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RESILIENCE AND SUSTAINABILITY**

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# HUMAN CAPITAL DEVELOPMENT RESILIENCE AND SUSTAINABILITY

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## EFFECT OF DEI ON HUMAN CAPITAL DEVELOPMENT

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### Abstract

Increased creativity and innovation are the motto in industry due to increased cost of production, increase in wastage, reduces quality leading to large rate of rejection or rework and following only conventional ways. The article dwells on the emergence of DEI, its growth in the various segments of the industry and the take-aways for the management, employees and out-sourcing agents. This culture is not a onetime affair and continued practising is required for deriving the benefits of profitability, effectiveness and efficiency.

### Key words

Diversify, equity, inclusion, trust, ownership, hearing voice, suggestion schemes, job satisfaction, career growth, acceptability, competition, retention, active listening, lead time, cycle time, collaborative curiosity, empowerment, empathy, humility, loyalty, bias, micro aggression, cheer, job satisfaction

### Introduction

Class rooms and work places are obsessed by struggles for equity, diversity and inclusion. Unconscious biases, neglect, isolation are some of the issues DEI has to address to. Though the origin of DEI can be traced to sixties, its impact on society and industry was visible from late eighties and early nineties. Multiculturalism, gender equality, racial issues elevated the DEI from desirable status to an essential feature. Making a business case for diversity was recognized. In 2000's corporates accepted DEI discipline.

McKenzie's report of 20-22 % increase in efficiency, profitably became as a big

attraction. By 2020 racial justice and equity became the focus of business strategy. It was Pandit Jawaharlal Nehru who is said to have introduced the term diversity in India by coining the phrase Unity in Diversity. In the nut shell, diversity allows new perspectives, equity creates fair environment and inclusion brings a sense of belonging and understanding. Practising unbiased hiring procedures, implementation of talent development programs for marginalized segments, etc. are indications of existence of this culture.

### Hypotheses

1. Practising DEI can make marked changes in the approach of employees
2. Diversity ensures flow of a large chunk of ideas
3. Inclusion will result in better ownership feeling

### Research Methodology

The author is a practitioner/consultant in DEI and has executed DEI programs through awareness training in three service sectors in Kerala, in the last six months out of all are in health sector. The names are not mentioned to protect the privacy of the institutions. Anonymous feedbacks were received from the participants through email after 12 weeks. The findings are tabulated on a Likert scale. These are analyzed for the effectiveness of the program through their evaluation on ten important factors. The range of persons who took the survey was 40-60 in number.

The participants were from middle management level.

**The factors considered were:**

1. Influence of diversity
2. Ownership feeling
3. Proactivity of the management
4. Listening to employees' voice through suggestion box
5. Improvement of trust by practice of mutual respect
6. Approachability of management
7. Improved effectiveness through clarity of Goals
8. Increase in synergy
9. Overall increase in job satisfaction
10. Cost effectiveness through better waste management

The questions were coined based on these ten factors which represent the pillars of DEI

### Experimental Data/ result section

The questionnaires given to the participants and answers on a 5 point Likert scale in Table 1, Table 2 and Table 3

### Discussion

The impact of DEI program administered in all the three different institutions lead to the following analysis

1. The effectiveness of suggestion box has the highest rating for all the three companies. This indicates that in all the three cases, if not directly hearing of voice of employees has considerably improved
2. Second highest rating except in company 3, is for improvement of ownership feeling. This will not only reduce idling, improve proactivity among employees and an erstwhile Charge Hand like feeling which existed in seniors in olden days in industries will become prevalent
3. Next in line is clarity of goals and less resistance to team work. Clarity of goals reduces supervision. Less resistance to team work will improve productivity and cheer.
4. A feeling of trust does not seem to have been experienced after implementation. This is corroborated by the low value for

point no.6, and this can be attributed to 1. The need for top management to spend more time with employees and 2. Lesser number of incidents which necessitated such exposures. Over a period of time this will certainly go up if the management is more proactive. This is also corroborated by low values for point no.3.

5. In the case of companies 1 & 2 waste management gets a better deal. This will certainly reflect in cost reduction and creation of better ambiance and health in the work place
6. Increase in job satisfaction (point no.9) is 30 for two companies and 10 for the third company. This needs a review by top management. It may be possible by change of roles or change of location to avoid monotony

### Conclusions

1. Validity of hypotheses: All the three hypotheses namely practicing DEI can make marked changes in the approach of employees, diversity ensures a large chunk of ideas and inclusion will result in better ownership feeling are validated well through the analysis done
2. Training should be need based and focus on the requirement of the company
3. Root cause analysis should be done if any factor has not exhibited improvement through one- on-one with the department head as well as the CEO.
4. Corrective measures should be taken successively till desired results are achieved
5. The points observed from the literature survey given below are well corroborated by the results obtained from the three companies under study in this research paper.
6. Literature survey indicates that:
  1. Companies which practice diversity, equality and inclusion are: 70% more likely to capture new markets. 87% more likely to make better business decisions. Up to 39% more are likely to outperform

their competition financially, as per research reports.

2. By feeling included and considered, employees feel less stressed and are less likely to have negative emotions towards their employer.
3. Greater diversity of voices is heard throughout an organization, thereby creating a melting pot of free-thinking that breeds blue-sky ideas.
4. An inclusive work environment creates stronger workplace connection

**Table No. 01 Company 01 Population size 70, 100% sampling**

Sl No.	Mode of getting feedback	Answer on a five point scale % wise				
		Strongly agree	Weakly agree	No comments	Weakly disagree	Strongly disagree
1	Questions in person/ independent anonymous answers					
1	Practising diversity was found to make good change	35	20	10	15	20
2	Ownership feeling improved	45	15	5	10	25
3	Management becoming proactive	10	20	20	10	40
4	Suggestion box was effective	65	20	5	5	5
5	A feeling of trust felt all-round	15	15	15	20	35
6	Meeting management officials is easy	15	25	10	20	30
7	Goals have become more clear	40	10	15	15	20
8	Resistance to team work	50	25	10	0	15

	decreased					
9	Increase in job satisfaction	30	10	10	15	35
10	Waste management is better	60	15	5	10	10

**Table No. 02 Company 01 Population size 60, 100% sampling**

Sl. No.	Mode of getting feedback	Answer on a five point scale % wise				
		Strongly agree	Weakly agree	No comments	Weakly disagree	Strongly disagree
1	Questions in person/ independent anonymous answers					
1	Practising diversity was found to make good change	50	15	5	15	15
2	Ownership feeling improved	55	5	10	10	20
3	Management becoming proactive	20	20	15	20	25
4	Suggestion box was effective	75	10	0	10	5
5	A feeling of trust felt all-round	20	15	15	25	25
6	Meeting management officials is easy	20	25	10	25	20
7	Goals have become more clear	50	10	15	15	10
8	Resistance to team work decreased	60	25	10	0	10
9	Increase in job satisfaction	30	20	10	15	25
10	Waste management is better	60	10	10	10	10

**Table No. 03 Company 01 Population size 40, 100% sampling**

Sl . N o.	Mode of getting feedback	Answer on a five point scale % wise				
1	Questions in person/ independent anonymous answers	Strongly agree	We akly agree	N o com m ents	W ea kly dis agree	Str ongly disa gre e
1	Practising diversity was found to make good change	25	25	10	15	25
2	Ownership feeling improved	20	15	25	15	25
3	Management becoming proactive	10	20	35	10	25
4	Suggestion box was effective	45	20	20	5	10
5	A feeling of trust felt all-round	5	20	35	15	25
6	Meeting management officials is easy	10	15	30	20	25
7	Goals have become more clear	20	15	10	25	30
8	Resistance to team work decreased	25	15	30	15	15
9	Increase in job satisfaction	10	10	15	30	35
10	Waste management is better	10	15	45	10	20

**Table No. 04 Likely visible effects after total implementation of DEI**

Sl No	Factors	Some indications of manifestation through experiences
1	Diversity	1.Higher level of

		intermingling & cheer 2. Less reluctance to open up
2	Ownership feeling	1.Voluntary removal of waste 2.Offer to help others 3.Reduced idling 4.Effort to project a better image of the company to outsiders
3	Mutual respect	1.More initiative to greet others 2.Less of avoidance to face across
4	Proactivity of management	1.Reduced rumors 2.Les of crowding and discussion during working time
5	Implementation of suggestion box	1.Gush of innovative ideas 2.Productive discussion among employees 3. Middle management becomes more alert
6	All-round feeling of trust	1.Reduced number of complaints 2.No anonymous complaints/ allegations
7	Easy approach to management	1.Admiration to management increases 2.Minor lapses of management not taken seriously
8	Definition of individual and company's goals	1.Increase in responsibility & accountability across the company 2. Increases commitment
9	Team working	1. Improved tendency to offer help to colleagues 2.Bettercross functioning of teams 3.Improved cost & waste reduction 4.Reduced cycle time % lead time
10	Waste management	1.Becomes every body's job 2.Better handling of waste and recovery



		of usable parts
11	Implementation of Equity	1.Dealing employees impartially and fairly brings happiness in the work place 2.Happiness at work place brings peace and happiness at homes
12	Inclusion	1.Creates oneness across the company 2. Load of grievance handling comes down, as complaints get reduced 3.Increases ownership feeling
13	Profitability/Effectiveness	Increases by 20-22% as assessed by external agencies

The above table gives an account of how the effective implementation of various factors of DEI will manifest itself in to real-life experiences through visible changes

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## Building a future ready talent pool for sustainable operational excellence through SAKSHAM Technical Academy

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### 1. Abstract

This research paper explores the genesis and impact of the SAKSHAM Technical Academy at Oral Solid Dosage (OSD) plant of Emcure Pharmaceuticals at Hinjawadi, Pune, Maharashtra. Dynamism in demand and supply forces in Global Emerging Markets creates time and cost pressure on the manufacturing facilities.

To manage the timely deliveries without exceeding manufacturing cost needs investment in machines and manpower. SAKSHAM Technical Academy (STA) is established to develop a future ready and fungible workforce, capable of driving continuous improvement and innovation. This study attempts to understand the design principles of STA and evaluate the impact of STA courses on

1. Employee performance and engagement
2. Efficiency and operational excellence
3. Fungible and future ready talent pool

Our Study has found a positive correlation between participation in the STA program and improvements in key operational metrics, including productivity, quality, and efficiency. Participants engagement at workplace has seen a quantum jump especially on account of ongoing Kaizen improvement projects.

Industry 4.0 is about integration of intelligent digital technologies (IoT, networks, AI, Big Data, robotics etc.) into manufacturing and industrial processes automation. While Industry 4.0 technolo-

gies suggest reducing human participation, STA focuses on investing in people and building a culture of Mastery & Autonomy (Pink, D. H. (2009). Drive). How these intrinsic forces of motivation shape the talent pool and create sustainable human capital at Emcure is the subject of inquiry of this paper.

### 2. Key Words

Starting with the why, Talent development, Operational Excellence, Upskilling, Multiskilling, Academic Excellence, Business Excellence, Continuous Improvement, Kaizen, Pharmaceutical Industry

### 3. Introduction

In a rapidly evolving business landscape, talent is a key driver of sustainability and competitive advantage. This paper focuses on the impact of SAKSHAM Technical Academy (STA) on the quality of Talent pool as well as quantitative operational excellence at OSD plant of Emcure Pharmaceuticals.

**Table 1: OSD at Glance (FY: 23-24)**

<b>Total employees</b>	<b>1000</b>
Individual Contributors	820
Number of products	79 +
Number of SKU's	750 +
Supplies to no. of countries	70
Annual production Vol.**	1500 Million

**\*\*Tablets/ Capsules**

The talent pool under study is Individual Contributors (IC) or 'doers' (employees directly involved in) running the processes across production, quality, engineering, warehouse etc.

This research is structured as follows: We begin with a literature review that contextualizes the importance of talent development and upskilling in contemporary business environments. Next, we outline the research methodology used to evaluate the effectiveness of the SAKSHAM Technical Academy. The findings section presents the outcomes and key insights derived from the initiative, followed by a discussion of their implications on the OSD operations. Finally, we conclude with recommendations for future research and practical steps for enhancing talent management strategies in the face of ongoing business transformation.

By delving into the specific case of OSD and the SAKSHAM Technical Academy, this paper aims to contribute valuable insights into the field of talent management, offering a roadmap for organizations seeking to navigate the complexities of workforce development in an era of constant change and uncertainty.

#### 4. Business Context

OSD plant in the last few years has been experiencing gaps in business projection & performance. Management set ambitious targets for the plant to be profitable in the coming years. Dipstick surveys indicated that most employees were unsure about their capability of achieving the higher targets and hence sceptical about the managements plan. This situation needed a developmental approach to build employee capabilities in order to ensure profitability.

#### 4.1 External Challenges:

- Increasing business competition and hence pressure on manufacturing cost.
- Erratic demand patterns posing challenges for planning and manufacturing.
- Limited supply of trained and expert manpower.

#### 4.2 Internal Challenges:

An assessment conducted in June' 22 revealed the following challenges amongst IC groups.

1. Technical knowledge/ skill gaps
2. Familiarity with the 'how' and 'what' aspects of their work (covered in SOP), but lack of understanding of the 'why'.
3. Lack of understanding of effective documentation
4. Low ability to contribute to process improvement projects.

Recognizing the urgency of addressing these gaps, Emcure Pharmaceuticals took decisive steps in September 2022 in the form of SAKSHAM initiative. This program was designed to bridge the knowledge and skills deficit through a structured approach to workforce development. The focus was on diagnostics to identify specific areas of improvement and to develop targeted development programs that would enhance the required knowledge and skills.

#### 5. Objectives

SAKSHAM Academy is built on three pillars:

- 5.1 Creating a Scientifically Trained & Engaged Workforce: Building a workforce that approaches tasks scientifically, always asking "WHY" and striving for improvement
- 5.2 Establishing a Culture of Continuous Learning: SAKSHAM Academy provides a platform for continuous

education and application of the same for real life problem solving.

**2.3 Building Operational Excellence:** Enhancing employee participation in operational excellence projects that aim to enhance efficiencies, reduce wastes and contributes to plant profitability.

## 6. Hypothesis

### Null Hypothesis (H0)

Technical training initiatives do not have significant impact on operational excellence, employee engagement and talent development.

### Alternative Hypothesis (H1)

Technical training initiatives have significant impact on operational excellence, employee engagement and talent development.

## 7. Research Methodology

The research employs a mixed-methods approach, combining both quantitative and qualitative data to evaluate the impact of the STA on workforce capabilities and business performance.

### Sample Selection

**Population:** Employees of OSD, particularly those involved in production, quality and operational processes.

**Sample Size:** A representative sample of 200 employees selected from various departments to ensure a broad perspective.

**Sampling Technique:** Stratified random sampling to ensure diversity across different roles, experience levels, and departments.

### 7.1 Primary Data Collection

#### Pre-Assessments:

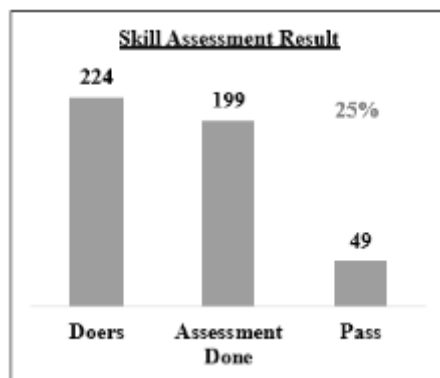
Target Participants: Individual contributors across production, quality, packing

department.

The pre-assessments conducted in June 2022 comprised of quantitative knowledge test as well as qualitative assessment using focused group discussion and personal interviews.

We used the work sample method, where participants were asked to fill out sample Batch Manufacturing Records (BMR) and Batch Packing Records (BPR) to assess their understanding and logical application of the subject. Their scores were based on the number of pages they attempted and the accuracy of their entries. A score of 75% was set as the passing mark.

### Graph 1: Skill Assessment Result



25 % of the target population passed the technical knowledge and skill test. This result called for an immediate action and sustained efforts to enhance knowledge and skill across functions.

### Focus Group Discussions (FGDs):

Target Participants: Sample population of Doers (targeted cohort) – From Production, Packing & Quality departments.

**Objective:** To explore the perceptions and experiences of the shop floor

employees regarding their current skills and training needs.

**Graph 2: Top 3 emerged themes of FGDs**



#### Quotes from employee groups:

- "We have big gaps in how we understand and use the new technology at work."
- "We need better problem-solving skills to handle issues on the floor."
- "Learning new skills can help us reduce mistakes and improve our work quality."
- "If we're trained in different areas, we can be more flexible and valuable to the company."
- "Being able to do multiple jobs helps us cover for each other when someone is absent, keeping operations smooth."
- "It would really help if we had training that included real-world scenarios and simulations."
- "Training should be customized to tackle the specific challenges we face in our jobs."
- "If we see chances for growth and advancement, we're more likely to stay with the company."
- "We need regular check-ins to track how we're doing and find areas where we can improve."

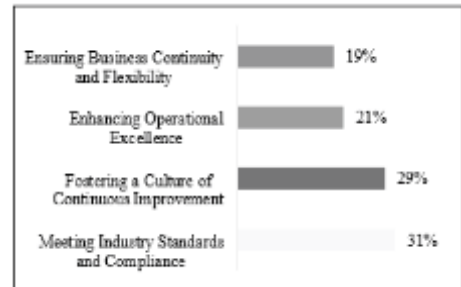
#### One-on-One Interviews:

**Target Participants:** Subject Matter Experts, Managers, Supervisors & Business Heads

**Objective:** To gain insights into the specific challenges faced by different

departments, understand the existing skill levels, and identify areas needing improvement.

**Graph 3: Top rated requirements: - One to One Interview**



In addition to these, business leads provided insights into the long-term vision for the company and the role of workforce development in achieving these objectives.

#### Shop Floor/Lab Visits:

**Objective:** To observe the work environment, processes, and interactions firsthand. These visits provided contextual insights into the daily operations and challenges faced by the employees.

The observations further confirmed the need for an intervention to:

- Bridge skill gaps in operating advanced machinery
- Reduce inefficiencies and downtime
- Enhance problem-solving skills
- Foster multitasking
- Improve quality and output consistency
- Boost employee morale and retention
- Ensure compliance and safety
- Respond to employees' desire for professional growth

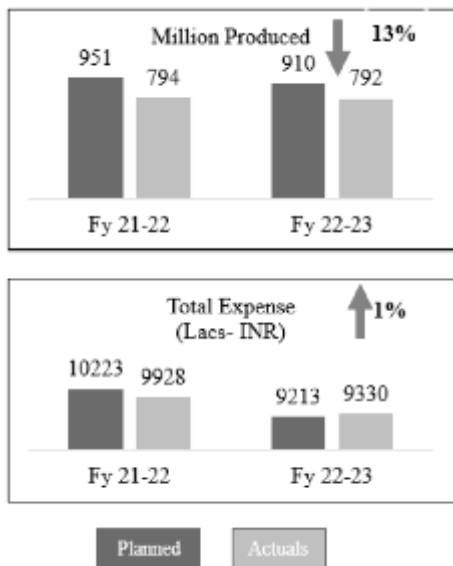
## 7.2 Secondary Data Collection

#### Performance Metrics:

Analysis of key performance indicators

(KPIs) such as error rates, production efficiency, and compliance adherence to assess the current operational performance and identify trends over time. 13%

**Graph 4: Struggle to meet the numbers**



As indicated by above graphs the plant operations experienced struggle in meeting the production as well as cost budgets for two business cycles.

### Industry Benchmarking:

Industry benchmarking was conducted to compare OSD plant's practices and performance metrics with those of leading companies in the pharmaceutical manufacturing sector. This process highlighted areas where OSD can improve and provided a rationale for establishing the SAKSHAM Technical Academy to enhance competitiveness and operational efficiency.

### Industry-Academy Partnerships

During the research, we also explored the possibility of industry-academia partnerships. Below are three esteemed universi-

ties we reached out to:

1. DY Patil University
2. Symbiosis University
3. MIT-World Peace University

A thorough evaluation & multiple discussions led to our choice of MIT-World Peace University (MIT-WPU) as the ideal partner due to its exceptional faculty credentials & stringent curriculum validation process. Academic rigor and practical application are at the heart of Emcure's vision for SAKSHAM.

### 7.3 SAKSHAM Journey Architecture

Based on the findings from the diagnostics, the curriculum for SAKSHAM was meticulously designed. It incorporated key areas such as advanced technical training & regulatory compliance.

The curriculum was developed by SME consultant and validated by internal council and the academic partner MIT-World Peace University.

The intervention design has two phases.

**Phase 1:** Academic Excellence spanning through 3 Learning Units, 18 modules, totaling approximately 54 hours of immersive classroom sessions, followed by assessments and engaging group presentations. This is a 7-8-month learning journey 2 hour per week.

On Successful completion an employee receives academic certificate affiliated by MIT-WPU.

**Phase 2:** Operational Excellence, where participants form teams to undertake kaizen projects. Identify potential improvements where they can use their academic knowledge and work experience.

Academic Excellence + Operational Excellence = Business Excellence

By integrating rigorous academic training with immediate application, the SAKSHAM Academy prepares participants to drive continuous improvement and innovation. The combination of technical expertise, regulatory compliance, and leadership skills equips employees to navigate complex challenges and seize new opportunities.

#### 7.4 Academic Council:

The Academic Council, took on critical responsibilities for the entire SAKSHAM journey, including curriculum design in collaboration with our Business Leads, Human Resource, Learning & Organizational Development (L&OD) team and External Partner. It also ensured the nomination of internal trainers, maintained academic quality and standards, and established a governance structure for accountability.

#### 7.5 Governance Mechanisms:

To ensure the success and sustainability

of SAKSHAM Academy, a robust governance mechanism has been devised comprising three key aspects: mapping content relevance to regulatory guidelines and industry standards while widening scope, monthly project execution with periodic reviews, and performance evaluation through assessments and engagements.

#### SAKSHAM Journey Architecture

Table No 2: Batch details:

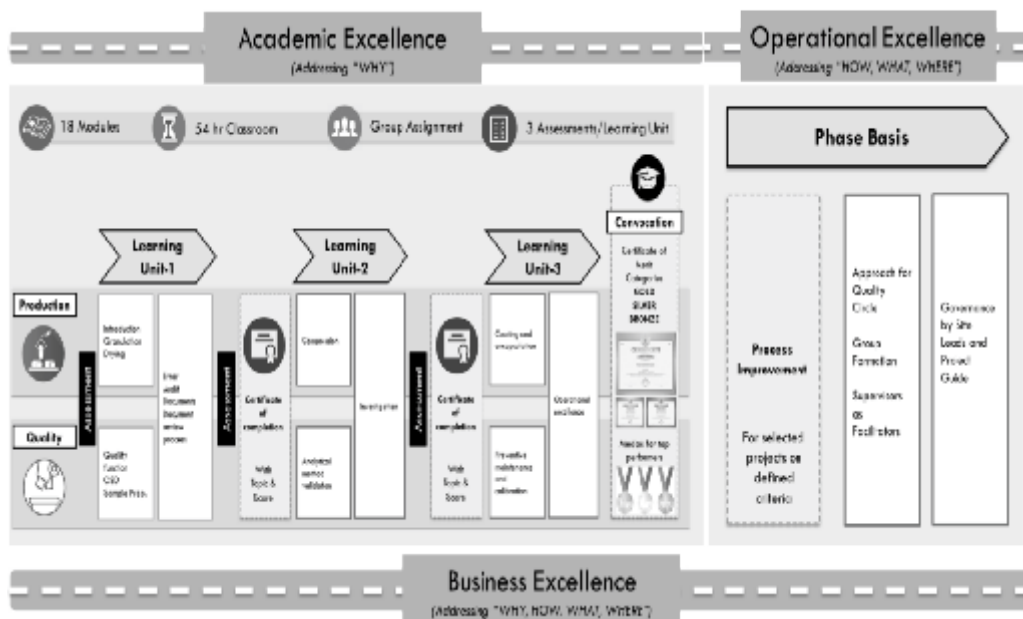
Batch	Doers	Start Date	Convocation
B1	20+20*	19.01.23	02.11.23
B2	20+20*	11.04.23	19.02.24
B3	20+20*	07.11.23	WIP
B4	20+20**	12.02.24	WIP
B5	20+20***	05.09.24***	

\*Production & Quality doers

\*\*Production & Packing doers

\*\*\*Planned

#### SAKSHAM Journey Architecture





## 8. Measuring outcomes:

Two batches have completed their academic excellence & now their journey towards operational excellence is ongoing. For measuring outcomes, we have considered Batch 1 (B1) & Batch 2 (B2) results for reference.

The assessment of the outcomes has been mapped using the Kirkpatrick Model- for each of four levels.

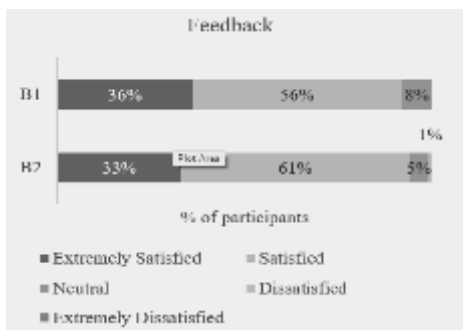
1. L1- Reaction
2. L2- Learning
3. L3- Behavior
4. L4- Results

### Level 1: Reaction:

Employee Feedback: Employees appreciated the relevance of the content, the quality of instruction, and the opportunity for hands-on learning.

### Quantitative responses

**Graph 5: Level 1: Reaction:**



"With faculty's expertise of SAKSHAM it helped me to understand Quality concepts, cost of poor quality, sampling principles, dissolutions, and their practical applications. Now I have a fair understanding of the significance and roles of various pharmaceutical regulatory guidelines." -Adhik Godase, Quality

"SAKSHAM enabled me to pinpoint root causes of various defects and implement effective countermeasures to boost

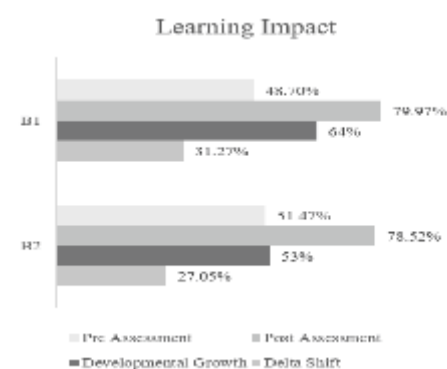
machine yield. I now have the confidence to actively participate in investigations regarding deviations within my department." – Sangram, Production

"Thanks to SAKSHAM, with in-depth knowledge of my equipment, processes, and the scientific underpinnings of industry guidelines, now I can confidently propose effective troubleshooting methods and control losses at my station. I understand the significance of proper documentation in my work."- Reshma, Quality

### Level 2: Learning

Skill Acquisition: Participants demonstrated improved academic knowledge in operating advanced machinery and performing quality assurance tasks.

**Graph 6: Level 2: Learning:**



Dedicated digital library has been created on the Learning Management System for participants to refer the academic learning at any given time during the entire employee life cycle.

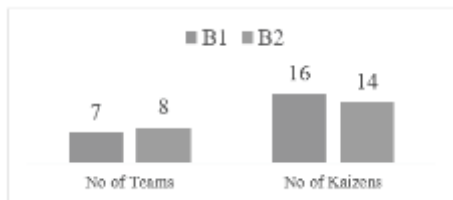
### Level 3: Behavior

Application of Learning: Employees applied their newly acquired skills in real-world scenarios, impacting their daily work practices and team dynamics. Post convocation, these participants form

teams & identify potential improvement areas as kaizen projects. Here are their results:

#### Quantitative:

##### Graph 7: Level 3: Application:



#### Qualitative:

A. Confidence to present their thoughts  
As a part of their assessments, the participants in form of team present in front of business stakeholders on different topics learned in academic segment in terms of:

1. Science behind the activities (Why)
2. How it is relevant to Emcure
3. How this would help them to be audit ready
4. What is their suggestion to improvise?

#### B. Self-driving teams

To make the journey sustainable, every alternate Thursdays the doers in team meet with their department head to present their updates of their projects, seek help from cross functional departments & discuss/ bring their current problems to move forward.

#### Level 4: Results

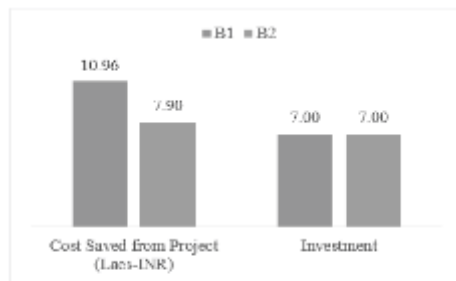
Organizational Impact: The intervention of the SAKSHAM Technical Academy has contributed to significant organizational improvements.

Kaizen projects taken by team are reviewed periodically by business stakeholders in order to understand & drive organizations result.

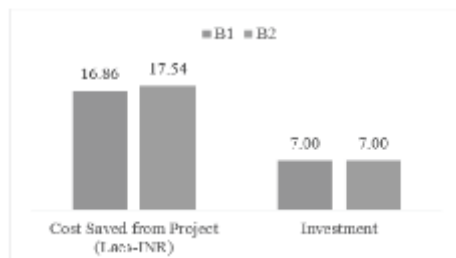
The investment for one batch included trainer cost of INR 6 Lacs and miscellaneous expenses (Printing/ Recognition/ Celebration) of INR 1 Lac unit, bringing the total cost to INR 7 Lacs for one batch.

#### Here are the outcomes:

##### Graph 8: Level 4: Result: (Till June 2024)



##### Graph 9: Level 4: Result: (Total Projection)



#### 9. Discussion:

The findings of this study validate the hypothesis that integrating academic and business excellence enhances employee performance and organizational efficiency. The SAKSHAM Academy's holistic approach to workforce development fosters a culture of continuous improvement and innovation. By leveraging governance mechanisms, academic councils, and defined roles and responsibilities, Emcure Pharmaceuticals ensures the program's sustainability and long-term impact.

The ongoing commitment to upskilling and development will continue to drive

organizational success and resilience in an ever-evolving industry landscape.

## 10 Conclusions

The SAKSHAM Technical Academy at Emcure Pharmaceuticals is pivotal in cultivating a talent pool geared for sustainable operational excellence.

Connecting to the Alternative Hypothesis (H1), Technical training initiatives have significantly impacted operational excellence, employee engagement, and talent development. STA has focused on investing in people and building a culture of Mastery and Autonomy, which has led to an attitudinal shift reflected in these four segments.

- A. Cross-functional awareness:** Due to the SAKSHAM architecture, plant visits for Quality and Lab visits for Production were mandatory, prompting new cohort participants to eagerly request them from the beginning. (Demonstrates Mastery, as participants seek to deepen their expertise and understanding across functions.)
- B. Curiosity level:** Questioning processes to facilitate task completion. (Supports Mastery, as curiosity drives a deeper understanding and improvement of processes.)
- C. Resourcefulness:** Actively seeking various possibilities to accomplish tasks. (Reflects Autonomy, as individuals independently explore different ways to achieve their goals.)
- D. Ownership:** Voluntarily taking responsibility to ensure work gets done, even with many projects previously completed. (Aligns with Autonomy, showing initiative and self-directed action.)

## 11. Acknowledgements

We express our gratitude to our:

1. Academic council members

2. Dr. Abhijit Gothoskar (External Faculty)
  3. MIT – WPU faculties
  4. Our 6 in house certified trainers as Subject Matter Experts (SMEs)
  5. Program coordinators
  6. Quality & Production teams for their invaluable contributions to the success of the SAKSHAM Academy
- Special thanks to the participants for their dedication and enthusiasm throughout the program.

## 12. References:

- 1 Emcure BMR/BPR Assessment papers
- 2 Emcure SOPs and Process documents
- 3 SAKSHAM's entire journey assessment papers
- 4 Pink, D. H. (2009). Drive: The Surprising Truth About What Motivates Us. Riverhead Books - Mastery and Autonomy, pgs. 50-75.



## Human Capital Development -Resilience And Sustainability

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**The main crux of Human Resource Development and/or Human Relations Development and /or Human Capital Development can be summarized as under:**

- Human Relation is the art of getting along with the people either as individuals or as a group.
- Colloquially, the term Human Relation means being “nice” to the people. In fact it denotes interest in the work and group behavior of employees with emotional neutrality.
- The purpose of Human Relation concept is not to enable one to discover clever techniques for winning friends and influence people through personality development or otherwise.
- It doesn't mean enabling one to manipulate people as though they are puppets.
- In fact it is to assist one in working more effectively with other people in organization.
- Knowledge of people, then urges and behavior is the first step in developing Human relation.
- It is the study and practice of utilizing human resource through knowledge and through an understanding of activities, attitude, sentiments and inter relationship of people at work.
- Maintaining good relation will result in integrating of the people in to work situation in a way that Motivates them to work together productively, Cooperatively and with economic, psychological and social satisfaction.
- When the maximum satisfaction of the Economic, Social and Psychological wants of all people having relation with

an organization is achieved, it can be said that good human relation exists in the organization.

- The administrative system should integrate the social system of individuals and groups with the technical system for improved human results.
- Human relation can be improved by following the steps given below.

### **1. Accept**

- Greet the person pleasantly
- Recognize the situation sympathetically
- Accept responsibility willingly

### **2. Get the Facts**

- Allow to speak -Listen the speech and questions patiently.
- Allow to repeat the speech, if necessary.
- Check the contents of the speech, if necessary.
- Add facts you have obtained from others that may bear in the problem.

### **3. Solve**

- Put all the facts in order, summarize them and weigh them Find a solution.

### **HUMAN RELATIONSHIP THE MAGIC OF SUCCESS**

More a person is efficient in Managing the Human Resources or Human Capital more he will be successful in Life. Managing Human Resources efficiently sometimes works as a Magic. But deceiving people in the form of appeasement and shortsightedness may work in an opposite direction and play against the Manager.

We should be very cautious while dealing

with Human Relations at Work, at Public Place, Home, Social media or anywhere.

No matter where you are be it in the family or office, whether to avoid or resolve tensions in Human Relations. Here are some salient points to remember and practice ----

- 1 Never think too big of your self and that you are great Get rid off your ego.
- 2 Avoid loose talks and foresee the consequences of your unnecessary and meaning less talks.
- 3 Handle any problem diplomatically.
- 4 Compromising attitude must be always yours.
- 5 When you face difficulty, tolerance helps.
- 6 What you may think or say, may not always be right, - There fore do not indulge in adamant arguments.
- 7 Avoid narrow mindedness.
- 8 Don't lose your credibility by passing on false information Hither and thither without knowing the facts.
- 9 Superiority complex should not exist in you, -And it is not desirable for your good.
- 10 Expect things, but only to the extent which is possible and Over expectations causes disappointment.
- 11 Restrict your talk do not discuss everything to others, even if they are involved in it or not.
- 12 Do not believe everything that you hear. You may hear many things but do not believe everything.
- 13 Identify silly things, and do not exaggerate them.

14 Try to be flexible and adjustable, never be stubborn on an opinion.

15 Do not misunderstand others. Try and notice their genuine opinion action and dealings.

16 Be courteous and give due respect to others.

17 Be pleasant to others even when you are busy. Don't behave as if you don't have time to express smile and pleasant words.

18 Avoid being ill-mannered in front of others. Behave in a cultured manner and talk pleasantly.

19 Getting across the table with frankness will help solving problems; and beating around the bush is waste of valuable time.

20 When involved in a problem between two of you, take Initiatives to solve it Do not wait for the other person to break the ice.

21 Everybody likes to be thanked or appreciated. Do not forget or hesitate to do this where ever required. No doubt it is definitely a stepping stone to success.

## **HUMAN CAPITAL DEVELOPMENT THROUGH WORKERS EDUCATION**

Human capital can also be developed through Workers Education in the following ways--

- Types of government correspond to the type of Human nature.
- States are made not from rocks and trees. But from the Characters of citizens. Said "plato".
- The success of man depends on how he works. It does not Came to him without any efforts in his part.

- Better industrial concerns are desired to day. But their fate Hinges on the persons who organise and manage those who operates them.
- Ruskin once remarked Education does not mean, teaching People to know what they do not know. It means teaching them to behave as they do not behave.
- The great Indian philosopher Swamy vivekanda said, that we wan education by which "character is formed". "Strength of mind is increased" and "intellect is expanded" and by which one can stand on one's own feet.
- This is probably the most befitting definition of education and relevant today's setting all over the world.
- That is why industrializations in our country during second five -year plan necessitated the Govt of India to under take countrywide programme of workers Education and the concept Labour Welfare Changed into Personnel management and from Personnel Management to Human Resource Development
- Since inception the Government of India and the respective State Governments has been striving hard, and focusing its attention towards uplifting, Socio-economic condition of working class, by Education them on various issues, having bearing over their work and family life through various Organizations / NGOs and other Professional and non-professional bodies.
- The main thrust was on promoting notional integration and patriotism among working community, and motivates them to understand their role and responsibilities as a good worker in the factory, good member in trade union, Responsible member in the family, and a good citizen of the country for national development.
- Obviously the Govt. has addressed many of crucial labour related issues, in forms of awareness-based training programmes, covering all the cross section of working community.
- The Govt and other Organizations has been reviewing its activities and programmes from time to time and shifted its priorities from training of workers organized sectors to training workers in un-organized rural and weaker section of society.
- Certain prominent and specialized Organizations in India has also concentrated on conducting joint education, programmes to the representatives of employees and employers for promoting congenial industrial climate.
- One such Organisation i.e; The Central Board for Workers Education (C.B.W.E) presently renamed as Dattopant Thengadi National Board for Workers Education and Development (DTNBWED) Under the Ministry of Labour & Employment, Govt of India, is also continuously laying increased emphasis on the Leadership development programmes for T.U. activists.
- The impact of workers education was felt in trade unions and Managements and it has created a suitable and good climate for better industrial relation in quite few undertakings.
- The C.B.W.E has been receiving good co-operation from both trade unions and managements in the country.
- It has many numbers of success stories at its credit, which can boast favorable impact all over the country. It has created

good awareness among working class through which many of them has been elevated to responsible position, such as, T.U. leaders, General Manager's, CEOs, M.L. A's M. P's and Ministers.

