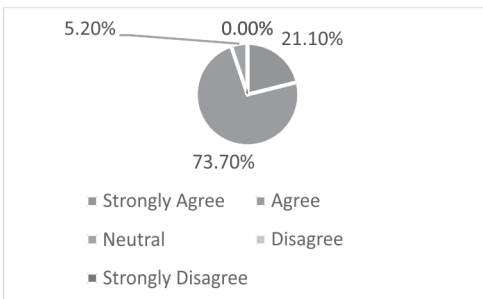

Fig (7)

6. Coaching is located in the workplace as a management activity focused on performance improvement

Fig (8)

7. Coaching is often described as non-directive and experience-free

Fig (9)

8. Good mentors are enthusiastic people, enjoying the role they play in helping others achieve their goals.
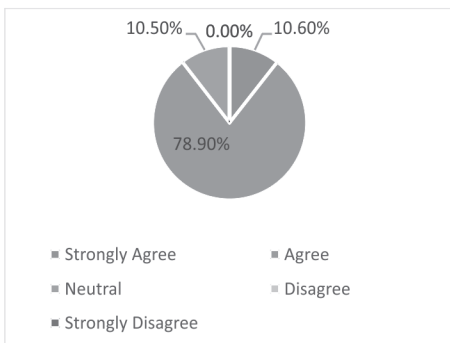

Fig (10)

Findings and Conclusion :

"For every one of us that succeeds, it's because there's somebody there to show you the way out." - Oprah Winfrey

'We make a living by what we get; we make a life by what we give." - Winston Churchill

The above analysis was made this research reach to following findings:

1. 63.60% Human Resource Professionals strongly agreed that, Coaching will maximise employees own performance.

2. 57.90% Human Resource Professionals have agreed that, Coaching helps employees to learn.

3. Majority of them believe that, Mentors push the employees to succeed personally and professionally.

4. Majority of them agreed that, coaching and mentoring has gained importance in all kind of Industry.

5. 52.60% of Human resource Professionals strongly believe that, coaching and mentoring the employee is

their prime responsibility.

6. 73.70% of them believe that, Coaching is a management activity focused on performance improvement.

7. 78.90% of them agreeing that, Coaching is described as non-directive and experience-free.

8. 63.20% of them believe that, Good mentors are helping others achieve their goals.

The current organisational managers must be the role models for tomorrows' managers and initiate mentor-protégé relationships. It is hope that by this knowledge, the Human Resource professionals are assigned the responsibility of ensuring maximise senior employees of organisations to take on a mentoring role because it is their responsibility to develop junior employees on an individual level to accelerate the numbers of managers needed to manage strategic organisational positions in order to achieve organisational success. The Human Resource Professionals also entrusted the responsibility of creating an organisational climate that would promote the spirit of cooperation and collaboration among employees of varying experience in a way that will expedite professional and leadership skills in the organisations. This is where they play a major leadership role to imbibe the culture of mentoring for effective and efficient organisational management.

Abbreviations:

1. HRM - Human Resource Management.
2. HRD - Human Resource Development.
3. WFH – Work From Home.
4. WFA – Work From Anywhere.
5. FTF – Face To Face.
6. IT – Information technology.
7. R & D – Research and Development.

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Impact of Stress on Employee Performance during Work from Home and Role of HR

Dr. P. V. Raveendra
Professor Department of Management Studies
M S Ramaiah Institute of Technology
Bengaluru, India.

Dr. Vijaya Kumar G
Assistant Professor
Department of Management Studies
M S Ramaiah Institute of Technology
Bengaluru, India.

Abstract :
With increased working hours due to work from home in pandemic situation is the cause of stress for IT employees and it has impacted the employee performance particularly IT industry. Of course stress have both positive and negative impact on the performance of the employees. The purpose of this study to study factors causing stress a during work from home, ii) to study the role of HR in reducing the stress. In this exploratory study hundred employees from different IT companies in Bangalore were interviewed with a structured questionnaire and the hypothesis were tested using Chi square and ANOVA test. Excessive workload and achieving deadlines were the main causes for stress, which also affected personal life of the employees, and more experienced employees have more stress. IT employees are facing physical, mental, emotional, behavioural, and life style problems due to work stress. Work from home is not a preferred choice for all the employees on regular basis. Reducing workloads and giving reasonable deadlines, training the employees to overcome the stress and encouraging the employee to have open debates on organizational issues are some of the strategies suggested from the study. HR managers to train the employees to over come stress both work related and personal.

Keywords :
Stress, Role of HR,   Work from home, Strategiesraining

I. Introduction :

 The misnomer of working from home will reduce the stress by avoiding traffic problems in Bengaluru   had cleared with continuously working from home for the software employees. Researchers are proved that calculate amount of stress is good for performance however it varies from employee to employee because there's no prescribe definition of 'calculated', "some amount of stress" (Martin, 2018). "Stress may be a mental, emotional or physical reaction resulting from a private 's response to environmental pressure which successively affect performance and therefore the organizations" ((Bickford, 2005). iI's an indoor phenomenon of attitude. Stress is usually believed to possess deleterious effect on health and performance. But a minimum level of stress is important for effective functioning and peak performance. The varied sorts of work stresses include burnout stress, acute stress, fear based stress, over work stress, job search stress, new job stress, workplace conflict stress, time stress, anticipatory stress, encounter stress (Michie 002). However, all are not relevant when employees are work from home.

Stress management "is a series of steps takes to help the people in overcoming the stress effectively by identifying the sources of stress and taking the necessary action in the right direction." (Beehr & Newman ,1978). IT industry and stress are associated from a few years, thanks to the long working hours, aggressive deadlines, unexpected problems, mundane and stagnant work, which causes mental, physical, and most significantly lifestyle stress.IT employees tend to miss out on family time, social relationships, loss of sleep, back and headache, etc due to work

stress. In addition to this working from home have added some other types of stresses for the employees. This study focuses on impact of stress because it effects the motivation of the employees, morale of the employees which in turn affect the profitability of organization and also it develops health problems like depression, heart attack and insomnia for the employees (Manoj, 2013)
.

II. Review Of Literature :

(Reddy, Purnima,2012) concluded that high salary and stress come hand in hand and lifestyle imbalance is the major cause of stress and majority of the female respondents felt that stress is productive compared to the male respondents.

(Sherry, Amiri, & Singh, 2017) conducted a descriptive study of 120 IT employees located in Pune City. They concluded that the most common reason of stress was work environment and work load. Only selected organizations conducted several wellness programs in spite of which there were many cases of occupational stress and in many organizations, there is a lack of training programs with respect to implementation of stress relief programs.