### **CHANGING SITUATION AND ROLE OF EDUCATION OFFICERS IN HUMAN CAPITAL DEVELOPMENT AND IT'S RESILIENCE AND SUSTAINABILITY**

Let's consider the following facts—

- Now the world is changing very fast. Fast in all direction.
- The changes are having all round impact on all aspects of human society. Changes are becoming order of the day.
- What appeared impossible yesterday appears to be possible today.
- The fusion of computer and communication has broken the boundaries of cost, time distance etc. through websites, E-mails, Fax. Smart Televisions, Social Medias and Smart (Mobile) phones etc.
- The multinational corporations (M.N. C'S) are becoming the real rulers of the nations.
- Under these circumstances, in our country due to changes in policies of govt, such as new economic policy, privatization liberalization and globalization etc., the India industrial scenario has been completely changed.
- The Indian industries are facing competition, internally and internationally. There is a challenge in every activities and operations. Challenges are very visible in each and everything.
- So, changes in labour management system where we are selling our goods are inevitable.
- Automation, computersation, etc., have been necessitated the talk of mass production, Quality in production and TQM etc.
- Consumers have become very powerful and organizing themselves. Consumer awareness, consumer redressal forum etc. have enhanced the responsibilities of manufactures and business people.
- Consumers started demanding as it is their birthright to get the best product and service at the lower price.
- These are all being the guiding and controlling factors, now the employers have to concentrate on quality, as the fittest alone can survive in the competitive economy.
- New concepts of workers have been developed that is the Gig Workers. Outsourcing and Contractorization is in increase. The American , European and other Global Major's are outsourcing there jobs in India and other countries where a large number, Perhaps in Lakhs and Lakhs of IT specialists and employees are working from home for this Off Shore Companies.
- This has created a lot of industrial and labour problems in the country.
- This fast-changing economic scenario has necessitated changes in the attitudes, outlook, and even skill of our work force.
- Hence C.B.W.E have a significant role to play in the next decade in preparing the workers to face the changing and challenging industrial and economic situation.
- Therefore, it is high time for us to change our approach and attitude as far as the



implementation of workers education is Concerned to meet this situation.

- We should keep in mind what requires to equip the work force to face the challenges and train accordingly.
- Professional excellence in our part is the need of the hour. Reading, updating our knowledge, new technology in education, new methods in teaching, etc are required to be introduced, in our education and Training and Development System.
- With advent of M.N Cs and single world market emphasis should be more on making the workers quality and customer oriented.
- We should try to bring attitudinal change among the workers to accept the change that are taking place and be more vigilant on elimination of waste, cost reduction, and optimum utilization of available resources and environmental protection etc.
- The C.B.W.E (DTNBWED) was enjoying the co-operation of public sectors to the Maximum possible for its implementation. But in view of new policies, majority of public sector units, stated disappearing day by day. (Nearly 4, lacks of un-viable and loss making, P.S. U'S have been closed).
- Only private sector units are left in the country and we may have to depend only on private sector for our targets of manpower Development programs and challenges in future.
- But these private sectors are functioning with the specific aim of quality in their production and avoiding waste of time and energy, customers satisfaction etc.
- The HRD initiatives should have to

pursue these changes and recast its Activities accordingly. Motivating the workers to develop multiskills and creativity is the need of the hour.

- Social change is most important. This cannot be achieved without involving rural and un-organized sector in large scale.
- We all can be proud that the C.B.W.E is the only organization which Covers such workers nation wide.
- So, to bring expected social change in coming decade, we should Emphasize our activities more and more on rural awareness programmes, special seminars, for weaker sections, un-organised workers and be conducted in all un-covered areas.
- We should also take up the task of training socially, economically deprived people, bonded labours, contract labourers, panchayat members, and organizing Aids awareness programmes etc.
- Success of all these programmes depends up on your commitment to the task, your discipline, both inside and outside the office, good approach wherever you go, co-operation with your collages, obedience to your superiors, sincerity, honest, devotion and dedication to duty, and maintenance of human relation.

## 10 WAYS TO PROFESSIONAL EXCELLENCE

Let's follow some strategies to enhance our professional excellence—

- Everyone wants to be up there. But very few take the trouble to go all the way.
- Professional Excellence should be the goal of every true professional.

- Cultivate the habit of doing it right at every time although the rewards may be slow to come by, the process itself can, teach you in terms of patience and conditency.
- For those who want to make an attempt here are few ways to start.
- Meet dead line before time:
  - This way you can perfect what ever you are doing.
  - Maintain a diary. All most successful people have kept one.
- When you are given task, get to work immediately
  - Fist to plan out how the work can be evenly spread over the time allotted.
  - Remember that last minute efforts give way easily, and cracks will show up soon.
  - Planning and timely execution is therefore essential to do a good job.
- Learn to talk about things
  - Discuss matter with your colleques and subordinates.
  - Some time just keep in tuch and being open about your progress can keep a lot of unwarranted trouble.
- Teach other:
  - This helps to re-in force your learning.
- Never think you have reached or achieved the acme of perfection.
  - This is sure-fire way to a professional full stop.
- Keep an open mind. Don't go by others ideas or belief they could be wrong.
- Respect authority: Learn to consider suggestions given by the experts.
  - Have a guide or mentor, and get all the help you can without making of a nuisance of yourself.
- Treat peers with respect and dignity too to avoid jealousy and insecurity
- keep work place relationship from hindering work commitments
  - In short don't let your friendship keep you from meeting targets or from offering constructive criticism.
  - You may have to fight procrastination and indifferences (habit of delaying and post ponement).
  - These negative attitudes can sound your professional death- Knell.
- Excellence is not a skill it is an attitude
  - Reaching towards excellence is a matter of minding the Small matters. The big ones can then be handled with easy.

## 10 WAYS TO MOTIVATE YOUR TEAM

Let's follow the follow Principle to Motivate our Team Members—

- Are you sending out right video?
- Does your team feel gung-ho all lines?
- Do you take it up on your self he keep them happy?
- As manager it is your duty to motivate your team.
- These ten rules can help you celibate your motivation skill and make you extra smile to keep your team motivate
- Emphasize and exploit their strengths. Down play their weaknesses you need to know their strength and weaknesses first.
- Empower them. Encourage them to be self-motivated and to set and achieve Their own dead line.
- Show interest in learning about their desires and aspirations.
  - Don't keep assigning work the don't find challenging or interesting.
- Never threaten ;Fear erodes tean mordle and Encourages bickering.

- Maintain in a good demeanor (Behaver) your moods influence and adversely effect employee's performance.
- Arrange activities, like mind games. Out bound activities competitions and Non-work related activities instend of giving them only dead lines, to keep there adrenaline high.
- Joke with them and engage in small talk, Be their friend listen to heir personal problems and empathies.
- Never under mine the importance of monetary rewards. Recognition and praise can also do wonders to employee's morale.
- Don't say or do any things that will wreck person's self-esteem. Don't make them small in your company.
- Show them scope for advancement interms of growth and responsibility. Don't the cought up in meeting your own tergets and forget their's in the process.
  - Team morale depends largely on the repport that associates Share with their boss. In addition to this, if you can provide security interms of job enrichment, opporaturity and financial returns, your team won't ask for more.

Following the above discussions, we can apply this method, Policies, Principles, guidelines etc. for the avowed purpose of Human Capital Development and its Resilience and Sustainability.

**Source :**

- (I) CBWE Publications and Training Course.
- (ii) Personal experience as an Education Officer in CBWE.



## NURTURING RESILIENT ORGANISATIONS THROUGH SUCCESSION MANAGEMENT

Future Ready Organizations Are Empowered By  
Talent To Face Turbo-dynamic Change

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### ABSTRACT

A Resilient Organizational has the ability to see things ahead of the blind curve and have a rapid response pattern to disruptive change. The organizational resilience strategy can be summed up as the following in four points foresight, insight, agility, empowerment, The new age will see Talent Management as the pillars for any successful organizational resilience strategy. Scarcity of talent will be needed for pivotal positions in company growth plans which can immensely influence the success or failure of strategic plans. the company has the right competencies in place. Business strategies need to be linked to the organization core competencies need to deliver the expected results. Consequently there is an imperative in going from reactive to proactive mode Resilience building goals will need a two pronged approach - growing talent in-house or sourcing talent from outside by having a proactive selection and hiring process Succession Management addresses the strategic issue of nurturing talent within the organization Succession Management Plan (SMP) is a more effective way of building a talent inventory and developing organization resilience in turbulent times than following a hunter approach to acquiring talent from outside. the Research Study is aimed understand the groundwork needed to overcome the obstacles toward conceptualizing and launching a SMP; to view current practices in the SMP process in the organizations; to study the role and responsibilities of the HR function to enable the SMP.

### CONTEXT OF THE RESEARCH PAPER

#### (A) UNDERSTANDING THE RESILIENT ORGANISATION

When we speak of a Resilient Organizational we refer to an organizations ability to see things ahead of the blind curve and have a rapid response pattern. This essential element needs to be embedded in the organization DNA enabling it to adapt to disruptive change. Organizational resilience goes beyond disaster recovery or what is termed as a damage control exercise in the aftermath of a crisis. Its approach is to be ahead of the blind curve anticipate mine traps and problem preventing strategies to avoid costly downtime, shore up vulnerabilities with post disaster SOP (standard operating procedures) to maintain business smooth operations in the face of unexpected breaches.

Winning companies are those who adopt this belief ...they are not merely survivors but leaders of their industry. A future ready organization has the ability to anticipate issues ahead of time and develop a plan for handling identified problems. The organizational resilience strategy can be summed up as the following:

- **FORESIGHT** visionary leadership to anticipate problems and envisage future scenarios
- **INSIGHT** to interpret the situation and respond accordingly This may be difficult given the uncertainty and change confronting business leaders, but it is essential.

- AGILITY is the rapid response rate and reengineering business processes and workflows to survive sudden unexpected events
- EMPOWERMENT which enables manages to take ownership of new challenges for personal and organization growth

An organization resilience reaches beyond risk management or crisis management or critical incident management towards a more holistic view of business health and success. It is often a change management approach since many game changing trends and crisis have creeping indicators and do not always appears as a big surprise

### **PROOF OF CONCEPT - HOW SUCCESSION MANAGEMENT IS THE BUILDING BLOCK OF THE RESILIENT ORGANISATION**

While resilience is commonly been associated with financial models, supply chains systems or physical infrastructure. the important challenges of business resilience management is the human element. People must be prepared and educated on how to respond to a VUCA world of unanticipated change chaotic business conditions both internal and external

The new age will see Talent Management as the pillars for any successful organizational resilience strategy. Business strategies will be linked to the organization core competencies need to deliver the expected results. What we refer to as talent is a resource of unique people capability who can deliver what the market demands and out perform the competition . Consequently there is a imperative in going from reactive to proactive mode. Resilience building goals will need a talent management master-plan which can enable the mindset necessary to achieve.

Scare talent will be needed for pivotal positions in implementation projects for

company growth strategies; which can immensely influence the success or failure. For example, a company's business plan might call for a new initiative such as reducing long sales cycles, conducting Six Sigma quality improvement program or making a commitment to solving environmental issues.

Whatever the initiative, change can only happen if the company has the right competencies in place. If it does not, the options are to hire new talent, develop existing talent or transfer personnel internally. Organization growth is always desired and talent attrition is inevitable, so creating a robust talent inventory will decrease the talent acquisition team's response and streamline execution.

Primitive civilization evolved from hunting to farming ...the same analogy applies to corporates as the evolve on their talent journey. The nature of creating talent inventory requires forward-thinking and management for future needs In practical terms the future ready organization needs a two pronged approach growing talent in-house or sourcing talent from outside by having a proactive selection and hiring process? Succession Management addresses the strategic issue of nurturing talent within the organization

Succession Management a much bandied term was often limited to indicate either CEO/CXO positions or other venerated positions. This understanding suited times which were stable and tranquil; not the 21 Century where the whole organization must be mapped to note critical areas for succession management.

Succession Management Plan (SMP) first step begins when CHROs sit down with CEOs and Board of Directors to review current and future business strategies, identify the critical jobs and the competencies needed to drive the business forward, and come to an

agreement on why an integrated talent management process is essential for business success.

### **DEFINITION OF (SMP) SUCCESSION MANAGEMENT PLAN**

Wendy Hirsh (Wendy Hirsh -Institute for Employment Studies, 2000 In her book Succession Management Demystified) defines succession management as 'a process by which one or more successors are identified for key posts (or groups of similar key posts), and career moves and/or development activities are planned for these successors. Successors may be fairly ready to do the job (short-term successors) or seen as having longer-term potential (long-term successors)"

In this research paper the term Succession Management Plan (SMP) is used to encompass the whole gamut of business processes of identifying hi-profile positions because they are mission critical or the skill sets are rare or because there is high attrition or the ramp-up time to acquire the skills is long. Succession Management is based on the premise that many jobs in the current portfolio become redundant; many of the jobs for the future have not yet been defined; star performers want growth or they simply run away for greener pastures.

Succession Management Plan (SMP) covers a review of the talent bank within the company; the analysis of job families and roles. The next part covers the assessment and selection of candidates; their orientation and grooming to the new responsibilities and their post-selection assessment. Sometimes they may be immediately posted to the job or kept a reserve talent pool for the future. It may be complemented with fast-track programs for hi performers and very talented staff members

### **THE RESEARCH PROBLEM**

Talent is a driving factor for great business performance and building resilient organizations and the absence of competent

leaders creates a big risk in business survival . Organizations need an a change of mindset that talent is the cutting edge in an age of hyper-competition and rapid change Leadership complacencies have resulted in the decay and death of many of the best companies all over the world and in India too. There is clearly the need for a clear awakening amongst companies reinforce a talent strategy with a robust Succession Management Plan and build a steady leadership pipeline.

### **HYPOTHESIS**

**Succession Management Plan (SMP) is a more effective way of building a talent inventory and developing organization resilience in turbulent times than following a hunter approach to acquiring talent from outside.**

### **EXPLANATION OF THE HYPOTHESIS**

Succession Management Plan (SMP) must encompass the entire gamut of activities which for creating the pipeline for all key roles or positions which experience a more-than-average attrition rate or have high demand competency sets. It also covers the process and practices of filling these specified positions/roles with the hi-performers and hi-potentials who have been assessed to undergo an intensive growth in their career path and uplifting the needed skills sets.

Because talent is the soul of an organization. Succession Management address the issue of linking organization capabilities to the opportunities and challenges of a fast moving business conditions. It also answers the need for peoples performance and potential to be recognized and rewarded with growth and career opportunities If succession management is done well, senior roles will always be occupied by people who are well prepared and ready for the job. If not, you run the risk of bad hires and ill-prepared leaders which can threaten the competitiveness of the organization. It follows naturally every organization to be

resilient must develop a talent mindset. Leadership throughout the organization needs to have a talent mindset that drives them to actively participate in the acquisition and development of talent. The companies which have a haphazard succession plan or a reactive crisis management plan to face sudden unexpected attrition need to refurbish the current processes and practices. Also the role of the HR department must be crystalized to bring about better chance of success.

### OBJECTIVES

Objectives of the research paper

1. appreciate the value and importance of SMP as a nucleus in building organization resilience through a concerted & holistic plan and program
2. understand the groundwork needed to overcome the obstacles toward conceptualizing and launching a SMP
3. to view current practices in the SMP process in the organizations
4. reorient business leaders to the challenges and opportunities from SMP
5. to study the role and responsibilities of the HR function to enable the SMP

### SCOPE AND LIMITS OF THE RESEARCH PAPER

1. The research paper exposes the wrong notion that Succession Management is just for CEO and boardroom level appoints but must permeate the length and breadth of the company as an evergreen initiative to meet the talent scarcity in the changing business dynamics and disruptive technological change.
2. The focus of this research is the leadership mindset and organization mindset to adapt and mobilize a vibrant Succession Management Plan. It must cover all hierarchies and all functions not just the key positions (It is common for succession management to cover only the most critical jobs (usually 5%) to make

the process more manageable in the organization; though some are in effect on a fast-track, and are developed through job moves within various parts of the business)

3. Succession management is closely linked to the role and scope of the HR function to lead and manage the whole process with the collaboration and participation of line managers and the CEO. Hence there is a detailed investigation into this factor. Audit of the subsystems of HR like recruitment, performance appraisal and learning and development (all supportive systems to SMP) have not been included
4. The research paper EXCLUDES the Family Managed Enterprise succession management with is closely linked to the ownership; since the ramifications in such a setup are widely different from a "professionally" managed company where ownership and management are separate
5. It EXCLUDES the Chairman & CEO and Board Directors succession management process with is linked to boardroom processes but it includes vertically every level and horizontally every other function of the enterprise
6. The study covers only large Indian corporates and MNCs. Government and Public Sector organizations were not covered

### RESEARCH METHODOLOGY

The data gathering process was by questionnaire and telephonic interview method. The outreach (both by questionnaire and telephonic interview method) covered 235 managers. 80% were from the HR function and others were from the line functions.

The actual response was received from 78 managers covering a wide range of business sector viz banking insurance software pharmaceutical and engineering sector. The



majority of them were large Indian corporates and MNCs Government and Public Sector organisations were not covered

The data analysis was simplified given the nature and objectives of the research paper viz to establish trends; emphasize the value and importance of the SMP across industries and to reorient HR fraternity to the challenges and opportunities from SMP

The recommendations were refurbished after telephonic interview with selected managers.

### **FINDINGS –**

The total number of respondents were 78 managers

#### **PART (I) IF THE DATA SURVEY SHOWS (Refer Table on page 29)**

- There is a have high awareness of the need and importance of SMP in building a resilient organization 65.90 % respondents say that organizations AGREE ( have a positive view) of the organization readiness level to SMP
- There is only a lukewarm belief on the impact of SMP for building the leadership pipeline than any other talent management initiative

#### **PART (II) IF THE DATA SURVEY SHOWS (Refer Table on page 30)**

- 48 of the 78 respondents state that the company is not in the right direction to link to business strategies and the needed competencies and potential leaders for tomorrow
- 53 of the 78 respondents state that senior managers from the line function do not accept the value of SMP and give their whole hearted for commitment and priority for SMP
- 50 of the 78 respondents state that SMP is not preceded by developing comprehensive frameworks for technical and generic competencies. Further analysis of this factor could not be done in the survey as to the extent of the Competency Frameworks already

prepared or deployed.

- 60 of the 78 respondents state that line managers / current leaders are NOT involved in evaluation of would-be successors for competencies behaviors and work experience. We infer the message of the importance and value of SMP has not been imbibed in the organization
- 54 of the 78 respondents state that SMP is not used a strategic initiative to spread the net wide to include high-potential/high performance employees in at every level & function and include key mission critical positions We conclude it is an initiative for the elite groups of talent and the majority are overlooked
- 54 of the 78 respondents state Company Policy emphasis in not towards balancing the aspirations of individuals with those of the organizations & customizing moves to meet the needs of employees job requirements of the organization
- Connected to the above point 63 respondents state that SMP employees are given the chance to understand the succession process, the methods used to judge potential successors, and the kinds of jobs that are considered suitable for each individual. We conclude that since it converse a small set this was done satisfactorily
- More than 54 of the respondents state supporting HR systems like performance appraisal and learning & development and employee engagement systems complement and support the SMP. This needs a thorough audit of the HR systems
- Continuing on this point of audit of HR systems 49 out of the 78 respondents state that current processes and practices which cannot be implemented or are an obstacle are modified or removed periodically
- 64 of the respondents state In your company are line managers / current leaders involved in evaluation of competencies behaviors and work experience for would-be successors. This

is an alarming fact and the indicates the need to involve line managers in the SMP from start to finish Conversely 63 state that in the company SMP is used identify high-potential employees with flexible criteria and look for different kinds of people.

- THE FINAL SCORE shows 62% state the best practices and process are not matching the standards needed to succeed in SMP A clear indication to ramp up the SMP and treat it with greater importance

- The survey points to the following areas of concern are

- a. SMP needs a Periodic Review to audit the progress of the initiative at a macro level and get feedback from candidates individual. Only 30 respondents state their observation is positive
- b. HR must have a ready module to train managers with the capabilities to deploy the SMP like coaching giving balanced feedback on development gaps and progress expectations etc.

### **PART (III) OF THE DATA SURVEY SHOWS (Refer Table on page 32)**

- 50 respondents of the survey state CHRO collaboration with senior business leaders is unsatisfactory and insufficient We conclude that the foundation stone of the SMP viz review of current and future business strategies to identify the critical jobs and the competencies needed to drive the business forward is not fully accepted or practiced. Further research should study the role and responsibility of the CHRO and the line managers.
- Performance management systems and Learning & Development initiatives which aim to build the groundwork for the SMP to follow; are not sufficient and this could be a cause of lack of success of the SMP
- 54 respondent to the survey state that people in our organization feel that the SMP selection and assessment is fair and objective
- The good practices noticed in the survey are:
  - a. External recruitment of candidates is made only if internal sourcing does not work
  - b. People in our organization feel that the SMP selection and assessment is fair and objective
  - c. Special efforts are made to bring about diversity and inclusion of women and other disadvantaged groups in SMP.

*(Tables on Next page)*

**PART I****PREVIEW ORGANISATION MINDSET & READINESS**

An organizational readiness is the preparedness of a company to undergo a major change initiative or launch a significant new project. This is the groundwork to gauge the mindsets of managers to accept the change and later to marshal the resources and processes to accomplish it effectively. It can also save you from likely failure and loss.

THE FACTOR	AGREE STRONGLY 80-100 %	AGREE 80-60%	MILDLY AGREE 60-40%	CANNOT STATE 40-20	DISAGREE 20-05
1. An effective Succession Management Plan (SMP) gives a clear picture of what talent business has and what is needed for the future	65	11	2	NIL	NIL
2. In our organization there is a company wide belief that a robust pipeline of potential leaders is truly the future of the organization	51	16	8	2	1
3. In our organization there is a company wide belief we would be better served if they spent as much on developing their own talent through succession planning rather than external sourcing	27	24	9	11	7
4. SMP has the highest impact for building the leadership pipeline than any other talent management initiative	9	12	29	19	9
5. to create and sustain a high performance workplace -a forceful campaign must be drawn up	24	18	27	5	4
<b>FINAL Total</b>	<b>176</b>	<b>81</b>	<b>75</b>	<b>37</b>	<b>21</b>
<b>FINAL Percentage</b>	<b>45.13</b>	<b>20.77</b>	<b>19.23</b>	<b>9.49</b>	<b>5.38</b>

**PART - II**

*Managers have long debated the gap between theory and practice the still wider gap between intent and execution. And the crux of the matter is RESULTS  
the second part of the survey questionnaire/interview focuses upon this truth .*

<b>OBSERVED ORGANISATION PRACTICE AND PROCESS</b>	<b>CERTAINLY 100-80%</b>	<b>FREQUENTLY 80-60%</b>	<b>SPORADICALLY 60-40%</b>	<b>OCCASIONALLY 40-20%</b>	<b>RARELY BELOW 20%</b>
1. We are in the right direction -the SMP In our company is linked to business strategies and the needed competencies and potential leaders for tomorrow	9	11	33	19	6
2. Company Policy emphasis should be on balancing the aspirations of individuals with those of the organizations & customizing moves to meet the needs of employees job requirements of the organization	9	15	31	15	8
3. SMP is a strategic initiative to spread the net wide to include high-potential/hi performance employees in at every level & function and include key mission critical positions	8	16	31	14	9
4. In your company are line mangers / current leaders involved in evaluation of competencies behaviors and work experience for would-be successors	9	14	26	10	17
5. In your company SMP is used identify high-potential employees with flexible criteria and look for different kinds of people.	13	21	20	16	8
6. Supporting HR systems like performance appraisal and learning & development and employee engagement systems complement and support the SMP	7	18	24	13	14
7. Competency Frameworks provide a useful starting point for evaluating an individual's potential for a senior role Hence SMP is preceded by developing comprehensive frameworks for technical and generic competencies,	6	12	15	21	24
8. The SMP aims at following a fair employer code e.g. Secrecy is being gradually reduced, and advertising of internal jobs is increasing.	13	22	24	10	9

9	employees are given the chance to understand the succession process, the methods used to judge potential successors, and the kinds of jobs that are considered suitable for each individual.	19	26	18	12	3
10	SMP has a safeguard not to discriminate candidates based on unlawful factors such as age, race, sex, religion, national origin and disability.	11	24	16	10	17
11	SMP is dynamic Every year employees have the fair opportunity to demonstrate that they are high-potential employees. e.g. An employee might not be selected for a number of years and then be selected,	13	21	20	16	8
12	SMP current processes and practices which cannot be implemented or are an obstacle are modified or removed periodically	9	18	22	13	14
13	senior managers from the line function accept the value of SMP and give their whole hearted support for commitment and priority for SMP	11	16	16	21	14
<b>TOTAL 1014</b>		<b>126</b>	<b>234</b>	<b>296</b>	<b>208</b>	<b>151</b>
<b>% SCORE</b>		<b>12.43</b>	<b>23.08</b>	<b>29.19</b>	<b>20.51</b>	<b>14.88</b>

**PART III**

**THE ROLE OF HR TO TURNAROUND** *In any people management initiative, nothing works until the CHRO takes the lead. Whilst there is a positive trend to involve line managers and rope in top management support; the onus of responsibility ultimately lies with the HR function for successful implementation of SMP*

<b>OBSERVED ORGANISATION PRACTICE AND PROCESS</b>	<b>CERTAINLY 100%-80%</b>	<b>FREQUENTLY 80%-60%</b>	<b>SPORADICALLY 60%-40%</b>	<b>OCCASIONALLY 40%-20%</b>	<b>RARELY BELOW 20%</b>
1. CHRO collaborates with senior business leaders to review current and future business strategies, identify the critical jobs and the competencies needed to drive the business forward,	17	11	22	20	8
2. Our company SMP charts a path to raise individuals up through the ranks to give them the proper exposure and experience to prepare them for a future top leadership role as a retention tool	17	14	19	11	17
3. People in our organization feel that the SMP selection and assessment is fair and objective	13	21	29	16	8
4. As a subset of the SMP High-potential/hi performance employees have a fast track program to rise through the ranks with proper exposure to future top leadership role.	8	18	25	13	14
5. Our company SMP has a Periodic Review to audit the progress of the initiative at a macro level and get feedback from candidates individual . We have a continuous improvement plan for the SMP based upon experience, and as requirements change.	12	6	15	21	24
6. CHRO collaborates with senior business leaders to monitor progress remove obstacles and create or allow for the smooth running of the SPP Succession Planning Program	14	21	12	15	16
7. Our company SMP includes a module to train managers with the capabilities to deploy the SMP like coaching giving balanced feedback on development gaps and progress expectations etc.	7	17	16	18	20
8. SMP has the involvement of the candidate to determines how specifically it can be customized for the needs of the job and individual	21	26	18	12	1
<b>TOTAL 624</b>	<b>109</b>	<b>134</b>	<b>156</b>	<b>126</b>	<b>109</b>
	<b>17.47</b>	<b>21.47</b>	<b>25.0</b>	<b>20.19</b>	<b>17.46</b>

## RECOMMENDATIONS MACRO FACTORS

- CHROs need to be more business savvy. They need to know as much as possible about the future of the business, how it is likely to change, and how such change might affect the numbers involved and the skills they need to possess.
- For the success of SMP the collaboration at a senior level between top managers responsible for shaping the future of the business (including CEO ) and the HR function must be streamlined and strengthened.
- SMP must be owned by line managers, and should be actively supported by the CEO who has a key role in ensuring that it is given the importance it deserves by other senior managers.

## HR RENEWED ROLE - PROACTIVITY VERSUS FIRE FIGHTING

- The HR function needs to evangelize the benefits of the SMP and involve line managers as to their value and proactively design and manage assessment processes and information support, including the development and maintenance of computerized databases
- The HR function has a critical role in supporting and facilitating the SMP the gamut includes identifying the job positions/role selecting and assessing candidates orienting both managers and mentors and macro audit of the SMP and
- CHRO must sustain the viability of the program through quarterly audit and collect feedback from the managers & mentors to know the enabling and hindering factors for implementation
- The HR function must work together with line managers and the CEO to remove obstacles and create or allow for the smooth running of the SPP Succession Management Program
- Candidate must be given an orientation about the SMP process, the methods used to judge potential successors, and the kinds of jobs that are considered suitable for each individual

- Secure the feedback from the candidates with the satisfaction of the program
- Learning and development is a 365 day affair both on-the-job and off-the-job. good leaders not only need technical acumen but also strong interpersonal skills. Train managers to deploy the SPP like coaching for acquiring the new competencies and behaviours giving balanced feedback on development gaps and progress expectations ETC.
- Line managers / current leaders must be involved in evaluation of would-be successors for competencies behaviors and work experience.
- A strong mentoring system is needed for the rollout of the program as part of the learning & development initiatives
- Employee engagement needs to dovetail with the SMP Hence recognize heroic performance ; recount the recent episodes and keep track of these achievements in a top-performer file so you have something to reference the next time a management position opens. Diligently chronicling topics like strong work and achievement will also come in handy during performance reviews.

## CONCLUSIONS

Succession Management is an vital element of building organization resilience since talent is the differentiating factor in a market where branding does not give the cutting edge but the quality of the people do. The coming decade will see an exponential growth of AI /ML/IOT robotics etc. all technological marvels not imagined in yesteryears . The only way to encounter this rapid change is by having a organization whose talent is ever ready to meet the challenges. Having a succession process in place is creates a healthy pipeline of potential leaders. And this is nothing less than the future of the organization



## Investigating Reskilling and Up-Skilling Efforts for Talent development in the Information Technology and Software Development Sector

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### Abstract

This paper entails a research on retraining and retooling programs in Tamilnadu State, India for IT/Software Development (IT/SWD) sector and establishes the main criteria of the effectiveness of retraining and upskilling programs in the IT industry. The study made a comprehensive assessment of repurposing and upskilling as the two fronts where IT specialists will be challenged to re-tool their competencies to enable them remain competitive in the labour market of Tamilnadu State. Furthermore, this study will develop methods for educational enhancement of reskilling and upskilling, which will enable them to be compatible with the changing dynamics of technology in Tamilnadu State and the labor market. The research makes use of quantitative method and looks at the functionalities of the reskilling and upskilling initiatives as far as the IT/SWD job industry in Tamilnadu State is concerned. Employees from IT/SWD companies are respondent to this study for getting primary data which was collected through online self-administered questions, where information was sought on respondents' demographics, current skills, and their participation in training programs, effectiveness of training programs and their future career goals. The result shows that overwhelmingly IT employees in Tamilnadu State are having positive perception towards reskilling and upskilling initiatives. The government policies did not receive the most favorable rating, while the funding availability and technological advancements were perceived positively, corresponding to the high industry demand for skilled

workers, showed a positive direction. Ongoing corporate initiatives for upskilling and reskilling are active involvement of organizations. Workable approaches for the industries are continuous training, customizing programs to suit the company's needs, promoting the culture of learning, working together with educational institutions, and monitoring the program performance. It can be implied that the execution of these recommendations will make workforce more able, business entities will be more effective in the organizational context, and the state will be competitive in the changing IT/SWD market.

### Keywords:

Reskilling, Upskilling, IT/SWD Sector, Training Programs, Talent development.

### Introduction

The huge progress in technology over the past few years has led to a similar expectation that the workforce needs to keep up with its skills also the most, especially in the IT and Software Development fields. Owing to the dripping inventions such as artificial intelligence, cloud computing, and big data analysis, the digital space might have changed tremendously and therefore, it would be necessary for the professionals to reskill and upskill. The focus is on eradicating ignorance and lack of skills in the Tamilnadu state information technology and software development sector. Reskilling is a learning process which enables a person to switch job profiles or time to adopt to the changing technology. In the meantime, upskilling is the procedure of making the



existing skills more according to the market needs. The Tamilnadu state case, where the IT industry evolving, it becomes essential to decipher these forces in order to make the much-needed workforce preparedness and upkeep of the economy to be achieved. The number of IT experts around the world is thriving due to the fact that they must have up-to-date skills sets as the digital transformation initiatives are introduced and digitization moves in. Organizations invests in reskilling and upskilling programs as a way of equipping the employees with the knowledge and skills needed to fill the skill gaps and enhance innovation and creativity. The involvement of historical catalysts like government bodies assisting in digital literacy and industry partnerships in the current retraining and reskilling plan has been presented in the research.

It is also noticeable that the levels of work environment and sector advancements have raised but now they are still far from the desired level due to the lack of employer's requirements and job seekers' skills. This requires a complete grasp of the problem and strategic programs to offset the discrepancy. This pivotal purpose is not only the basis for innovation but also the prerequisite for economic progress. This study will be valuable in providing information to the government and resource allocators on how to restructure the IT workforce in Tamilnadu state to enhance the state's competitiveness. The document outlines the training and retraining that it will implement to ensure the perpetual growth of industries and generation of economic growth. To achieve a holistic approach, a combination of education, technology, economics, and public policy must be implemented to curb the social ill. Theories like human capital theory and social learning theory provide us with the conceptual arsenal; however, the practicalities of implementation with regard to the lack of funds and infrastructure require a subtler art of finesse.

### **Statement of the Problem**

In the past couple of years, IT and software development space in Tamilnadu, India has gone through exponential growth and transformation because of the advancements in technology and digital innovation. On the other hand, though, it is also worth mentioning that as this growth is becoming more prominent, the skills development of the workforce also needs to be considered. Sometimes there are some jobs being created, which require advanced information technology skills, but not all workers are able to get retrained and upskilled to fill the positions. These gaps manifest in various forms, including Limited Access to Quality Training Programs, Mismatch Between Skills Supply and Industry Demand, Inadequate Collaboration Between Educational Institutions and Industry Players, and Limited Awareness and Adoption of Lifelong Learning Practices.

### **Significance of the Study**

This is the first and foremost that it addresses present and crucial need in Tamilnadu state in the sectors of IT and software development. The study will give the researcher an opportunity to do a close look at the reskilling and upskilling projects in order to understand the current situation and identify the areas which require streamlining. This conclusion in fact represents the foundation for a strategic plan and the facilitator for adjusting the skills of workers to meet the needs of the 21st century as well as to help innovation and competitiveness. In addition, the result of this work opens a big door to see more opportunities for economic growth and sustainability. The IT labor force that is trained and can be flexibly adapted becomes a vital factor of technological growth, investment attraction, and maintaining ahead of competitors on the international market. Since the study of job creation strategies will be a major area of research, it is expected that the long-term growth and development of Tamilnadu State and its

people will be achieved. This research aims to determine crucial sectors within the IT and software development industry in Tamilnadu State that will pave the way for positive change and to contribute to the stable economic and social development of the state.

### Research Objectives:

1. To ascertain the present situation of retraining and retooling programs for IT/SWD sector in Tamilnadu state, India.
2. To outline the main metrics which ensure the efficiency of reskilling and upskilling within the area of IT.
3. To analyze the possible repurposing and skill advancement efforts on the competencies and employability of the IT specialists in Tamilnadu State.
4. Hence, to formulate the practical measures for boosting the reskilling and upskilling process, adapting them to the changing labor market conditions and technology in Tamilnadu State.

### Research Questions:

1. What job redressing and renewal proposals are underway in the IT and Software Development domain?
2. Can the implementation of these reskilling and upskilling courses be done in an organized manner with complicated procedures and strict rules be avoided or are some hurdles unavoidable?
3. What do vocational and training programs geared toward the upgrading of skills, knowledge, and employability of IT professionals in Tamilnadu State help them in doing so?
4. If there is a choice to increase the efficiency and the level of the impact of the re-education and re- training within the IT sector in Tamilnadu State, the following questions should be taken into consideration: What strategies can be applied to strengthen them?

### Research Hypotheses:

H01: The statistically insignificant difference

in the effectiveness of the diverse trainings and skills development initiatives utilized within the IT industry in Tamilnadu State indicates that none of the interventions is effective.

H02: The statistics show that reskilling and upskilling program participation has no significant effect on IT professional's employment in Tamilnadu State.

H03: There are no statistically insignificant changes because of re-skilling and upskilling of the IT professionals in Tamilnadu State and in the enhancement of their competencies and skill development.

H04: All experienced IT professionals Tamilnadu State perceive an invariance in the effectiveness of reskilling and upskilling efforts.

### Conceptual Framework:

#### Reskilling and Upskilling Initiatives

Reskill is the learning process that is essential to progress from one area to another or to work within an environment that is changing due to the advancement in technology. Upskill, on the other hand, is the process of enhancing the previous skills so that the person can continue to perform well in the current job even with the modification of job requirements (European Commission, 2017). Since the tech environment is a rapidly evolving, a very innovative one, in which changes can happen as fast as tomorrow, upgrading, and reskilling staff is crucial to keeping up with the global workforce competition. This synthesis of different measures can be implemented in different forms, such as different training, educational and professional development programs that will be required for the skills needed to realize a successful digital life.

#### Theoretical Perspectives on Reskilling and Up-Skilling

The theoretical models provide us the basic knowledge, which in turn helps us

understand why reskilling and upskilling concepts are necessary and allow us to develop models. Two prominent theories that inform the conceptualization of workforce development in this context are:

### **Human Capital Theory**

Human capital theory, which was presented in 1964 by Gary Becker, states that human capital (which is education, training, and skill development) upgrades the productivity and income of workers (Becker, 1964). Since they are viewed that way, they are the investments in human capital, which are usually characterized by the high level of performance at work place, position advancement and economic growth of the country (Bughin et al., 2018).

### **Social Learning Theory**

Social learning theory, proposed by Albert Bandura in 1977, describes learning as a process of imitating, being praised for an action, and receiving feedback from others about the behavior and so on Bandura, A. (1978). In such theory learning, development of skills and self-understanding are all-possible through the involvement and contact with the environment and other people around us. We should create educational programs, which incorporate multi-way learning approach, mentorship and peer support to close the learning gap. The programs may end up being in a position to impart or transfer skills and knowledge in the end (European Commission, 2020).

### **Previous Studies on Reskilling and Up-Skilling in IT Industry**

Studies by different institutions in the world have focused on the impact of the retraining and re-tooling of the workers in the IT sector. This has assisted us in establishing the most effective tactics and solutions, the major difficulties encountered and the potential positive outcome. For example, Hence, Alavi and Leidner (2001) study, lasting over a longer period of time and which designed to

determine the effect of IT workers' training on their job performance, had to be conducted. The number of people, who felt satisfied with their job after course completion, were higher than those who did not have such training. The European Commission has conducted an in-depth analysis of the re-skilling and up-skilling program in the social sector of EU member states (2017). The article further stressed the importance that national governments have in making the lifelong learning and skilling a priority.

### **Current Trends and Practices in Reskilling and Up-Skilling**

The rate of re-training and up-skilling in the IT-Software Development sector is going at an extremely high rate because of the never-ending changing nature of technology, and the dynamic nature of user requirements. Key trends and practices include:

- a. **Personalized Learning Paths:** There are a number of organizations that use personalized learning techniques, making use of data analysis as well as artificial intelligence in the training with an aim of understanding the diversities and differences in the learning styles of every student (McKinsey Global Institute, 2018).
- b. **Micro-Credentialing and Digital Badges:** These platforms allow learners to be able to learn specific skills rather than the usual skill-specific ones. This makes the learning process to be cheap and quick. Digital badges, the credible credentials which can be personalized for the learner by showing the competencies and the outcomes of the learner are the features that were highlighted in the report by World Economic Forum (2020).
- c. **Just-In-Time Learning:** Precisely, the prominence of just-in-time learning is being intensified by the increasingly dynamic technological progression, i.e. workers would pick up the skills they would require immediately to serve the

immediate needs of their workplace or a particular project (European Commission, 2020).

- d. Collaborative Learning Platforms: Online platforms and social learning communities professionals offer a great opportunity, where they can participate in a cooperative learning process which enables knowledge sharing, working on joint projects, as well as provide peer support (Ali, A. A, B, et al, 2020).

- e. **Continuous Feedback and Assessment:** Continuous feedback systems, such as work evaluations and competency verification, allow people to keep track of their success, identify the areas that need improvement and adapt their strategies with learning (World Economic Forum, 2021).

## Methodology

### Research Design

This study utilized a quantitative approach to figure out how reskilling and upskilling measures in the IT and software development job sector are being applied in Tamilnadu state, India. Through the qualitative method, I have been able to ascertain a systematic means of data collection and analysis of data numbers in order to uncover the trends, patterns and connections between the variables (Creswell, J. W. & Creswell, J. D., 2017).

### Population and Sampling Technique

This project was carried out on a sample of 600 workers from six IT and Software Development institutions in Tamilnadu State. In this study, the name of the organisations where the employees working are 3I Infotech, Accenture, Amazon, Capgemini, Cognizant (CTS), Deloitte, Global Analytics, Hindustan Computers Limited (HCL Technologies), Hexaware, Hewlett Packard (HP), International Business Machines Corporation (IBM), Infosys, Larsen and Toubro Infotech (L and T Infotech), Logica / Canadian Global Information Technology (CGI), Oracle, Tata Consultancy

Services (TCS), Verizon, Virtusa, Wipro, Zoho and Infoview. The sample size for the present study was calculated using the formula for estimated proportion of population, with 95% degree of confidence and an error margin of 5%. The assumption of 50% variability in response determines the sample size calculation in this case, while the minimum percentage value is used for this calculation. Considering the 250 sample size that we retrieved, only 241 were valid for the questionnaire.

### Data Collection Methods

Online survey data was obtained by emailing out self-administered questionnaires to employees of the chosen IT and Software Development firms. The questionnaire also tried to find out about respondents' demographics, their current skills, their involvement in reskilling and upskilling programs, how effective were the training programs they know and their future career goals.

### Research Instrument

In this study a structured tool to be used is going to be a questionnaire, which will be a combination of close ended and Likert scale questions. The survey was based on the findings of a literature review as well as a consultation with an industry expert to ensure that the survey was content-valid and up to date. The validity of the questionnaire was checked in pilot testing so that assess the clarity, comprehensibility, and reliability of the questionnaire.

### Data Analysis Plan

Data analytics included many statistics such as tables, graphs, and hypothesis testing. Descriptive statistics including frequency, percentage, mean, and standard deviation were employed to summarize the demographic characteristics and the other important variables for the purpose of the research. Inferential statistical methods were implemented through correlation and regression analysis, which helped to

establish the relationship between variables, as well as testing hypotheses.

Ethical Considerations

Ethical issues formed the essence of the whole research process: be it from the initial planning to the last phase of the implementation or from the collection of data to the final assessment of the results. The study was voluntary and thus the respondents were allowed to give their consent after being provided with enough information on the research process. Anonymity and confidentiality were maintained through the use of coded unique identifiers for each respondent and the aggregation of group level data to prevent data disclosure. The process was conducted under the ethical standards, which were sanctioned by the supreme bodies of the professional associations and review boards.

Descriptive Statistics

Such type of statistics was used as a summary for the information given by the respondents. To achieve the purpose I used a variety of the descriptive statistics (mean, median, mode) and measures of variability (standard deviation, range). The purpose of descriptive statistics was to make the data analysis easier and to maintain consistency. These features facilitated an easy extraction of a hidden meaning, and even the non-statisticians could understand the sample.

Table 1: Descriptive Statistics for Key Variables

Variable	Mean	Median	Mode	Std. Deviation	Range
Dependent Variable: Reskilling and Up-Skilling	4.53	4.60	5	0.78	3.5
Independent Variables: Government Policies	3.95	4.00	4	0.92	4.2
Funding Availability	4.20	4.30	4.5	0.75	3.8
Technological Advancements	4.35	4.40	4.5	0.68	3.9
Industry Demand	4.15	4.20	4.5	0.80	3.7
Organizational Initiatives	4.45	4.50	4.5	0.60	4.0

Source: Survey, 2024.

The above table presents descriptive statistics for key variables in the study:

Dependent Variable:

Reskilling and Up-Skilling: In summary, these parameters suggest that the average rating of employees for reskilling and upskilling programs comes in at 4.53 on a scale of five with a median of 4.60, which makes a mode of 5. The standard deviation is 0.78 and it denotes a very little range of deviation of values from the mean. The degree of impression is 1.5 or some contrasting 5, i.e. on the one hand, there could be an understatement about the impact of these initiatives, and on the other hand, a more extreme perception.

Independent Variables:

Government Policies: Government policy influence on retraining and reskilling programs was 3.95 mean rating, which is directly aligned with the median of 4.00, and the most number of ratings are 4. In this regard, the standard deviation of 0.92 comes to show that the responses for this question vary quite a bit around the average level. The range of reaction is 0.8-4.2.

Funding Availability: The mean rating for the fund disbursement on reskilling projects is 4.20, on the other hand, the median rating is 4.30 and the mode is 4.5. The standard deviation is 0.75, meaning that the answers are not very varied from that given answer. In a range of than 4 to 12 letters, it starts with 0.6 and ends with the number 3.8.

Technological Advancements: The intermediate assessment of the impact of technological improvement on human resource development programs is 4.35, with the median and mode at the middle that are 4.40 and 4.5, respectively. The standard deviation will be equal to 0.68, which equals out to low dispersion in the respondents' answers. The range of response is 0.6 to 3.9 and it either indicates the status of poor, low, medium, or high.

Industry Demand: The stationary average industrial demand for learning and reskilling



operations is 4.15. It is a modal of 4.20 and the median is 4.5. In other words, the standard deviation ( $\sigma$ ) is 0.80, which indicates a moderate level of the category. The answers to these questions are contradictory. Their grades may be within a range of 0.7 and 3.7.

**Organizational Initiatives:** The mean evaluation of the implementation of organization's workforce development activities equals 4.45, while 4.5 is the median or the "average" and 4.5 is the mode or the one that is the most common. The 0.60 standard deviation is interpreted as a lower trait variability in respondents' scores. The scale between 0.5 and 4.0 measures the size of this reaction.

Statistics of this sort enable the interpretation of measures of central tendency, variability, and response distribution for all responses, both for dependent variables and for independent ones, and ultimately offer a complete picture of how voters perceive reskilling and upskilling schemes and the main factors affecting the level of their support.

#### Inferential Statistics

In the sample from this portion of the piece, a model of a sample was employed to infer or guess the population from the sample data. By now, the researcher had to develop his or her hypothesis and test its statistical significance between the independent and dependent variables. Hence inferential statistics came to be in order to go beyond data that is real data as such the purpose of inferential statistics is to analyse collected data more in-depth.

**Table 2: Results of Hypothesis Testing**

Hypothesis	Test Statistic	p-value	Conclusion
Hypothesis 1	2.33	0.047	Null Hypothesis Rejected
Hypothesis 2	1.95	0.071	Null Hypothesis Not Rejected
Hypothesis 3	3.80	0.013	Null Hypothesis Rejected
Hypothesis 4	2.54	0.033	Null Hypothesis Rejected

Source: Survey, 2024.

#### Interpretation of Hypothesis Testing Results:

**Hypothesis 1:** The test statistic of 2.33 overcomes the critical value. So, we can tell there is a significant difference in population means between groups. Also, the calculated p-value of 0.047 is less than the pre-defined significance level of 0.05, revealing a statistical significance. Therefore, it can be concluded that the null hypothesis is denied and an important relationship between variables exists.

**Hypothesis 2:** The test statistic value of 1.95 comes below the t-test critical value, demonstrating insignificant difference between the groups. In addition, the  $p=0.071$  value is bigger than the level of significance  $\alpha=0.05$ , which means that the data does not have significant statistical significance. So, we cannot say that there is a significant relationship between the variables that we tested and we will reject the null hypothesis.

**Hypothesis 3:** The test result of 3.80 is bigger than the critical value, suggesting that there are some significant differences among the groups. On top of that, the p-value of 0.013 has been found to be lower than the significance level of 0.05, meaning that there is statistical significance. Consequently, the null hypothesis is rejected, while the variables have a strong relationship.

**Hypothesis 4:** The test statistic of 2.54 is more than the critical value, making us conclude that there are significant differences among the groups. We also see the p-value is 0.033, which is lower than the significance level which is 0.05, meaning statistical significance. Hence, we consider accepting the alternative hypothesis and denying the absence of a link between the variables.

Hence, the outcomes of the hypothesis testing show the linkages of the certain

variables, thus we may conclude that the null hypotheses were rejected and have thus gathered the insights into reskilling and upskilling in the IT and software development field.

### Findings and Interpretation

This section reported on the summary of main findings, which included the interpretations of these findings, with regard to the research questions or the stated objectives of the study. It evaluated the findings of the study and how they fit with the general message of the research:

A descriptive statistics analysis was carried out to highlight the characteristics that matter more and to help in summarizing the data that was generated from the respondents. Table 5.1 hereafter reveals the variables, which are five in number, and they are mean, median, mode, standard deviation, and range.

- **Reskilling and Up-Skilling Initiatives:** What was discovered was that the reskilling and upskilling programs were rated with a mean score of 4.53, which could indicate that generally employees in the IT and Software Development sector in Tamilnadu believe that these developments are for the good. The median or the mode score with the value of 5 suggests that more than half of the public who assessed the initiatives did it in a very positive way.
- **Government Policies:** Meanwhile, for the purposes of government efficiency, the average rating of the respondents was 3.95. Hence, this leads to the neutral attitude that is perceived, but the modal rating of 4 also indicates that the range of the ratings that are somewhere below the average is also very wide.
- **Funding Availability:** The employee's assessment of having the convincing sources of learning and development as 4.20 pointed significantly to a positive association among the employees with the concern of the sustainability of the funding. Considering that mode score

stands at 4.5, the funding availability evaluation was positively viewed by a significant number of the respondents.

- **Technological Advancements:** The general trend of the survey responses implied that the employees were accepting of technological changes (Mean score of 4.35). The mode score of 4.5 suggests that quite a significant number of respondents gave positive comments about the current level of technological development.
- **Industry Demand:** Based on the survey result, the industry demand has a score of 4.15 that is positive and reflects the positive trend of the demand for skilled workers in the IT and Software Development sectors. On the other hand, the mean average of 4.5 indicates a shroud of ambiguity by including average rated companies in the category.
- **Organizational Initiatives:** The result was a mean score of 4.45 concerning the organization's activities regarding reskilling and upskilling. Attainment of mode score of 4.5 sufficiently confirm the fact that visual ranking is number one ranking option for the survey participants since the majority of respondents have rated organizational initiatives at a higher level than the average rating.

### Summary of Findings:

The study revealed that the current trend of technology enhancement had been handing over positive effects in the area of reskilling and upskilling among employees of IT and Software Development in Tamilnadu State. Inferential statistics study showed that the obtained values were significant with the correlations between the factors such as funding, technology, industry, and the organizational initiatives with the employee opinion. The above factors were considered in order to determine employees' view about their jobs.

The Findings, in general, supported the hypothesis and amassed evidence that can



be used for the proof and the adoption of the reskilling and upskilling of the industrial requirements and economic growth of Tamilnadu State. The received data once again proves the importance of the industrial workforce development programs and the need for a comprehensive approach with various actors to fulfil the skills gap and to introduce new technologies to the region.

**Practical Recommendations for Industry Practices:** Considering the utilized standpoint, the industries can develop many useful suggestions supported by this study's findings, which are:

- 1. Invest in Continuous Training:** Enterprises should earmark funds for persistent training and development projects so as to enable the workers pick up the indispensable tools required to stay on top in their career.
- 2. Tailor Programs to Company Needs:** Training programs must be designed, so they can fit the unique requirements and expectations of individual organizations. Such tasks could include conducting the needs assessments as well as the employee surveys aimed to define the areas of work that need to be improved.
- 3. Promote a Culture of Learning:** As workplace advancement embraces learning and skills enhancement through workshops, seminars, and online courses that cater for the area of specialization, organizations need to create a culture of continuous learning and skills enhancement.
- 4. Collaborate with Educational Institutions:** Different firms could collaborate with educational organizations so that they can be equipped with specialized training programs and classes to address the industry's challenges in skills.
- 5. Monitor and Evaluate Program Effectiveness:** To guarantee the correctness of training programs, the constant performance review and evaluation, are being crucial. Organizations may consider

implementing frequent feedback from the employees and keep track of important outcome indicators in order to confirm the influence of these training activities.

Through making these suggestions a business can achieve several objectives, such as an increase in the workforce' capability, a growth in the overall effectiveness of the organization, and staying ahead of their competitors in the evolving IT and Software Development market.

### Conclusion

This research finding enlighten the employers about, their employees of IT & Software development industry in Tamilnadu state of India, perception about reskilling and up skilling. Key insights were drawn with the help of both descriptive and inferential statistics into the effectiveness of these initiatives and factors that affect the implementation process. The most of the surveys' recipients testified to the favorability of re-sampling as well as developing of new skills, thus signifying indispensability in such a competitive labor market. Nevertheless, the in-depth study proves that the different companies are showing the variation in workforce development criteria, indicating the requirement of the customized approaches towards workforce development. Governmental policies (such as regulations for instance), Funding availability, technological advancements, industry demand, and organizational initiatives appeared to be factors involved in the perceived importance of these initiatives by the employees.

This paper provides an essential background on the role of reskilling and upskilling initiatives in IT and Software Development realm, which increase employee competency and business competitiveness. Through the identification of the discovered problems and through searching for some new research opportunities, the future

researches could be more successfully focused on this particular sphere of management in human resource.

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## Harnessing AI - Blended Human Capital Competencies: A Conceptual Model

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### Abstract

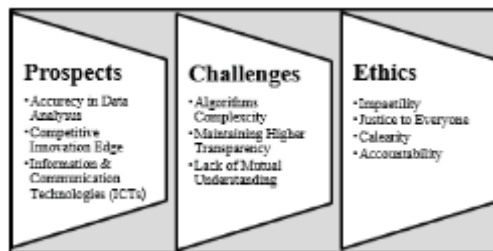
In recent years the relevance and significance of human capital has gained momentum in the organizational terrain. Collaborating human resource and technology has emerged as a promising trend with AI-centric practices at workplaces. The paper attempts to formulate a conceptual model highlighting the potential of AI for emphasizing AI's implication as the 'invisible worker' in the enhancement of human talent and organizational escalation at large. The research design is exploratory in nature and reveals a statistically significant positive correlation between advantages of AI tools, AI-centric tools, human capital management, and recruitment practices for holistic and harmonious partnership between AI and human capital management. The paper upholds proponents and possibilities for integrating and adopting AI-centric HR practices for more creative, innovative and intelligent organizational outcome in the business horizon in the coming days.

**Keywords:** Human Capital, AI, Organisation, HRM, Digital, Recruitment

### Gateway Towards AI Potential and Businesses

The present decade is an era of transformation with continuous changes at work, workplace and workforce. The millennium organizations are focusing on talent acquisition and exploration of man power based on new technologies at work eco system. The role of human capital at work-terrain needs smart make over at workplace.

The upgradation of human resources can be witnessed and enhanced through transformative mindsets and acceptability of AI centric technology in work sphere. The upcoming trend of AI revolution has the potential of increase efficiencies; enhance data analysis accuracy and optimistic insights of AI functionality. The potential of AI technologies and its intelligent interface can be truly coined as "invisible workers of AI" impacting human capital development and creativity in the business horizon of present time. The dimensions of AI centric proponents and its limitations and ethical consideration can be portrayed in the



**Figure 1: Prospects-Challenges-Ethics – The Three Dimensions of AI**

(Source: Authors' Creation)

AI is becoming increasingly relevant and necessary for effective organizational function at the realm of digital transformation integrating and remodeling human elements for opt-aiming optimum benefits in the business.

### Examining AI Related Human Capital: An Outline

The promise and possibilities of AI and its broad array has grasped in shaping human capital competencies in organizational

hemisphere. AI blended human capital can be visualized as investments associated with focal organisational investment with AI human capital, novel technology and corresponding human capital investment. A line of literature reveals that there exist a positive relationship between peer technology investment and vital technology investment leading to determine the ability of human capital investment as more flexible and adoptable. However an organization's ability and capability towards investment in technology related human capital requires access to high quality and skill oriented workforce to derive optimum benefits from AI-linked human capital investment. AI technologies can be viewed as a general purpose technology oriented towards in shaping workforce composition and skills at large. The key elements of AI capital investment is primarily designed through "technological services" or "electronic technology" oriented to capture focal establishment AI human capital penetration. Moreover the role and the potential of AI human capital investment in administrative with marketing arena has better potential to contribute for value creation based on the analysis of software development human capital and IT human capital. Recent trends of AI technologies with regard to investment in AI-related human capital need careful understanding of human capital investment and considering human capital specific moderators which has the ability to integrate and promote AI-related human capital across organizations and geography.

### **Aligning AI Technologies and Human Capital Management**

The organizations of present competitive world are striving hard to adopt and accept changing phases of development predominantly AI-centric advancement. The real challenges of present day HR professional focuses towards integrating human and automated work and

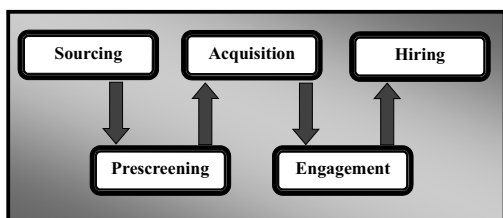
collaborating through with AI and robotics. Human capital management is on the pathway towards retransforming human capabilities with rapidly evolving technologies addressing AI facilities to the fore front of new eco-system. The traditional notion of labour welfare and considering manpower as capital has now taken over as human resource management phenomenon. The adoption of AI in HRM can be conceived as new era of human capital where human factor has been valued as an asset combining people, process and technology merging human-level AI. In present global economy bringing attention for use of artificial intelligence analysis will enable HR professionals for successful strategic planning at an organizational domain. The need and necessity of human capital for any organization finds it solution through use of AI technology in recruitment function maintaining time, accuracy and talent management. The ways and means of application of AI in human resource management is on the way of how AI will reinvent HR impacting present day organizational practices. The readiness of the business houses towards new technologies can be coined with AI for global workforce. AI the most groundbreaking technology with attributes of reliability, right implementation, correctiveness, bias elimination laid a strong foundation in current HR trends of present day businesses. In the true scene incorporating AI with HR activities may be viewed as an optimistic step as AI move forward lives, livelihood and future of human resources if it is clearly understood and properly used.

### **Collaborating e-Recruitment and Human Talent Acquisition: New AI Trend**

The era of globalization has laid a deep impact on 21st century organizations to redesign and reorient emerging human talent, skill and abilities for establishing new business revolution. With the advent of



electronics and information technology transformed into intelligence machine through AI that could think, interact and perform like human being with AI mechanism. The critical function of hiring and recruiting best talent has drastically changed over the past few years. Present day business houses have step forward to screen and recruit best candidates collaborating AI-centric HR practices. In the present business platform smart digital assistant acts as a strong tool in the recruitment process which in turn results cost effectiveness and reduce recruitment cycle and supports jobseeker facilitation. In present time e-recruitment techniques integrated with AI components create a strong bondage of relationship between employer and employee and showcasing new avenues for both recruiters and candidates. The search for obtaining talented organizational fit candidates in present digitalized platform needs better understanding and collaboration of human creativity skill and knowledge on one hand and aligning AI system in the HR practices on the other hand. Moreover AI has the potential of bringing a positive change in recruitment process resulting better efficiency and productivity in business hemisphere. A flow diagram projecting AI-centric recruitment talent acquisition path is depicted in Figure 2.



**Figure 2: AI-Centric Employment Acquisition Pathway (Author's creation)**

At the heart of industrial transformation, it is the artificial intelligence, automation, digitalization, communication and information technologies which act as a

potent driver towards e-recruitment paving right direction in placing right candidate to right job for sustainable organizational progression.

### **The Paradox of AI-centric HRM: Assessing Social and Ethical Consideration**

In recent years the integration of AI in work domain has revolutionized the ecosystem of talent acquisition through digital employee management and digital HR practices with brand new technology in organizational hemisphere. The robust and rapid potential of AI and its advantages in HR management undoubtedly poses a question of ethical constrains in the coming days. AI-powered work platform eliminates human decision making processes based on experience intuition and context widening greater connectedness with its employee. It is quite pertinent that AI in HRM whether possess ethical security of do's and don'ts in the HRM realm. The notion of fairness in making organizational decision has a possibility of AI threats and being considered as prominent challenges of applicability of AI in HRM. The use of AI in HR functionalities may result in exploitation, discrimination, fear of job loss, uncertain carrier, harassment, work life imbalance, weak organizational commitment, mental-illness and so on. Hence, it is vital for the HR practitioner to understand the deficiencies occurring in relationship management between employer and employee where in mutual trust, promises, obligations, expectations and dignity are rapidly deteriorating with the upcoming AI trend in organizations. The role of AI in human resources will undoubtedly user new possibilities in shaping future of work and people with a hope in promoting fairness and transparency and addressing challenges and constrains appropriately in the days to come.

### **Rationale of the Study**

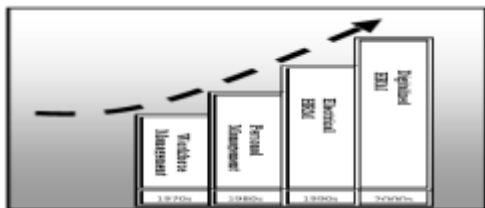
In the recent business landscape of

digitalization and innovation the business house are nurturing the potential of AI technologies with human capital and is the call of the hour. The transformative capabilities of blending human talent with AI technologies in human capital management paves way towards in gaining competitive advantage and fostering a holistic culture of adaptability and efficiency. In the ever changing phases of present day businesses effective human capital may act as a crucial component for achieving organizational goals. Integrating AI with HR strategies in the domain of human capital is quite pertinent and exploring synergy in aligning productive, responsive and engaged workforce. As the digital age continuous to unfold with the rapidly changing work environment, streamlining AI driven work platform need to be prioritized and emphasized by the organization to enhance HR and work management for achieving a smarter, more progressive, successful future.

### Objectives of the Study

In the era of technological advancements human and learning machine have joined hands with each other finding root-way and how effectively in combines people, process and technology intelligently to deliver and transfer value at optimized cost. At this backdrop 21st century organization should adopt fruitful agenda to integrate AI with human capital management strategies with wide impact on employee performance, productivity and job satisfaction. Through times the emerging trends of AI blended HRM practices can be visualized in figure 3.

**Figure 3: Pathway of HRM to AI-HRM (Authors' Creation)**



The overall objective of the study is to understand the AI centric Human Capital Management Strategies at the work sphere.

### Primary Objectives

To analyze the impact of Artificial Intelligence in Human Resource Management.

### Secondary Objectives

To propose a Holistic environmental human friendly conceptual AI model for building future human resources, integrating human element, technology and occupational well-being.

### Hypotheses Development:

**H0 (Null Hypothesis):** The application of AI does not have statistically significant effects on HRM.

**H1 (Alternative Hypothesis):** The application of AI has statistically significant effects on HRM.

### Research Design

The research design of the study is both exploratory and explanatory. The data collection process involves the usage of primary and secondary data. The primary data is collected through a questionnaire, using a non-probabilistic convenience sampling technique. The sample size consists of 106 respondents from both public and private sector organizations. The data has been collected and compiled using the Likert Scaling technique on a 5-point scale ranging from 1 to 5. The collected responses were analyzed using Structural Equation Modeling in Smart PLS software.

### Analysis and Findings

#### Variable Descriptions

Table 1 illustrates the specifics of the dependent variable and the several independent variables.



**Table 1: Variable Description**

Type of Variables	Name of Variables
Independent	AI Benefits (AIBN)
	Applicability of AI Tool (APLI)
	Human Capital Management and AI (HRAI)
	Recruitment and AI (RCRU)
Dependent	Application of AI in HRM (APHR)

### Analysis Using Structural Equation Modelling

i. The internal consistency of the structured model is assessed by looking at the validity and reliability tests before presenting the SEM findings that illustrate the relationships between different components. The data acquired to assess the reliability of various components are shown in Table 2. If the notion receives a score of more than 0.70, it is regarded as acceptable. The measure of Fornell and Larcker's (1981) criteria, which states that 0.5 is the threshold value for average variance extracted (AVE), is often used to examine convergent validity. Based on Table 2's results, the study therefore validates the questionnaire's validity and reliability.

**Table 2: Result of Reliability and Convergent Validity of the Model**

Name of the Constructs	Cronbach's Alpha	Composite Reliability		Average Variance Extracted (AVE)
		rho_a	rho_c	
AIBN	0.812	0.830	0.870	0.576
APLI	0.793	0.800	0.857	0.547
HRAI	0.825	0.835	0.877	0.588
RCRU	0.829	0.831	0.880	0.596

(Source: Authors' Computation)

ii. To determine discriminant validity, the Heterotrait-Monotrait (HTMT) ratio is computed. The ideal value for the constructs should be less than 0.9. Discriminant validity is established by the ratio's results, which are displayed in Table 3.

**Table 3: Result of Discriminant Validity Based On the HTMT Ratio**

	AIBN	APHR	APLI	HRAI	RCRU
AIBN					
APHR	0.863				
APLI	0.820	0.783			
HRAI	0.715	0.785	0.685		
RCRU	0.842	0.830	0.735	0.619	

(Source: Authors' Computation)

iii. Next, the model's discriminant validity has been assessed by calculating the Fornell-Larcker criteria value. The discriminant validity of each concept is established based on theoretical understanding and the widely accepted rule of thumb. The results of the discriminant validity are displayed in Table 4.

**Table 4: Result of Discriminant Validity using Fornell-Larcker Criterion**

	AIBN	APHR	APLI	HRAI	RCRU
AIBN	0.759				
APHR	0.787	1.000			
APLI	0.672	0.704	0.740		
HRAI	0.620	0.724	0.576	0.767	
RCRU	0.687	0.755	0.598	0.529	0.772

(Source: Authors' Computation)

iv. The path analysis results are shown in Table 5, indicating strong positive correlations between the several independent factors and the dependent variable, the Application of AI in HRM (APHR).

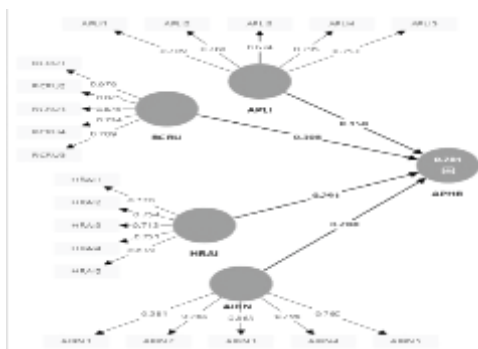
**Table 5: Result of the Path Analysis**

Path	Path Coefficient	t-statistics	p-values
AIBN -> APHR	0.288	3.696	0.000***
APLI -> APHR	0.158	2.294	0.022**
HRAI -> APHR	0.291	4.504	0.000***
RCRU -> APHR	0.308	3.967	0.000***

\*\*\* Significant at 1% level, \*\* Significant at 5% level (Source: Authors' Computation)

**v. According to the investigation, AI Benefits (AIBN) has a highly significant positive influence at the 1% level, with a path coefficient of 0.288 ( $t=3.696$ ,  $p=0.000$ ). In a similar vein, the Applicability of AI Tools (APLI) shows a substantial beneficial effect at the 5% level with a path coefficient of 0.158 ( $t=2.294$ ,  $p=0.022$ ). The path coefficient for AI-facilitated human capital management (HRAI) is 0.291 ( $t=4.504$ ,  $p=0.000$ ), which is likewise highly significant at the 1% level. Last but not least, at the 1% level, the use of AI in recruitment (RCRU) has the most noticeable path coefficient, at 0.308 ( $t=3.967$ ,  $p=0.000$ ), indicating a highly substantial beneficial effect. With each association being statistically significant, these results show that all four independent factors considerably improve the implementation of AI in HRM. Figure 4 below displays the graphical representation of the path analysis's findings.**

**Figure 4: Graphical Representation of the Path-Analysis**



(Source: Authors' Computation)

### Relevance of the Study

The paper projects the significance of the human capital management linked with AI technology promoting perceived benefits for HR professionals for improved decision making and higher efficiency. The paper projects the application of AI tools (APLI) as one of the key indicator for promoting AI enabled human capital management (HRAI) in conducting performance management, employee engagement, training and development for management of manpower and resources in day-to-day HR activities. Recruitment process being the key element of human capital function plays a vital role in integrating AI with recruiting (RCRU) with array of functions viz. applicant matching, interview scheduling, resume screening – all aiming towards expediting an improving accuracy in hiring functions of the organization. AI blended HRM practices ensures applicability of tools utilizing AI in human capital management and optimizing AI recruitment resulting increased productivity and holistic development of human resources management activities.

### Concluding Remarks

A novel era in the organizational hemisphere has emerged with the incorporation of AI into Human Capital Management in the present times. A significant changing trend of HRM can be witnessed in the range of facets with stepping stone of AI in the field of HRM. AI focused to function as an “invisible worker” in present day businesses has the potential to enhance human talents with fairness, openness and healthy AI-human partnership paving new opportunities for organizational progression. For effective business management the relevance and reliability of AI in HRM is becoming increasingly necessary at present times. Harnessing harmonious collaboration between human capital and AI will recreate

new pathway towards prospective future enhancing human capabilities for synergistic environment in the HRM landscape.

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## Employee Well-being And Mental Health Support For Long-term Resilience

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### **Abstract:**

This research explores the Importance of prioritizing employee well-being and mental health support for long-term resilience within JK Tyre and Industries Ltd Chennai Plant. A structured questionnaire was designed to gather insights from Operator ,employees, managers, line managers, department heads, HR professionals, and functional heads. The questionnaire delves into various aspects, including the identification of Employee Physical health, mental health, Work life balance & psychosocial survey. Through the analysis of responses, this study aims to improve the employee mental health & well-being. By prioritizing employee well-being and mental health support, organization can cultivate a resilient workforce capable of navigation challenges and thriving in the long term.

### **Introduction:**

In today's dynamic landscape, the employee well-being and mental health are recognized as essential components of organization success. The introduction lays the groundwork for exploring the signification of prioritizing employee well-being and mental health support to foster long-term resilience in the workplace.

As workplace evolve and demand on employee increase. Organizations are realizing the important of creating and promoting both physical and mental health. In this paper, we delve into simple yet effective strategies that organization can implement to support employee well-being and mental health, ultimately contributing to

the resilience of their workplace.

### **Definitions:**

**Employee well-being :** Employee well-being in the research being refer to overall health, happiness ,and satisfaction experienced by individuals within an JK Tyre and industries Ltd Chennai Plant. It encompasses various dimension, including physical, mental, emotional, and social aspects of health. Well-being goes beyond the absence of illness and encompasses positive feeling of fulfilment, purpose and engagement in one's work and life. **Mental Health support:** Mental health support involved the provision of resources, program, and assistance aimed at promoting and maintaining the psychological well-being if individual.

**Long-term resilience:** Long-term resilience refers to the ability of individuals and organization to adapt, recover, and thrive in the face of adversity, challenges and change over an extended period. It involves cultivating strength, coping mechanisms, and disruption. Long-term resilience encompasses psychological, emotional, organization capacities to navigates uncertainties and sustain performance and well-being over time.

### **Keywords:**

Employee well-being, Mental health support, Physical health support, Resilience, Workplace wellness, Psychosocial well-being, Work-life balancing, Stress Management, Supportive organization culture, Leadership support, Sustainable Practices, Continuous Improvement.

Benefits of Employee Well-being and Mental health support for long-term resilience:

Investing in employee well-being and mental health supports both company and individual. It creates a positive cycle between employees and the company.

### Organizational benefit:

- 1. Increased productivity:** Employees who are mentally healthy and supported are more focused, motivated, and productive.
- 2. Cost saving:** Supporting mental health can improve retention rate, reduce recruitment, training cost, and healthcare expenses.
- 3. Employee Engagement:** When organizations prioritize employee well-being, it results in a high level of engagement. Engaged employees are committed to their work, leading to improved performance and innovation.
- 4. Workplace culture improve:** A supportive environment for mental health creates a positive workplace culture. It promotes trust, transparency, and collaboration among employees, enhancing teamwork and morale.

### Individual Employee benefits:

- 1. Improved mental health:** To support improved individual well-being by reducing stress, anxiety, and depression.
- 2. Job Satisfaction:** Feeling supported in their mental health needs contributes to higher job satisfaction. Employees appreciate the organization's care about their well-being, leading to increased motivation and loyalty.
- 3. Increase resilience:** They can better cope with workplace challenges, setbacks, and pressure, as well as personal difficulties outside of work.
- 4. Work-life balancing:** This enables employees to manage work-life balance effectively, leading to greater satisfaction and reduced burnout.
- 5. Professional growth opportunities:** Employees with good mental health can focus on professional growth. They

are motivated to learn and grow with the organization.

### Objectives:

Through this study, we aim to improve Employee Well-being and Mental health and effectiveness of current initiatives.

This initiative seeks to reduce stress, anxiety, depression, prevent burnout, and promote a healthy work-life balance. Ultimately, our goal is to create a supportive culture where employees feel empowered, motivated, and equipped to achieve long-term success in both professional and personal life.

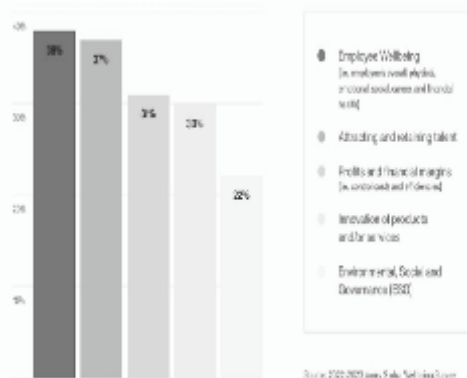
### Review of literature:

Research data by Deloitte says the importance of Employee Assistance Program and how it contributes to the success of organization and development of individual.

Study by Champion Health reveals that 76% of our professionals are experiencing moderate to high levels of stress – a percentage increase of 13% compared to data from 2022.

Survey conducted by AON says that employee well-being is the top priority for companies in the next five years.

Top Priorities For Companies For the Next Five Years



### Methodology:

This study adopts an exploratory research design to comprehensive approach that followed by JK Tyre and industries Ltd Chennai Plant in supporting employee well-being and mental health. It begins with assessing current needs through survey and data analysis, followed by fostering a supported culture led by JK Tyre and Industries Ltd Chennai plant. Education and awareness program equip employee and manager with tool to recognize and manage mental health challenges. Accessible resource such as counselling services and flexible work arrangement promotes work-life balance. Continuous evaluation and adaptive ensure that initiatives remain effective and responsive to evolving need of employee.

The Following practices are currently in

place for employee well-being:

### Data Collection:

A Survey and questionnaires are semi-structurally design to gather both qualitative and quantitative data of employee well-being and mental health. The questionnaire consisted of open-ended questions to allow participants to express their views and experiences, as well as closed-ended questions for quantitative analysis.

### Questionnaire Development:

The Survey questionnaire has been developed based on the identified objectives of the study, incorporating themes from the literature review and research objectives. It will be pre-tested with a small group to ensure clarity and relevance. Pilot study was done initially to check the feasibility and to improve the research design.

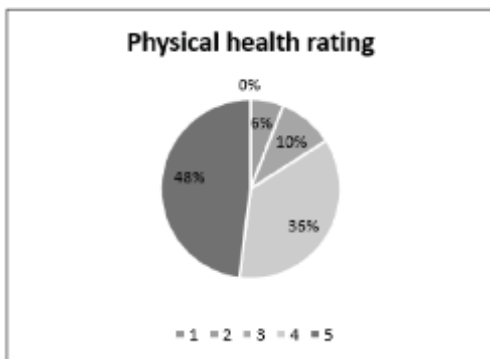
Employee Wellbeing Initiatives *Existing			
Elements	Well- Being Points	Elements	Well- Being Points
<b>Intellectual</b>	Self-Development Scheme	<b>Occupational</b>	Near miss reporting
	Mentor-Mentee Program		OIIC with Medical officer
	Worker Training		Medical Management
	Mental awareness camp	<b>Physical</b>	Workplace improvement
<b>Spiritual</b>	Festivals Celebration		Annual sports
	Pooja Celebration		Sports activity (Badminton, Volleyball, Cricket )
<b>Emotional</b>	Farewell Celebration	<b>Financial</b>	Loan Schemes
	Best Employee Award		Educational scholarship
	Ultima Club- Family Connect	<b>Social</b>	Quality Month celebration
	Birthday Celebration		New year celebration
	New Joiner Welcome		Team building Activities
<b>Environmental</b>	Environment Day Celebration		Goal setting
<b>Occupational</b>	Health related msg. to emp.		Departmental get-together
	Kaizen Award		Corporate Social Responsibility
	Safety Week celebration	<b>Survey</b>	Stress Assessment
	Pre-Employment Medical Check-up		DSE Ergonomics Survey
	Periodic Health Check-up		Self-Well Being Monitoring
			Happiness Index



## DATA ANALYSIS: PHYSICAL HEALTH:

1. On scale of 1 to 5, how would you rate your overall physical health? The chart indicates that the majority of respondents fall within the Rating 5, constituting 48% of the total no of employee. This suggests a significant representation of Rating of employee physical health. The Rating 4 is also substantial, comprising 36% of the respondents. This indicates an Employee physical health rating.