(Joshi &Modak, 2018) concluded that the major causes of stress were poor physical working environment, ineffective management, little career growth opportunities, poor work relationships. The employees were dissatisfied with the training programs and the hostile organization climate.

(Nair,2016) observed that that majority of the employees are fairly content with the measures taken by the company in stress management. The company focuses on yoga and meditation as a tool to handle stress and also initiates proper training, healthy diet and a positive outlook to help reduce stress

(Nakka & Naidu, 2016) conducted in Visakhapatnam among 100 women employees working in IT sector and found that lack of participation in decision making, regular technological changes, rotational shifts were the major cause of stress which led to behavioural changes.

(Reddy and Kannamani, 2018) used purposive sampling technique and collected data from 51 respondents from 9 IT organizations. The study revealed that employees benefitted through work from home as morale rate was high, they were less stressed due to working in a familiar comfortable environment, lesser travelling time and with proper training and guidelines, employees demonstrated good productivity.

(Kazmi,2019) that the employees were less stressed about their work but were stressed about work interfering with their personal life and there was low interpersonal trust among the employees and weak organizational connectedness.

(Prasad, Vaidya, Kumar,2016) focused on the variables causing for stress which include long working hours, less job security, role conflict, work schedule, etc.. The various policies by IT companies to assist the employees to overcome stress include as stress management training, corporate retreats, flexible working hours, opportunities for growth, job redesigning, etc.

III. Statement o f The Problem :

Globalization and privatization have brought new work relationships, job insecurity, insecurity regarding future working conditions and rapid obsolescence of skills are causes of stress. With the recent pandemic of Covid-19, all employees are constrained to work from home which has increased the level of stress due to the imbalance in work and personal life and also due to altering work force management techniques being adapted by many companies.

Objectives:

i) to study factors causing stress at workplace and during work from home, ii) to study the role of HR in reducing the stress.

Design of the study: Primary data is collected through structured questionnaire from the IT employees. Sample size of the study is 100 employees from different IT companies from Bengaluru. Non probability convenient sampling is used for data collection

IV. Data Analysis And Discussion

A. Profile of the respondents:
 Among the IT employees from whom data was collected 60% are male and 40% are female. Out of 100 employees, 37% of them below age of 25, 60% are aged between 26 to 35 and only 3% of them above 45.62% of the respondent had less than 5 years' experience while 35% of the respondents are having job experience between 5 to 10 years while the rest are having more 10years experience
33% of the respondent felt stress while 31% of them did not felt stress in the organization while 36% of them are not sure about it. Among the respondents 51% of them felt stress some times while 17% felt stress quite often. 59% of the respondents feel both positive and negative stress. 26% of them feel only positive stress and 15% of the respondents feel only negative stress. Reasons for stress include Excessive workload and achieving project deadlines are the main causes of stress for 28% and 23% respectively. Competition at workplace (18%,) organizational conflict (16%) and awkward work schedule constitutes of 15% of work stress.

Type of stress: It can be observed that 47% of the respondents felt lifestyle stress, 42% felt mental stress, followed by 34% of the employees who felt behavioural stress and 31% feeling emotional stress. 24% responded to having physical stress due to working in IT job.

Stress and work performance: 33% of the respondents felt that stress does not affect their performance at work. 25% respondents opined that stress do affect their performance.

Stress and personal life: 33% of the respondents agreed that work stress affects their personal life and 14% strongly agree. 25% responded with 'neither agree nor disagree'. 17% feel that it does not affect their personal life. 11% strongly disagree that work stress has an impact on their personal life.

Measures to reduce the stress: It is observed that 31% of the respondents are comfortable talking to their friends/family about their work stress as they feel that they are more emphatic towards it. 25% prefer physical activity such as walking, running, sports, etc., to relieve stress. 24% listen to music to cope with work stress. 16% rely on entertainment such as movies, shows, dramas, etc to reduce stress. Only 4% feel comfortable talking to superiors about their work stress as a measure to reduce and manage stress.   32% respondents felt that good amount of measures is being taken and 9% feel that excellent measures are being undertaken by their organization. 26% responded opined that fair measures are taken and 9% each of the respondents felt that poor and very poor measures are being taken.

50% of the respondents replied that flexible work environment is the most popular measure by IT companies to handle work stress of the employees. Team Outing is the next most used measure at 19%. 8% respondents opined that diversions such as video games, dogfriendly offices, sports complex, etc are used in their organizations. Providing physical/mental health benefits constitute 6% and training on stress management is 7%.

It is observed that 46% of the respondents prefer work from home sometimes, 21% prefer it often, 13% prefer it always whereas 11% prefer it rarely and 9% never

prefer working from home.

32% of the respondents felt that communicating with co- workers and superiors is the most stress causing concern while working from home, followed by 22% who felt time management is difficult and 20% responded that distractions is a problem. 17% responded that internet connectivity is an issue and 9% responded work management as their concern.

Hypothesis testing:

Null Hypothesis :
H0 – The number of years of experience has no relevance to the frequency of stress of IT employees.

Alternative Hypothesis :
H1 – The number of years of experience has a relevance to the frequency of stress of IT employees.

Chi Square Test : Significant relationship between 2 categorical data.

TABLE - 1

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	58.240[a]	16	.000
Likelihood Ratio	16.249	16	.436
N of Valid Cases	100		
.			

As it can be observed from the above test result that the significance level is less than p-value (0.000<0.05), hence we reject the null hypothesis i.e. the number of years of experience has a relevance to the frequency of stress of IT employees.

Hypothesis 2 :
Hypothesis H0 - There is no difference between the nature of stress and the performance of employees under stress.

Alternative Hypothesis H1 - There is a difference between the nature of stress and the performance of employees under stress.

TABLE- 2

ANOVA					
Is stress affecting your performance at work?					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.748	2	4.874	4.563	.013
Within Groups	103.6	97	1.068		
Total	113.3	99			

Hypothesis : 3
Null Hypothesis :
H0 - The gender of the employee and the cause of stress are not related. Alternative Hypothesis.
H1 – The gender of the employee and the cause of stress are related.

The above is tested using t -Test. As it can be observed from the above test results that the significance value is more than p- value (0.182>0.05), and hence we accept the null hypothesis i.e. the gender of the employee and the cause of stress are not related.
.

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	T	Sig. (2-tailed)	Mean Differ ence	Std. Error Differ ence	95 % Confidence Interval of the Difference	
							Low er	Upper
Equal σ² assu med	1.836	.182	.864	49	.392	.1211	.1402	-.1607	.4029
Gen der Equ al varia nces not assu med			.860	46.1 9	.394	.1211	.1409	-.1624	.4047

IV. Discussion And Conclusion :
There is a difference between the nature of stress (i.e. positive, negative or both) and the performance of the employees.

Flexible work environment includes work from home option which most of the respondents prefer in spite of the various shortcomings such as discrepancy in communication with superiors, poor internet connectivity, time management, and many distractions.

Discrepancy in communication between the co-workers and superiors, time and work management are reasons for stress. HR manager should not only understand the need for training but also allocate the budget for the same. They should provide realistic deadlines, giving more breaks in working hours, conducting quizzes, games and discussion general issues with employees and involving them in activities will reduce the stress.Awareness and training must be provided to employees to ensure the detection of stress at the right time and managing it effectively. Employees often minimize the stress they are under, its affects and thus fail to take actions on time.Organizations should come up with better and creative plans to tackle employees's work stress, such as conducting mindfulness workshops, team fitness challenge, providing time for passion projects, encouraging employees to dedicate 20% of their working hours on continuous self-improvement, canine inclusion, volunteering, etc.Work from home must be given as an option to only those employees who are capableof managing the time and work without getting too distracted so that the work efficiency is controlled to achieve the set goals. stressed at their workplace and have their own coping methods to manage it to ensure its least impact on their daily work. The employees with more experience undergo more work stress and hence there must be relevant measures taken to ensure the responsibilities, job roles, decision making ability is given accordingly. Organizations must invest more time and resources to help the employees handle the stress and lead a harmonious work-life balance. Creative methods must be implemented in stress management and the solutions provided must be in accordance with the specific problem faced by an employee due to stress and not a generic one. The employees are mostly aware of the stress in their life and prefer to handle it on their own through communicating with friends/family rather than the employers. Here, the organization must play a crucial role to encourage open communication about stress and must assist the employees by helping them to seek professional help.Work from home must not be provided as a standard solution to the employees and it must be allotted after considering the various drawbacks and its implications on the quality of work of a specific employee.

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New Generation HR practices and Organisation Sustainability advantage explored!

Dr. L.R.K. Krishnan

Professor, VIT Business School, Chennai, India

Abstract :

The purpose of the paper is to highlight the strategic role that the human resource management (HRM) function can play in the development and implementation of an organization's sustainability efforts. The paradigm shift of HRM and talent management paving the way for organization stability, growth, and sustainability is discussed in the context of liberalization, privatization, and globalization with stiff competition in the marketplace. HR and business leaders are increasingly defining organizational effectiveness beyond traditional financial outcomes to encompass sustainability. The issue of corporate sustainability and its relationship with HRM is attempted to be deliberated in this paper for the focus of all HR professionals and stakeholders.

Keywords:

Human Resource Management, Economic growth, Corporate social responsibility, Green HRM, Environment, Leadership, Labour, Ethics, Values

Introduction :

The term sustainability can be defined "as the development that meets the present without compromising the ability of future generations to meet their needs." It depicted three components for sustainability development being environ-mental protection, economic growth, and social equity. Sustainable development is indeed identified mainly by referring to creating a balance between Profit, Planet, and People. A sustainable organization contributes economic, social, and environmental benefits. After including the commitment to organizational sustainability vision and strategy, seeking all agents engagement in environmental issues, maintaining the motivation and facing inevitable challenges are necessary (Malt, 2008).

What is Organizational Sustainability? Colbert and Kurucz (2007) identify the colloquial definition of sustainability as being to "keep the business going," whilst another frequently used term in this context refers to the "future proofing" of organizations. The implications of organizational sustainability ensure continuity of business, profits shared and distributed to all stakeholders, economic development not at the cost of another. Progress is inclusive and resulting in the wellbeing of all in the community.

Sustainability presents uniquechallenges for HRM in addressing multiple paradoxes in the process of organizational change. Institutional entrepreneurship provides a channel / scope for clarifying the nature and actions of HRM to promote sustainability. HRM institutional entrepreneurship differs significantly from the traditional role of the HR process or change agent.

HRM institutional entrepreneurship involves top-down, inside-out, outside-in, and bottom-up influence processes. As businesses experience greater pressures from a variety of stakeholders concerned with promoting a balanced approach to managing the competing demands for increased profitability, improved social conditions, and restoring the health of planet earth, new opportunities arise for HRM scholars and professionals to contribute to the pursuit of sustainability (Shuang, Susan, 2020).

Organizations need to continue to invest in the human resources function to reap rich dividends in the future in the areas of employee skill and competency development in the context of emerging technologies and their application. Certification-based training to enhance on-the-job performance and modern tools to improve productivity is critical for enhancing value to customers and driving superior results.HR interventions establish benchmarks for implementation in the organization impacting business performance. Team or group-based decision-making collaboration to target problem areas and solve issues along the way provides for empowerment and ownership. It enables a high-performance culture with ownership and responsibility as individuals as well as in teams.

Hiring talent from an enduring source consistent with customer and stakeholder expectations is the key to success. Organizations need to nurture talent and its source as well to sustain in the competitive landscape. Managing talent, motivating them, and rewarding performance consistently will help meet long-term objectives, drive loyalty and outstanding contribution. Ethics, discipline, and values universally accepted in society need to be understood, well-articulated, and enforced for organizations to stay the course. Shareholders, promoters, and the leadership team need to have a clear vision and mission, and corporate philosophy where corporate governance is meant for profit and fulfils a larger mandate that is socially, economically beneficial to a larger cross-section. Compliance with all statutes, government policy, and social mandates must be kept in mind if an organization wishes to take all stakeholders along. Think global but act locally a very important mind-set that needs to develop at the leadership ranks to ensure the immediate beneficiaries of economic development are not excluded in the game.

Doing business with a conscience, caring, and involving all the members of the society in its business model helps bring ownership and participation. Labour has to be given a rightful place in the economic activity, and it is essential to bring in industrial democracy and worker participation in decision making. HRM plays a vital role in employee engagement, productivity, and ensuring the stability of business operations. Involving the extended family in the organization's business value chain helps the responsibility be shared equitably. Sustainability is ensured when all stakeholders concerns and interests are protected and harnessed, which creates an environment of co-ownership and wellbeing of all.