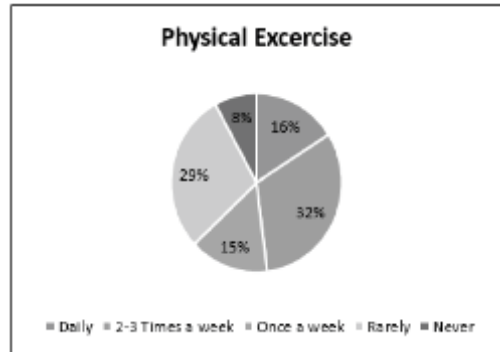
Physical health rating	In Percentage%
1	0
2	6
3	1
4	36
5	48



## 2. How often do you engage in physical exercise outside of work hours?

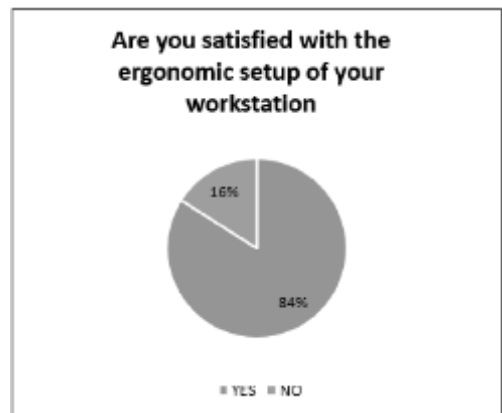
Chart indicates that majority of the respondents do Physical exercise 2-3 times in a week .Second highest no of employee doing rarely over 29% employee out of 100% employees. This indicates the employees are doing physical exercise after the working hours.

Options	In Percentage%
2-3 times a week	32
Once a week	15
Daily	16
Rarely	29
Never	8



3 Are you satisfied with the ergonomic setup of your workstation? Chart represents 84% of employee satisfied with ergonomic setup of work station and 16% employees respond as a "No". This indicates the employees get satisfied with the ergonomic setup in workplace.

Options	In Percentage%
Yes	84
No	16



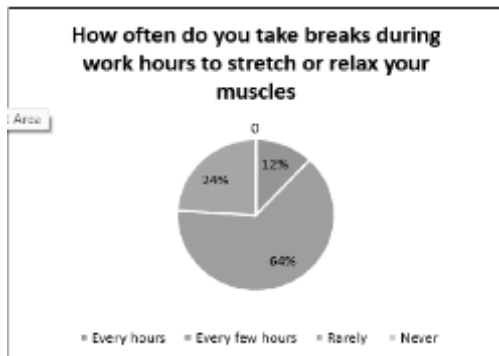
## 4. How often do you take breaks during work hours to stretch or relax your muscles?

64% of respondents take break on "Every few hours" and 24% employees take stretch and relax on "Rarely". Balance 12% Employees responded as they take stretch and relax on "Every hours". This indicates employees taking stretch and relax between



the working hours.

OPTIONS	In Percentage%
Every Hours	12
Every few Hours	64
Rarely	24
Never	0

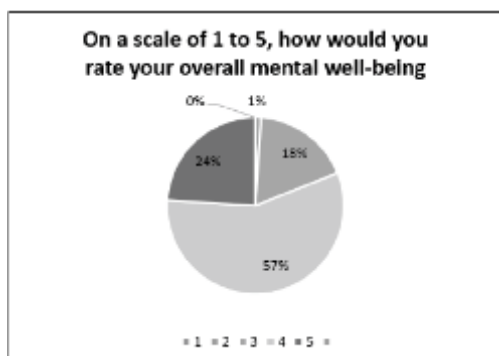


## MENTAL HEALTH:

### 1. On a scale of 1 to 5, how would you rate your overall mental well-being?

This chart indicates that, 57% of employees rated excellent for mental well-being initiatives and 24% of employees rated as very good related to metal well-being.

Rating	In Percentage%
1-Poor	0
2-Average	1
3-Good	18
4-Very good	24
5-excellents	57



### 2. Do you feel supported by your colleagues and supervisors in managing work-related stress?

Chart indicates that the majority of respondents, Over 72% Employees respond as a "Yes" for employee get support by colleagues and supervisor in managing work-related stress and over 18% employees responds as a "No" for managing the work-related stress and balance 10% employees responded as a "Sometime". This indicates colleagues and supervisor in managing work-related stress support the employees.

Options	In Percentage %
Yes	72
No	18
Sometimes	10



### 3. Have you experienced symptoms of anxiety or depression in the past month?

Chart indicates the majority of the respondents(88%) did not experienced anxiety and depression on last.

Options	In Percentage %
Yes	22
No	88



**WORK-LIFE BALANCE:****1. How satisfied are you with your current work-life balance?**

The below data Indicates the employee satisfaction level related to work-life balance. Over 36% employees responded as a "Somewhat Satisfied" and over 28% employees responds as a "Neutral" and 24% Employees responds as a "very satisfied" with the current work-life balance.

Options	In Percentage%
Very Satisfied	24
Somewhat satisfied	36
Neutral	28
Somewhat Dissatisfied	8
Very Dissatisfied	4

**2. How many hours of sleep do you typically get per night?**

Chart Indicates the majority of hours employee get sleep, 48% Employees Responded as a "6-7 hours" of sleep per day, and 19% Employees responded as "More than 8 hours" of sleep per day, and 18% employee responds as a "Less than 6 hours" of sleep per day. This chart indicates the majority employees get sleep per night.

Options	In Percentage%
Less than 6 hours	18
6-7 Hours	48
7-8 Hours	15
More than 8 hours	19

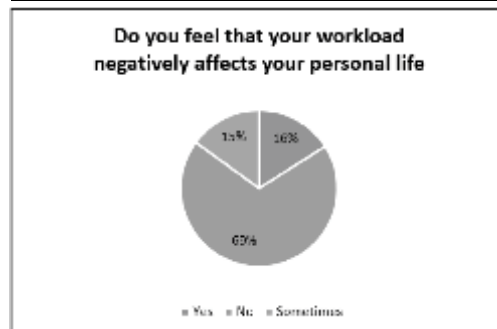
**How many hours of sleep do you typically get per night**

= Less than 6 hours = 6-7 hours = 7-8 hours = More than 8 hours

**1. Do you feel that your workload negatively affects your personal life?**

The majority of respondents, 69% indicated that they do not feel that the personal life not affected by workload. This suggests a prevalent perception that Work environment is generally supportive of Employee well-being. A notable minority, 16% of respondents, they feel workload is affecting personal life. Moreover, 15% of respondents, they feels that sometime the workload is affecting their personal lives.

Options	In Percentage%
Yes	16
No	69
Sometimes	15

**1. How often do you take vacations or time off to recharge?**

The data shows that, majority of respondents, 64% of employees takes vacations "Occasionally". 22% of employees responded as "Regularly" they take vacation to recharge. 12% of employee take "Rarely"

they are taking the vacation to recharge. 4% of employee they "Never" take any vacation.

Options	In Percentages %
Regular	22
Occasionally	64
Rarely	12
Never	4

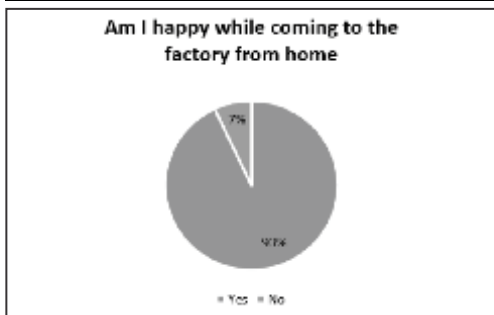


### PSYCHOSOCIAL SURVEY:

#### 1. Am I happy while coming to the factory from home?

A significant majority, 93% of respondents, are get happy to come to factory. This suggests a strong perception that Employee well-being and mental health efforts are closely tied to the strategic objectives of the organization. A small portion, 7% of respondents, are not happy to come to factory.

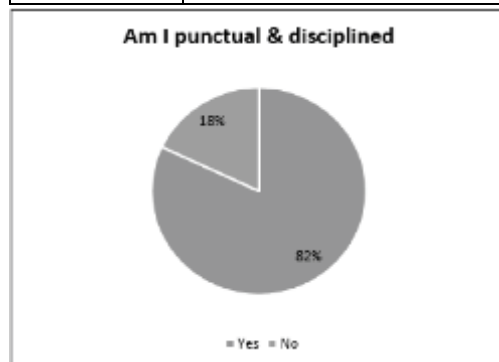
Options	In Percentage %
Yes	93
No	7



#### 2. Am I punctual & disciplined?

82% of Employees responded as "Yes" indicating that they are punctual and discipline. A minority, 18% of Employee responded as "No", that indicates these employees are not punctual and discipline.

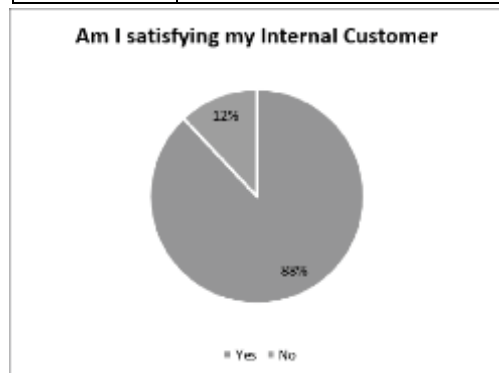
Options	In Percentage %
Yes	82
No	18



#### 1. Am I satisfying my Internal Customer?

Chart shows that majority 88% of employees are satisfying the internal customer.

Options	In Percentage %
Yes	88
No	12

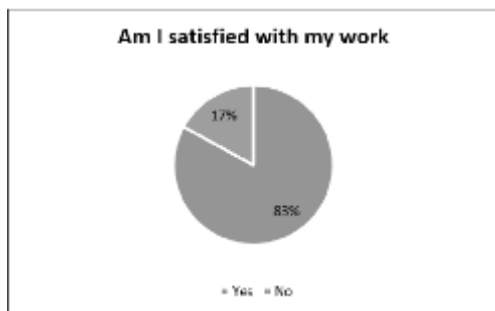


#### 1. Am I satisfied with my work?

Survey results shows that, 83% of employees get satisfied with their work in organization

and 17% of employees are not get satisfied by work.

Options	In Percentage %
Yes	83
No	17



### Conclusion:

This project aims to provide a comprehensive approach to enhancing employee well-being and mental health in the workplace. By leveraging existing research data and expert insights, the project will offer valuable contributions in prioritizing employees well-being and providing robust mental health support at JK Tyre and Industries Ltd Chennai plant. By consistently monitoring and addressing factors that impact mental health, such as stress, anxiety, workload, and job satisfaction, management can create a supportive environment where employee feel valued and empowered. The following actions are recommended to improve the employee well-being and health:

- 1) Clinical psychologist visit every month
- 2) Diet lunch
- 3) Health Competition among employees
- 4) Stress management interventions
- 5) Financial Literacy Session
- 6) Marriage counselling for Newly married family
- 7) Visit to employee's family house program
- 8) Parenting Program for employees
- 9) Inhouse GYM facility

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## **An Empirical Study on Building a Resilience Strategy for Sustainable Development with Specific Reference to Public Sector Airline (s)**

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### **Abstract**

The research paper examined the significance of the resilience strategy adopted and implemented by the public sector airline(s) located at the head office level, New Delhi, and the same was implemented through its entire network; thus, it met with internal validity. The researcher has identified certain critical key factors Resilience Strategy / operational terms (Open Sky policy, Merger Strategy, Capacity Building, Human Capital, Training Strategy ( Skilling through Booster Training), Performance Strategy, and Motivational Strategy), that have a strong influence on the performance of the employees, who were capable of performing well in any turbulent/uncertain/dynamic environment. The problem identified was that when the Government provided support, why the public sector airline incurred losses. The open sky policy implemented by the Government permitted the entry of private operators, which has caused a decline in the performance of public sector airlines. The state-owned airline has adopted various market-driven proactive resilient strategies and was able to retain its major market share. The research design consists of a data collection process from primary sources. The sampled respondents identified were those who were reasonably aware of various operational activities of the airline. The structured instrument has been administered to the respondents. The raw data collected was edited, tabulated, and computed. The hypothesis formulated was tested. Simple statistical techniques were applied. The analysis was carried out with interpretation and inferences have been

stated. The overall observations/findings/ opinions expressed by subject specialists have been incorporated in the concluding part. The research study has stated that the resilience strategy has facilitated the employees to perform well in any dynamic/unforeseen/turbulent environment. The final results of the study have indicated that Building Business Resilience through Human Resources Management strategy has contributed to the enhancement of the performance of the public sector airline organization. As a result of the policy decision, the Government of India handed over the public sector airline(s) to TATAs group. The acquisition process was completed. The services of all the employees were protected. The overall performance of the airline(s) was improved.

### **Keywords:**

Resilience Strategy, Operational Terms, Environment, Acquisition and Performance.

### **1 Introduction:**

The present study aimed to examine the critical driven factors identified for the purpose to improve the performance of the public sector airlines, more specifically the domestic airlines. The airline industry in the Indian Aviation sector has functioned under a turbulent dynamic environment. The resilience strategy could be stated as the ability of the organization to anticipate unexpected eventualities and should be capable to handle any type of situation. The capacity-building strategy improves the present performance and also nurtures to cope with new performance

challenges. The policymakers have adopted a resilience strategy to protect the airline industry. The various environmental factors, both external and internal have a strong influence on the operational activities of the airline organizations. The external environmental factors could be bifurcated as controllable and uncontrollable. The management of the airline did not have any control over certain factors like bad weather, natural disasters, threats, earthquakes, etc. The controllable factors were those organizations could have taken certain precautionary measures in anticipation to meet any consequences. The corporate level management through its research and development wings conducts the SWOT – ANALYSIS on a periodical basis to assess the competitors' strategies, policies of regulating bodies, consumer likes and dislikes, changes in political power, the influence of political parties on operational activities of an airline, The nature of the product of an airline was "Space", which was highly perishable nature. The price of the product paid by the airline customer was high. The airline consumer expects the best qualitative service from the airline. The public sector airlines have enjoyed a monopoly position for some time till the implementation of the open sky policy. The Government has inducted economic policies in the aviation sector. The Ministry of Civil Aviation has initiated the Open Sky Policy and the same was implemented by the regulating bodies. The various operators have entered the airline market permitted to operate their air connectivity on profitable trunk routes which have discounted the financial performance of public sector airlines. The public sector airlines have formulated their strategies at the corporate level to meet the competitive edge and to retain their leadership position. The airlines have adopted

various market-driven strategies to increase profitability. The airline management has adopted various turnaround strategies and implemented them. The Human Resources Management of the airlines has coordinated with all functional heads and developed certain strategies to improve the overall performance of the airlines. The consumer of an airline has the choice to utilize any airline for traveling purposes or cargo purposes. All the airline operators have ensured top priority to customer satisfaction.

**Operational Terms:** The various resilience strategies (operational terms / key critical factors) identified were the Open Sky policy, Merger Strategy, Capacity Building, Human Capital, Training Strategy, Performance Strategy, and Motivational Strategy.

**Open Sky Policy:** It was the liberalization policy implemented by the regulating bodies in the civil aviation sector. It has provided the opportunities to many operators to enter into airline market scenarios e.g., East West Airways, Jet Airways, King Fisher Airways, and Air Deccan etc. The private airlines have given tough competition to the domestic public sector airlines. These private airlines have taken some special benefits and obtained permission from competent authorities to fly on profitable routes. The profitability of public sector airlines declined. The state-owned airline has adopted certain market-driven proactive strategies and was able to meet the competitive edge and retained its major share in the airline market scenario. The customers were also satisfied with the services provided by the state-owned airline. Consumers have enjoyed flying by the desired airline. The state-owned airline has improved the service quality and retained its present customers and also attracted new

customers. Thus the Open Sky Policy has benefited the regulating machinery of the airline and also the airline customers.

**Resilience Strategy:** The entry of private operators in the airline market has given tough competition to the domestic and international airline which operated under the umbrella of the public sector. The public sector airline(s) has functioned in a very turbulent environment. This has resulted in decline in profitability. The organization at corporate level has taken various strategies like Resilience to absorb the uncertainty, to recover from red to prosperity and to maintain its brand identity and market share. The airline has started with clearly stated vision, mission and road map to achieve the stated goals. The airline(s) has focused on the identification of crucial painful areas like customer / passenger satisfaction, effective maintenance, on - time performance, best vendor relationship with a view to accelerate the overall productivity. There was significant change in the philosophy of management for the improvement of service to the external and also to the internal customer. The Human Resources Department played a crucial role in the implementation of change process throughout the organization. The role of employees was redefined and focused more on the development of a strong positive culture, effective leadership and establishment of standards to achieve the goals. The HR professionals have coordinated with all functional teams and developed team culture. It was felt that the up-skilling and re-skilling were very important in the process of implementation of talent management strategies. There are certain types of highly skilled technical employees like Pilots, Aircraft Engineers, and Technicians with valid licenses and experience which were not easily available in the open airline employment

market. All functional teams have coordinated to reduce the gap of supply and demand. The HR professionals have implemented the best incentive system to retain the present employees and also to attract the prospective candidates with proven capabilities with a long term objective of sustainability. The emergence of the latest technological application in airline organizations like Internet of Things (IoT), Artificial Intelligence (AI) / Machine Learning (ML) have necessitated the organization to invest more on the development of employees to ensure long term success and sustainability.

**Merger Strategy:** The domestic and international public sector airlines ( Indian Airlines and Air India) have implemented the merger process very successfully to reap the economies of large scale. The major benefits were to make optimum utilization of human and nonhuman resources, remove the overlapping operational activities, achieve cost efficiency, enhance brand loyalty, and retain its leadership position in the airline market scenario.

**Capacity Building:** It was the process of development of knowledge, skills, and abilities required by the employees at all levels of the airline to improve the present performance and to cope -with the expected performance. The airline organization requires employees with certain mandatory skills, especially in the areas of the pilot, cabin crew, engineering, security/vigilance, commercial and stores and purchase, and the other support departments. The ultimate aim was to enhance the overall capabilities of the organization.

**Human Capital:** It was the economic propositional value of the employee's proficiency, competencies, and capabilities. The organization spends a lot of amounts right from the stage of



recruitment and selection of the employees. The training would be imparted to the new candidates. The training was very costly in some areas like pilot/cabin crew, engineering, commercial, and some other areas. The amount spent by the organization has to be treated as an investment but not as expenditure. Training contributes significantly to the development of the organization. Human capital was inclusive of the education of the employees, health, knowledge, skills, and positive behavioral attitude of the employees.

**Training Strategy:** Training as a strategy of employee development is one of the important activities, which contributes to the shaping of the individual, the environment of the organization, and also the development of policies and programs of the organization. The booster training was used as a strategic tool by the organizations. It reinforces the knowledge, skills, and other capabilities of the employees which accelerates their confidence levels that finally lead to develop the operational efficiency. The Central Training Establishment, Air India Limited, Hyderabad was an internationally recognized aviation training centre. It caters to the training needs not only of the Air India employees but also of external organizations like Air Force etc. It has well-equipped sophisticated training infrastructure like simulators and other training technology. The highly qualified instructors with mandatory licenses impart training to the required people. The strategic relevance of training was recognized by the researchers besides the airline organization from a practitioner's perspective. The airline imparts the training after a proper assessment of training needs with an objective to provide the basic training, and also imparts refresher training from time to

time to improve the present performance and also to shoulder the new responsibilities in case of expansion and diversification of organizational activities. The evaluation of the performance of the trained employees was carried out at various stages before training, during training, and at the end of training. The functional heads monitor the performance of the trained employees to assess whether they were able to transfer their learned skills at actual work spots and accordingly, remedial measures would be adopted to bridge the performance gap.

**Performance Strategy:** The airline organization has implemented well-designed performance appraisal systems in all functional areas. The process of assessment of performance was purely scientific; objective based which provides the scope for self-appraisal by the employee. The superior and subordinates discusses in a confidential platform and ranks were provided. In case of any deviations, the superiors interfere to solve the appraisal issues amicably. The airline has ensured the highest standards without any compromise in the best interest of the airline customer. The performance standards were on the higher side. The functional heads evaluate the results of the appraisal process and provide suitable growth opportunities.

**Motivational Strategy:** It was the process of inducing/encouraging the employees to behave or act in a certain manner to perform well in the attainment of the tasks allocated by the superiors. The airline organization has well-designed motivational policies which have attracted new entrants and also motivate the existing employees at various levels. The implementation of a production-linked incentive system by the public sector domestic airline has

motivated the employees in all functions. The attractive pay and perks, incentives, and opportunities for career growth at a faster rate were some important motivational strategies adopted by the airline to boost the morale of the staff.

**03 Evolution:** The organized growth of civil aviation in India started with the formation of the Air Transport Licensing Board in 1945 in pursuance of the Government of India policy announced in May 1945. The policymakers have issued licenses to 11 companies – Air India, Indian National Airways, Air Services of India Limited, Deccan Airways, Dalima – Jain Airways, Bharat Airways, Airways (India), Mistri Airway (Indian Overseas Airlines), Orient Airways, Ambica Airlines, and Jupiter airways. The partition of India and the post-independence period has evidenced the curtailment of some operational activities. The Aviation Industry faced setbacks and Ambica Airlines and Jupiter Airways were liquidated. The other airlines suffered from financial challenges resulting in huge losses. The Government has provided subsidies and sustenance plans from time to time. The introduction of the Night Airmail Service has enabled some companies to survive; the other companies have incurred losses due to a reduction in the generation of revenue and an escalation in overheads. The aviation industry in India made a big leap forward with the agreement between the Government of India and Air India International in 1948 by the contribution of a share capital of 49 percent. The majority of airline companies incurred losses in 1950. The committee known as the Air Transport Enquiry Committee appointed by the Government has stated the reasons for the losses incurred by the existing companies. The operating airlines had more aircraft than required, high maintenance costs, high cost of aviation fuel, and operation of more airlines on a

single route were some reasons for the losses. It has felt the need to nationalize the air transport industry. The Government of India has enacted "The Air Corporations Act 1953". This act gave birth to two airlines – Indian Airlines Corporation and Air India International. The Indian airlines have operated within India and to some neighboring countries like Sri Lanka, Singapore, etc., and Air India has operated on overseas routes. The objective of nationalization was to remove duplication of effort, pool the aircraft, and economically draw the flight schedules. The post-nationalization period has witnessed tremendous growth, both passenger-wise and revenue-wise. It was realized by the regulating bodies that one more airline could take care of the other domestic stations which were not served by the other national carrier, Indian Airlines. This idea gave birth to the concept of third level airline established as "The Vayudoot " It was formed as a private limited company on 20 January 1981 with the equity capital provided both by Indian Airlines and Air India on 50: 50 basis and converted into a public limited company in the year February 1983. The Air Corporations Act was repealed in January 1994 and the Indian Airlines and Air India became limited companies under the Companies Act 1956. The objectives of Vayudoot when formed in 1981 were primarily to connect the inaccessible areas in the North Eastern region which were geographically cut off from the rest of the country and also the new routes of tourist interest. Earlier, the Vayudoot developed at a faster rate. It has served a large number of 102 stations mostly connected to small sectors like tourism, and industrial/commercial cities. Initially, the feeder airline operated successfully with its limited aircraft. The feeder airline was not able to meet the demand due to various factors like lack of the required number of fuel economy aircraft, high overheads, and idle and

unutilized resources. Subsequently, the regulating bodies have decided to close the Vayudoot, through the implementation of a merger strategy. Recently the TATAs group has taken over the public sector airline which has created a new era in the airline market scenario. There was no layoff or retrenchment process whenever the merger process was implemented. The Vayudoot was merged with Indian Airlines and Air India. Subsequently, Indian Airlines and Air India were amalgamated and operated as Air India Limited.

**04. Significance of the Study:** The public sector airline(s) as a long-standing organization has sophisticated human and other technological resources that enhance the capabilities of the employees from time to time. The trends in India have stated that the Open Sky Policy has offered huge scope for growth in passenger traffic and cargo. It has contributed significantly to the national economy, employment generation, and foreign exchange earnings along with the fastest air transport service to esteemed customers. It has also fostered for integration of people across the globe, contributed to balanced regional development – connection of rural-urban cities, industrial development in rural areas, and provided employment opportunities in rural areas where the airline operates flights.

**05. Rationale behind the study:** The purpose of the study was to assess how the public sector airline has focused on building its resilient strategies and can meet the uncertainty. The Open Sky Policy has resulted in the entry of various operators into the airline market. The performance of state-owned airlines has declined. The situation has necessitated the management to formulate certain proactive strategies to handle the situation. The management has achieved

the task through the implementation of human capital strategies. The airline's management has identified certain critical factors known as operational terms and focused to improve the present state of performance. The organization has felt that the overall capability factors of the organization have to be strengthened otherwise survival was also very difficult. The employees at all levels were motivated in various forms offering attractive incentives, career growth opportunities at a faster rate, opportunities provided to improve performance, etc. These critical factors have resulted in a commitment by the employees to contribute to the maximum possible extent. Thus the airlines have built a resilient strategy for the survival of the organization and to retain its leadership position in the airline market scenario.

**06. Research Questions:** Research Questions: The public-sector airline has good support from the Government. It has provided the best resources to the airline, like human and non-human resources, which also included the financial support. It was expected that the airline would function well, but it has incurred losses. Why was the airline not able to operate with proven performance results when the Government provided extended support from time to time? What were the reasons for the decline in the performance of public-sector airlines?

**07. Objectives of the Study:**

- To identify the key critical factors / operational terms that positively influence the organizational performance
- To examine the resilient/content strategy variables about the development of the organization
- To provide suggestions based on overall consistency.

**08 Assumptions:** The resilient organizational development strategies were formulated at the headquarters level in New Delhi and the same was implemented throughout the network of the entire airline. It meets the internal consistency.

The critical factors / resilient strategies adopted by the airline have a profound influence on the performance of the airline. It was assumed that other factors other than critical factors/content factors were kept constant as these did not have any influence on the performance of the airlines.

**09 Hypothesis:** It was a presumption. Its validity has to be tested.

- Null Hypothesis: The resilient strategies did not contribute significantly to the development of organizational performance.
- Alternate Hypothesis: Resilient strategies have contributed significantly to the development of organizational performance.

**10 Scope of the Study:** The organization selected for the study was a public-sector airline located in Hyderabad. The study was confined to the analysis of resilience strategy adopted and implemented by the competent authorities of public sector airline(s).

**11 Research design:** The research design adopted for this study was exploratory, descriptive, analytical, and diagnostic. The objective of the survey has been explained to the respondents. An open survey has been conducted to elicit fact-finding information from various sources. The data has been collected from primary sources. The structured instrument was administered to the subjects. The sampled respondents were those who were reasonably aware of the various functional activities that improve

the performance of the organization. The size of the sample was 60 intellectual respondents. It consists of the employees of the airline, retired staff of the airline, professionals, subject experts, academicians from other organizations like the Air Force, etc. The raw data collected from various respondents was edited, tabulated, and computed by systems. Statistical techniques were applied. The Likert Five-Point Scale technique was employed for measurement. The analysis of the data has been carried out based on the response pattern. The inferences of the analysis have been stated. The overall observations, findings, and opinions expressed by the experts in the discussion have been incorporated. The overall contribution to building the resilience strategy has been stated in the conclusion. It has also provided the scope for future research on the key critical factors.

**12 Literature Review:** The scholarly literature has been reviewed and observed that there was further scope for future research. Stephanie Douglas,(2021) has stated that the organization's capacity for resilience could be enhanced through human capital management strategies that focused on capabilities, training, and development. The Boston Consulting Group (2023) has felt that no two resilience journeys were the same. Their framework was the sense, adopts, thrives, and transforms, equips the leaders to manage the uncertainty with a long run approach for resilience planning of the business process. The authors (Robb Cross, Karen Dillon, and Danna Greenberg, 2021) have observed that resilience positively influences work satisfaction and engagement and also overall well-being. It was also evidenced that resilience protects from physical illness. Pinkwart, A., Schingen, G., & Others, (2022) have opined that resilient

economies and enterprises were asked to develop strategies and mechanisms to cope with crisis so they can create a basis for an optimistic view of the future. Stefan Gössling, (2020) has advocated that air transport was down to 10 to 15 percent. This decline has affected all elements of the air transport value chain, aircraft manufacturers, airlines, airports as well as associated sectors like food sectors and retail. International tourism which has relied on air transport for 58 percent of arrivals has come to stand still with negative consequences for tourism development and employment levels. Venugopal, J(1995) has advocated that the organization consists of a group of people with high potentiality. The analysis of management philosophy helps in designing HRD strategies and their implementation. The training function accelerates the acquisition of desired competencies that matches the organizational requirements.

### 13 Limitations:

- Due to time and cost-related factors, the study has been carried out at Hyderabad.
- The identity of the organization and name of the respondents has not been revealed out due to prior commitment
- The results of the study may or may not be valid for other organizations.

**14 Data Analysis:** The collected data has been edited, tabulated and computed. The item wise analysis has been carried out. The response pattern of the intellectual respondents has been indicated in Table 01. The items identified for questionnaire were based upon the consensus reached after discussions by the researcher with aviation experts. The respondents identified for the purpose of the study were senior persons with enriched

experience in airlines and others closely related to the airline industry. The vast majority of the respondents have positively expressed their opinions on the items stated in the questionnaire. A score of 60 or above was considered a positive response. It has been indicated that the resilience strategy adopted by the airline organization was well accepted, and the employees at all levels were equipped with knowledge, skill, and attitude and were able to operate in any dynamic, unexpected, or turbulent environment. In the case of the merger strategy, the response pattern differed, but it was negligible. Some of the Indian Airlines staff, especially in the non-managerial cadre, have expressed that they have lost promotional opportunities.

**15 Testing of Hypothesis:** The testing of hypotheses has been carried out through the application of simple statistical techniques. The percentage score obtained for the constructed item "Building Business Resilience through a Human Resources Management Strategy has contributed to the enhancement of the performance of the public sector airline organization" in the questionnaire was 94. It was assumed that the response pattern score expressed by the respondents was considerably high. Therefore, it was stated that the Null Hypothesis was rejected and the Alternate Hypothesis was accepted, which has been stated as resilient strategies have contributed significantly to the development of organizational performance.

**Inference:** It was inferred that the identification of critical key factors / operational terms has a strong influence on the performance of airline organization. The majority of the employees were satisfied with the resilient strategies implemented by the management of public sector airlines. The entire workforce has a strong

commitment to improving their capabilities / competencies to counter any type of unexpected eventuality in this turbulent, dynamic, and uncertainty environment.

**16 Discussion:** The overall observations / findings have resulted in the Building of Business Resilience through a Human Resources Management strategy that has contributed to the enhancement of the performance of the public sector

**Table 01: Remarks: The symbol (+) indicates positive and (-) indicates negative response**

Questionnaire: (N:60: Response %).							
Legend: (5).Strongly Agree (4). Moderately Agree (3). Agree (2). Disagree (1). Strongly Disagree.							
SL NO	ITEMS	(5).SA	(4). MA	(3). A	(4). DA	(5). SDA	Remarks.
01.	The Open Sky Policy, a resilience strategy implemented by the Government has caused a decline in the performance of public-sector airlines.	86	09	05	00	00	(+)
02.	The Open Sky Policy has permitted the entry of private operators in airline market scenario that has provided the consumer with more preferred choices to fly.	79	12	06	03	00	(+)
03.	The resilience strategy adopted by the state-owned airline has resulted in improvement in organizational performance.	65	14	09	05	07	(+)
04.	The implementation of the merger strategy by the management of Indian Airlines Limited and Air India Limited has benefitted the public sector airline, airline customer and also the Government of India.	61	19	05	06	09	(-)
05.	The capacity -building process has enabled the public sector airline to recharge their existing knowledge, skill, and attitude to cope to meet any contingencies in the turbulent environment.	72	11	08	04	05	(+)
06.	The airline has identified certain strategies to attract the raw and retain the talented work force especially in crucial area like pilots, engineers and others where mandatory requirements were required.	78	14	08	00	00	(+)
07.	The Human Capital strategy of airline management has resulted in the implementation of well - designed Human Resources Development policies.	76	14	10	00	00	(+)
08	Training needs were identified on need basis by the airline to achieve cost advantage.	84	12	04	00	00	(+)
09.	The internal training centre of the airline was well equipped with the latest training technology, highly qualified instructors with mandatory updated licenses.	91	05	04	00	00	(+)



10.	The superiors of the airline would assess whether the trained employees were able to transfer the learned skills at work spots.	86	11	03	00	00	(+)
11.	The implementation of Performance Appraisal Process was scientific.	79	09	05	03	04	(+)
12.	The Performance Appraisal <b>Process</b> has provision for Self Appraisal by the concerned employee.	81	09	08	02	00	(+)
13.	The Performance Appraisal System was free from bias.	71	18	08	03	00	(+)
14.	Motivation policies were well designed by the airline management.	89	11	00	00	00	(+)
15.	The implementation an of attractive reward system, both financial and non financial boosts the morale of the employees e.g., production - linked incentive, flying allowances etc.	74	08	07	06	05	(+)
16.	The airline had adopted various market-driven proactive strategies to meet the competitive edge and to retain its major share of leadership position in the airline market scenario.	82	08	08	02	00	(+)
17.	The critical key factor s / operational terms identified have strongly influenced the performance.	87	13	00	00	00	(+)
18.	Building Business Resilience through a Human Resources Management strategy has contributed to the enhancement of the performance of the public sector airline organization.	94	06	00	00	00	(+)

airline organization. The critical key factors / operational terms identified have a strong influence on the performance of the employees at all levels. The resilience strategy was inclusive of the inclusion of the critical key factors / operational terms which inspires the staff to work with more commitment and be able to perform in any unforeseen/turbulent /dynamic environment. The experts /professionals/academicians have opined that the public sector airline has implemented the best resilient strategies. There was no layoff/retrenchment. The employees have performed with more commitment to work in any turbulent environment. The state-owned airline was able to maintain its major share in the airline market scenario. The aviation experts have

advocated that the strategy adopted by the Government was to protect the airline industry, which was successful.

**Suggestions:** The Government has initiated the disinvestment process. The TATAs group has acquired the public sector airline(s). The new entity has protected the services of all airline employees according to their basic eligibility, qualifications, and experience. The various strategies adopted by the Governments were found as the best as these protect the airline industry. The Government has to ensure to protect of the services of its present employees with Air India, and also protect the retired employees. The scholarly literature available may identify the research gap and more research has to be carried out



on various operational factors that improve the overall performance of the airline organization. There was no substitute for the state-owned airline which has long-standing brand value – Air India Limited. The implementation of the Open Sky Policy has benefitted the Government, airline industry and the airline customer. The research study has resulted that the resilience strategy has facilitated the employees to perform well in any dynamic/unforeseen/turbulent environment.

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## HUMAN CAPITAL DEVELOPMENT – RESILIENCE AND SUSTAINABILITY

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### **ABSTRACT:**

This article delves into the intricate relationship between human capital development, resilience, and sustainability within organizational contexts. By examining the integration of sustainable leadership principles, technology-driven HR transformations, and strategies for building human capital resilience, the study sheds light on the innovative approaches organizations are adopting to navigate challenges, foster long-term viability, and promote organizational sustainability. Insights into the impact of ethical leadership, agile practices, and diversity initiatives on human capital resilience offer a comprehensive view of how organizations can thrive in dynamic business environments while prioritizing employee well-being and sustainable practices.

### **KEYWORDS:**

Human Capital Development, Resilience, Sustainability, Sustainable Leadership, Technology Transformation, Human Capital Resilience, Organizational Sustainability, Ethical Leadership, Diversity and Inclusion, Agile Practices

### **INTRODUCTION**

In a world constantly grappling with multifaceted challenges, the concepts of resilience and sustainability have emerged as guiding principles for a brighter, more secure future. Resilience, the ability to withstand and recover from shocks, and sustainability, the pursuit of practices that meet present needs without compromising future generations' ability to meet their own,

are intertwined in a delicate dance toward progress. Resilience encompasses the capacity of individuals, communities, and systems to adapt and thrive in the face of adversity. It's not merely about bouncing back to the status quo but rather about bouncing forward, embracing change, and emerging stronger. Sustainability, on the other hand, is about recognizing the interconnectedness of environmental, social, and economic systems and finding equilibrium to ensure long-term viability. At first glance, resilience and sustainability might appear to pursue divergent goals – one focuses on fortitude in the face of challenges, while the other emphasizes long-term balance and conservation. However, they are fundamentally intertwined. Sustainable practices, such as renewable energy adoption, ecosystem preservation, and responsible resource management, build the foundation for resilience by mitigating risks and vulnerabilities. Similarly, resilient communities are better equipped to uphold sustainable practices, as they can adapt to changing circumstances and overcome barriers to implementation.

### **RESEARCH QUESTION:**

"How do sustainable leadership practices, integrated with technology-driven HR transformations, impact organizational resilience and long-term success in today's dynamic business environment?"

### **OBJECTIVES OF THE STUDY**

1. Investigate how human capital development strategies intersect with resilience-building practices and

sustainability principles to create a holistic approach to organizational success.

2. Analyze the impact of sustainable leadership on human capital development, organizational resilience, and long-term sustainability outcomes.
3. Assess the implications of technology-driven HR transformations, including AI, machine learning, and employee experience platforms, on organizational efficiency, employee experiences, and strategic decision-making.
4. Illuminate strategies for building human capital resilience, focusing on psychological well-being, continuous learning, supportive cultures, and agile practices to enhance organizational adaptability.
5. Emphasize the importance of ethical leadership, diversity and inclusion initiatives, and employee well-being in achieving sustainable organizational outcomes and long-term viability.
6. Offer strategic insights and best practices for organizations to nurture sustainable leadership, implement technology-driven HR transformations, and foster human capital resilience for enduring success in dynamic business environments.

## REVIEW OF LITERATURE

### Human Capital Development – Resilience and Sustainability

In today's dynamic and uncertain business environment, the concept of human capital development has evolved beyond traditional notions of training and skill acquisition. Organizations increasingly recognize the importance of building resilience within their workforce to navigate challenges and sustain long-term success. This article explores the intersection of human capital development, resilience, and sustainability, highlighting strategies and practices that foster adaptive capabilities and promote organizational longevity. Human capital development encompasses the processes

and initiatives aimed at enhancing the knowledge, skills, abilities, and behaviors of employees within an organization. Traditionally, this includes training programs, career development opportunities, performance management systems, and talent acquisition strategies. However, in the context of resilience and sustainability, human capital development takes on a broader scope.

### Resilience in Human Capital

Resilience refers to the ability of individuals and organizations to withstand and adapt to adversity, uncertainty, and change. Within the framework of human capital, resilience involves equipping employees with not only technical competencies but also emotional intelligence, problem-solving skills, and a growth mindset. Organizations that prioritize resilience in their human capital strategy empower employees to navigate challenges proactively, recover from setbacks, and innovate in the face of adversity.

### Resilience through sustainability

Resilience and sustainability are intertwined concepts essential for addressing challenges such as climate change, economic volatility, and social inequalities. This review explores existing literature to examine how sustainability practices contribute to building resilience at individual, organizational, and societal levels.

### Resilience and Sustainability

**Resilience:** Resilience refers to the ability of individuals, communities, organizations, and systems to withstand, adapt to, and recover from adversity and disruptions (Folke, 2016). Resilience encompasses social, economic, environmental, and institutional dimensions, emphasizing the capacity to anticipate, prepare for, and respond to shocks and stressors (Adger, 2000).