The critical roles undertaken by the HRM leaders towards developing sustainable organizations need to be identified. The challenges that arise from the pursuit of divergent organizational goals need to be addressed. Understanding environmental, health, and safety issues, setting governance standards, training, and enforcing discipline in the workforce brings a high degree of social responsibility, thereby ensuring the sustainability of the business and enterprise. Producing goods or delivering services that are customer-friendly and eco-friendly brings social issues ahead of profit-making.

Addressing the needs of the extended family of employees and customers and integrating their needs into the business strategy drives partnership and social responsibility. Developing skills for lifelong employability is a must for ensuring sustainability. Developing skills and talent with business partners, suppliers, and outsourcing partners build brand loyalty, sustainability, and co-ownership. Sharing wealth across the value chain and uplifting the working class ensures meeting goals on the socio-

economic and socio-political front, which has a clear rub off on sustenance and growth. Social welfare and initiatives in the areas of health, hygiene, and social security are a must for ensuring business and organizational sustainability.

Literature Review :

As firms make the necessary transition to more sustainable business practices, human resource management scholarship and practice find themselves at an inflection point. To what degree does our discipline engage in sustainability and expand to a multi-stakeholder orientation? (James et al. l, 2020).

The challenge for HRM under the corporate sustainability plan is to move organizations to adopt sustainable practices and structures towards different organizational strategies and create a climate whereby employees' potential can be released for a system of renewal and regeneration. However, there is a gap between an organization's intention to adopt sustainable HRM and some practical strategies or management tools to achieve such goals (Ina et al., 2014).

Employee engagement ensures a motivated workforce that goes beyond the duty to ensure all aspects of business are addressed while delivering on productivity and performance. Happy worker delivers a higher degree of understanding and partners in the industry for its development and growth since it is linked with his aspirations and perspectives.

HRM has to focus on social sustainability and quality of working life, including sowing seeds for sustainability in work systems and processes. It calls for Human-Resources mindfulness. Corporate human capital and social sustainability of human resources and striking a balance between work effort and resource generation. Sustainable HR practices are essential for customer satisfaction and producing innovations, creativity for customer

delight, and retention (Wajda, 2019).

Business owners, academics, and activists have debated the role of business in society, calling for social justice pitted against those arguing for unfettered managerial capitalism. Porter and Kramer (2011) stated that "The capitalist system is under siege. In recent years, the business has been viewed as a major cause of social, environmental, and economic problems. Companies are widely perceived to be prospering at the expense of the broader community". However, as Porter and Kramer (2006) point out in an earlier report, organizations may find themselves caught between the demand for a new, more "ethical" approach to business, and the continued desire of investors for maximum short-term profits (Terry, 2013).

As organizations focus on a development model and on economic growth at all costs, various ethical and value issues come to the forefront. Only when they practice a model in which economic growth is balanced with solving pressing societal and environmental problems fostering transparency and CSR reporting, stability and growth is guaranteed (Chris et al.1 2015).

HR Practices that drive change in organizational culture, which in turn demands new leadership competencies, behaviours and mind-sets, are the need of the hour in organizations to establish business sustainability. HRD is uniquely positioned to support the organization's sustainability goals of profit, people, and planet while retaining its competitive advantage (Rimanoczy & Pearson,2010).

In the emerging world of business, "sustainability" has become a critical issue for the world and for business houses. Research evidence shows that corporate social-environmental performance may be strongly associated with financial and

marketplace success. The Green human resource function of an organisation can play a significant role in creating their company's sustainability culture. Configuring HR practices to the principles of sustainability HR professionals will have to view all HR decisions through the prism of shareholders viewpoint. Most organizations now realize the value sustainability has on their competitiveness, reputation, and ability to attract and retain strong talent.

Green HRM, referred to these days, involves the acquisition, selection, training and development, reward, implementation, and on-going maintenance of the system that aims to make the organization green. This is transforming normal employees into green employees to achieve the environmental goal of the organization and for significant contribution to organizational sustainability. (Wehrmeyer, 1996).

The ability to meet the needs of present customers while taking into account the needs of future generations. Sustainable growth encompasses a business model that creates value consistent with the long-term preservation, conservation, and enhancement of financial, environmental, and social capital (Ford, 2012).

As a response to the growing public awareness of the importance of organizational contributions to sustainable development, corporations have increased incentives to report on their sustainability activities. Sustainable HRM embraces a growing body of practical and academic literature connecting the aspects of corporate sustainability to HRM.

Corporate sustainability reporting amongst the world's largest companies and assessing the HRM aspects of sustainability within these reports compared to environmental aspects of sustainable management and whether organizational attributes – principally country-of-origin – influence the reporting of such practices (Ina et al., 2015).

Training has a direct positive impact on environmental and social sustainability. Involvement and incentives have direct positive effects on social sustainability. Teamwork has a positive interaction effect with environmental programs. Training has a positive interaction effect with social sustainability programs. Human Resource Management and the organizational practices related to New Forms of Work Organization (NFWO) (e.g., teamwork, training, and employee involvement) should be implemented to attain higher environmental and social sustainability performance.
Moreover, we highlight the complexity of these relationships within different sustainability dimensions, showing the need for more qualitative studies about this topic (Annachiara et al., 2014).

Sustainable development provides a fresh, invigorating perspective of the world, which can foster innovative approaches to various business problems. An organization's overall strategy and culture, systems, and structure to enable sustainable development must encourage individuals to hone their unique skills in areas that essentially contribute to the social and environmental needs. Human resource is considered the most valuable asset for all organizations. Human resource needs to be aligned to achieve the sustainability goals of the organizations. Sustainable HR activities create value for potential and excite investment for employees' long-term availability and viability, ensuring a high-quality workforce for the future (Mishra and Sarkar, 2020).

Digital transformation is the transformation of business processes, operations, and structures in order to exploit the benefits of new technology. In the search for competitive advantage that may be brought about by digital transformation

strategy, researchers increasingly acknowledge human capital, intellectual capital, and knowledge as critical components. A resource-based view is adopted whereby a company's resources (technology and human capital) are perceived as assets and competencies owned or controlled by the firm that generate value for the business in achieving competitive advantage (Fenech et al., 2019).

There is a significant impact of transformational leadership on trust in a leader and its subsequent positive impact on the work engagement of the employees. There is significant serial mediation between transformational leadership, trust, work engagement, and employees' innovative behaviour. There is a significant moderating effect of empowerment on transformational leadership and innovative work behaviour. For boosting employees' innovative work behavior, leaders in the organization should strive to engage them effectively in their work by gaining their trust, which could help them participate in creative activities (Hui et. al, 2019).

The VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) business environment is characterized by fast changes, the focus on diverse employees, and the challenge of working with unpredictable and demanding customers. The purpose of this paper is to analyse the specific strategic role of human resource management (HRM) in generating a sustainable competitive advantage in the VUCA world. The research questions in this study are related to determining the role of HRM in creating a sustainable competitive advantage in the VUCA environment, identifying HRM strategies to achieve sustainable competitive advantage, and detecting examples of successful businesses (Shahnaz, 2019).

The characteristics of sustainable HRM practices are important to operationalize an organization's corporate sustainability business strategy using HR as a core business competency. Furthermore, the synthesis effects of bundles of HRM practices in the sustainable HRM system to enhance integrated outcomes of corporate sustainability are explored (Vanka et al., 2020).

Sustainable HRM in accomplishing the organization's mission using Balanced Scorecard (BSC) is the new mantra for sustainability which has a 360-degree view on business progress. Hence, rethinking resource management, including current and potential (future) human resources, is essential. HR policies and practices need to be designed based on sustainability goals to bring about sustainable business performance and positive employee outcomes for better equality, development, and wellbeing. In knowledge-intensive companies, sophisticated or exceptional knowledge of highly qualified employees is considered to be a specific form of economic capital (Grey and Sturdy, 2009) that is vital for achieving competitive advantages and long-term organizational survival (Seyed, 2017).

Disturbing Trends Impacting Sustainability :
The processing of wastewater into lake beds or natural water bodies, polluting the air and environment are vast challenges of industrialisation. Fumes, pollution, toxic gases, oils, chemicals, pesticides, insecticides, pharmaceutical, drug manufacturing plants, cement factories, mines and quarries are causing huge challenges owing to value systems and adversely impacting society, economies, and business sustainability. Poor compliance with labour laws and various direct and indirect taxes, including international laws, are a threat to sustainability. IPR, copyright, and

trademark infringements are the major threat to business sustainability and growth. Inability or lack of sensitivity to socio-economic conditions of labour and running business under hostile working conditions, not encouraging workers participation or collective bargaining pose severe challenges to sustainability and growth of the business. Not investing adequately in worker skill development and empowerment, including developing skills, are huge challenges currently faced by many organizations reflecting on the future ahead of them in the competitive world. Producing inferior quality products and dumping them in the third world markets, causing various supply chain challenges, directly bear on the business sustainability and profits.

Importance of the Study :

This study is essential in the context of the life span of individuals going up a decade after decade, while the life span of organizations is drastically coming down. This clearly indicates the short-term perspectives of business houses and their inability to look beyond money-making and profits at the cost of social, environmental, and national issues. People are the key to success, and HR plays a vital role in stitching the organization's strategy with the people outcomes. Government regulations, pressure from NGOs, Citizens, and shareholders are pressure on business houses. But sustainability will largely depend on the value system, and mind-set of business leaders, and hence HR plays a guiding role to ensure sustainability.

Conceptual Framework
(Refer Figure 1)

Company strategies and policies comply with the regulatory framework and must focus proactively on long-term environmental and consumer needs. FDI must be used to develop a skill while enhancing technology and value to the customer. There should be a good mix of

import and export to balance payments and ensure equity and social justice for the labour or working class. Company policies must be stitched to the socio-economic and socio-legal agenda of India. This indicates that we are not promoting an inclusive agenda unless the real wages are equal or close to the live wage. The gap between the capitalists and the labour would widen - resulting in victimization, exploitation, child, bonded and contract labour being deployed for narrow goals. Collective bargaining must be legitimized and promoted as enshrined in the Indian Constitution, and the government's role in adjudication needs to be strengthened in the context of sustainability.

Figure 1 : Conceptual Model

Limitations of the study :

This paper is restricted to the influence of few HRM initiatives on business and organization sustainability. It does not capture the elements of an organizational culture driven by management philosophy towards HRM. It also does not attempt to make HRM practices override other functions to attain sustainability objectives. This paper is focused on a few broad areas and hence is not comprehensive with respect to all the possible roles of HRM in the context of sustainability.

Scope for further studies :

There is scope to test the arguments and

principles put forth in this qualitative study by empirical evidence in a controlled environment and analyse the importance of HRM practices and business–organization sustainability.

Conclusion :

To keep the business going consistently with a growth trajectory, business managers and HR professionals need to look at sustainable practices which provide value in the long run and at the same time, existence and profitability is ensured in the immediate future. Sharing of wealth and demanding employee productivity and performance is the key to job satisfaction and employee engagement.

Providing for work-life balance, ensuring the quality of life and quality of work-life are essential to ensuring sustainability. Development focus, continuous improve-ment is the key to engagement, including productivity enhancement and customer delight. It is essential to align all aspects of governance with customer and stakeholder expectations to achieve organizational success. Lastly, sustainability is a value proposition and not an activity proposition.

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Impact Of Hr Practices In Business Sustainability- Study On Brand, Money, Role, Reward/benefits & Competency

Ms. Saloni Choudhary
HR dept.
Current Infra Projects Pvt. Ltd.
Jaipur, India

Ms. Shivani Bhatnagar
HR dept.
Wise Chanakya
Pune, India

Abstract :
Sustainability can be defined as how organizations manage their business so that it benefits their people, economy, and environment. It is one of the most important pillars on which the business has to be built. HR practices play a significant role in managing businesses' sustainability. However, the importance of incorporating appropriate HR practices is one aspect that is rarely studied or practiced. This study was conducted to understand the role of various HR practices in managing business growth and sustainability. The effect of various dimensions of human resources like rewards/recognition, competency development, identifying/nurturing high potential employees, employee engagement, coaching/mentoring, and talent acquisition were studied. The relevant data was obtained with the help of a questionnaire which was distributed among 52 respondents who were chosen by convenient sampling. Quantitative analysis has been made to find out the impact of the above-mentioned human resource dimensions on business sustainability. Model BMRRC – Brand, Money, Role, Rewards/Benefits, and Competency is derived to show the role of HR practices in business sustainability. The analysis showed that the appropriate human resource practices had a positive and significant influence on the business performance.

Keywords :
 Sustainability, Green HRM, Competency, compensation benefit, talent acquisition, brand value.