**Sustainability:** Sustainability involves

meeting present needs without compromising the ability of future generations to meet their own needs, balancing environmental stewardship, economic viability, and social equity (WCED, 1987). The triple bottom line framework (people, planet, profit) guides sustainable practices, emphasizing responsible resource use, ethical business practices, and inclusive development (Elkington, 1997).

## **BUILDING RESILIENCE THROUGH SUSTAINABILITY**

### **Environmental Resilience:**

**Ecosystem Services:** Sustainable environmental practices, such as conservation of biodiversity, restoration of ecosystems, and sustainable land management, enhance ecosystem resilience to climate change and natural disasters (UNEP, 2012).

**Adaptive Capacity:** By reducing ecological vulnerabilities and enhancing adaptive capacities, communities and ecosystems become more resilient to environmental disruptions (Walker et al., 2004).

### **Social Resilience:**

**Community Engagement:** Sustainable development fosters community resilience by promoting inclusive decision-making processes, social cohesion, and equitable access to resources and opportunities (Adger et al., 2005).

**Social Safety Nets:** Socially sustainable practices, including education, healthcare, and poverty alleviation programs, strengthen social safety nets and reduce vulnerabilities to economic shocks and social unrest (Folke et al., 2005).

### **Economic Resilience:**

**Circular Economy:** Adopting circular economy principles, such as resource efficiency, waste reduction, and product lifecycle management, enhances economic resilience by reducing dependency on finite

resources and mitigating supply chain disruptions (Kirchherr et al., 2017).

**Inclusive Growth:** Sustainable economic practices that prioritize inclusive growth, fair trade, and ethical business conduct build economic resilience and promote long-term prosperity (UNCTAD, 2020)

Resilience through sustainability represents a holistic approach to addressing global challenges while promoting long-term well-being and prosperity. By integrating environmental stewardship, social equity, and economic viability into their operations, organizations and societies can enhance their adaptive capacities, reduce vulnerabilities, and achieve sustainable development goals.

## **DISCUSSIONS**

### **Human capital resilience:**

Human capital resilience refers to the ability of individuals, teams, and organizations to adapt, recover, and thrive in the face of challenges, disruptions, and changes in the workplace. This review explores existing literature to examine strategies that contribute to building human capital resilience across various organizational contexts. Human capital resilience encompasses the capacity of employees to maintain productivity, creativity, and well-being amidst adversity. It involves both individual and collective capabilities to navigate uncertainties and recover from setbacks (Lengnick-Hall et al., 2011).

### **Dimensions of Resilience:**

**Psychological Resilience:** Individual resilience involves psychological factors such as adaptability, optimism, problem-solving skills, and emotional intelligence (Masten, 2001).

**Organizational Resilience:** At the organizational level, resilience includes robust leadership, supportive culture, agile practices, and adaptive strategies that foster

employee well-being and performance (Sutcliffe and Vogus, 2003).

### **Strategies for Building Human Capital Resilience**

#### **Promoting Psychological Well-being:**

##### **Employee Assistance Programs (EAPs):**

Providing EAPs that offer counseling, mental health resources, and stress management support enhances employees' psychological resilience and coping skills (Grawitch et al., 2007).

**Work-Life Balance Initiatives:** Flexible work arrangements, wellness programs, and policies that promote work-life balance contribute to reducing stress and improving overall well-being (Kossek et al., 2014).

#### **Investing in Continuous Learning and Development:**

**Training and Upskilling:** Offering training programs, workshops, and opportunities for skill development prepare employees to adapt to changing job roles and technological advancements (Towler and Dipboye, 2001).

**Leadership Development:** Developing leadership capabilities at all levels of the organization ensures that leaders can effectively guide teams through challenges and inspire resilience (Avolio et al., 2009).

#### **Building a Supportive Organizational Culture:**

**Inclusive Leadership:** Fostering a culture of inclusivity, trust, and open communication where diverse perspectives are valued enhances employee engagement and resilience (Carmeli et al., 2010).

#### **Team Building and Collaboration:**

Encouraging teamwork, collaboration, and peer support networks strengthens social bonds and collective resilience within teams (Luthans et al., 2006).

#### **Adopting Agile and Adaptive Practices:**

**Agile Methodologies:** Implementing agile frameworks in project management and

organizational processes enables teams to respond quickly to changing circumstances and market demands (Highsmith, 2001).

**Scenario Planning:** Engaging in scenario planning and risk management exercises prepares organizations to anticipate and mitigate potential disruptions (Chermack et al., 2001).

Strategies for building human capital resilience focus on enhancing psychological well-being, investing in continuous learning and development, fostering a supportive organizational culture, and adopting agile practices. By prioritizing resilience at both individual and organizational levels, organizations can navigate uncertainties, retain talent, and sustain performance in a dynamic business environment.

#### **Sustainability through human capital:**

Sustainability through human capital focuses on leveraging human resources within organizations to achieve sustainable development goals, promote ethical practices, and enhance long-term organizational performance. This review explores existing literature to examine how investments in human capital contribute to sustainability across various organizational contexts. Human capital refers to the knowledge, skills, abilities, and competencies embodied within individuals that contribute to their productivity and potential for economic growth (Becker, 1964). Sustainable development emphasizes balancing economic prosperity, environmental stewardship, and social equity to meet the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 1987).

#### **Strategies for Achieving Sustainability Through Human Capital**

##### **Promoting Ethical Leadership and Governance:**

**Ethical Leadership:** Leaders who exemplify

ethical behavior, transparency, and accountability create a culture of integrity and responsible decision-making that supports sustainability goals (Brown and Treviño, 2006).

**Corporate Governance:** Effective governance structures that prioritize stakeholder engagement, risk management, and compliance with environmental and social regulations enhance organizational sustainability (Mallin, 2013).

### **Investing in Employee Development and Well-being:**

**Training and Development:** Continuous investment in employee training, skills development, and career pathways enhances job satisfaction, productivity, and employee retention (Boxall and Purcell, 2011).

**Health and Safety Programs:** Promoting workplace health and safety initiatives supports employee well-being, reduces absenteeism, and fosters a culture of care and sustainability (World Health Organization, 2020).

### **Embracing Diversity and Inclusion:**

**Diverse Perspectives:** Diversity in the workforce contributes to innovation, creativity, and problem-solving by bringing varied perspectives and experiences to sustainability challenges (Cox and Blake, 1991).

**Inclusive Practices:** Inclusive HR policies and practices that promote equity, fairness, and respect create a supportive work environment and strengthen organizational resilience (Thomas and Ely, 1996).

Sustainability through human capital involves leveraging investments in employee development, ethical leadership, diversity, and well-being to achieve organizational sustainability goals. By nurturing a skilled, engaged, and inclusive workforce, organizations can drive innovation, enhance

resilience, and contribute positively to environmental and social outcomes.

### **Diversity, Equity, and Inclusion (DEI):**

Diversity, Equity, and Inclusion (DEI) have become integral aspects of organizational strategies aimed at fostering a fair, respectful, and supportive workplace environment. This review explores existing literature to examine the definitions, frameworks, benefits, challenges, and best practices associated with DEI initiatives in various organizational contexts.

#### **Diversity:**

Diversity refers to the presence of differences in race, ethnicity, gender, sexual orientation, age, socioeconomic status, disability, religion, and other attributes within a group or organization (Cox and Blake, 1991). It encompasses both visible and invisible differences that contribute to a variety of perspectives and experiences.

#### **Equity:**

Equity involves ensuring fair treatment, access, opportunity, and advancement for all individuals, while striving to identify and eliminate barriers that have historically disadvantaged certain groups (Kena et al., 2016). Equity promotes inclusivity by addressing systemic inequalities and promoting justice and fairness in policies, practices, and procedures.

#### **Inclusion:**

Inclusion refers to fostering a culture where individuals feel valued, respected, empowered, and supported to fully participate and contribute their talents and perspectives (Thomas and Ely, 1996). It goes beyond diversity numbers to create a sense of belonging and acceptance for all employees.

### **Benefits of DEI Initiatives**

#### **Organizational Performance:**

Research indicates that diverse teams and inclusive cultures enhance creativity, innovation, problem-solving, and decision-



making processes (Page, 2007). DEI contributes to improved organizational performance, financial outcomes, and competitive advantage by tapping into diverse talent pools and customer bases (McKinsey & Company, 2020).

### **Employee Engagement and Retention:**

Inclusive workplaces foster higher levels of employee engagement, job satisfaction, and commitment, leading to reduced turnover and increased productivity (Hewlett et al., 2013). Employees who feel valued and respected are more likely to contribute effectively to team goals and organizational success.

### **Marketplace Reputation:**

Organizations that prioritize DEI initiatives enhance their brand reputation and attractiveness to diverse stakeholders, including customers, investors, and partners (Porter et al., 2003). DEI can serve as a catalyst for innovation and differentiation in competitive markets.

### **Strategies to DEI Initiatives**

#### **Leadership Commitment and Accountability:**

DEI initiatives must be championed by senior leadership who demonstrate commitment, allocate resources, and hold themselves accountable for fostering inclusive cultures (Ryan and Haslam, 2005). Leaders set the tone for organizational values and behaviors that support DEI goals.

#### **Training and Education:**

Providing diversity training, cultural competence workshops, and unconscious bias awareness programs helps employees understand the importance of DEI and develop inclusive behaviors (Greenwald and Banaji, 1995). Continuous learning fosters a more inclusive and respectful workplace environment.

#### **Policy and Process Integration:**

Integrating DEI principles into recruitment,

hiring, promotion, and retention policies ensures equitable opportunities for career advancement and reduces biases in decision-making (Dobbin and Kalev, 2016). Transparent policies promote fairness and build trust among employees.

There is a transformative impact of Diversity, Equity, and Inclusion (DEI) initiatives on building sustainable organizations. By embracing diversity, promoting equity, and fostering inclusion, organizations enhance their resilience, innovation capacity, and long-term viability in an increasingly diverse global marketplace.

### **Technology-driven HR transformation:**

Technology-driven HR transformation refers to the strategic use of technology to streamline HR processes, enhance employee experience, and align HR practices with organizational goals. This review explores existing literature to examine the impact, benefits, challenges, and best practices associated with leveraging technology in human resources management.

### **Evolution and Importance of Technology in HR**

#### **Historical Perspective:**

**Automation:** Early adoption of technology in HR focused on automating administrative tasks such as payroll processing, attendance tracking, and benefits management (Boudreau and Ramstad, 2006).

**Integration:** Advances in HRIS (Human Resource Information Systems) and ERP (Enterprise Resource Planning) systems integrated HR functions with other business operations.

#### **Current Trends and Technologies:**

**Cloud Computing:** Cloud-based HR platforms offer scalability, flexibility, and accessibility, enabling remote work, global operations, and real-time data analytics (CIPD, 2021).



**AI and Machine Learning:** AI-driven tools automate recruitment, candidate screening, and predictive analytics for workforce planning and talent management (Dery et al., 2017).

**Employee Experience Platforms:** Digital platforms enhance employee engagement, collaboration, learning, and development through personalized experiences (Deloitte, 2020).

### **Benefits of Technology-driven HR Transformation**

#### **Efficiency and Productivity:**

Automation of routine tasks reduces administrative burden, allowing HR professionals to focus on strategic initiatives and employee engagement (Bersin, 2020). Real-time data analytics provide insights for informed decision-making and agile HR practices (Boudreau and Cascio, 2017).

#### **Enhanced Employee Experience:**

Self-service portals and mobile applications empower employees to manage their HR needs, access information, and participate in learning and development activities (Kane and Palmer, 2020).

Personalized communication and feedback mechanisms improve employee satisfaction and retention (Mercer, 2019).

#### **Strategic HR Management:**

Predictive analytics and AI-driven insights enable proactive talent management, succession planning, and skills development aligned with business objectives (Cappelli and Keller, 2014).

Digital HR tools facilitate compliance with regulations, diversity initiatives, and performance management (Gartner, 2021). Strategies for implementation of Digital HR tools

#### **Alignment with Business Strategy:**

Technology initiatives should align with

organizational goals and HR priorities to drive business outcomes and support digital transformation efforts (SHRM, 2022).

#### **Continuous Learning and Development:**

Investing in training programs and upskilling HR professionals to leverage new technologies effectively and adapt to evolving digital trends (Gallup, 2021).

#### **Collaboration&Stakeholder Engagement:**

Engaging cross-functional teams, involving stakeholders in technology selection, and fostering a culture of innovation and collaboration accelerate HR transformation (Ulrich and Brockbank, 2005)

### **Technology-driven HR Transformation HR Information Systems (HRIS):**

HRIS integrates various HR functions such as payroll, benefits administration, employee records management, and performance management into a centralized digital platform. Research indicates that organizations using HRIS experience improved data accuracy, streamlined processes, and enhanced compliance with regulations (Bondarouk and Ruël, 2009).

### **Artificial Intelligence (AI) and Machine Learning (ML):**

AI and ML technologies are increasingly used in HR for recruitment, talent management, predictive analytics, and employee engagement. AI-driven recruitment tools automate candidate screening, match candidates to job requirements more effectively, and reduce bias in hiring decisions (Dery et al., 2017). ML algorithms analyze employee data to identify patterns, predict turnover, and personalize learning and development opportunities.

#### **People Analytics:**

People analytics involves using data-driven insights to make informed HR decisions and improve workforce performance. Organizations leveraging people analytics can optimize workforce planning, identify

skill gaps, and align talent strategies with business goals (Bersin, 2017). It enables HR professionals to measure the impact of HR initiatives and demonstrate value to the organization.

#### **Cloud-based HR Solutions:**

Cloud-based HR solutions offer scalability, accessibility, and cost-efficiency by eliminating the need for on-premises infrastructure and providing real-time updates and access to data. Organizations benefit from increased agility, faster deployment of HR services, and improved collaboration among geographically dispersed teams (Deloitte, 2020).

Technology-driven solutions are reshaping HR practices, enabling organizations to optimize processes, enhance employee experiences, and make data-driven decisions. By leveraging HRIS, AI, ML, and people analytics, organizations can achieve greater efficiency, agility, and strategic alignment of HR with business objectives.

#### **Sustainable leadership development and succession planning as tools for resilience:**

Sustainable leadership development and succession planning are critical strategies for organizations aiming to build resilience and ensure continuity in leadership during times of change and uncertainty. This review explores existing literature to examine how these practices contribute to organizational resilience and long-term success.

#### **Sustainable Leadership Development:**

Sustainable leadership involves fostering leaders who prioritize ethical behavior, stakeholder engagement, long-term value creation, and environmental and social responsibility (Waldman et al., 2006).

#### **Characteristics of Sustainable Leaders:**

Sustainable leaders exhibit traits such as adaptability, empathy, strategic foresight, and a commitment to continuous learning

and development. They empower teams, foster innovation, and navigate challenges with resilience (Avolio and Hannah, 2008).

#### **Benefits of Sustainable Leadership:**

Research indicates that organizations with sustainable leadership practices experience higher employee engagement, lower turnover rates, and improved organizational performance. Sustainable leaders create cultures of trust, transparency, and accountability (Doh and Quigley, 2014).

#### **Succession Planning for Resilience**

Succession planning involves identifying and developing internal talent to fill key leadership positions within the organization. It ensures continuity of leadership and minimizes disruptions during leadership transitions (Rothwell and Arnold, 2007). Effective succession planning mitigates risks associated with leadership gaps, loss of institutional knowledge, and talent shortages. It prepares future leaders through mentoring, training, and leadership development programs (Yoshino and Rangan, 1995).

#### **Integration with Talent Management:**

Sustainable organizations integrate succession planning with talent management strategies to identify high-potential employees, assess leadership competencies, and create development pathways. This approach fosters a pipeline of capable leaders ready to assume critical roles (Wellins et al., 2009). Sustainable leadership development and succession planning are essential tools for building organizational resilience and ensuring continuity in leadership. By nurturing sustainable leaders, organizations foster adaptive capabilities, promote a culture of innovation, and prepare for future challenges.

#### **FINDINGS OF THE STUDY:**

The major findings of the study are mentioned as following key points:

**1. Integration of Sustainable Leadership:** Sustainable leadership practices play a crucial role in fostering ethical behavior, stakeholder engagement, and long-term value creation within organizations, contributing to enhanced resilience and sustainability.

**2. Impact of Technology-Driven HR Transformation:** Utilizing advanced technologies such as AI, machine learning, and employee experience platforms leads to improved efficiency, streamlined processes, and data-driven decision-making in HR functions, enhancing organizational adaptability.

**3. Human Capital Resilience Strategies:** Promoting psychological well-being, continuous learning, supportive organizational cultures, and agile practices among employees cultivates human capital resilience, enabling individuals and teams to navigate challenges and setbacks effectively.

**4. Organizational Sustainability Through Human Capital Development:** Investments in employee well-being, diversity and inclusion initiatives, and ethical leadership practices contribute to sustainable organizational outcomes, aligning human capital development with long-term viability and environmental stewardship.

**5. Strategic Insights for Organizational Success:** The article provides strategic insights on nurturing sustainable leadership, integrating technology-driven HR transformations, and fostering human capital resilience as essential components for organizational success and longevity in dynamic business environments.

## IMPLICATIONS OF THE STUDY:

**1. Organizational Resilience and Adaptability:**

- The study underscores the significance of fostering resilience within organizations through human capital development initiatives. By prioritizing psychological well-being, promoting collaboration, and embracing agile methodologies, organizations can enhance their adaptive capabilities and navigate challenges effectively.

**2. Sustainability Integration in HR Practices:**

- Integrating sustainability principles into HR practices, such as promoting diversity, inclusion, and ethical leadership, not only fosters a supportive work environment but also contributes to long-term organizational sustainability and success.

**3. Enhanced Employee Well-being:**

The focus on promoting employee well-being through initiatives like work-life balance programs, continuous learning opportunities, and inclusive leadership practices leads to higher levels of engagement, productivity, and overall job satisfaction.

**4. Strategic Technology Adoption:**

- Embracing technology-driven HR transformation enables organizations to streamline processes, enhance employee experiences, and align HR practices with business objectives effectively. This strategic adoption of technology enhances operational efficiency and supports organizational goals.

**5. Cultural Shift towards Collaboration:**

- Encouraging teamwork, peer support networks, and a culture of inclusivity fosters collaboration and resilience within teams. This cultural shift promotes a sense of belonging, trust, and support, laying the foundation for organizational resilience.

## 6. Leadership Development for Sustainable Practices:

- Sustainable leadership development practices, emphasizing ethical behavior, stakeholder engagement, and transparency, lead to enhanced performance, lower turnover rates, and a culture of trust and accountability within organizations.

This study emphasizes the importance of integrating resilience and sustainability principles into human capital development strategies to create a culture of adaptability, well-being, and sustainable success within organizations. By prioritizing these aspects, organizations can navigate challenges, drive innovation, and achieve long-term growth in today's dynamic business landscape.

## CONCLUSION

In conclusion, the article paints a comprehensive picture of how human capital development, resilience, and sustainability intertwine to shape organizational success in contemporary business environments. By highlighting the significance of sustainable leadership, technology-driven HR transformations, and strategies for building human capital resilience, the study underscores the pivotal role these elements play in fostering adaptability, innovation, and long-term viability within organizations.

The emphasis on ethical leadership, employee well-being, diversity and inclusion, and agile practices serves as a roadmap for organizations seeking to fortify their foundations for sustainable growth and positive societal impact. Through a strategic lens, the article offers actionable insights for cultivating sustainable leadership, leveraging technology for HR efficiency, and nurturing resilient human capital—an approach poised to propel organizations towards enduring success amidst dynamic challenges and evolving landscapes.

Ultimately, the synthesis of human capital development, resilience, and sustainability principles not only equips organizations to weather uncertainties and disruptions but also empowers them to thrive, innovate, and make meaningful contributions towards a more sustainable and resilient future. This holistic perspective underscores the interconnectedness of human capital practices with organizational resilience and sustainable outcomes, paving the way for a future where organizations can flourish while fostering well-being, inclusivity, and environmental stewardship.

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## The Relationship between Employee Wellbeing, Satisfaction and Motivation: A Statistical Analysis

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### Abstract

This study investigates the relationship between employee well-being, satisfaction, and motivation using descriptive statistics, correlation analysis, and regression modeling on a sample of 99 participants. The study reveals strong positive correlations among Well-being, Satisfaction, and Motivation, suggesting that higher levels of well-being coincide with increased job satisfaction and motivation. Additionally, Satisfaction and Motivation serve as important predictors of Well-being, emphasizing their pivotal roles in improving individual well-being. Emphasizing the critical role of employee well-being in organizational success, the research highlights how fostering employee motivation and job satisfaction can create a positive work environment, boost morale, and enhance productivity and performance. The study underscores the necessity for organizations to implement strategies that promote motivation and satisfaction to achieve sustainable success. Through an extensive literature review, the dissertation contributes to the existing body of knowledge on employee well-being, offering recommendations for organizations to prioritize well-being initiatives, improve job satisfaction, and promote motivation. By doing so, organizations can foster a healthy, productive workforce, leading to improved performance and long-term success in today's competitive business landscape.

### Keywords:

Employee well-being, Job satisfaction, Work motivation, Organizational success, Productivity enhancement

### Objectives of the Study:

1. To identify essential components of employee well-being
2. To determine key components of employee satisfaction and work motivation
3. To examine the relationship between employee well-being and satisfaction through the mediating effect of motivation

### Hypothesis:

**H01:** There is no significant correlation between employee well-being and Job Satisfaction

**H02:** There is no significant correlation between employee well-being and Motivation

**H03:** There is no significant correlation between Job Satisfaction and Motivation

**H04:** There is no significant influence of Job Satisfaction and motivation on employee Well-being.

### Introduction:

Wellbeing, Satisfaction, and Motivation are pivotal concepts that significantly impact individuals' personal fulfillment and organizational success. Wellbeing encompasses a holistic state involving physical, emotional, and psychological dimensions, reflecting overall health and life satisfaction. It is influenced by internal factors like resilience and values, as well as external factors such as social support and environmental conditions. Satisfaction denotes the contentment

individuals derive from various aspects of life, including work, relationships, and personal achievements. Higher satisfaction levels correlate with increased motivation, commitment, and happiness, influencing productivity and overall wellbeing.

Motivation drives individuals' behavior and effort towards achieving goals. It can arise from intrinsic sources like personal growth and mastery, or extrinsic sources such as rewards and recognition. Motivation plays a crucial role in sustaining engagement, creativity, and performance, impacting both individual success and organizational outcomes.

The interplay among these constructs is dynamic: high Wellbeing fosters greater Satisfaction and Motivation, while low Wellbeing can diminish them, leading to decreased productivity and morale. Organizations benefit from understanding and enhancing these factors to create supportive environments that promote employee satisfaction and motivation. By fostering job satisfaction through meaningful work, fair compensation, and supportive leadership, and by nurturing intrinsic motivation through growth opportunities and positive work cultures, organizations can optimize Wellbeing, Satisfaction, and Motivation, thereby enhancing overall effectiveness and employee well-being.

### **Literature Review:**

E. Pagán-Castaño, A. Maseda-Moreno, and C. Santos-Rojo (2019) aimed to understand the factors influencing employee well-being and its impact on work performance, as well as to explore well-being-oriented human resource management (HRM) practices. Their research identified a gap in the literature concerning the relationship between HRM, employee performance, and well-being within a cohesive framework. The study also highlighted the mediating role of well-being between HRM and organizational performance. The objective was to provide a

comprehensive understanding of employee well-being, its significance for organizations, and effective strategies for its enhancement, thereby contributing to improved mental health and organizational outcomes.

This research by Diener, E., Suh, E. M., Lucas, R. E., & Smith, H. E., (1999) underscores the importance of a comprehensive approach to employee well-being, incorporating subjective well-being, workplace well-being, and psychological well-being. It highlights low employee turnover and high employee performance as essential criteria for organizational well-being.

Harshitha. L. (2021) investigates the impact of employee well-being on organizational performance. The study explores how well-being measures, including health and safety provisions, support for children's education, housing facilities, and recreation amenities, contribute to employee satisfaction and enhance workplace performance, particularly in the manufacturing sector. The findings underscore the importance of prioritizing employee well-being as a strategy to motivate employees and improve overall organizational performance.

Jem Sarna (2013) explores City & Guilds' effective implementation of employee well-being practices and strategies. The study emphasizes integrating well-being into organizational culture and highlights the mutual benefits for employees and the organization. By incorporating health and safety initiatives within the broader framework of employee well-being, City & Guilds fosters a cohesive approach to enhancing employee welfare. Aligning well-being initiatives with the employee benefits package reflects the organization's holistic commitment to supporting employee well-being comprehensively.

Maruti Sriram Ayyagari and Remya Lathabhavan (2020) explored the correlation between employee satisfaction and organizational commitment. Their

findings underscored the pivotal roles of intrinsic rewards, career development opportunities, and higher hierarchical status in shaping organizational commitment. The researchers concluded that prioritizing these factors can enhance both employee satisfaction and organizational commitment, thereby fostering growth and optimizing organizational performance.

Dr. Chandrakant Varma (2017) emphasizes the critical role of employee motivation and job satisfaction in achieving organizational success. His research illustrates how these factors drive employee engagement, productivity, and overall performance within organizations. Dr. Varma concludes that employee motivation and job satisfaction significantly influence organizational performance, underscoring their importance. By prioritizing and nurturing these aspects, organizations can cultivate a positive work environment, boost employee morale, and enhance productivity and performance levels. This highlights the necessity for organizations to implement strategies that promote motivation and job satisfaction among employees to attain sustainable success.

According to Szymon T (2020), the study examines how job satisfaction impacts employee behavior, performance, and workplace safety within a metallurgical enterprise. The research aims to elucidate the relationship between employees' job satisfaction, their work performance, and overall safety in the workplace, underscoring the pivotal role of job satisfaction in these areas.

In their study, Liu Rufeng, Zhang Nan, and Zhu Jianqiang (2023) explore how employee well-being influences organizational performance in workplace settings. Their findings underscore that enhancing employee happiness and health significantly enhances organizational performance. Companies focusing on improving employee

well-being stand to boost productivity, performance, and overall business outcomes.

Koorella, G., & Perumal, R. (2019), investigate the influence of job satisfaction on employee loyalty and identify key factors affecting job satisfaction within a pharmaceutical organization in Hyderabad, India. Using a questionnaire survey, the study directly links organizational factors such as age, gender, incentives, working environment, education, and tenure to job satisfaction. The research underscores the significance of understanding and addressing these factors to enhance both employee satisfaction and loyalty within the organization.

Swaroop, D., and Prof. B. Sudhir (2017) conducted a study to analyze employee job satisfaction across different dimensions, explore the relationship between demographic factors and satisfaction levels, and suggest improvements. Their research highlighted areas where organizations could enhance facilities to further increase employee satisfaction. Key factors influencing satisfaction included good working conditions, effective recruitment processes, comprehensive training and development, efficient grievance handling, equitable pay and promotion policies, equal employment opportunities, stress management, work schedules, and welfare programs.

Kumari, N. (2011) also found significant correlations between various factors and job satisfaction. For instance, teamwork positively correlated with supervisor-subordinate relationships and organizational commitment. Job design and working conditions were identified as crucial factors that positively influenced job satisfaction.

### **Research Methodology:**

The study utilized a descriptive research

design to gather data from employees across diverse organizations, focusing on examining the relationships between employee well-being initiatives and organizational performance indicators at a specific point in time. The primary and secondary data collected included numerical responses obtained directly from employees through a structured questionnaire. This questionnaire addressed employee perceptions regarding well-being initiatives, job satisfaction, and organizational performance, constituting the primary data. Data collection was conducted through the administration of this structured questionnaire to employees across different organizations, covering aspects such as support for well-being, training programs, job stress, role satisfaction, career goal alignment, and work-life balance satisfaction. For sampling, a simple random sampling method was employed, ensuring equal representation and allowing every individual within the population an equal opportunity to be included in the sample. The sample size consisted of 99 employees selected from the IT sector in Chhatrapati Sambhajnagar, enhancing the study's generalizability across this specific industry segment. In terms of statistical analysis, the study employed various tools to analyze the collected data, including descriptive statistics to summarize the data, correlation analysis to examine relationships between variables, regression analysis to explore predictive relationships, and factor analysis to identify underlying dimensions among variables. These statistical tools provided insights into how employee perceptions of well-being initiatives relate to job satisfaction and organizational performance within the IT sector, offering valuable implications for both research and practical applications in organizational settings.

### **Data Analysis & Discussion: Descriptive Statistics**

The dataset consists of 99 observations for the variables Wellbeing, Satisfaction, and

Motivation. Descriptive statistics provide a summary of these variables, as detailed in Table 1.

#### **Table 1: Descriptive Statistics**

The descriptive statistics summarize three variables—Well-being, Satisfaction, and Motivation—from a sample of 99 observations. Key findings include: Well-being ranges from 15 to 41 with a mean of 20.44 and a standard deviation of 4.05; Satisfaction ranges from 5 to 25 with a mean of 10.65 and a standard deviation of 3.61; Motivation also ranges from 5 to 25 with a mean of 9.23 and a standard deviation of 3.97. Skewness and kurtosis indicate varying degrees of asymmetry and tail weight in their distributions.

#### **Correlation Analysis**

Correlations among Wellbeing, Satisfaction, and Motivation were examined using Pearson correlation coefficients, as presented in Table 2.

#### **Table 2: Correlation Matrix**

**H01:** There is no significant correlation between employee well-being and Job Satisfaction

There is a strong positive correlation between Well-being and Job Satisfaction (Pearson's  $r = 0.766$ ,  $p < 0.01$ ). Since the p-value is less than 0.01 (a commonly used significance level), we can reject the null hypothesis. This means there is evidence to suggest a statistically significant correlation between employee well-being and job satisfaction. This suggests that individuals who report higher levels of Well-being tend to also report higher levels of Job Satisfaction, and vice versa.

**H02:** There is no significant correlation between employee well-being and Motivation

There is a strong positive correlation between Wellbeing and Motivation

(Pearson's  $r = 0.764$ ,  $p < 0.01$ ). This indicates that individuals with higher levels of Well-being also tend to have higher levels of Motivation, and vice versa. Since the p-value is less than 0.01 (a commonly used significance level), we can reject the null hypothesis. This means there is evidence to suggest a statistically significant correlation between employee well-being and Motivation.

**H03:** There is no significant correlation between Job Satisfaction and Motivation

There is a very strong positive correlation between Job Satisfaction and Motivation (Pearson's  $r = 0.873$ ,  $p < 0.01$ ). This suggests that individuals who are more satisfied with their lives also tend to be more motivated, and vice versa. Since the p-value is less than 0.01 (a commonly used significance level), we can reject the null hypothesis. This means there is evidence to suggest a statistically significant correlation between Job Satisfaction and Motivation

### Regression Analysis

A regression analysis was conducted to explore the predictive power of Satisfaction and Motivation on Wellbeing. The results are summarized in Tables 3 and 4.

Table 3: Model Summary

Table 4: ANOVA

Table 5: Coefficients

The ANOVA results for the regression model, examining Well-being as the dependent variable with Satisfaction and Motivation as predictors, show statistical significance ( $F(2, 96) = 80.091$ ,  $p < 0.001$ ). The model explains a substantial portion of the variance in Well-being (SS Regression = 1004.457) with the remaining variance being unexplained (SS Residual = 601.987). The low p-value ( $< 0.001$ ) of the F-statistic indicates strong evidence against the null hypothesis. The

constant term (intercept) in the regression equation is 11.710, indicating the expected Well-being value when both predictors are zero.

**H04:** There is no significant influence of Job Satisfaction and motivation on employee Well-being.

The regression model shows that both Satisfaction ( $B = 0.464$ ) and Motivation ( $B = 0.411$ ) significantly predict Well-being ( $p < 0.01$ ). Each unit increase in Satisfaction and Motivation leads to an approximate increase of 0.464 and 0.411 units in Well-being, respectively, indicating a positive relationship.

The regression equation for the given data can be expressed as:

$$\text{Wellbeing} = 11.710 + 0.464 \times \text{Satisfaction} + 0.411 \times \text{Motivation}$$

Hypothesis 4 shows that both Job Satisfaction and Motivation significantly influence Well-being. Each unit increase in Satisfaction and Motivation raises Well-being by 0.464 and 0.411 units, respectively. The null hypothesis is rejected.

### Conclusion:

The study underscores significant positive correlations among Well-being, Satisfaction, and Motivation, indicating that higher levels of well-being are associated with greater job satisfaction and motivation. Satisfaction and Motivation are significant predictors of Well-being, highlighting their critical roles in enhancing individual well-being. The findings suggest that early-career employees (18-25) prioritize work-life balance, growth opportunities, and company culture, while mid-career employees (26-35) focus on recognition and alignment with organizational values. Overall, well-being in the IT sector is moderately positive, with manageable workloads and emotional support being key factors. Positive

organizational support and effective training programs significantly enhance well-being and job satisfaction.

The study's regression analysis further shows that Satisfaction ( $B = 0.464$ ,  $p < 0.01$ ) and Motivation ( $B = 0.411$ ,  $p < 0.01$ ) are strong predictors of Well-being, suggesting that higher job satisfaction and motivation lead to improved well-being. Key factors contributing to employee well-being, job satisfaction, and motivation in the IT sector include training programs, manageable workloads, support from colleagues, and organizational support for well-being through resources, regular breaks, and safety measures.

Overall, this research offers valuable insights for researchers and practitioners aiming to promote well-being and motivation within various settings. Future research should explore these relationships further, incorporating additional variables and employing longitudinal designs to better understand causality. The study emphasizes the importance of fostering a supportive work environment to enhance employee well-being and job satisfaction in the IT sector.

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## Artificial Intelligence in HR leading to Human Capital Development: Resilience and Sustainability

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### Abstract:

Artificial Intelligence (AI) enables machines to swiftly learn and adapt from provided data without the need for explicit programming. AI is revolutionizing all management fields and Human Resources Management (HRM) is no exception. This revolution shaping the future of organizational practices in the field of HRM. This paper explores the alignment of AI with HRM, focusing on its impact on Human Capital Development (HCD), resilience, and sustainability within organizational contexts. Our research reveals a growing acceptance of AI technologies in HR functions, with notable applications in recruitment, onboarding, training, and payroll administration. While AI's significant role in enhancing HCD through streamlined processes and personalized experiences is evident, views on its impact on organizational resilience are mixed. Moreover, AI's capacity to support sustainable HR practices through data-driven decision-making. Despite challenges such as cost-effectiveness and ethical considerations, HR professionals' express optimism about AI's future role in enhancing HR practices. Continued investment and attention to ethical considerations are essential for leveraging AI's transformative potential in HRM for sustainable and resilient organizational strategies.

### Keywords:

Artificial Intelligence, Human Resource Management, Human Capital Development, Resilience and Sustainability.  
Introduction:

Artificial Intelligence (AI) has emerged as a prominent buzzword in today's technology landscape. Its influence extends across various sectors, including Human Resources (HR), Marketing, Finance, and Operations. Currently, humans and robots share many environments (Lee, 2021). Despite our belief that we maintain a leading edge, robotics may excel in speed and precision, but uniquely human qualities like creativity and empathy are still largely fictional (Ajeesh & Rukmini, 2023). Nevertheless, if human brains can evolve through experience and learning, theoretically, machines might achieve this as well (Bongard & Levin, 2021). Human Capital Development HCD is a critical aspiration for individuals, teams, and organizations alike, as it plays a vital role in fostering Resilience and Sustainability. Every individual seeks to maximize their knowledge, skills, and health for personal growth and to realize their full potential for societal benefit. Life's journey inevitably involves challenging times, and the ability to endure these difficulties - referred to as resilience - is essential. Sustaining processes and activities over time is a key aspect of resilience. HCD serves as the foundation for both Resilience and Sustainability, and AI in Human Resource Management (HRM) is a significant driving force behind this development.

According to the report of Bombay Management Association dated on 3rd June, 2024, Ramesh Juneja's journey from a salesman to the founder of Mankind Pharma exemplifies how Human Capital



Development drives sustainability. Starting in 1995 with a focus on affordable medicines, Juneja built a successful brand targeting smaller towns. Mankind Pharma's strategic growth, innovative products, and significant investments have led to its valuation at Rs 80,000 crore, making it India's 4th largest pharmaceutical company and the 2nd largest prescription drug maker. This remarkable growth from an initial turnover of Rs 3.79 crore in its first-year highlights Juneja's effective utilization of his knowledge, skills, and health to benefit society. His resilience over the years has paved the way for sustainability. Furthermore, Artificial Intelligence has enhanced the company's speed and accuracy, enabling effective management of its 22,000 employees and 9,000 sales agents, contributing to its astronomical growth in the fiercely competitive pharmaceutical industry.

In essence, this paper aims to explore the alignment of AI with HR, specifically focusing on how it contributes HCD, and demonstrate how AI, when applied to HRM, enhances Human Capital Development, thereby promoting Resilience and Sustainability within organizations and society.

### Objectives:

1. To explore the alignment of Artificial Intelligence (AI) with Human Resources Management.
2. To understand the impact of AI on Human Capital Development, resilience and sustainability in organisational context.

### Hypothesis:

Null hypothesis: AI in HR does not have any impact on HCD in creating Resilience and Sustainability. Alternative hypothesis: AI in HR has impact on HCD in creating Resilience and Sustainability.

### Research Methodology:

This is a Quantitative study complemented with Descriptive Research. Data was

collected by purposive sampling method from fourteen HR professionals on pan India basis through self-made questionnaire and gathered quantifiable data to analyse the sample. Dichotomous Scale and 5 Point Likert Scale were used to understand the perspective of HRs towards use of AI and the effect of it toward HCD, resilience and sustainability.

### Result:

Our respondents come from various age groups, with 50% of the sample being between 15 and 29 years old (Fig: 1). The gender distribution in our population is 64.3% male and 35.7% female (Fig: 2).

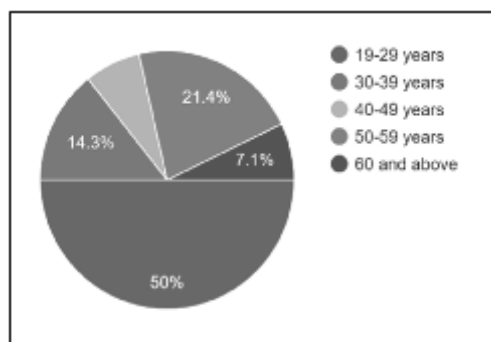


Fig 1: Age distribution among respondents

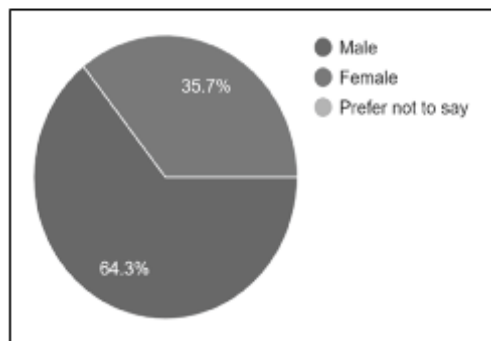
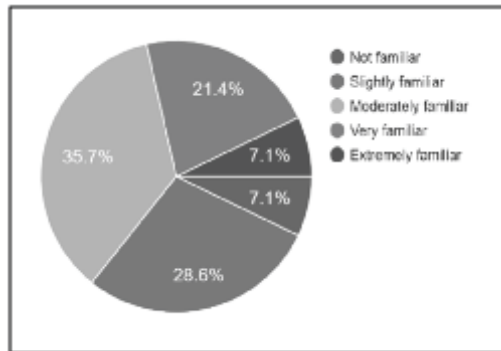


Fig2: Gender distribution among samples

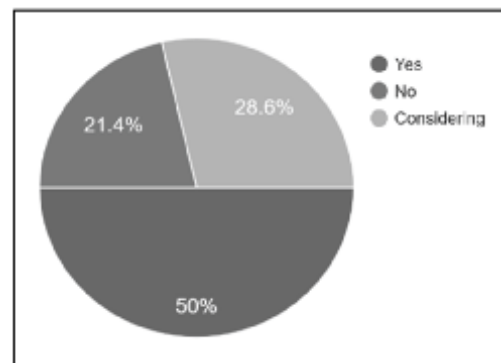
The results reveal that most of our population (36.7%) has a moderate familiarity with the AI technology utilized in their department, with 21.4% being very

familiar and 7% extremely familiar about it (Fig. 3).



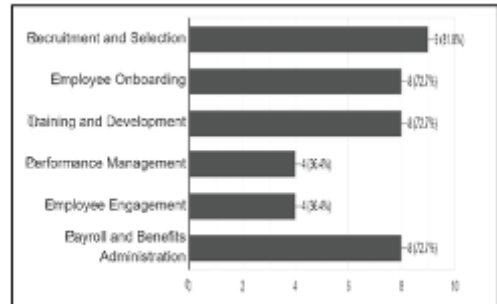
**Fig 3: Familiarity with AI technology in their department.**

Regarding AI adaptation, 50% of organizations from our respondents have already adopted AI tools, while 28.6% are considering adoption (Fig. 4).



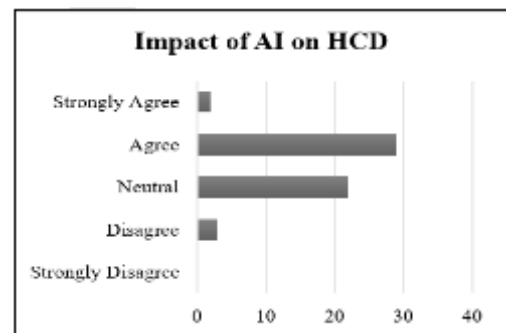
**Fig 4: Adaptation of AI tools among respondents**

The respondents indicate that AI is being utilized in the HR domain mainly for recruitment and selection, employee onboarding, training and development, and payroll benefits and administration. Whereas performance management and employee engagement shows less utilization of AI (Fig. 5).

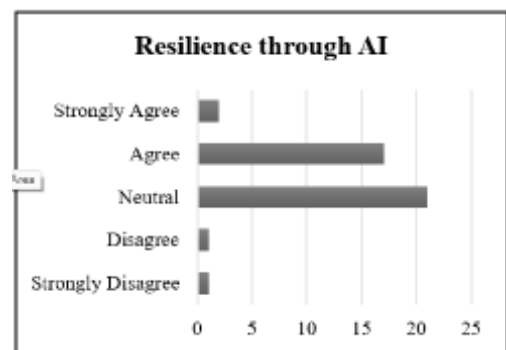


**Fig 5: utilization of AI in the HR domain**

According to our respondents a major portion agrees that there is a impact of AI in Human capital development (Fig: 6) and in case of resilience most of them are neutral but a certain portion also agreed with the fact (Fig: 7).

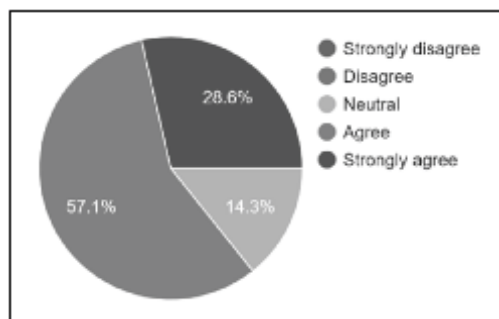


**Fig 6: Showing the impact of AI in Human Capital Development**



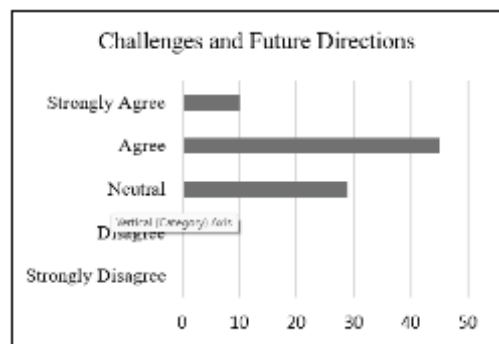
**Fig7: Showing the impact of AI in Resilience**

Our result also shows 57% of our population agreed and 28.6% strongly agreed about the fact that Sustainability is an important aspect of our organization's HR strategy (Fig: 8).



**Fig 8: Importance of sustainability**

The majority of our population agreed and strongly agreed that there are challenges in the application of AI in the HR field, but also believe it will play a positive and crucial role in the future development of HR practices (Fig: 9).



**Fig 9: Challenges and future development of AI in HR field.**

### Discussion:

The primary objective of this study was to explore the alignment of Artificial Intelligence (AI) with Human Resources Management (HRM) and to understand its impact on Human Capital Development (HCD), resilience, and sustainability within

an organizational context.

Our research reveals that AI integration within HRM is an ongoing process, with 50% of the organizations surveyed having already adopted AI tools, and another 28.6% considering adoption. This indicates a growing acceptance of AI technologies in HR functions. The main applications of AI in HR, as identified by the respondents, include recruitment and selection, employee onboarding, training and development, and payroll benefits and administration. However, areas such as performance management and employee engagement are less frequently utilizing AI, suggesting potential growth opportunities in these domains.

The impact of AI on HCD is significant, with a majority of respondents acknowledging its role in this area. AI's ability to streamline HR processes and provide personalized employee experiences contributes to more efficient and effective development of human capital. For instance, AI can improve the efficiency of the recruitment process and also helps in identifying skill gaps effectively. AI-powered training programs can be tailored to individual learning styles and career paths, enhancing skill acquisition and professional growth.

Regarding resilience, the respondents' views were more varied. While many were neutral, a notable portion recognized AI's potential to enhance organizational resilience. This neutrality might reflect the early stages of AI implementation, where long-term effects on resilience are not yet fully apparent. However, AI's capabilities in predictive analytics and crisis management suggest it can play a crucial role in building resilient organizations.

Sustainability emerged as a critical aspect of HR strategy, with 57% of respondents agreeing and 28.6% strongly agreeing on its importance. AI's role in promoting sustainability can be seen in its ability to

developing HR strategies and support sustainable practices through data-driven decision-making.

Despite the benefits, the study acknowledges the challenges in AI application within HR. The majority of respondents agreed that there are significant challenges, including issues related to cost-effectiveness for the organization, sufficient expertise to implement and manage AI tools in HR, data privacy, ethical considerations, and the need for continuous technological updates. These challenges must be addressed to fully harness AI's potential in HR.

So according to our results null hypothesis is rejected in our study and alternative hypothesis is accepted. i.e. AI in HR has impact on HCD in creating Resilience and Sustainability.

However, the optimism for AI's future role in HR is strong. The majority believe that AI will play a positive and crucial role in the future development of HR practices. This optimism is driven by AI's ability to enhance efficiency, provide deeper insights into employee behaviours, and support strategic decision-making.

### Conclusion:

This study highlights the transformative potential of Artificial Intelligence (AI) in Human Resources Management (HRM), particularly in enhancing Human Capital Development (HCD), resilience, and sustainability within organizations. Besides the growing acceptance of AI technologies in HR functions, The impact of AI on HCD is notably significant, as it streamlines HR processes and personalizes employee experiences, thereby promoting more effective human capital development. On the other hand the impact of AI on organizational resilience are mixed, its potential in predictive analytics and crisis management suggests a crucial role in fostering resilience. Additionally, AI's ability to support sustainable HR practices through

data-driven decision-making highlights its importance in promoting there are challenges to be addressed, the positive outlook of HR professionals towards AI's role in the future development of HR practices highlights the importance of continued investment in AI technologies. As organizations navigate the complexities of AI integration, focusing on ethical considerations and continuous learning, that will be key to leveraging AI for sustainable and resilient HR strategies.

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## Impact Of Artificial Intelligence And Machine Learning On Human Capital Management

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### Abstract

The expanding influence of machine learning (ML) and artificial intelligence (AI) on human capital management (HCM) is examined in this study. AI and ML are revolutionizing HRM through task automation, improved employee experience, and data-driven decision-making. The study explores how these technologies affect talent acquisition, employee development, performance management, and organizational agility. It looks at industry patterns, past studies, and recent discoveries to paint a full picture of this imminent change. The research concludes by providing firms with strategic guidance on how to effectively use AI and ML in HCM to gain a sustained competitive advantage. This entails guaranteeing responsible AI and ML use in HCM procedures, developing an innovative culture, and upskilling HR experts.

### Keywords

Emerging Technologies, Talent Acquisition, ROI, Organizational Agility, Change Management, Talent Management, Ethical Considerations, Upskilling and Reskilling, Algorithmic Bias, Work-life Balance, Diversity and Inclusion, Employee Advocacy.

### Introduction

Human capital management, or HCM, is undergoing a major transition driven by the quick developments in artificial intelligence (AI) and machine learning (ML). The capacity to customize the work experience, strong predictive analytics, and clever automation are the hallmarks of this new era. Strategically using these innovative technologies, organizations are gaining a

competitive advantage in the continuous struggle for top talent by optimizing HR procedures and increasing employee productivity. To fully understand the multifaceted effects of AI and ML on HCM, this study examines several aspects of HCM, including talent acquisition, employee development, performance management, and organizational agility.

The research offers a comprehensive overview of how these new technologies are influencing HR in a big way. To do this, it thoroughly reviews previous studies, examines market trends, and incorporates findings from novel research. By highlighting both the possible advantages and drawbacks of using AI and ML in HCM, this multifaceted approach provides insightful information on the current status of these technologies. The study will investigate the moral issues related to the application of AI and ML in HCM in the future. It will also offer helpful direction to companies looking to incorporate new technologies into their HR strategies, ensuring a smooth and responsible rollout.

What artificial intelligence (AI) and machine learning (ML) bring to human resources (HR) is like having a strong sidekick in your HR department. From discovering the ideal fit to fostering their growth and happiness, these tools are revolutionizing the way businesses handle their workforce. Artificial intelligence (AI) can expedite the employment process by handling monotonous jobs like interviewing candidates and reviewing applications. This gives HR professionals more time to concentrate on human-touch tasks like thorough interviewing and evaluating candidates. In addition, AI can assist in

eliminating bias by emphasizing experience and skills to guarantee that the most qualified candidate is hired.

But hiring is only one aspect of AI. AI systems can spot employees who might think about quitting the company, which allows HR to intervene and address any problems. It's similar to having a crystal ball for your employees! In a similar vein, ML may help firms invest in their most valuable personnel by identifying top achievers. Training programs that adjust to the unique strengths and weaknesses of every employee come to mind. Therein lies the real power of AI and ML. By suggesting the most suitable training options for each person, these technologies may tailor learning and development programs. This guarantees that everyone gets the help they require to develop and flourish.

### Literature Review

This study validates that artificial intelligence (AI) and machine learning (ML) are profoundly altering the nature of human capital management (HCM). Numerous other studies have shown how these technologies are utilized by businesses to hire the finest candidates and analyse

workforce data over the whole employment lifecycle.

#### 1 Cherry Road (2021). The impact of artificial intelligence (AI) on human capital management:

**Talent Acquisition:** Researchers discovered that AI-powered recruitment tools can considerably increase the efficiency and accuracy of candidate screening. AI-powered chatbots and digital assistants may interact with candidates, make personalized recommendations, and forecast a candidate's likelihood of accepting a job offer. Furthermore, ML algorithms may examine previous hiring data to uncover patterns and characteristics of high-performing employees, guiding the selection of the

best prospects.

#### 2 (Research Gate, 2023). Term Paper on How AI will Impact Human Capital Management:

**Employee Development:** According to the research, AI and machine learning can change employee onboarding, training, and career development. These technologies can provide personalized learning experiences, forecast skill shortages, and offer specific development strategies by gathering and analyzing employee data. AI-powered performance management systems can also provide data-driven insights to help managers make decisions about promotions, salary, and succession plans.

#### 3 Infosys (2018). Harmony: The Impact of Artificial Intelligence on HR:

**Organizational Agility:** Researchers have highlighted the importance of AI and ML in improving organizational agility and responsiveness. By automating routine HR activities and offering real-time workforce data, these technologies enable HR professionals to become strategic partners in driving organizational change and competitiveness. However, the research emphasizes the necessity of workforce preparedness and change management for a seamless transition to AI-driven HCM.

#### 4 Davenport, T.H., and Ronanki, R. (2018). Artificial intelligence in the real world:

**Ethical Consideration:** While AI and machine learning provide various benefits in human capital management, their implementation poses problems and raises ethical concerns. One of the most significant issues is the necessity for high-quality data to train the algorithms. Inaccurate or biased data might result in poor decisions and reinforce existing prejudices in the recruiting and



promotion processes. Another problem is the possible influence of AI and machine learning on employment displacement. As these technologies automate specific activities and processes, especially in roles that need repetitive or routine tasks. Organisations must carefully assess the ethical implications of incorporating AI and ML into HCM, as well as devise measures to offset any negative effects on employees.

## 5 Impact of Machine Learning on HR in 2024:

COVID-19 Impact During and after the COVID-19 outbreak, numerous organizations welcomed remote work options. This paradigm shift made technological adoption unavoidable. The human resource market is projected to reach \$19.38 billion by 2021, growing at a CAGR of 12.8% until 2030. The market for massive-scale machine learning reached \$21.48 billion in 2022 after just one year of usage.

## 6 A Study on “The Impact of Artificial Intelligence on Human Resource Management” (Ijrar.Org):

Future of AI in HR: AI-based operations will impact a certain number of workers. HR leaders and enterprises must consider employee demands and future outcomes. According to our research, AI is becoming more used in HR, including recruitment, training, onboarding, performance analysis, and retention.

However, due to integration expenses, many organizations are still unwilling to employ AI into their HR operations. To summarize, AI is a great possibility that can enhance lives and create a better future with correct understanding and implementation.

## 7 Impact of Machine Learning on HR in 2024:

Workforce Planning: Machine learning

analyzes employee performance, job functions, and talents to help HR make informed workforce planning decisions. This allows for a better understanding of the company's task allocation and results. By doing so, the organization may improve its hiring, training, and development plans and guarantee the right people are in the appropriate roles.

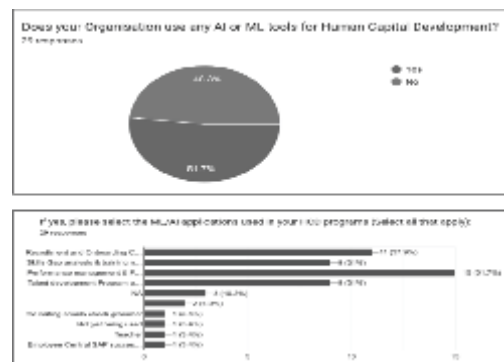
## Research Methodology

This study employed a mixed-methods approach, combining a thorough literature review with primary data collecting and analysis.

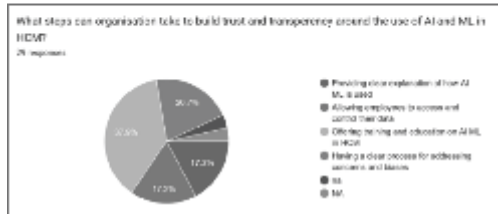
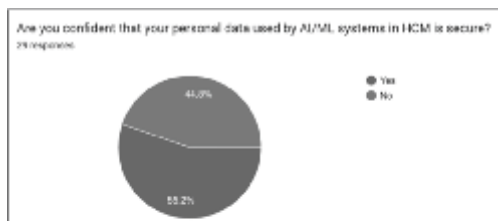
**Literature analysis:** The researchers conducted a thorough review of academic publications, industry reports, and white papers to gain insight into the current level of AI and ML use in HCM. The review aimed to identify major trends, use cases, and the effects of new technologies on various HCM functions.

**Primary Research:** The researchers surveyed HR experts, collecting quantitative data on the perceived impact of AI and ML on HCM, adoption levels, and projected future trends from 29 HRs from various organizations in different industries ranging in age from 22 to 72 years. The survey responses were evaluated statistically to identify noteworthy patterns and correlations.

## Data Collection and Data Analysis



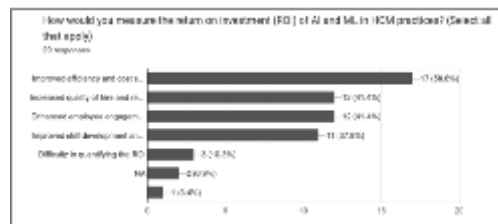
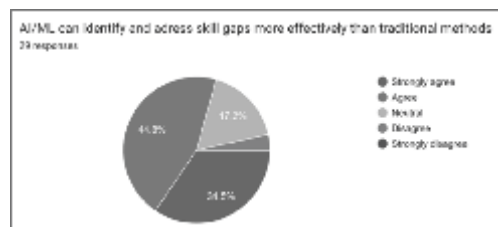
From the above data, it was found that 51.7% of the organization uses AI ML tools for Human Capital Management. In conclusion, this survey suggests that performance management and feedback automation (51.7%) and Recruitment and Onboarding (37.9%) are the most common AI or ML applications used in HCD programs. Skill gap analysis and training needs (31%) and talent development programs and initiatives (31%) are somewhat used in HCD programs. In Performance Management, tools of AI ML are used in various tasks like Kallidus and Lattice are used for performance feedback analysis, BambooHR and Workday are used for goal setting and tracking, and Peakon and Personio are used for predictive analysis. In the same way in recruitment and onboarding, tools of AI ML are used in various tasks like Loxo and Entelo are used for candidate sourcing and screening, HireVue and Glint are used for skills assessment and matching, Mya, Olivia AI are used for chatbots and virtual assistants.



Based on this survey a slight majority of respondents are confident that the security of their data used by AI ML system in HCM is secure. To build trust and transparency about AI ML the most common recommendation is to offer training and education on AI ML in HCM (37.9%) which suggests that many people believe a lack of

understanding about AI ML is a barrier to trust, providing clear explanation of how AI or ML is used (20.7%) and having a clear for addressing concern and biases (17.2%) are also seen as important steps, allowing employees to access and control their data (17.2%) is another recommendation.

In conclusion, the survey indicates that people believe transparency is critical to establishing trust in AI ML in HCM. Training and Education, clear descriptions of how AI or ML is used, and explicit methods for resolving issues are all viewed as critical. It's also crucial to give employees some control over their data.



In this survey, we found that most of the people agree (44.8%) and strongly agree (34.5%) that AI ML can identify and address skill gaps more effectively than traditional methods. AI ML tools like Textio, TalentNeuron, and Skillmeter are used for skill extraction and mapping tools to analyze the vast amount of data, Codility, Pymetrics, and HackerRank are used for skill assessment platforms to evaluate employee skills in specific areas, Gapfiller, Degreed is used for predictive analytics to analyse historical data and predict future skill needs are better and effective than traditional methods like performance review and feedback, skill inventories and self-assessments job descriptions and

competency frameworks, focus groups and interviews and observation and mentoring to identify and address skill gaps more effectively.

According to the survey, the most popular way to measure ROI, selected by 58.6% of respondents is "improves efficiency and cost saving." This shows that many organizations see the major penetrate of AI ML in HCM as cost savings through enhanced efficiency and improved quality of hire and retention (41.4%) and enhanced staff engagement (41.4%) suggests that some organizations value AI ML's ability to boost staff quality and morale also improved skill development training (37.9%) suggests that some organization see AI ML as a way to improve skills of their workforce but there are other priorities for some. Finally, the survey suggests that organizations prioritize greater productivity and cost reductions when calculating the ROI of AI ML in HCM. Some, however, see it as an opportunity to boost labor quality and employee engagement.

### Findings

The findings of this study indicate that AI and machine learning can greatly improve the efficiency and efficacy of HCM procedures. AI-powered solutions can help to speed up talent acquisition, decrease bias, and increase hiring quality. ML algorithms can anticipate employee turnover, identify high-potential individuals, and tailor learning and development programs.

However, the study also emphasizes the importance of careful execution and consideration of ethical consequences. Organizations must guarantee that the data used to train the algorithms is reliable and unbiased, and they must devise measures to offset any negative impact on personnel.

The results of this study reveal that Artificial Intelligence (AI) and Machine Learning (ML) have a significant impact on several aspects of Human Capital Management. The key findings are:

**Improved Efficiency:** AI and machine learning have dramatically increased the efficiency of HR procedures, allowing HR practitioners to focus on higher-value duties like strategy planning and employee engagement.

**Enhanced Employee Experience:** AI-powered HR tools have improved the employee experience by offering tailored services, immediate responses, and seamless communication.

**Data-Driven Decision Making:** AI and machine learning have enabled HR managers to make data-driven decisions by leveraging predictive analytics and workforce insights to propel strategic HR projects.

**Boosted Transparency:** AI and machine learning have boosted transparency in HR processes, allowing for real-time visibility into HR metrics and better decision-making. **Greater Talent Management:** AI-powered recruitment tools have increased the accuracy and efficiency of the hiring process, resulting in greater talent acquisition and retention.



**Fig.1. Benefits of AI ML in HCM**

### Conclusion:

Finally, the findings of this study show that AI

and machine learning have a transformational impact on human capital management. The research highlights the need of strategic HR leadership in leveraging AI and ML to drive business outcomes and acquire a competitive advantage. And in above Fig.1. there are some benefits of AI ML in HCM. These technologies are changing the way HR professionals operate and how businesses manage their workforces by decreasing HR operations, increasing employee experiences, and enabling data-driven decision-making.

As organizations continue to implement these technologies, it is critical to prioritize employee readiness, change management, and ethical considerations to ensure a smooth transition to AI-powered HCM.

### Way Forward

AI and machine learning are projected to have a greater impact on human capital management in the next years, as firms increasingly use these technologies to achieve a competitive advantage. As AI and machine learning become more widely used in human capital management, businesses must stay up to date on the newest discoveries and best practices in this field.

One way forward is to invest in the upskilling and reskilling of HR professionals, ensuring that they have the skills and knowledge required to effectively deploy and manage AI and ML in HCM. This could include offering training programs, workshops, and mentorship opportunities to help HR professionals enhance their knowledge in these areas.

Another critical component of the path forward is the creation of ethical standards and rules for the use of AI and ML in HCM. To guarantee that the use of these technologies does not lead to discrimination or unfair treatment of employees, these frameworks should place a strong emphasis on fairness, transparency, and worker well-being. Organizations should also be open about their use of AI and machine learning in human capital management, communicating

with employees about how these technologies are being utilized and the possible impact on their careers.

Finally, firms should encourage an environment of creativity and experimentation, encouraging HR professionals to investigate novel methods to use AI and ML in HCM. This might include establishing specialized innovation labs or hackathons where HR professionals can work with AI and ML experts to create new solutions and applications. Organizations that embrace an innovative culture may stay ahead of the curve and make the most of the potential given by AI and ML in HCM.

To effectively leverage the power of AI and ML in Human Capital Management, firms should consider the following strategic recommendations:

### Create a Comprehensive AI and ML plan:

Organizations should have a well-defined plan for adopting and using AI and ML in HCM.

### Foster an Innovative and Agile Culture:

Cultivating a culture that embraces change and fosters experimentation with new technologies is critical for the effective integration of AI and ML in HCM.

### Ensure Ethical and Responsible AI Deployment:

As firms use AI and ML in HCM, they must address ethical concerns such as data privacy, algorithmic bias, and transparency.

### Workforce Analytics and Predictive Insights:

Organizations should use AI and ML-driven workforce analytics to develop predictive insights that will help them make strategic decisions about talent management, workforce planning, and organizational transformation.

### Prioritize Staff Readiness and Change Management:

Effective AI and ML implementation in HCM necessitates a significant emphasis on staff readiness and change management.

By implementing these strategic recommendations, firms may leverage AI and ML's disruptive potential to achieve long-term competitive advantage through improved Human Capital Management.

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## Psychological Factors of Resilience in Employee Well-being and its Impact on the Job Performance

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### **Abstract:**

We live in a digital era where organizations are gradually transforming their business processes and HR practices into digitalization to satisfy and meet the needs of customers and enable employees with the ease and accessibility of work practices as well. Digitalization has also led the market economy and businesses to rapid growth and compelled organizations to equip, stay ahead of the competition, and maintain business sustainability. Besides the trauma caused and endangered by the outbreak of the COVID pandemic to humanity and business, employees had left with no choice but to face and undergo physical strain, mental stress, and sometimes even burnout issues to cope with the organizational requirements to meet the demands of customers, particularly following the pandemic. The pandemic resulted in a severe concern for employee well-being across industries that compelled facilitating resilience in the employees as part of their well-being to improve performance and productivity and aid the employees to get connected with the company. Thus, it was a mandate for the HR function to initiate, innovate, and implement HR strategies to ensure employee well-being and facilitate their development of resilience to overcome adverse situations and adapt quickly to changing needs and requirements. With this perspective, the study aims to get an overview of the need and significance of employee well-being, analyze the psychological factors that enable well-being and resilience in employees, and examine

how employee well-being impacts job performance and facilitates improving productivity and organizational sustainability. The study comprehends and concludes with the implications for HR to enable employees to enjoy the happiness and joy of working and ensure their well-being.

### **Keywords:**

Employee well-being; Performance; Productivity; Competition, Digitalization; Resilience; Physical fitness; Psychological health; Economic status, job satisfaction; Remote working; Organizational sustainability JEL Classification: J24

### **I. Introduction**

In the rapidly changing technological environment and the digitalization of business processes, organizations have dramatically changed in facilitating the recurring needs and demands of customers. To cope with the growing phase of global competition, organizations are required to consistently strive to ensure committed, timely delivery of their products with the utmost quality and service to their customers to gain a competitive advantage. Accordingly, to manage the organizational commitments to the customers, the employees at all levels, from marketing and design to production and assembly; from supply chain management to logistics, are compelled to experience stress and strain both physically and mentally at their work and



even burnout, which has caused psychological imbalance for many of the employees and tends to leave the organization in some situations. In addition, the COVID global pandemic, which severely affected humanity, took the lives of millions of people across the globe and endangered the survival of living beings. Hence, to overcome such a situation of dreadfulness, organizations have been transformed into a new way of doing business: remote working or work from home (WFH), hybrid models, and flexible arrangements have become the new norm for working. This has led remote working employees to have a psychological perception of a feeling connected and engaged, and a need to be cared for with a sense of socialization at work. Accordingly, the post-COVID era has visualized the well-being of employees at the workplace as a critical and significantly important area of concern in most sectors. Thus, in today's business context, it is pertinent to note that the organizational roles have gone beyond providing employment and are deemed to be the sources of support to the employees towards financial assistance, physical fitness, and emotional well-being and encourage them towards social development. Further, organizations have realized that employees are capable of exceeding expectations with commitment and involvement when they are physically and mentally fit, which encompasses some factors such as job satisfaction, maintaining work-life balance, being able to manage stress, leading a quality work-life, maintaining emotional resilience, and perceiving a conducive working environment. This has added to the fact that resilience is the key factor in the well-being of employees, which is vital for improving employee performance and the sustainability of an organization. Thus, this research aims to get an insight

into the psychological factors of resilience that foster employee well-being and analyze how they impact enhanced performance to sustain organizational growth and achieve competitive advantage.

## II. OBJECTIVES

- To understand the need and significance of employee well-being
- To get an insight into the psychological factors of resilience in employee well-being
- To analyse the impact of employee well-being on improving job performance to sustain organizational growth
- To comprehend the implications for organizations and HRM in particular.

## III. RESEARCH METHODOLOGY

This study is empirical research conceptualized from secondary data that includes various research papers, journals, blogs, and online sources. During this review process, factors that emphasize resilience in employee well-being and its impact on employee performance have been considered for the study.

## IV. RATIONALE OF THE STUDY

Traditionally, work is notably recognized as the essence of living and a significant part of developing one's social identity. A committed and engaged employee with knowledge, skills, and abilities is identified as essential and valuable for an employer to improve productivity and take the organization forward. However, in the changing and prevailing working environment, satisfaction is further delineated in terms of the psychological perspectives of an employee, which can be categorized into financial, physical, emotional, and social aspects. In other words, the above aspects can be grouped as the well-being of employees, and when it is considered precedence by their



employers, it results in greater job satisfaction for the employees, and they perceive a sense of belonging to their organization, which is the mantra in today's organizational context to engage and motivate them at work and to get their best in terms of enhanced productivity and sustainability of an organization.

Further, in today's working environment, organizations find it difficult to fully engage the employees to maximize productivity since the perceptions, behaviours, and motivation levels of the employees at work may differ. Though a lot of research studies are available on the psychological determinants of employees at work separately, the significance of resilience that fosters employee well-being at work is minimal. Hence, this research study is an attempt to fill the gap, analyze the importance of resilience in employee well-being and its significance in improving employee performance, and examine how it facilitates improving organizational growth and achieving competitive advantage.

## V. LITERATURE REVIEW

Though the wellness of employees and their well-being has already gained enough importance in many of the reputed enterprises particularly in the IT and IT-enabled sectors in the pre-COVID period, it is a fact that employee well-being is given much more emphasis in the post-COVID era in other sectors too, which has become an important area of concern both from the perspectives of employer and employee as well. The changing work environment necessitated that the employees work relentlessly beyond their work schedules, experiencing challenging, demanding, and stressful situations. Hence, organizations are striving to give

more thrust to improving the psychological aspects of their employees besides physical, financial, and social development as a priority through various HR initiatives, which facilitates them in developing self-efficacy, optimism, hope, and resilience that are associated with greater motivation, improved performance, and increased well-being. With this perspective, this research aims to get an insight into the concept of employee well-being and its significance in the workplace. Some of the selected literature on the topic has been considered for review.

Mohd Sophian bin Abu Bakar, et al., (2021), in their literature review on "Employees' Well-being, Psychological Factors, and Their Effect on Job Performance," elucidate that psychological factors have a significant effect on employee's well-being and, in turn, will have a bearing on job performance.

Jayashree Sapra, et al., (2023), in their study on "The Impact of Employee-Well-being on the Health of an Organization," suggest that employee well-being is a very important aspect of maintaining a healthy work environment, and when the organization promotes the work-life balance of the employees, it results in improving productivity and better results.

Sai Kumar, P., and Tulasi Das, V., (2022), in their empirical study on "Effectiveness of Employee Resilience among Information Technology Sector Employees," examined that the global pandemic signifies an opportunity for companies to make rapid, well-informed decisions and expedite arrangements to safeguard their workforce, mitigate business disruption, and ensure that critical operations continue. The findings revealed that an

informed decision could build trust, resiliency, and a culture of innovation.

Ratna Tri Hari. S., et.al., (2024), in their review of research on "Employee Well-being: Analysis of Work-Life Balance, Resilience, Psychological Structure, and Organizational Culture," posit in their findings that work-life balance is essential for employee well-being, and measures that support work-life balance, such as flexibility of working hours, can increase satisfaction and reduce burnout. It was also revealed from the study that a major influence on employee well-being can be found in a positive organizational culture, rewarding achievements, promoting inclusive promotion, and supporting professional development can shape a supportive culture.

Harshitha. L., et.al., (2021), in their study on "Impact of Employee Well-being on Organizational Performance in the Workplace," evaluated the effect of employee well-being on performance in organizations with reference to the manufacturing sector. The study highlights that employee well-being measures help employees attain both individual and organizational goals; they are able to manage work life as well as family life without any major problems, and stress levels are easily managed by employees in the manufacturing sector.

Oluwafunmi, A. E., et.al., (2024), in their research paper on "Reviewing Employee Well-being and Mental Health Initiatives in Contemporary HR Practices," highlight the changing landscape of HR practices by placing employee well-being and mental health at the forefront of organizational priorities and perceive that organizations are increasingly recognizing a culture of open communication, empathy, and proactive mental health support from leadership,

which is instrumental in creating a psychologically safe workplace. The paper emphasizes the importance of constant evaluation, feedback mechanisms, and continuous improvement in mental health initiatives to create workplaces that prioritize the holistic well-being of their employees.

Tai-Ming Wut., et.al., (2022), conducted research on "Role of Organizational Resilience and Psychological Resilience in the Workplace—Internal Stakeholder Perspective." The purpose of their research is to examine and propose a framework for design by collecting responses from 115 employees from various organizations. The analysis of the data indicates that organizational resilience and psychological resilience are associated with perceived well-being and employee resilience. Employee resilience and perceived well-being are associated with work engagement.

Ravindra Dey, (2023), conducted quantitative research on "Role of Well-Being and its Impact on Stress Management and Resilience on Employees in an Organization in the Post-Pandemic Situation" by collecting data from 126 participants through an online questionnaire with the aim of understanding the impact of employee well-being on the resilience and stress management of the employees working in organizations. The analysis of the data indicates a positive correlation between the stress management and resilience of employees and employee well-being and its associated factors: physical well-being, psychological well-being, and social well-being.

Susmita Mandal, et.al., (2022), conducted a study on "The Effect of Psychological Well-being on Employee Job Performance and the Role of Gender." The purpose of the study was to examine the

effects of the level of psychological well-being (mental health) and to check whether it is correlated to employee work performance. The study was carried out by choosing a random sampling technique, and data was gathered from 92 (N = 92) samples of various educational organizations in Odisha using a standardized tool. The data was analyzed for descriptive and inferential statistics, which revealed that psychological well-being is beneficial to improving employee work performance in organizations. It was also observed from the study that there is no significant difference in psychological well-being between male and female employees; but in the case of employees' job performance, there is some difference that exists between male and female employees. Because the women learn more proactively and are better at organizing since they comprehend the activities at hand more quickly.

Ludmila Kašpárková, et.al., (2018), in their study on "Why resilient workers perform better: The Roles of Job Satisfaction and Work Engagement," examined two important positive dimensions of work-related well-being, viz., job satisfaction and work engagement, by collecting an online survey from 360 Czech workers in helping professions. The analysis of the study indicates the important role played by resilience for employees working in stressful environments. Work engagement as a mediator plays a role in explaining the relationship between resilience and job performance.

## **VI. NEED AND SIGNIFICANCE OF EMPLOYEE WELL-BEING**

The world of work has undergone a paradigm shift over time. Gone are the days when employees used to work extra

hours beyond their work schedules and had satisfaction with whatever they used to get, either low or minimum pay levels and poor employee benefits. And even companies used to extend only statutory, medical, and other benefits beyond monthly pay and, in turn, extract maximum output from their employees. With the dawn of the twenty-first century, industries have witnessed a series of drastic and irresistible changes in their business processes and working environments. While attraction, motivation, and retention of talent continue to be big challenges for HR functions, the aspirations of the younger workforce have gone manifold. The outbreak of COVID-19 was a major jolt for mankind and businesses as well. Subsequently, the concept of employee well-being was given a major thrust and emphasis by employers across industries because employees are the backbone of an organization, and only when they are physically, mentally, and emotionally fit do they get engaged in maximizing productivity and able to fulfil the organizational objectives. Though the terms employee wellness and employee well-being are sometimes used interchangeably, there is a subtle difference between the two terms. Employee wellness focuses on physical health. In other words, employee wellness tends to be about getting fit, losing weight, or improving other physical indicators, disease management, or nutrition. Employee well-being is more than just an absence of illness and is more holistic, focusing on an expanded view of health that encompasses physical, mental, emotional, and economic status, is influenced by workplace relationships, resources, and decisions, and is closely associated with happiness.

In today's business context, employee well-being is recognized as a critical component of a healthy working environment that has gained significant momentum and is an important area of concern both for the employee and the employer. Indeed, it is evident that when organizations promote employee well-being as an HR strategy, it helps the employees manage stress levels while also maintaining a positive and productive environment. Employee well-being is influenced by various factors such as job satisfaction and engagement levels, relationships with peers and superiors, the tools and resources they have access to work, working hours, workplace safety, pay, and benefits, the decisions they make either at work or in their personal lives, economic conditions, housing and family, health issues, and stress levels. All these factors have a significant impact on employee well-being and, in turn, affect performance at work (Maria Waida, 2021).

Further, organizations have realized that employee well-being is an important area of concern to sustain growth and profitability. When they care for them, it results in improving employee performance and productivity; employees perceive they are more competent and valued when their needs are met; it promotes a good reputation in the market as an employer who respects and supports work-life balance; and more importantly, employees feel motivated and become brand ambassadors for their company (Alexandra Marinaki, 2023).

## **VII. PSYCHOLOGICAL FACTORS OF RESILIENCE IN EMPLOYEE WELL-BEING**

Though employee well-being has evolved as an important concept since the dawn

of the global pandemic, the unprecedented and unanticipated challenges in a fast-paced, high-pressure work environment necessitate that the employee's ability to quickly adapt and bounce back from challenges is becoming more critical than ever before. In other words, it refers to resilience, or the capacity to recover quickly from difficulties, which is a key factor in employee well-being and overall workplace productivity. Hence, it becomes pertinent for organizations to develop a robust mindset among employees by inculcating strategies as part of employee well-being to foster resilience at the workplace such as 1) encouraging a growth mindset by promoting a culture of continuous learning and development, reaffirming employees to view challenges as opportunities for growth which empowers employees to embrace change, overcome obstacles, and enhance their resilience; 2) providing necessary support and resources to facilitate employees to build resilience by initiating stress management workshops, self-care resources; 3) promoting a healthy work-life balance in building resilience by encouraging employees to take breaks, set boundaries, and engage in activities outside of work that contribute to their well-being; 4) recognizing and rewarding the employees when they demonstrate adaptability, perseverance, and problem-solving abilities; 5) promoting a psychologically safe work environment, where employees feel comfortable expressing their thoughts, ideas and concern without any hindrance. Thus, by prioritizing resilience-building strategies, the employees are better equipped to handle stress, maintain productivity, and build strong relationships, all of which contribute to a

thriving work environment (source: corporate wellness magazine.com).