I. Introduction :

HR is more important than ever, people are the sustainable source of competitive advantage. By - Watson Wyatt Study Nowadays HR is playing a strategic role in organizations. It has risen its mere operational importance and has become a part of business development and growth. With the help of HR activities, businesses plan their departmental targets, budgets, and growth. The organization needs to align its objectives with that the HR activities to ensure the targets are achieved with efficiency and effectiveness. So, various HR functions and their duties are studied and also implemented in organizations still there is a need to make necessary changes in those practices that will benefit not only the employees but also will increase the productivity and sustainability of the organization. With time the perspective of people for joining any company is changing. It is not merely limited to the salary package or the designation anymore but it has included many other aspects like the culture of the company, role, and responsibilities they will be offered, the perks and extra benefits in their salary package, or the kind of rewards and recognitions given based on performance (Beck-Krala & Klimkiewicz, 2016). So it is important to understand all these parameters in detail to manage the driving force of the organization i.e. the employees.

1.1: Aim :

This paper aims to study about few important HR practices and to understand their effect on business sustainability.

1.2 : Objectives
The objectives of this paper are:

1. To access the effect of HR practices in reward and recognition.
2. To access the effect of HR practices in competency development and employee engagement.
3. To understand the value of coaching and mentoring employees (Sitzmann & Weinhardt, 2019).
4. To evaluate the effect of appropriate talent acquisition and nurturing of high potential employees.

1.3: Problem Statement :
Business sustainability depends on various factors including social, economic, environmental, and human. Businesses often ignore the importance of HR practices which have a detrimental effect on managing business sustainability. The HR department of any organization is responsible to ensure the effective use of people to provide returns on the terms of ROI (return on investment). It is because employees are the brain and driving force of any company. Hence, appropriate HR practices need to be implemented to ensure business sustainability, growth, and profits. It is in this aspect that this paper aims to study important functions of HR practices.

1.4: Significance :
It is important to study and understand HR practices as with time the mindset of employees is changing drastically. These days not only employers judge or evaluate the employees even the employees are cautious and judge the organization on various parameters. They do not view the organization only as a source of income anymore but as an opportunity for their career growth and development. It is the responsibility of the HR department to attract talented employees and keep them retained in the organization to minimize employee turnover rate and increase the employee retention rate which results in business sustainability (Acharya & Jena, 2016). The HR practices must be changed or revised as per the requirement to ensure the employees are happy working organization because happy, satisfied, and motivated employees always perform more than expected. In this research, we have analyzed key HR practices which can make a huge difference in holistically ensuring employee productivity.

"It is not the strongest of the species that survive, nor the most intelligent, but the most responsive to change." – Charles Darwin 1809-1882, English biologist and of the evolution theory.

II. Literature Review :
The authors of the article have reviewed various books, internet blogs, news articles, and published material to understand the various HR practices and functions to create a concrete relation in the content of the article.

According to Sasmita Nayak, Vikashita Mohanty, every organization tries to sustain the business environment in the competitive world. Natural Resources are the most important resources in the current situation. Every organization has a responsibility to create an eco-friendly environment for long-term growth and sustainability. The important concern is that to implement policies and procedures that benefit the organization and society. Green HRM aims to provide induction, recruitment, training & development, selection, rules & regulations, safety, welfare, performance appraisal of the employees. The motive of Green HRM is to provide social responsibilities that help in the corporate world (Nayak et al., 2017).

According to Mark Schmit, Ph.D., SPHR, SHRM's director of research, the sustainability programs in organizations are increasing rapidly. The organizations are becoming aware of its importance in

terms of both to society and their own bottom lines. A report by Steve Bates says that HR professionals can take a lead role in establishing business sustainability through strategic planning.

III. Research Methodology :

According to the research, we used primary, secondary, and quantitative methods that make effective research. The primary data is collected through various focus groups and questionnaires. The secondary data is collected through websites, books, and journals. We have designed our questionnaire based on 5 tools such as brand, money, role, reward & benefits, and competency (BMRRC). The dependent variable is brand, money, role, reward & recognition, skills and the independent variable is business sustainability, HR growth. The sample size of the research is 52.
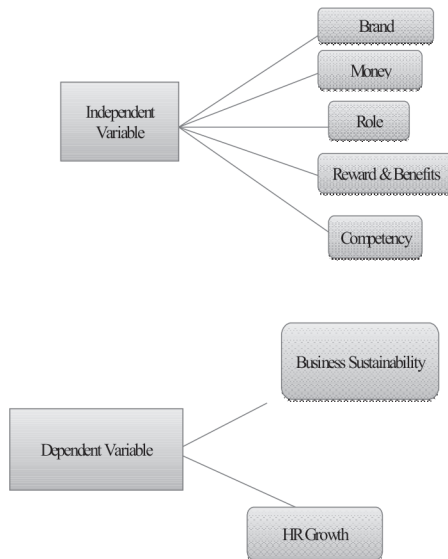
Fig.1: Independent and Dependent Variable of BMRR

Graph 1: Organization's Brand Value
Interpretation: 34.6% of employees are stronglysatisfied with the brand value of the organization

in the market while 3.8% of employees are not.
Graph 2: Inspired to meet goals
Interpretation: 26.9% of employees are strongly
inspired to meet their goals while 11.5% of employees are not.
Graph 3: Completely involved in work
Interpretation: 30.8% of employees are completely involved in their work while 5.8% of
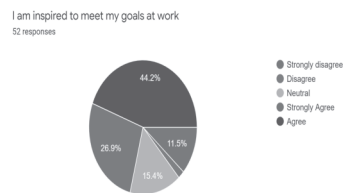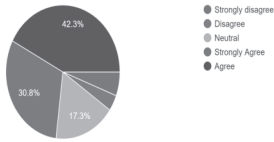employees are not.
Graph 4: Paid leaves offered
Interpretation: 17.3% of employees are strongly
satisfied with the amount of paid leaves offered by
the organization while 3.8% of employees are not
Graph 5: Future challenges and opportunities

IV. Finding&analysis

Graph 1:
Organization's Brand Value
Interpretation: 34.6% of employees are strongly satisfied with the brand value of the organization in the market while 3.8% of employees are not.

Graph 2 :
Inspired to meet goals Interpretation: 26.9% of employees are stronglyinspired to meet their goals while 11.5% of employees are not.
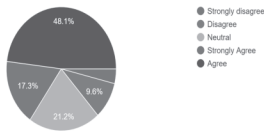
I feel completely involved in my work
52 responses

Graph 3: Completely involved in work
Interpretation: 30.8% of employees are completely involved in their work while 5.8% of employees are not.

I am satisfied by the amount of paid leaves offered by my organization
52 responses

Graph 4 :
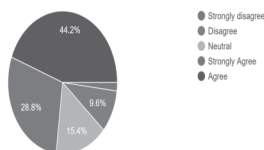**Paid leaves offered Interpretation :**
17.3% of employees are strongly satisfied with the amount of paid leaves offered by the organization while 3.8% of employees are not.

Employees proactively identify future challenges and opportunities
52 responses
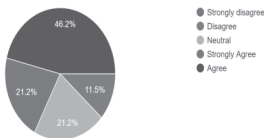
Graph 5:
Future challenges and opportunities

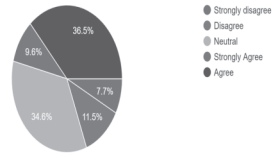In my organization, employees adapt quickly to difficult situations
52 responses

Graph 6:
Adapt difficult situations
Interpretation: 28.8% of employees are strongly satisfied with the amount of paid

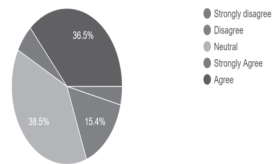leaves offered by the organization while 1.9% of employees are not.

I am satisfied with my overall compensation
52 responses

Graph 7 :
Overall compensation Interpretation:
9.6% of employees are strongly satisfied with the compensation system in the organization while 7.7% of employees are not.

I am satisfied with my total benefits package
52 responses

Graph 8:
Total Benefits Package Interpretation:
3.8% of employees are strongly satisfied with the benefits package in the organization while 5.8% of employees are not.

Data Interpretation	Research Questions	Hypothesis
71% of employees are satisfied with the organization's brand value that comes under H1 while 29% are not that come under H0.	Have you satisfied with the organization's brand value in the market? value in the market.	H1: Employees are satisfied with brand value in the market. H0: Employees are not satisfied with brand value in the market.
46% of employees are satisfied with compensation that comes under H1 while 54% are not that come under H0.	Have you satisfied with the overall compensation?	H1: Effective relationship between compensation and reward &recognition. H0: No relationship between compensation and reward & recognition.
73% of employees are involved in their work that comes under H1 while 27% are not that come under H0.	Are you completely involved in the work?	H1: Completely increases their efficiency involved in work by the employees. H0 : Not able to increase their efficiency involved in work by the employees.
71% of employees are inspired to meet their goals that come under H1 while 29% are not that come under H0.	Are you inspired to meet the goals at work?	H1: Able to meet the overall goals achieved. H0: Not able to meet the overall goals.
42% of employees are satisfied with the total benefits packages that come under H1 while 58% are not that come under H0.	Have you satisfied with the total benefits package?	H1: There should be a relationship between reward & recognition and total benefits package. H0 : No relationship between reward & recognition and total benefits package
65% of employees are satisfied with the paid leaves offered by the organization that comes under H1 while 35% are not that come under H0.	Have you satisfied with the amount of paid leaves offered by the organization?	H1: There should be a relationship between motivation of rewards and recognition and paid leaves offered by the organization. H0: No relationship between rewards and

Data Interpretation	Research Questions	Hypothesis
		recognition and paid leaves offered by the organization.
67% of employees proactively find their future challenges and opportunities that come under H1 while 33% are not that come under H0.	proactively identify future challenges and opportunities?	H1: There should be a relationship between competency development and future challenges. H0: No relationship between competency development and future challenges.
73% of employees will adapt quickly to the difficult situation that comes under H1 while 27% are not that come under H0.	Can you adapt quickly to a difficult situation?	H1: There should be a relationship between high potential employees and adaptability to change in a difficult situation with their appropriate talent. H0: No relationship between high potential employees and adaptability to change in a difficult situation with their appropriate talent.

Table 1: Interpretation Of The Chart

Vi. Discussion On Interpretation :

In this study, we have developed a model based on our understanding, knowledge, observation, and analysis of the current scenario considering the mindset of employees for being retained in any organization. It is very transparent that the needs and expectations of the employees from the organization keep changing. As an organization or as a responsibility of the HR department it is important to understand the expectation of employees to not only keep them retained but also to keep them motivated, satisfied and happy which impacts the business sustainability (De Stefano et al., 2017). The motivation factor may vary from employee to employee. For example, for 1 employee may

be rewards and recognition can be a motivation factor for which he may consider being retained in the company for may wish to switch to another, and for another employee that motiva-ting can be a good compensation package keeping all other factors aside. The HR department needs to keep a critical view on evaluating those para-meters that work for individual employees because nowadays employees are more concerned about their holistic development and they consider an organization as an opportunity for earning, career growth, experience, recognition, rewards, and development for them and if they do not feel equipped or satisfied with all the factors they might not hesitate to leave. In a view to solving all solve such problems keeping the organi-zation's budget in mind we have developed a model named BMRRC which stands for BRAND, MONEY, ROLE, REWARDS & BENEFITS, and COMPETENCY. The figure below will represent the model in detail. With the help of this model we have analyzed HR practices that need to be modified to meet the business and employee's requirements and if implemented successfully can impact positively in managing organizations sustainability and growth. The organization should keep a periodic check on all the parameters stated in the model.
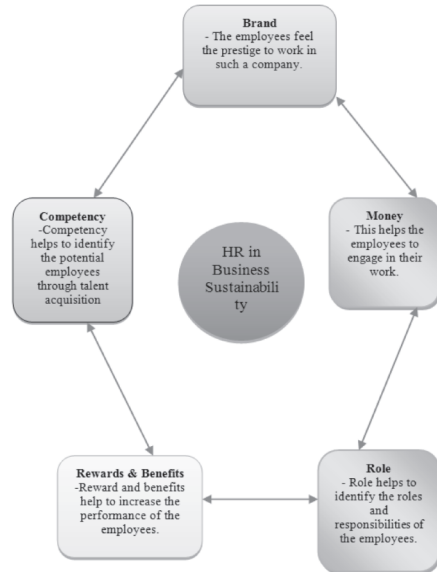

Fig.2: Model of BMRRC

Description of the MODEL – BMRRC

1. Brand
A brand is the identity of the organization in the eyes of its customers, clients, shareholders, and even employees. Everyone would like to associatewith a brand which is known for its good image, culture and well known in the market for its good practices. A brand is often synced with the prestige of the employees. So it is important to create goodwill and a brand name so that employees will honor working with an organi-zation.

2. Money
We want to relate money to the compensation package offered to

the employees of an organization as it can impact, hiring process, team engagement, employee retention, and company performance. It plays a vital role in a company's success as still there are people for whom a good pay scale is the only motivation to work for any company. So, the HR function must align the HR in Business Sustainabili ty Brand - The employees feel the prestige to work in such a company. Competency - Competency helps to identify the potential employees through talent acquisition Rewards & Benefits - Reward and benefits help to increase the performance of the employees. Money - This helps the employees to engage in their work. Role - Role helps to identify the roles and responsibilities of the employees. organizational budget with that to the satisfaction and expectation of the employees.