Some of the psychological factors that facilitate employees development of resilience are: 1) social support: developing social interactions and positive relationships with family, friends, and other social networks—which provides emotional and practical support during tough times and strengthens one's ability to cope and adapt quickly; 2) Coping strategies: cultivate effective coping strategies such as problem-solving, seeking social support, and positive reframing, which aid in improving resilience; 3) Self-efficacy: believing in one's abilities and having confidence in one's capacity to overcome challenges has a positive relationship with recovering quickly from difficulties. Self-efficacy helps an individual keep going in the face of stress and misfortune and retain a positive outlook; 4) Positive emotions: they help to reframe adversity, find meaning in one's difficult experiences, and maintain an overall sense of well-being. The experience of emotions such as optimism, hope, and gratitude has been linked with a stronger ability to adapt to challenges; 5) Adaptive cognitive processes: they help to demonstrate flexible thinking, problem-solving skills, and the ability to regulate emotions, which are important in effectively navigating challenges and setbacks and facilitating new solutions and perspectives (Anya Pearse, 2023).

#### **VIII. IMPACT OF EMPLOYEE WELL-BEING ON JOB PERFORMANCE**

In today's competitive and dynamic business scenario, organizations consistently strive to engage employees to achieve business objectives. Organizations that prioritize employee

well-being as a strategy experience higher levels of employee engagement. Studies indicate that a psychologically healthy and safe work environment fosters creativity and innovation. It is pertinent to note that investing in psychological health and safety is not just a matter of employee well-being; it also has a significant impact on the productivity and performance of the organization as a whole. When employees perceive they are supported and valued, it results in morale-boosting and makes them more likely to be engaged and motivated to perform at their best. Further, when employees feel comfortable expressing their ideas and taking risks without the fear of judgment or criticism, it encourages out-of-the-box thinking and problem-solving. This can lead to new ideas, improved processes, and ultimately, a competitive edge in the market. Furthermore, engaged employees are more likely to go above and beyond their job requirements, take ownership of their work, and contribute to the overall success of the organization. The increased engagement levels of employees translate into higher productivity levels and improved business outcomes (Natasha J., 2023).

#### **IX. DISCUSSION AND FINDINGS**

When organizations were compelled to redefine workplace practices following the global pandemic, the well-being of employees gained recognition and was considered an important area of concern. Organizations have realized that employees are capable of exceeding expectations with commitment and involvement when they are physically and mentally fit, which encompasses some factors such as job satisfaction, maintaining work-life balance, being able to manage stress, leading quality work-life, maintaining emotional resilience,

and perceiving a conducive working environment. This has added to the fact that resilience is the key factor in the well-being of employees, which is vital for improving employee performance and the sustainability of an organization.

The following are the findings of the study:

1. The study indicates that the post-COVID era has visualized the well-being of employees at the workplace as a critical and significantly important area of concern in most of the sectors.
2. The study reveals that the changing work environment necessitates that the employees work relentlessly beyond their scheduled timings, experiencing challenging, demanding, and stressful situations.
3. When organizations prioritize the psychological perspectives of employees, it results in greater job satisfaction, and employees perceive a sense of belonging to their organization.
4. When organizations recognize psychological aspects of their employees as a priority through various HR initiatives, it facilitates their development of self-efficacy, optimism, hope, and resilience, which are associated with greater motivation, improved performance, and increased well-being.
5. The study indicates that employee wellness focuses on physical health, whereas employee well-being is more than just the absence of illness and is more holistic and focuses on an expanded view of health that encompasses physical, mental, emotional, and economic status, is influenced by workplace relationships, resources, and

decisions, and is closely associated with happiness.

6. It is evident that when organizations promote employee well-being as a HR strategy, it helps employees manage stress levels while also maintaining a positive and productive environment.
7. The study explicates resilience as the capacity to recover quickly from difficulties, which is a key factor in employee well-being and overall workplace productivity.
8. When organizations prioritize resilience-building strategies, employees are better equipped to handle stress, maintain productivity, and build strong relationships, all of which contribute to a thriving work environment.
9. When employees perceive they are supported and valued, it results in morale-boosting and makes them more likely to be engaged and motivated to perform at their best.
10. The study highlights when the employees perceive and experience psychological security and safety, they are more likely to go above and beyond their job requirements, take ownership of their work, and contribute to the overall success of the organization.

#### **X. IMPLICATIONS FOR HR**

The business processes and the world of work have changed with the changing times. Nevertheless, the HR function has also been accredited as a strategic function and has gained confidence from the management of organizations. The rapid technological advancements and evolving digitalization of work have transformed many of the HR processes into digitalization to enable employees to cope with the technological trends and



work with a flexible option either at the workplace or remotely. In the post-pandemic era, employee well-being, which encompasses the physical, mental, and emotional fitness of the employees, and having resilience as a facilitating factor are of paramount importance both from the perspectives of the perspectives of the employees and the employer and are considered critical for organizational sustainability. Hence, the role of HR has become more vital in satisfying employees and making them happy and enjoyable at work.

**The following are some of the implications for HR that facilitate employee well-being:**

1. Enable the digitalization of workplace practices and HR procedures and make them accessible to employees.
2. Facilitate the employees with online accessibility and encourage them to develop social interactions, which also serve the purpose of recruitment and hiring and enhance brand identity.
3. Ensure meaningful job content for the employees to advance their growth opportunities.
4. Facilitate employees with flexible work options and enable them to maintain their work-life balance.
5. Provide timely employee assistance programs, enable them to develop confidence and resilience in work situations, and ensure wellness initiatives for the employee and family.
6. Initiate and recognize the employees who excel in their performance and contributions and demonstrate resilience when they face challenges in work situations.
7. Conduct training and development

programs in line with business strategies that facilitate employee learning for the advancement of their careers.

8. Initiate and arrange for employee wellness programs periodically to gain confidence from the employees in ensuring the organization cares for them.
9. Have an open mindset to listen to employee concerns and evaluate them, which benefits employees and the organization as well.
10. Ensure and initiate HR initiatives that foster the well-being of employees and develop resilience to face challenging work situations and personal lives as well.

**XI. LIMITATIONS OF THE STUDY**

This research study is not an exception to limitations, as it is an analysis of a review of the literature. The literature review was limited to peer-reviewed journals, management journals, online journals, and blogs to gain an overview of psychological perspectives on employee well-being and analyse their impact on job performance.

**XII SCOPE FOR FURTHER RESEARCH**

This study has attempted to get an insight into the psychological aspects of employee well-being and examine how it impacts job performance and influences organizational effectiveness. As this study puts more emphasis on employee well-being practices, there is ample scope to delve into the subject for researchers and practitioners from a broader perspective, such as the significance of social networking or social well-being at the workplace, the impact of mindfulness at the workplace, initiatives on corporate wellness, the influence of employee well-being on quality of work-life, the significance of employee psychological



capital at the workplace, and so on.

### XIII. CONCLUSION

While the digitalization era has completely revamped business processes and workplace practices, the global pandemic has changed the nature of people's lives and work. The wellness and well-being of employees are becoming an important area of concern in every organization. Besides, it is essential and a prerequisite for organizations to equip employees to develop resilience. It is evident from the study that when organizations ensure and support the employees in terms of their physical, psychological, and emotional well-being and facilitate them to develop resilience, the employees extend support and get connected to their work and the company, which is affirmative for organizations in enhancing performance and productivity and sustaining competitive advantage. The role of HR is vital in initiating and effectively implementing employee-oriented strategies to promote a conducive working environment and make employees happy and enjoy their work.

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## Human Capital Development – Resilience and Sustainability

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**Human Capital Development** is a crucial aspect of any organization's success and sustainability. It refers to the process of investing in the skills, knowledge, and abilities of employees to enhance their performance and productivity. Resilience and sustainability are key components of human capital development as they enable individuals to adapt to changes and challenges in the workplace and contribute to the long-term success of the organization.

**Resilience** is the ability to bounce back from adversity and overcome obstacles. In the context of human capital development, resilience is essential for employees to navigate the ever-changing and unpredictable nature of the modern workplace. By developing resilience, individuals can better cope with stress, setbacks, and failures, and continue to perform at their best. This not only benefits the individual employee but also contributes to the overall resilience and success of the organization.

**Sustainability**, on the other hand, refers to the ability to maintain success and growth over the long term. In the context of human capital development, sustainability involves investing in employee development and well-being to ensure they continue to perform at a high level and contribute to the organization's success for years to come. By promoting sustainability in human capital development, organizations can build a strong and resilient workforce that is able to adapt to changing circumstances and drive innovation and growth.

One way to promote resilience and sustainability in human capital development

is through continuous learning and development opportunities. By providing employees with access to training, education, and professional development programs, organizations can keep their workforce up to date on the latest skills and knowledge and help them adapt to new technologies and industry trends. This not only enhances employee performance but also fosters a culture of continuous improvement and innovation within the organization.

Another key aspect of promoting resilience and sustainability in human capital development is fostering a supportive and inclusive work environment. By creating a workplace culture that values diversity, collaboration, and open communication, organizations can help employees feel supported and empowered to take on new challenges and opportunities. This sense of belonging and support can boost employee morale, motivation, and ultimately, their resilience and sustainability in the face of adversity.

Furthermore, promoting work-life balance and well-being is essential for developing resilient and sustainable human capital. Organizations can support employees' physical and mental health by offering flexible work hours, wellness programs, and access to resources for managing stress and burnout. By prioritizing employee well-being, organizations can reduce turnover, improve job satisfaction, and cultivate a workforce that is more resilient, engaged, and productive.

We may reiterate, resilience and sustainability are essential components of human capital development that are vital for the success and longevity of organizations. By investing in the skills, knowledge, and

well-being of employees, organizations can develop a resilient and sustainable workforce that is able to adapt to change, overcome challenges, and drive innovation and growth. By promoting continuous learning and development, fostering a supportive work environment, and prioritizing employee well-being, organizations can build a strong foundation for long-term success and sustainability in the modern workplace.

Human capital development is a key factor in ensuring resilience and sustainability in any organization or society. The term human capital development refers to the process of investing in people through education, training, and other forms of personal development to enhance their skills, abilities, and knowledge. By developing the human capital of individuals, organizations can improve their capacity to adapt to challenges, overcome obstacles, and achieve long-term success. In this essay, I will discuss the importance of human capital development in promoting resilience and sustainability, and how organizations can effectively invest in their people to achieve these goals.

One of the key benefits of human capital development is that it enables individuals to acquire the skills and knowledge needed to navigate an increasingly complex and uncertain world. In today's fast-paced and rapidly changing environment, organizations must be able to quickly adapt to new technologies, market trends, and competitive pressures in order to remain successful. By investing in the development of their employees, organizations can ensure that they have the talent and expertise needed to meet these challenges head-on.

Furthermore, human capital development can also help to foster a culture of resilience within organizations. Resilience is the ability to bounce back from adversity, setbacks, and obstacles, and to continue moving forward in the face of challenges. By providing employees with the skills and support they need to overcome obstacles and persevere in difficult times, organizations can build a

workforce that is better equipped to handle stress, uncertainty, and change.

In addition to promoting resilience, human capital development also plays a key role in sustainability. Sustainability refers to the ability of an organization to achieve long-term success and prosperity while also minimizing negative impacts on the environment, society, and economy. By investing in the development of their employees, organizations can build a more sustainable workforce that is better equipped to meet the challenges of today and tomorrow.

One of the ways in which human capital development contributes to sustainability is by helping organizations to attract and retain top talent. In today's competitive job market, employees are looking for opportunities for personal and professional growth, as well as a supportive and inclusive work environment. By investing in the development of their employees, organizations can create a workplace that offers opportunities for advancement, learning, and development, which can help to attract and retain top talent.

Additionally, human capital development can also help organizations to build a more diverse and inclusive workforce. Diversity and inclusion are not only important for promoting equality and social justice, but also for driving innovation, creativity, and competitiveness. By investing in the development of their employees, organizations can create a more diverse and inclusive workforce that is better able to meet the needs of a global and multicultural marketplace.

Moreover, human capital development can also help organizations to build strong relationships with their customers, suppliers, and other stakeholders. By investing in the development of their employees, organizations can ensure that they have the skills and knowledge needed to build strong and lasting relationships with key stakeholders, which can help to drive business growth and success.

Furthermore, human capital development

can also help organizations to build a culture of continuous learning and improvement. In today's rapidly changing world, organizations must be able to adapt quickly to new technologies, market trends, and competitive pressures in order to remain successful. By investing in the development of their employees, organizations can create a culture of continuous learning and improvement, which can help them to stay ahead of the curve and remain competitive in the marketplace.

In conclusion, human capital development is a key factor in promoting resilience and sustainability in organizations. By investing in the development of their employees, organizations can build a more resilient and sustainable workforce that is better equipped to meet the challenges of today and tomorrow. Through continuous learning and improvement, organizations can create a culture that fosters innovation, creativity, and competitiveness, while also building strong relationships with key stakeholders and promoting diversity and inclusion. Overall, human capital development is essential for organizations that want to thrive in today's fast-paced and ever-changing world.

Human capital development is a critical component of economic growth and development, particularly in emerging economies such as India. In recent years, there has been a growing interest in studying the impact of human capital development on the overall productivity and competitiveness of a nation. Thus, research data on human capital development in India has become an important area of study for policymakers, researchers, and academics. We will delve into the research data on human capital development in India and analyze the various factors contributing to its growth and challenges.

One of the key aspects of human capital development in India is education. Research has consistently shown that education plays a vital role in shaping the future workforce and improving the overall productivity of a nation. According to data from the World

Bank, India has made significant progress in increasing access to education over the past few decades. However, there are still significant challenges in terms of quality and equity in education. Research data indicates that there is a large disparity in the quality of education between urban and rural areas, as well as among different socio-economic groups.

Another important factor in human capital development is healthcare. Research data shows that access to quality healthcare services is crucial for improving the health outcomes of a population and increasing their overall productivity. In India, there have been significant improvements in healthcare infrastructure and services in recent years. However, research data also indicates that there are still challenges in terms of access to healthcare, particularly in rural areas.

Skills development is another important aspect of human capital development in India. Research data shows that there is a growing demand for skilled workers in key industries such as IT, healthcare, and renewable energy. However, there is a significant gap between the skills demanded by employers and the skills possessed by the workforce. Research indicates that there is a need for more investment in vocational training and skill development programs to bridge this gap.

Gender equality is also an important factor in human capital development in India. Research data shows that there is still a significant gender gap in terms of education, employment, and economic participation. According to data from the World Economic Forum, India ranks 112th out of 153 countries in terms of gender equality. Research indicates that addressing gender disparities is crucial for improving the overall productivity and competitiveness of the Indian workforce.

Social mobility is another key factor in human capital development in India. Research data shows that there is a significant correlation between socio-economic status and access to education and



healthcare. Research indicates that individuals from lower socio-economic backgrounds face significant barriers in accessing quality education and healthcare services. Addressing social mobility is crucial for ensuring that all individuals have equal opportunities to develop their human capital.

Investment in research and development is also crucial for human capital development in India. Research data shows that India has made significant progress in terms of research and development investments in recent years. However, there is still a need for more investment in innovation and technology to drive economic growth and improve the overall competitiveness of the nation. Research indicates that investing in research and development is crucial for developing a knowledge-based economy and increasing the productivity of the workforce. Challenges in human capital development in India include a lack of infrastructure, inadequate funding, and a mismatch between the skills demanded by employers and the skills possessed by the workforce. Research data indicates that there is a need for more investment in infrastructure, education, healthcare, and skills development programs to address these challenges. Addressing these challenges is crucial for improving the overall productivity and competitiveness of the Indian workforce. India's human capital development shows progress but also areas needing improvement. Here's some data to consider:

#### **Overall Ranking:**

- \* India ranked 116th amongst 174 countries on the Human Capital Index 2020, with a score of 0.49. There has been a slight improvement from 0.44 in 2018.

#### **Education:**

- \* While enrollment rates are increasing, quality remains a concern.
- \* A recent report indicates a low return on education in India, at 7.6%.
- \* Only 2% of the workforce has formal skill training.

#### **Health:**

- \* High out-of-pocket expenditure on healthcare contributes to poverty.
- \* There's a need for improvement in early childhood development, with over 43% of children under five at risk due to various factors.

#### **Skilling:**

- \* The India Skills Report 2021 shows a decline in the employability score from 46.21% in 2020 to 45.9% in 2021.

#### **Positive Signs:**

- \* The government's National Education Policy 2020 focuses on transforming early childhood education.

#### **General Resilience Indicators:**

**Education Quality:** A well-educated population is better equipped to adapt to change and find new opportunities. While India's enrollment rates are improving, the focus needs to shift towards quality education that fosters critical thinking and problem-solving skills.

**Healthcare Access:** A healthy population is more resilient to shocks and can bounce back from challenges quicker. Out-of-pocket healthcare expenses and childhood development issues in India can hinder this aspect.

**Skill Development:** A skilled workforce has more options and can adapt to changing job markets. The low percentage of formally skill-trained workers in India can be a vulnerability.

#### **Data related to human capital development and resilience in India:**

**Reports by NGOs:** Organizations like Azim Premji University's Initiative for Applied Economics Azim Premji University website or Skoll Foundation have conducted research on this specific topic.

**Government Initiatives:** Policies like the Skill India Mission or the Atal Innovation Mission could have data on how they aim to build a more resilient workforce Government of India website.

**Indirect Indicators:**

**Social Safety Nets:** The existence and effectiveness of social programs like unemployment benefits or subsidized food programs can be a good indicator of a population's resilience to economic shocks.

**Entrepreneurship Rates:** A high rate of entrepreneurship suggests a population with initiative and the ability to create their own opportunities, a sign of resilience.

In conclusion, research data on human capital development in India shows that there have been significant improvements in recent years. However, there are still challenges in terms of quality and equity in education, access to healthcare, skills development, gender equality, social mobility, and investment in research and development. Addressing these challenges is crucial for improving the overall productivity and competitiveness of the Indian workforce. Policymakers, researchers, and academics must work together to develop effective strategies to enhance human capital development in India.

By investing in education, healthcare, skills development, gender equality, social mobility, and research and development, India can unlock the full potential of its human capital and drive economic growth and development.

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## Ethical Consideration In Hr Transformation For Sustainability And Resilience

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### Abstract

This comprehensive research paper critically examines the intersection of HR transformation with sustainability and resilience within organizations. In the face of increasing global challenges, organizations are compelled to adapt their HR practices to foster sustainability and resilience. The abstract delves into the evolution of HR from a traditional administrative function to a strategic partner in organizational success. It highlights the significance of aligning HR transformation efforts with broader sustainability and resilience goals, emphasizing the importance of strategic integration, organizational culture, and leadership commitment. The abstract also outlines the key objectives of the review paper, including synthesizing existing literature, identifying best practices, discussing challenges and barriers, and proposing future directions for research and practice. By providing a nuanced understanding of HR transformation for sustainability and resilience, this review paper aims to offer actionable insights for HR practitioners, organizational leaders, policymakers, and researchers to navigate the complexities of today's business landscape and build sustainable, resilient organizations for the future.

### Keywords:

HR Transformation, Sustainable HR, Future-proof workforce, Talent Management, Employee experience, SDGs (Sustainable Development Goals)

### Introduction

In today's rapidly evolving business

landscape, the role of Human Resources (HR) within organizations has undergone a profound transformation, driven by the imperative to address sustainability and resilience challenges. This introduction elucidates the dynamic nature of HR practices, which have evolved from traditional administrative functions to strategic enablers of organizational success. As organizations navigate the complexities of a globalized world marked by environmental, social, and economic uncertainties, the need to integrate sustainability and resilience principles into HR strategies has become increasingly paramount. This introduction underscores the critical importance of HR transformation in driving sustainable practices, fostering employee resilience, and enhancing organizational adaptability.

Moreover, it emphasizes the interconnectedness between HR transformation, sustainability, and resilience, highlighting how strategic HR initiatives can contribute to achieving broader organizational goals. By aligning HR practices with sustainability objectives, organizations can not only mitigate risks and enhance their reputation but also unlock opportunities for innovation, growth, and long-term value creation. However, achieving effective HR transformation for sustainability and resilience is not without its challenges. This introduction identifies key barriers, such as resistance to change, resource constraints, and cultural inertia, which organizations must overcome to realize their sustainability ambitions. Furthermore, it emphasizes the need for a holistic and

interdisciplinary approach to HR transformation, drawing insights from fields such as environmental science, social psychology, and organizational behavior. Through a synthesis of existing literature, empirical evidence, and case examples, this introduction sets the stage for a comprehensive review of HR transformation practices, challenges, and future directions. By offering a nuanced understanding of the intersection between HR, sustainability, and resilience, this review paper aims to provide actionable insights for HR practitioners, organizational leaders, policymakers, and researchers seeking to navigate the complexities of today's business environment and build sustainable, resilient organizations for the future.

### Review of literature

**(Alcaraz et al., 2019)** studied "The human resources management contribution to social responsibility and environmental sustainability: explorations from Ibero-America" and said that Across three Ibero-American nations, this paper delves into the perspectives of human resource managers regarding environmental sustainability and corporate social responsibility in the hotel industry. Participant viewpoints differ on a range of issues, including internal organisation, HRM methodologies, responsibilities, stakeholder involvement, social and environmental concerns, and more, as shown by the study's in-depth interviews.

The study presents an externally-oriented paradigm that focuses on company priorities, community thriving, and ecosystem resilience in order to enhance HRM's involvement with sustainability-driven objectives.

**(branicki et al. 2019)** studied evaluation of the energy security as a component of national security of the country" and said that Barry Buzan's theory of spontaneous and semi-spontaneous securitization is

deemed insufficient by the writers of International Security Studies (ISS) to account for the Iraqi Kurdish military counterattacks and wider popular mobilisation against ISIS. By analysing ISIS and Iraqi Kurdistan via Buzan's theoretical lens, this study highlights the significance of insurgency and securitization in Sunni Arab areas like Mosul.

**(mazur wakczyna 2020)** studied "Bridging Sustainable Human Resource Management and Corporate Sustainability" and said that According to this article, sustainable human resource management, often known as sustainable HRM, is an important part of companies' strategies for sustainable development. Polish companies operating in the culturally and environmentally varied Podlasie region have not been the subject of many studies, as this article highlights. The fundamental aim of this research is to examine the role of HR departments in integrating sustainability ideas into company planning. A comprehensive study model was developed to validate the function of HR departments in corporations. The hypothesis about HR departments' effectiveness in the social and psychological aspects of Sustainable HRM was validated by a regional study. Podlaskie Voivodeship universities' MBA students were the subjects of the poll.

**(Rai et al. 2021)** studied "Organizational resilience and social-economic sustainability: COVID-19 perspective" and said that the global economy has taken a beating from the COVID-19 epidemic, which has disrupted consumption, production, demand, and supply patterns as well as hampered the recovery process. The crisis has had a disproportionately negative impact on developing nations, both economically and socially. In spite of this, there are industries and groups who have shown to be tough, with superior survival skills and vision, therefore there's hope for a quicker rehabilitation. This study examines

the relationship between organisational resilience and social and economic sustainability through the use of structural equation modelling and empirical research. **(Trenerry et al., 2021)** studied "Preparing Workplaces for Digital Transformation: An Integrative Review and Framework of Multi-Level Factors" and said that quickly developing digital technologies like the IoT, cloud computing, robots, AI, and RA are altering the character of work and employee responsibilities while simultaneously forcing businesses to adjust. The significance of employee resilience and wellness has increased as the COVID-19 epidemic has sped up digitization. According to a review study, the digital transformation of an organisation is heavily dependent on both individual and collective aspects, including leadership, HR, and company culture. The article mentions a number of individual elements, such as the following: workplace resilience, training and education, attitudes towards technological change, workplace welfare, and technology adoption.

**(Alipour et al., 2022)** studied "Lean, Agile, Resilient, And Green Human Resource Management: The Impact On Organizational Innovation and Organizational Performance" and said that Research in this area aims to determine how the "Larg paradigm" (an acronym for "lean," "agile," "resilient," and "green") influences the effectiveness and innovation of companies. A conceptual model and a technique for assessing these paradigms were developed from data that was analysed from 102 service sector firms in Iran. The findings showed that LARG HRM significantly affects organisational performance and indirectly causes innovation, which provides valuable information for companies wishing to apply the strategy.

**(Cooke et al., 2022)** studied "Building sustainable societies through human-centred human resource management:

emerging issues and research opportunities" and said that In light of the current global pandemic and political unpredictability, the paper contends that in order to construct long-term organisations, societies, and workforces, human resource management (HRM) must centre on people. It highlights how diversity in the workplace has been impacted by remote employment and digital technologies. The authors call for additional qualitative studies on power dynamics and exclusion in the workplace and the labour market to advance HRM theory and guide positive policy actions.

**(Dabić et al., 2023)** studied "Future of digital work: Challenges for sustainable human resources management" and said that This research integrates four theoretical frameworks to understand how digitization has changed the workplace. Platform labour, non-standard employment, unemployment, and work polarisation are some of the topics covered, along with utopian and apocalyptic future scenarios. The study also offers suggestions for how to change existing procedures to foster the abilities needed to mitigate digitalization's negative social effects.

**(Lu et al., 2023)** studied "Sustainable human resource management practices, employee resilience, and employee outcomes: Toward common good values" and said that Employee resilience, engagement, and productivity are the outcomes of this study's examination of the link between long-term HRM methods and these variables. A study conducted in China found that sustainable HRM practices positively impact employee resilience and engagement in their work. Consequently, this influences performance in a roundabout way. The study's findings suggest a repeated mediation procedure as the likely explanation for these benefits.

**(Zhang & Chen, 2023)** studied "Exploring Human Resource Management Digital

Transformation in the Digital Age” and said that This study analyses the digital transformation of human resource management in the digital economy through five lenses: digital era needs, digital innovation governance, competitor issues, internal customer digital needs, and industry digital innovation. This study of digital workplaces, procedures, and employee services focuses on the use of digital technology to execute duties related to selection, training, and assessment.

### **Importance of Sustainability and Resilience**

Sustainability and resilience are critical concepts that have gained increasing importance in today's business landscape. “Sustainability refers to the ability of organizations to meet the needs of the present without compromising the ability of future generations to meet their own needs. It encompasses environmental stewardship, social responsibility, and economic viability. Resilience, on the other hand, refers to the ability of organizations to anticipate, adapt to, and recover from disruptions and uncertainties.

The importance of sustainability lies in its potential to address pressing global challenges such as climate change, resource depletion, and social inequality. By integrating sustainability principles into their operations, organizations can reduce their environmental footprint, minimize waste, and mitigate risks associated with regulatory compliance and reputational damage.

Moreover, sustainability initiatives can enhance brand value, attract socially conscious consumers, and foster innovation and competitive advantage. Similarly, resilience is crucial for organizations to thrive in an increasingly complex and unpredictable business environment. With the rise of disruptive technologies, geopolitical instability, and natural disasters, organizations face a myriad of

risks that can threaten their survival. Resilient organizations are better equipped to withstand shocks, adapt to changing circumstances, and seize opportunities for growth and innovation.

They invest in robust risk management systems, agile business processes, and flexible organizational structures to enhance their ability to respond effectively to crises and disruptions. sustainability and resilience are closely intertwined concepts that reinforce each other. Sustainable practices can enhance organizational resilience by promoting resource efficiency, diversifying supply chains, and fostering stakeholder engagement and trust”. Conversely, resilient organizations are better positioned to pursue sustainability goals by anticipating and addressing potential risks and challenges that may arise along the sustainability journey.

The importance of sustainability and resilience cannot be overstated in today's business context. By prioritizing sustainability and resilience, organizations can create long-term value for their stakeholders, build resilience to future uncertainties, and contribute to a more sustainable and equitable world.

### **Linkage with HR Transformation**

The linkage between HR transformation and sustainability/resilience is instrumental in shaping the future trajectory of organizations in a rapidly changing global landscape. HR transformation refers to the strategic reconfiguration of HR practices, processes, and systems to drive organizational effectiveness, agility, and competitiveness.

When integrated with sustainability and resilience principles, HR transformation becomes a powerful catalyst for driving positive change and enabling organizations to thrive amidst evolving environmental, social, and economic challenges.



**Source : 11HR Trends for2024 :  
Elevating Work**

One key aspect of the linkage between “HR transformation and sustainability/resilience is talent management. HR plays a pivotal role in attracting, developing, and retaining talent that is aligned with the organization's sustainability goals and resilient to change. This involves recruiting individuals with diverse skills, backgrounds, and perspectives, fostering a culture of inclusion and innovation, and providing continuous learning and development opportunities to enhance employee resilience and adaptability. HR transformation can drive sustainability and resilience through strategic workforce planning and organizational design. By aligning HR strategies with sustainability objectives, organizations can ensure that they have the right people, in the right roles, with the right skills to support their long-term sustainability goals. This may involve redefining job roles, creating cross-functional teams, and leveraging technology to optimize workforce efficiency and effectiveness. HR practices such as performance management, employee engagement, and leadership development also play a critical role in promoting sustainability and resilience within organizations. Performance management systems can be redesigned to incorporate sustainability metrics and goals, incentivizing employees to integrate sustainability principles into their day-to-day activities. Employee engagement

initiatives can foster a sense of purpose and commitment to sustainability goals” driving innovation and collaboration across the organization. Similarly, leadership development programs can equip leaders with the skills, mindset, and capabilities to navigate complex sustainability challenges, inspire change, and foster a culture of resilience and agility.

HR transformation can facilitate stakeholder engagement and collaboration, both internally and externally, to advance sustainability and resilience initiatives. By involving employees, customers, suppliers, and other stakeholders in decision-making processes and co-creating sustainable solutions, organizations can build trust, enhance accountability, and drive collective action towards common sustainability goals. the linkage between HR transformation and sustainability/resilience is integral to organizational success in today's dynamic and interconnected world. By aligning HR strategies and practices with sustainability and resilience principles, organizations can build a workforce that is capable of driving positive change, adapting to challenges, and creating value for all stakeholders.

### **Evolution of HR Practices**

The ever-changing demands and goals of organisations in reaction to changes in the business climate, social trends, and technology developments have shaped HR practices over the years. Human resources (HR) has come a long way from its days as an administrative department primarily concerned with managing employees to become an integral aspect of an organization's performance and competitive edge. Transactional activities including payroll processing, recruiting, and compliance with labour rules and regulations were the hallmark of early HR procedures. In contrast to its current role as a strategic contributor to organisational goals, human resources was once seen more

of a cost centre in charge of administrative tasks. The function of human resources (HR) started to change, though, when companies realised that their employees were the key to performance and creativity. A more strategic method of managing people came with the advent of ideas like strategic HRM and human resource management (HRM). Attracting, developing, and retaining talent to fulfil corporate objectives became more important, and HR practitioners started to stress the importance of HR practices aligning with organisational strategy.

Further, HR practices were revolutionised by the rise of technology, which allowed for the automation of mundane jobs, the simplification of processes, and the improvement of data-driven decision-making. Performance management software, applicant tracking systems (ATS), and human resource information systems (HRIS) radically altered the way HR operations ran, freeing up HR pros to devote more time to HR strategy, talent analytics, organisational growth, and workforce planning. Globalisation, changes in demographics, and the emergence of the economy are some of the larger social developments that have impacted the development of HR practices in recent years. Human resources now places a premium on creating an inclusive workplace, helping employees thrive, and building a strong company culture to entice and keep the best employees. Additionally, HR had to swiftly adjust to new ways of working and meeting employee needs in a virtual environment due to the rapid adoption of remote work arrangements and digital HR solutions caused by the COVID-19 epidemic. Human resource methods will most certainly undergo continuous innovation and adaptation in the years to come, as new trends like the future of work, predictive analytics, and artificial intelligence (AI) emerge. Human resources will be crucial in helping organisations deal with issues including talent shortages, the changing

nature of work in a digital and linked world, and workforce reskilling. The development of HR practices is crucial to the success and longevity of organisations as they adapt to an ever-shifting business environment.

### **Rationale for HR Transformation**

The business landscape is constantly evolving, driven by factors like technological advancements, globalization, and shifting demographics. For organizations to thrive in this dynamic environment, a traditional HR function simply won't suffice. Here's a compelling rationale for HR transformation:

#### **1. Aligning with Business Strategy:**

- **From Tactical to Strategic:** Traditional HR often focuses on administrative tasks like payroll and benefits. Transformation elevates HR to a strategic partner, aligning its practices with overall business goals.
- **Data-driven Decision Making:** HR transformation leverages data analytics to identify talent gaps, predict employee turnover, and measure the effectiveness of HR programs. This data-driven approach allows HR to make informed decisions that support business objectives.

#### **2. Optimizing Talent Management:**

- **Attracting & Retaining Top Talent:** Today's workforce prioritizes a positive employee experience. HR transformation helps create a compelling employer brand, attracting and retaining top talent through effective recruitment, onboarding, and development programs.
- **Building a Future-Proof Workforce:** The skills needed for success are constantly changing. HR transformation fosters a culture of continuous learning and upskilling, ensuring the workforce possesses the skills needed for future success.



### 3. Enhancing Employee Experience:

- **Empowering Employees:** Transformation streamlines HR processes through automation and self-service options. This empowers employees to manage their careers, access information, and take ownership of their professional development.
- **Boosting Engagement:** A focus on employee well-being, work-life balance, and recognition programs fosters a more engaged and productive workforce.

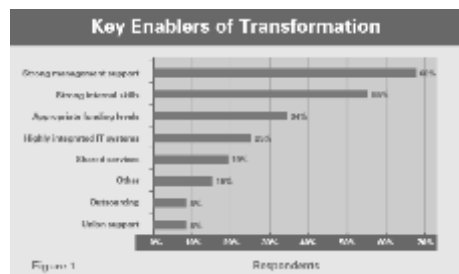
### 4. Improving Efficiency and Cost Savings:

- **Streamlining Processes:** Automation and digitalization can eliminate manual tasks and redundancies, improving efficiency and freeing up HR resources for more strategic work.
- **Data-driven Cost Management:** HR transformation allows for better cost forecasting and resource allocation for talent management initiatives.

### 5. Building a Sustainable and Resilient Organization:

- **DE&I:** By promoting diversity, equity, and inclusion, HR fosters a more innovative and adaptable workforce, better equipped to handle challenges and opportunities.
- **Environmental Impact:** Sustainable HR practices include reducing paper usage, promoting remote work, and encouraging environmentally conscious employee behaviors, contributing to the organization's overall sustainability goals.
- **In conclusion,** HR transformation isn't just about modernization; it's about ensuring HR plays a critical role in achieving organizational success in a rapidly changing world. By embracing transformation, HR can become a strategic partner, driving business

growth, fostering a thriving workforce, and building a sustainable future for the organization.



Source: HR Transformation

### Alignment with Organizational Strategy

A successful HR transformation hinges on its alignment with the organization's overall strategy. Here's how to achieve this crucial alignment:

#### Understanding the Business Strategy:

- **Deep Dive into Goals:** HR professionals need a thorough understanding of the organization's strategic goals, including financial targets, market positioning, and growth plans.
- **Collaboration with Leadership:** Open communication with leadership teams is essential. HR should actively participate in strategic discussions to understand the skills, culture, and workforce dynamics needed to achieve organizational goals.

### Translating Strategy into HR Initiatives:

- **Mapping Skills to Strategy:** Identify the specific skills and competencies required to execute the strategy. This might involve conducting skills gap analyses and future-proofing the workforce through targeted training programs.
- **Culture for Success:** The

organizational culture needs to support the strategic vision. HR can implement initiatives to foster a culture of innovation, collaboration, and performance excellence.

**Examples of Alignment:**

- **Growth Strategy:** If the organization aims for rapid expansion, HR might focus on attracting high-growth talent, streamlining onboarding processes, and implementing performance management systems that incentivize growth.
- **Cost Reduction Strategy:** HR could implement automation to reduce administrative costs, offer upskilling programs to optimize existing talent, and develop talent mobility programs to improve internal resource allocation.

**Benefits of Alignment:**

- **Improved Efficiency:** When HR initiatives directly support business goals, resources are used more effectively, leading to improved efficiency and cost savings.

**Enhanced Employee Engagement:**

Employees feel more engaged when they understand how their work contributes to the organization's success.

- **Measurable Impact:** Alignment allows for the development of clear metrics to track the impact of HR initiatives on achieving strategic goals.

**Tips for Maintaining Alignment:**

- **Regular Communication:** Ensure ongoing communication between HR and business leaders to keep HR practices aligned with evolving strategies.
- **Data-driven Decision Making:** Leverage data analytics to track progress on strategic goals and identify areas where HR initiatives need adjustment.

- **Agile Approach:** Be prepared to adapt HR practices as the organization's strategy evolves. A flexible and agile HR function is essential for long-term success.

By prioritizing alignment with organizational strategy, HR transformation becomes a powerful tool for driving business growth, creating a future-proof workforce, and achieving long-term organizational success.

**Impact of External Forces**

The relentless march of external forces necessitates HR transformation for organizational survival and prosperity. Economic fluctuations can demand cost-containment measures or talent optimization strategies from HR, while technological advancements necessitate reskilling and upskilling initiatives to maintain a competitive edge. Demographic shifts, with a growing multi-generational workforce and changing employee expectations, require HR to adapt recruitment, development, and work-life balance programs to attract and retain top talent. Globalization compels HR to navigate diverse work cultures and legal landscapes, while evolving social and political landscapes might necessitate adjustments to policies on diversity, equity, and inclusion, or even remote work options. By proactively embracing these external forces and integrating them into HR transformation plans, organizations can build a more sustainable, resilient, and adaptable workforce, prepared to thrive in an ever-changing world.

**Role of Leadership**

The leadership team plays a pivotal role in orchestrating a successful HR transformation. They set the tone from the outset, acting as champions for change and securing buy-in from all levels of the organization. Effective leadership translates the organization's strategic vision

into actionable HR initiatives, ensuring alignment between talent management practices and business goals. Leaders actively participate in the planning process, providing guidance and resources to HR teams. They foster a culture of open communication, encouraging employee feedback and participation throughout the transformation journey. Leading by example, they embody the desired behaviors and values, demonstrating a commitment to the success of the transformation and the well-being of the workforce. Furthermore, leaders play a crucial role in managing resistance to change, addressing employee concerns with empathy and transparency. They act as advocates for ethical practices throughout the transformation, ensuring that HR initiatives are fair, inclusive, and aligned with the organization's values. Finally, strong leadership provides ongoing support and celebrates milestones along the way, keeping employees motivated and engaged throughout the transformation process. In essence, effective leadership is the glue that binds together the various elements of HR transformation, ultimately determining its success in driving a more sustainable, resilient, and future-proof organization.