3. Role

Role refers to the position of employees in the company and responsibility refers to the tasks or duties to their particular role or job description. The roles and responsibilities of the employees must be aligned to their experiences, skills, knowledge, and expertise so that they feel motivated and engaged in the job. It is observed that if employees are happy with their role in the company there is a high possibility that they would be retained and will

also perform as per the company's expectations as they already know what is expected of them. So the HR function must keep on working on enhancing the role or providing suitable responsibilities to their employees.

4. Rewards & Benefits

Rewards and benefits refer to the token of an appreciation that is given to employees based on their performance (Lardner, 2015). It is observed that appreciated employees always perform better in the workplace. It gives them a sense of motivation towards their work and they feel praised and acknowledged for their work. So the HR function must plan the rewards and benefits with due diligence as it forms a base of attracting and retaining the employees in the organization.

5. Competency

Competency refers to the ability to do something well. Well-defined competencies required for any specific job helps in acquiring the right talent based on their skills, knowledge, and experience and also in identifying the high potential employees in the organization through continuous evaluation (Glaister, 2013). It can also help in identifying the needs of training and coaching the employees in case of the employees are underperforming. The HR function must ensure that the

competencies of employees are reviewed and evaluated from time to time.

VII. Limitations

This study was conducted on only 52 employees/professionals and no specific organization was targeted. So, it may not give an idea about the thought process of employees of any specific organization or sector. The HR practices discussed in the study are very limited which may not give a clear knowledge about the entire HR system and its operations. The study was also conducted for a limited period.

Conclusion :

Based on a model BMRRC referred to Fig. 2, it defines the brand, money, role, rewards & benefits, and competency that plays a vital role in the life of employees and helps to increase productivity and efficiency. This study aims to understand the effect of business growth and sustainability in the organization. There should an appropriate HR practices that helps in growth, profit, and business sustainability (Trullen et al., 2016). Based on the responses of research questions that help to understand the employees agree or disagree with various factors like overall compensation, brand value, involvement in work,total benefits package, and many more. According to the questionnaire, help to interpret and make

hypothesis according to agree or disagree of the employees that are referred to Table 1. These questionnaires help to maintain the work-life balance of the employees in the organization. Based on the dependent and independent variables of BMRRC referred to Fig. 1, independent variables like brand, money, role, rewards & benefits, and competency and dependent variables like HR growth and business sustainability. The motive of this model is to focus on the independent variable that will be a key to success in the organization. The HR department should nurture the talented and potential employees by creating an environment to retain by employee engagement activities that help to reduce the attrition rate and absenteeism of the employees in the organization. The organization should maintain its goodwill in the market and provide various benefits that attract the employees that help to bring loyalty towards the organization. Happy Employees will make the prosperity and part of success in the organization.

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NOTES

NOTES

WORDS OF WISDOM

"One machine can do the work of fifty ordinary men. No machine can do the work of one extraordinary man."

• Elbert Hubbard •
American Writer, Publisher, Artist, and Philosopher
from the 19th century

"In order to build a rewarding employee experience, you need to understand what matters most to your people."

• Julie Bevacqua •
Rise People's, Chief Revenue Officer

"Train people well enough so they can leave. Treat them well enough so they don't want to."

• Sir Richard Branson •
British Business Magnate, Investor, Author, and
Founder of the Virgin Group.

"The more seriously you take your growth, the more seriously your people will take you."

• John Maxwell •
American author and motivational
speaker

About NIPM

National Institute of Personnel Management (NIPM), is the only all India body of professional managers engaged in the profession of Human Resource Management, ,Industrial Relations, Labour Welfare, and Training & Development in the country. It came in to existence on 15th March 1980 as a result of merger of two professional institutions, namely the Indian Institute of Personnel Management (IIPM) established in 1948 in Kolkata and the National Institute of Labour Management (NILM) established in 1950 in Bombay, now Mumbai.

With its National Office at Kolkata, NIPM has a total membership of about 10,000 spread over 53 Chapters all over the country.

NIPM is a nonprofit making body devoted to building professional excellence in the field of Human Resource Management through regular activities ranging from Evening Lectures to People Process Quality Certifications. Post Graduate Diploma in Personnel Management (PGDPM), the 2 years flagship academic programme of NIPM is widely recognized by industries in India for a career in HRM. NIPM has set up dedicated wings for Corporate Training & Consulting and Research & Development to leverage its vast experience and expertise. NIPM 4000-2016, the Global Standards for Quality of People Process, is aimed at defining global benchmarks for HR processes in organizations. NIPM 4000-2016 certification is the mark of Excellence of people processes in organizations.

The annual National Conference (NATCON) of NIPM is the greatest learning event in the country attended by eminent business and HR leaders from India and other Asian countries. The HR Excellence Award of the Institute, to be the most valued Award, is set up to track and recognize the HR professionals who make a significant difference. NIPM also organizes regular seminars, workshops, conferences on contemporary themes, and HR technical trainings for technical update through its Chapters across the country. NIPM reaches out to Management Students for their early professional grooming to make them 'Industry Ready'. The Student Chapters of NIPM are taking Root. 'Personnel Today' the professional journal of NIPM, is the most valued publication.

All endeavors of the Institute are aimed at continuously defining and redefining the benchmarks of Professional Excellence for People and People Processes and supporting the professionals and organizations achieving them.

ABOUT IIMS

International Institute of Management Science (IIMS) is a premier and dynamic institute providing high quality management education more than a decade. The Institute has an active NIPM Student Chapter which constantly engages in HR series talk, Incubating HR students on short HR assignments, and Business Quizzes. IIMS is actively involved in consultancy and research work in collaboration with the industry and academic. IIMS also designs and develops training programmes for its corporate clients. The Institute offers a range of tailor made training programs as per the requirement of the corporates. IIMS regularly organises FDP's and MDP's in collaboration with Industry and academics. The Institute provides industry exposure through conferences, industrial visits, internships, seminars and guest lectures. The key strength of the institute is its professional learning environment supported by corporate interactions and faculty with industry and academic experience and well placed and active Alumni Network. The Institute is committed in transforming students into better professionals by developing skills, attitude and value through industry mentor mentee programme. IIMS aims on transforming the young minds to be globally competitive and socially committed business managers who will be capable of owning, operating and managing the business across the globe.