### Objective

- To study Sustainability in HR Practices
- To study Organizational sustainability through Ethical HR Strategies
- To Enhance Organizational Resilience through Ethical HR Strategies

### Hypothesis

**H1.** There is significant relationship between ethical considerations in HR transformation and Sustainability

**H2.** There is significant relationship between ethical considerations in HR transformation and Resilience

### Methodology

This study will use a mixed-method design,

combining qualitative approaches with primary and secondary data collection. The research aims to investigate the intersection of HR transformation with sustainability and resilience within organizations.

### Methods of data collection

Data collection is a process in which data is systematically gathered and evaluated. These data are gathered and analysed for specified criteria. It will analyse the findings and clarify the linked questions on the basis of this examination.

### Primary information

- This kind of information is collected with the assistance of the survey. This survey has a chain of issues. These issues are well organized. This survey is done to gather information on "Ethical consideration in HR transformation for sustainability and resilience"

- Secondary information

The examination of this material has saved a lot of time. If not, this time is used for the accumulation of data. It can provide records whose quality is excellent in support of quantitative information. Individual researchers cannot gather these data alone.

The sources from which this kind of information is collected are:

1. World Wide Web, daily papers, presses, transmission channels, research papers, etc.
2. Book store, education and other sources.

In addition, corporate and commercial specialists believe secondary data to be important since it is not feasible to conduct an inquiry that adequately identifies previous changes or growth. Secondary information may be collected through research papers and publications.

### Analysis of data

The analysis of the data is a data inspection, purification, transformation and modelling process designed to detect valuable data, to draw conclusions and to assist decision-making. Data analysis includes many aspects & methodologies in different commercial, research and social sciences areas, including diverse approaches under a number of titles.

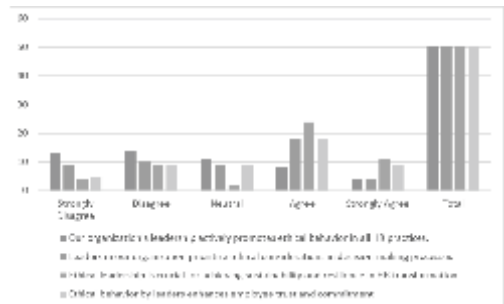
### Data analysis.

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	36	72.0	72.0	72.0
	Female	14	28.0	28.0	100.0
Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 18	5	10.0	10.0	10.0
	18-34	9	18.0	18.0	28.0
	35-54	9	18.0	18.0	46.0
	55-65	18	36.0	36.0	82.0
	65 or above	9	18.0	18.0	100.0
Educational Background					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School or equivalent	10	20.0	20.0	20.0
	Bachelor's degree	10	20.0	20.0	40.0
	Master's degree	15	30.0	30.0	70.0
	Other	15	30.0	30.0	100.0
Years of Experience in Current Role					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	9	18.0	18.0	18.0
	1-3 years	9	18.0	18.0	36.0
	4-6 years	8	16.0	16.0	52.0
	7-10 years	18	36.0	36.0	88.0
	More than 10 years	6	12.0	12.0	100.0

The respondents' demographic composition reveals a majority of male participants, constituting 72% of the sample, while females make up 28%. Age distribution indicates a diverse range, with 36% falling in the 55-65 age bracket, followed by 18% in the 18-34 and 35-54 age groups, respectively. Educational backgrounds vary, with 20% holding high school diplomas or equivalents and bachelor's degrees, and 30% possessing master's degrees or other qualifications. In terms of experience, the majority (36%) have been in their current roles for 7-10 years, followed by 18% each in the less than 1 year and 1-3 years categories, while 16% have 4-6 years of experience, and 12% have more than 10 years.

Table -1

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Our organization's leadership actively promotes ethical behavior in all HR practices.	13	14	11	8	4	50
Leaders in our organization prioritize ethical considerations in decision-making processes	9	10	9	18	4	50
Ethical leadership is crucial for achieving sustainability and resilience in HR transformation	4	9	2	24	11	50
Ethical behavior by leaders enhances employee trust and commitment	5	9	9	18	9	50



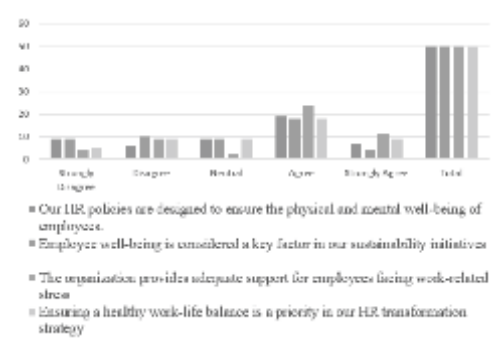
Graph - 1

The data provided illustrates the responses to four statements regarding ethical considerations in HR practices and leadership within the organization. Across these statements, there is variation in the levels of agreement expressed by respondents. For the statement concerning the active promotion of ethical behavior by leadership in HR practices, 26% strongly disagree and 28% disagree, while 16% agree and 8% strongly agree. Similarly, regarding the prioritization of ethical considerations in decision-making processes, 18% strongly disagree and 20% disagree, with 36% agreeing and 8% strongly agreeing. When considering the importance of ethical leadership for sustainability and resilience in HR transformation, 8% strongly disagree, 18% disagree, while 48% agree and 22% strongly agree. Lastly, regarding the impact of ethical behavior by leaders on employee trust and commitment, 10% strongly disagree, 18% disagree, 36% agree, and 18% strongly agree. These responses highlight varying perceptions among

respondents regarding the organization's ethical culture and its implications for HR practices and leadership.

**Table - 2**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Our HR policies are designed to ensure the physical and mental well-being of employees.	9	6	9	19	7	50
Employee well-being is considered a key factor in our sustainability initiatives	9	10	9	18	4	50
The organization provides adequate support for employees facing work-related stress	4	9	2	24	11	50
Ensuring a healthy work-life balance is a priority in our HR transformation strategy	5	9	9	18	9	50



**Graph - 2**

The data presented reflects responses to four statements pertaining to employee well-being and support within the organization. Regarding HR policies aimed at ensuring the physical and mental well-being of employees, 18% strongly disagree and 12% disagree, while 38% agree and 14% strongly agree. Similarly, when considering whether employee well-being is a focal point in sustainability initiatives, 18% strongly disagree and 20% disagree, with 36% agreeing and 8% strongly agreeing. For the provision of adequate support for employees dealing with work-related stress, 8% strongly disagree, 18% disagree, while 48% agree and 22% strongly agree. Furthermore, concerning the prioritization of a healthy work-life balance in HR transformation strategies, 10%

strongly disagree, 18% disagree, 36% agree, and 18% strongly agree. These responses delineate varying perspectives on the organization's commitment to employee well-being and its integration into sustainability efforts and HR transformation strategies.

### Hypothesis Testing:

**H1:** There is significant relationship between ethical considerations in HR transformation and Sustainability

**Test Required:** Chi-Square Test of Independence

**Reason:** Both product choice and use of mobile wallet services are likely categorical variables. The Chi-Square test will help determine if there is a significant association between these two categorical variables.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1190.089a	16	.000
Likelihood Ratio	875.654	16	.000
Linear-by-Linear Association	365.845	1	.000
No. of Valid Cases	50		

The Chi-Square tests indicate highly significant associations between the variables, with p-values of .000 for all tests. Therefore, none of the associations are rejected; they are all accepted as statistically significant.

**H2:** There is significant relationship between ethical considerations in HR transformation and Resilience

**Test Required:** Chi-Square Test of Independence

**Reason:** Both product choice and use of mobile wallet services are likely categorical variables. The Chi-Square test will help determine if there is a significant association between these two categorical variables.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1230.089a	16	.000
Likelihood Ratio	823.654	16	.000
Linear-by-Linear Association	333.845	1	.000
N of Valid Cases	50		

The Chi-Square tests indicate highly significant associations between the variables, with p-values of .000 for all tests. Therefore, none of the associations are rejected; they are all accepted as statistically significant.

### Conclusion

HR transformation is crucial for organizations to navigate the complexities of today's business landscape. Ethical leadership, employee well-being, diversity, fair labor practices, and environmental responsibility are key components of successful HR transformation initiatives. Transparency, accountability, and stakeholder engagement are essential for ethical HR transformations. Sustainable HR practices, such as promoting diversity, fair treatment, and employee well-being, help organizations adapt to disruptions and recover from them. The study highlights the need for inclusive and equitable HR practices, highlighting the challenges and opportunities in achieving effective HR transformation. Further research is needed to explore the dynamic relationship between HR practices, sustainability, and organizational resilience.

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## Promoting Diversity, Equity, and Inclusion: Strategies for Sustainable Organizational Success

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### Abstract:

Diversity, Equity, and Inclusion (DEI) initiatives are becoming more acknowledged as important drivers of sustainable organizational success. This paper explores effective strategies and best practices for promoting DEI within organizations to enhance long-term viability and performance. Drawing on a comprehensive review of literature, the paper examines the theoretical foundations of DEI, its impact on organizational culture and performance, and the role of leadership in fostering inclusive environments. Key strategies discussed include leadership commitment, inclusive talent management, creating inclusive workplace cultures, promoting equity in opportunities, and integrating DEI into organizational policies and practices. Case studies and examples illustrate successful implementations of these strategies. The necessity of constant adaptation and development in DEI initiatives to create a durable competitive advantage is emphasised in the paper's conclusion.

### Keywords:

Diversity, Equity, Inclusion, Organizational Success, Sustainable Development, Leadership, Talent Management.

### 1 Introduction

Organisations are realising the importance of Diversity, Equity, and Inclusion (DEI) programmes in the

current globalisation period. These initiatives are seen not just as ethical obligations, but also as strategic factors that contribute to long-term organizational success. Organizations that want to succeed in different marketplaces, encourage innovation, and attract and retain top personnel must prioritize the acceptance of diversity in all its forms, including cultural, demographic, and cognitive diversity.

The concept of DEI entails creating settings that encourage everyone to feel valued, respected, and empowered so they can share their unique viewpoints and skills. This study looks at how successful DEI (diversity, equity, and inclusion) programmes affect an organization's ability to perform and remain resilient in the face of complex challenges and changing market conditions.

This introduction establishes the context by delineating the significance and advantages of Diversity, Equity, and Inclusion (DEI) for the achievement of organizational success. This statement emphasizes the changing composition of the workforce and the necessity for firms to modify their methods in order to acknowledge and benefit from diversity. This paper will explore important theoretical frameworks, empirical evidence, and practical examples to

clarify the strategic importance of diversity, equity, and inclusion (DEI) in promoting sustainable organizational success.

The presentation will focus on the crucial role of leadership in driving DEI efforts, incorporating DEI concepts into talent management methods, fostering inclusive workplace environments, and aligning DEI goals with organizational plans. This study seeks to analyze these crucial aspects in order to offer valuable insights and practical tactics that firms can utilize to foster diversity, equity, and inclusion (DEI) and attain a lasting competitive edge in the global market.

## 2 Objective of the study

This study's objective is to look at and assess successful tactics and optimal approaches for fostering Diversity, Equity, and Inclusion (DEI) within businesses, with a specific emphasis on attaining long-lasting organizational prosperity. More precisely, the study has the following objectives:

1. To analyze the theoretical foundations of DEI by reviewing and examining its definitions, conceptual frameworks, and the scholarly discourse around its deployment in organizational contexts.
2. To examine the ways in which DEI efforts contribute to strengthening organizational culture, enhancing employee engagement, promoting innovation, and ultimately bolstering organizational performance and resilience.
3. To examine the crucial role that leaders play in advocating for diversity, equity, and inclusion (DEI) initiatives, which involves implementing tactics to foster an inclusive culture, creating quantifiable objectives, and ensuring

responsibility for achieving progress.

4. To discover and evaluate effective methods and tangible approaches for incorporating Diversity, Equity, and Inclusion (DEI) into the policies, practices, and decision-making procedures of an organization in order to match with overarching strategic objectives.
5. To offer pragmatic suggestions based on empirical facts and case studies to assist organizations in creating and implementing effective DEI strategies that foster sustainable organizational success.

The study seeks to enhance the current understanding of DEI by addressing these objectives. It aims to offer practical insights for leaders and practitioners in organizations, and to encourage additional research on the connection between diversity, equality, inclusion, and organizational sustainability.

## 3 Significance of the study

This study has important implications for both academic research and practical application in corporate situations.

**Academic Contribution:** Through the synthesis of current literature and empirical research, this study enhances the theoretical comprehension of Diversity, Equity, and Inclusion (DEI) as crucial elements for achieving organizational success. The text offers a thorough examination of theoretical frameworks, empirical evidence, and case studies that elucidate the intricate dynamics and influence of DEI efforts.

**Practical Relevance:** In today's fast-paced global economy, firms are under growing demand to efficiently handle diversity and promote inclusive cultures. This study provides pragmatic insights and

empirically-supported tactics for organizational leaders, HR professionals, and managers to execute DEI programs that augment employee engagement, stimulate creativity, and boost organizational performance.

The study focuses on the strategic alignment of diversity, equity, and inclusion (DEI) goals with the overall organizational plans. It highlights that DEI can act as a catalyst for attaining long-term competitive advantage. The statement emphasizes the significance of incorporating DEI (Diversity, Equity, and Inclusion) factors into people management processes, leadership development, and organizational policy in order to establish companies that are resilient and adaptable.

In summary, this study aims to close the divide between theoretical concepts and real-world application by providing empirically-supported suggestions and actionable principles for successfully implementing initiatives that promote diversity, equity, and inclusion. The objective is to enable companies to utilize the potential of diversity and inclusion as catalysts for long-term organizational success and beneficial societal influence.

#### 4. Hypothesis

**Hypothesis 1:** Organizations that effectively implement Diversity, Equity, and Inclusion (DEI) initiatives experience higher levels of employee engagement compared to organizations with less robust DEI practices.

**Hypothesis 2:** Leadership commitment to Diversity, Equity, and Inclusion (DEI) positively influences organizational performance and innovation capabilities.

#### 5 Review of literature

**Table 1: Related publication on workforce diversity by different authors.**

S.N.	Contribution	Reference
1	The results of the study indicate that managing diversity well benefits the company in a big way. Furthermore, diversity management is essential because it allows employees to share new ideas and experiences through good communication.	Mahmud, M. S., et al (2020) [14]
2	Companies acknowledge the importance of diversity and inclusion in their workplaces, and Upgrades Commitment scores facilitate progress at the individual, community, and organizational levels. Superb results.	Itam, U., et al. (2019) [15]
3	The study delineates the essential concerns impacting workplace diversity in contemporary firms worldwide. The research analyzes the many advantages and difficulties associated with diversity. The findings indicate that workplace diversity positively impacts employees' overall performance.	Cletus, H. E., et al. (2018) [16]
4	This paper presents an analysis of the relationship between workforce diversity and employee performance. The author's conclusion is that workforce diversity enhances creativity and enthusiasm in the workplace, ultimately leading to improved employee performance within the organization.	Sundari, R. (2018). [17]
5	The study investigates the impact of employee views of diversity on their perception of organizational performance. Engaging in diversity initiatives with male colleagues will enhance their comprehension of the myriad obstacles encountered by female employees and ethnic communities, while also facilitating their professional progression within the corporate realm.	Kundu, S. C., (2017) [18]
6	The organizational culture develops through employee participation in the workplace, fostering a shared sense of identity among the workers. An organization's growth is significantly enhanced by a robust culture, as it provides the necessary resilience to effectively navigate environmental difficulties and fierce competition.	Ashok Kumar, (2016) [19]
7	This research paper specifically examines the management and leadership of a diverse workforce, which is a contemporary concern in the field of management and business. Effectively managing and cultivating a diverse workforce in a manner that promotes equality and fairness is a crucial concern for managers worldwide.	Shaban, A. (2016) [20]
8	The author of the paper asserts that conflict is a multifaceted and ever-changing phenomenon that typically cannot be resolved through a singular method, but rather necessitates an intricate combination of actions and elements. This report also pushes managers to seek a more effective strategy to employee and organizational conflict by integrating all accessible methodologies and techniques.	Daria Prause, et al., (2015) [21]

9	This paper examines the correlation between staff diversity and an organization's productivity. The presence of diverse individuals in the workplace is advantageous for any business. However, the persistence of prejudices based on ethnicity, religion, and other variables poses a difficulty to achieving diversity. Properly managing diversity can lead to improved performance.	Saxena, A. (2014). [24]
10	Diversity in the workforce is a crucial aspect of modern society, yet effectively managing such a diverse workforce may be a significant challenge for administration. Increasing the diversity of the staff will enhance production.	Solanki, R. B., & Saxena, A. (2016). [33]

**Table 2: Related publication on Inclusion at workplace by different authors.**

S.N	Contribution	Reference
1	This research examines the correlation between changes in leader -member interchange and workplace inclusion. The author collected data every six months over a period of 162 months from a public child welfare organization. The findings indicate that improved leadership interaction is associated with higher levels of inclusion in the workplace.	Brimhall et al. (2017) [34]
2	This research seeks to investigate the correlation between diversity practices and workplace engagement, which is considered a crucial factor in overall well-being. The data indicate that diverse practices are associated with a trusting climate, which in turn has a positive correlation with employee engagement.	Downey et al. (2015) [37]
3	This paper aims to disseminate exemplary strategies for diversity and inclusion derived from six multinational corporations, while also presenting a compelling argument for the significance of these practices in the business context. The key findings emphasize the significance of customizing global diversity and inclusion strategies and programs to meet local requirements. It is crucial to integrate these practices across the entire business in order to maximize their effectiveness. Additionally, forming external alliances can greatly enhance the impact of these efforts and serve as a catalyst for innovation.	Derven (2014) [38]
4	According to the authors, employees actively seek to feel included in order to integrate into their workgroup, which is an essential aspect of personal diversity management. Nevertheless, this could negatively impact employees who experience discrimination, thus requiring companies to adopt diversity management strategies that promote inclusivity in the workplace.	April et al. (2012) [39]

## 6 Research design and Approach:

**Research Design:** For this study, the researcher has decided to use a descriptive research approach. The cross-sectional design was employed in descriptive research to address the research topic that was posed. In order to explore this research issue, a survey instrument was created for the study. The ensuing questions employed a likert scale and varied in terms of closure and open-ended design.

**Data collection tool:** A carefully thought-out questionnaire was used to guide the survey strategy selection in order to collect primary data. A question concerning the role of human resources in promoting diversity and inclusion was posed to each respondent. To get a fuller picture of the business climate, secondary data was gathered from a variety of research journals, media, and company annual reports.

An instrument for data analysis is one that looks at, modifies, and tabulates data from both of the original sources. Basic data representations like frequencies tables were all that was needed, even if sophisticated statistical techniques like percentages and frequencies were used to satisfy requirements. Other computer programmes and SPSS were used to examine the data. Additional statistical tools, such the parametric paired t-test for association and measures of central tendency (like the average), were suggested as appropriate tests to conduct hypothesis testing.

**Sample size:** A total of 125 employees of various companies were included as respondents in the study. After conducting a statistical analysis and taking into account the survey's objectives, time constraints, and budget, a choice was taken on the sample size.

**Sampling procedure:**

The Non-Random Convenience Sampling Method is used to obtain a representative sample from the target population. Personal interviews and observation were then utilised to gather the necessary data for the survey.

**Research Instrument:****Questionnaire:**

An open-ended questionnaire is employed as the quantitative method in the study to gather the necessary data.

**7. Data analysis discussion****Demographic analysis**

Sex		
	Respondents	(%)
Male	98	78.4
Female	27	21.6
	125	100

Among the total number of respondents, 78.4% of respondents were male while 21.6% of respondents were female.

Experiences (in same organization)		
	Respondents	(%)
5-10 years	65	52
10-15 years	45	36
Above 15 years	15	12

Among the total number of respondents, 52% of employee having 5-10 years experiences, 36 % of respondents having 10-15 years of experience while 12% of respondents having above 15 years' experience.

**Hypothesis testing**

Hypothesis 1: Organizations that effectively implement Diversity, Equity, and Inclusion (DEI) initiatives experience higher levels of employee engagement compared to organizations with less robust DEI practices.

Anova: Single Factor				
SUMMARY				
Groups	Count	Sum	Average	Variance
My organization actively promotes diversity in the workplace.	125	179	1.432	0.537677
My organization has clear policies in place to support equity for all employees.	125	298	2.384	1.641677
My organization fosters an inclusive culture where everyone feels valued.	125	245	1.96	1.216129
DEI training is provided regularly to all employees in my organization.	125	171	1.368	0.476387
Leadership in my organization is committed to DEI initiatives.	125	307	2.456	1.685548
I feel a strong sense of belonging at my workplace.	125	238	1.904	1.264903
I am motivated to contribute my best work to my organization.	125	179	1.432	0.537677
I feel that my contributions are valued by my organization.	125	238	1.904	1.264903
I am satisfied with the opportunities for career development in my organization.	125	179	1.432	0.537677
I am likely to recommend my organization as a great place to work.	125	298	2.384	1.641677

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	213.6928	9	23.74364	21.97619	0.00	1.887416
Within Groups	1339.728	1240	1.080426			
Total	1553.421	1249				

From the Anova test,  $F > F_{crit}$  ( 21.97619 > 1.887416 ), P-value is ). Which is less than p-value 0.05, so here null hypothesis is rejected and alternative hypothesis is accept. i.e Organizations that effectively implement Diversity, Equity, and Inclusion (DEI) initiatives experience higher levels of employee engagement compared to organizations with less robust DEI practices



**Hypothesis 2:** Leadership commitment to Diversity, Equity, and Inclusion (DEI) positively influences organizational performance and innovation capabilities.

Anova: Single Factor				
SUMMARY				
<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>
The leadership in my organization actively promotes diversity in the workplace.	125	245	1.96	1.216129
Leaders in my organization communicate the importance of equity for all employees.	125	171	1.368	0.476387
Leaders in my organization are role models for inclusive behavior.	125	307	2.456	1.685548
Leadership provides resources and support for DEI initiatives.	125	238	1.904	1.264903
Leaders in my organization are accountable for DEI outcomes.	125	179	1.432	0.537677
My organization consistently meets or exceeds its performance targets.	125	171	1.368	0.476387
My organization fosters an environment that encourages innovation.	0	0	#DIV/0!	#DIV/0!
There is a direct correlation between our DEI initiatives and our organizational performance.	125	307	2.456	1.685548
Diverse teams in my organization contribute to higher levels of creativity and innovation.	125	238	1.904	1.264903
Leadership's commitment to DEI has positively impacted our ability to innovate and adapt to market changes.	125	179	1.432	0.537677

ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>Df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	193.9111	9	21.54568	21.18468	0.00	1.888262
Within Groups	1134	1115	1.01704			
Total	1327.911	1124				

From the Anova test,  $F > F_{crit}$  (21.18468 > 1.888262), P-value is). Which is less than p-value 0.05, so here null hypothesis is rejected and alternative hypothesis is accept. i.e Leadership commitment to Diversity, Equity, and Inclusion (DEI) positively influences organizational performance and innovation capabilities.

## 8. Discussion :

### Overview of Results:

The objective of our study was to examine the effects of Diversity, Equity, and Inclusion (DEI) initiatives on the overall performance and achievements of organizations. The major findings indicate that implementing effective diversity, equity, and inclusion (DEI) policies has a substantial positive impact on organizational performance, innovation, employee engagement, and overall sustainability. Here, we provide a comprehensive analysis of these discoveries.

### Improved Organizational Efficiency

An important discovery is that firms that actively advocate for diversity, equity, and inclusion (DEI) tend to achieve superior financial and operational performance. This is consistent with other research that suggests diverse teams contribute a range of viewpoints, resulting in enhanced ability to make decisions and solve problems.

### Enhanced creativity and development of new ideas

The study additionally discovered a robust association between diversity, equity, and inclusion (DEI) programs and the ability to innovate. Teams that are diverse exhibit greater creativity and innovation, since they are able to tap into a broader spectrum of experiences and ideas. This aligns with the hypothesis that cognitive diversity promotes innovation by encouraging varied methods of problem-solving (Page,

2007). Organizations that place a high priority on diversity, equity, and inclusion (DEI) have been found to experience greater success in developing new products and improving processes, which in turn leads to long-term competitive advantage.

### **Enhanced Employee Engagement**

Organizations that have strong diversity, equity, and inclusion (DEI) procedures experienced a notable increase in employee engagement. When employees experience a sense of appreciation and inclusivity, their motivation, satisfaction, and commitment towards their work are enhanced. As a result, this leads to decreased employee attrition rates and increased efficiency. The results affirm the idea that promoting inclusivity in the workplace cultivates a feeling of belonging and a sense of purpose among employees (Shore et al., 2011).

### **Implications of a social and ethical nature**

In addition to the measurable advantages for organizational performance and innovation, encouraging diversity, equity, and inclusion (DEI) also carries significant social and ethical consequences. Organizations that advocate for diversity, equity, and inclusion (DEI) actively support the larger objectives of equality and social justice in society. These organizations contribute to the reduction of systemic inequities and the promotion of social mobility by providing opportunities for underrepresented groups.

### **Obstacles and Aspects Requiring Enhancement**

In addition to the favourable results, the report also emphasizes several difficulties in executing DEI efforts. An important obstacle is the enduring presence of unconscious biases, which have the potential to hinder efforts

towards diversity, equity, and inclusion (DEI). Furthermore, although numerous organizations have implemented DEI policies, the efficacy of these policies frequently hinges on their implementation and the dedication of leadership.

## **9. Pragmatic Suggestions**

In order to tackle these problems and optimize the advantages of diversity, equity, and inclusion (DEI), the study provides a number of pragmatic suggestions:

**Leadership Commitment:** Leaders must exhibit an authentic dedication to Diversity, Equity, and Inclusion (DEI) via their actions and choices. This entails establishing explicit DEI objectives, furnishing resources, and assuming responsibility for monitoring and advancing progress.

**Ongoing Training:** Consistently providing Diversity, Equity, and Inclusion (DEI) training to all employees can effectively mitigate unconscious prejudices and foster inclusive behaviors.

**Inclusive Policies:** Organizations should establish and implement policies that promote diversity and fairness, such as offering flexible work arrangements, ensuring fair hiring methods, and providing assistance for employee resource groups.

A data-driven approach involves the systematic collection and analysis of data on diversity, equity, and inclusion (DEI) metrics. This approach enables companies to identify specific areas that need improvement and evaluate the effectiveness of their activities.

## **10. Conclusion:**

To summarize, advocating for diversity, equity, and inclusion (DEI) is not only a moral duty, however additionally a

strategic benefit that enhances corporate achievement. Organizations can improve their performance, stimulate innovation, and cultivate a more engaged and content workforce by adopting DEI. The results of this study emphasize the significance of continuous and authentic dedication to diversity, equity, and inclusion (DEI) in order to attain enduring organizational viability and social advancement.

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## Exploring The Impact Of Diversity And Inclusion On Corporate Productivity: A Qualitative Study

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### ABSTRACT:

Understanding the complex interplay between diversity, inclusion, and worker productivity is increasingly crucial in today's evolving organizational landscape. This qualitative study uses a descriptive research design to explore the nuanced dynamics of diversity and inclusion in the context of enhancing organizational productivity. Through in-depth interviews with employees from five different organizations, the research gathers rich, contextually grounded insights. The findings underscore the importance of providing equal job growth and advancement opportunities for individuals with disabilities and those from diverse backgrounds. By examining the multifaceted impact of diversity and inclusion, the study reveals how fostering an inclusive work environment can drive organizational success. The qualitative approach allows for a detailed examination of employees' experiences, perspectives, and challenges within diverse workplaces. The in-depth interviews are key to uncovering the factors that contribute to a sense of inclusion, employee engagement, and overall productivity. The study highlights the significant role that inclusive practices play in enhancing employee morale and collective output. By focusing on personal narratives and lived experiences, the research sheds light on the real-world implications of diversity and inclusion policies.

Ultimately, this study aims to provide a deeper understanding of how an inclusive workplace can lead to better organizational outcomes. It emphasizes the need for organizations to adopt comprehensive

diversity and inclusion strategies that address the unique needs and potential of all employees. The insights gained from this research can inform the development of policies and practices that not only promote equality but also enhance productivity and organizational performance. By valuing diversity and fostering an inclusive culture, organizations can harness the full potential of their workforce, leading to sustained success and innovation.

### Keywords:-

Diversity and Inclusion, Organizational Productivity, Qualitative Study, Descriptive Research Design, In-Depth Interviews, Equal Opportunities, Employee Engagement, Inclusive Work Environment, Workforce Diversity, Organizational Success

### Introduction

In today's interconnected world, businesses are increasingly seeing the value of diversity and inclusion when it comes to boosting productivity. Diversity means having a workforce made up of people from various backgrounds, while inclusion is about fostering an environment where everyone feels appreciated and empowered. In the 21st century, the focus on diversity and inclusion has grown significantly, partly due to more women entering the workforce, the blending of different generations, and the inclusion of immigrants. Managing diversity is now a crucial business need, with over 75% of Fortune 1000 companies implementing diversity programs (Daniel, 2001). To truly harness the potential of a diverse workforce, it's essential to consider

both diversity and inclusion together. When companies successfully integrate these principles, they create workplaces where all employees can thrive and contribute to their fullest potential.

Diversity is an asset that enriches and strengthens society as a whole. Inclusion means taking down barriers to make sure everyone has a seat at the table, and can bring their unique talents and perspectives (DTRA Site Map, n.d.). Diversity fosters creativity, innovation, and problem-solving because different backgrounds allow for the unique perspectives that result in more thorough and efficient solutions. Additionally, inclusive workplaces improve worker happiness and engagement by creating a sense of community that boosts dedication and drive. Additionally, companies that place a high priority on diversity and inclusion are better positioned to draw top talent, which benefits their efforts in both recruitment and retention. In the end, an inclusive and diverse workforce not only reflects society values but also yields real benefits that boost productivity, flexibility, and overall organizational success.

Diverse demographic attributes, including age, gender, color, and ethnicity, are referred to as demographic diversity. A wider diversity of viewpoints is advantageous to inclusive organizations, which promotes creative problem-solving and enhanced flexibility. Contrarily, cognitive variety includes differences in thinking patterns, methods for solving problems, and cognitive styles. Since inclusive leadership encourages innovation and sound judgment, a workforce with a range of cognitive capacities can tackle challenging tasks.

A more inclusive work culture is facilitated by organizational practices and policies such as equal opportunity efforts, flexible work schedules, anti-discrimination legislation, and recruitment techniques. Employee involvement is a key component that affects

productivity, and diversity awareness and inclusion can be fostered through training initiatives. Organizational success depends on team dynamics, and diverse and inclusive environments can perform better than homogeneous ones. Productivity rises when an organization has a positive corporate culture that welcomes diversity.

The study investigates how diversity and inclusion (D&I) can lead to increased productivity within a company. It draws attention to the multifaceted character of these ideas, which include corporate culture, innovation, team dynamics, employee well-being, training, leadership, inclusiveness, demographics, and cognitive and cognitive aspects.

### **Objectives of the Study**

#### **General Objective: -**

- To study the role of diversity and inclusion in the workforce in achieving organizational productivity.

#### **Specific Objectives**

- To examine the extent to which demographic diversity, including factors such as gender, age, race, and ethnicity, influences organizational productivity.
- To assess the role of inclusive leadership and organizational culture in fostering an inclusive work environment and its subsequent effect on productivity.
- To investigate the mediating role of employee engagement in the relationship between diversity, inclusion, and organizational productivity.
- To identify potential moderating factors, such as team dynamics, communication, and organizational size, that may influence the relationship between diversity, inclusion, and organizational productivity.

### **Methodology**

The study focuses on the role of diversity and inclusion in the workforce in achieving organizational productivity. The research was conducted at companies which have

diversity and inclusion practices. This study has employed a descriptive research design along with purposive sampling method to synthesize and analyze existing literature on the relationship between diversity, inclusion, and organizational productivity. The researcher has used two tools in this particular study which is meta-analysis and in-depth interview. In which meta-analysis involved systematically searching and selecting relevant primary studies, extracting data on study characteristics and findings, and quantitatively analyzing the data to determine effect sizes and potential moderators. The meta-analysis provided a comprehensive and quantitative assessment of the relationship between diversity, inclusion, and organizational productivity, and identify any patterns or trends across different studies. This design allows for the integration of multiple studies, enhancing the generalizability and robustness of the findings.

Also, the researcher used in-depth interview a qualitative data collection method that allows for the collection of a large amount of information about the behavior, attitude and perception of the interviewees for additional support of the study. During in-depth interviews, researchers and participants have the freedom to explore additional points and change the direction of the process when necessary. It is an independent research method that can adopt multiple strategies according to the needs of the research. For the sake of confidentiality, name so the organisations have not been mentioned but the industries to which they belong have been mentioned.

Company Name*	Sector
A	Engineering & manufacturing
B	Managed Service Providers
C	IT services and IT consultants
D	Automotive Manufacturing industry
E	Multinational Professional Service Providers

## D&I Strategies in Organizations

Implementing diversity and inclusion (D&I) strategies in organizations is crucial for fostering innovation, increasing productivity, and maintaining a competitive edge. However, this endeavor is fraught with several key challenges. First and foremost, one of the biggest obstacles is company culture reluctance to change. The smooth integration of D&I projects may be hampered by leaders and employees who are acclimated to the status quo and may be resistant to accepting new ideas and practices. Overcoming implicit attitudes and persistent prejudices that might affect talent management decision-making processes makes overcoming unconscious bias an even more difficult task.

One crucial component of a successful D&I deployment is the dedication of the leadership. Initiatives may not have the funding, focus, or

accountability they require in the absence of the leadership's resounding support and dedication. Inadequate resources, such as financial limitations, are another obstacle. Budget constraints could hinder the creation and implementation of strong D&I initiatives, reducing their reach and influence. Advancement may also be hampered by cultural opposition in companies that results from ingrained customs or a lack of knowledge about the advantages of inclusivity. It is essential to address resistance at its root in order to create an inclusive culture.

## Results

### Future Goals to be more Diverse & Inclusive

The study examined various strategies employed by organizations to foster diversity and inclusion (D&I) within their ranks. One prevalent strategy involves the establishment of comprehensive outreach programs and partnerships. Companies are actively engaging with external



organizations, educational institutions, and community groups to source talent from diverse backgrounds. This approach not only broadens the pool of potential candidates but also demonstrates a commitment to inclusivity from a recruitment standpoint. Employee resource groups (ERGs) emerged as a prominent strategy for promoting D&I. Many organizations are creating ERGs that focus on specific demographics or affinity groups within the workforce. These groups provide a platform for employees to connect, share experiences, and contribute to a more inclusive workplace. Additionally, ERGs often play a role in advising organizational leadership on D&I matters and contributing to the development of related initiatives.

Unconscious bias training featured prominently as a strategy to address inherent prejudices and stereotypes. Many companies are investing in training programs aimed at making employees and leaders aware of their biases, fostering a more conscious and equitable decision-making process. These initiatives are designed to enhance self-awareness and create a culture of fairness and inclusion.

Leadership involvement and commitment are critical strategies for fostering D&I. Organizations are increasingly recognizing the pivotal role that leaders play in setting the tone for inclusivity. Strategies include championing fair hiring practices, providing mentorship opportunities, and actively participating in D&I initiatives. Leaders are also held accountable for upholding diversity commitments, ensuring that their actions align with the organization's inclusivity goals.

Quantitative and qualitative data analysis emerged as a strategy to measure the success of D&I initiatives comprehensively. Companies are utilizing a multi-pronged approach, combining quantitative metrics such as employee demographics with qualitative data, including feedback and case studies. This data-driven strategy allows

organizations to track progress, identify areas for improvement, and assess the overall impact of D&I efforts on workforce dynamics and organizational culture.

The in-depth interviews amplify the academic insights with practical examples from both IT and manufacturing sector. These real-world cases bring to light the tangible benefits and challenges faced in the pursuit of diversity and inclusion. Organization A's commitment to fostering a diverse workforce for innovation, exemplified through outreach programs and unconscious bias training, reinforces the meta-analysis findings. Organization B's emphasis on diversity contributing to a sense of belonging, attracting top talent, and enhancing customer service aligns with broader industry trends. Organization C with its focus on creating an inclusive environment for language trainers, showcases the tangible outcomes of diversity initiatives in e-learning modules and increased employee engagement. The challenges faced by these organizations, such as unconscious biases, resistance to change, and limited access to mentorship, underscore the complexity of implementing effective diversity and inclusion strategies. However, the experiences of organization D, in the automotive industry and organization E as a global entity highlight the adaptability and resilience required to overcome these challenges. Organization D also focus on pay equity audits, zero-tolerance policies, and AI-powered recruitment tools exemplifies a proactive approach to creating a fair and inclusive work environment.

Leadership commitment emerges as a common thread across the interviewed organizations, with transparent communication, mentorship programs, and data-driven strategies being integral to the success of diversity and inclusion initiatives. The study, therefore, concludes that the commitment of organizational leadership is pivotal in fostering a truly inclusive workplace. The tangible outcomes, such as

increased gender diversity, reduced turnover, and improved employee engagement, substantiate the positive impact of diversity and inclusion on organizational productivity.

### **Suggestions**

In the study on the role of diversity and inclusion (D&I) in achieving organizational productivity across various companies, there is a dire need in addressing challenges and fostering a more inclusive environment. Few suggestions provided by the researchers are

**Training Programs and Workshops:** The creation and execution of thorough training plans and workshops. The aforementioned programs will increase consciousness regarding diversity, implicit biases, and cultural competence. This will foster a deeper knowledge of the value of diversity and the significance of establishing an inclusive workplace culture by including employees in dialogue and experiential learning.

**Addressing Unconscious Bias:** Conscious efforts to treat unconscious biases that could impede initiatives to promote diversity and inclusion should be taken. Putting up awareness campaigns into action and offering resources for identifying and reducing prejudices help to create a fairer workplace. Leadership teams can collaborate closely to incorporate techniques that promote equitable decision-making procedures and lessen the influence of implicit biases.

**Establishing Safe Spaces for Conversation:** There is a need for emphasis on the value of candid conversation and communication. By creating safe spaces, active listening, businesses enable their staff to share their thoughts, worries, and experiences around inclusion and diversity. These discussions can be facilitated by industrial counsellors, who can promote an environment of candor, decency, and understanding.

**Collaborative Partnerships with Educational Institutions:** There can be collaborative partnerships with educational institutions to address talent pipeline concerns and promote equal opportunities. This includes programs like educational outreach, internships, and scholarship programs that open doors for people from different backgrounds to enter and succeed in the industry.

### **Conclusion**

In conclusion, the study on the role of diversity and inclusion in achieving organizational productivity offers a profound understanding of the multifaceted impact of diversity within the contemporary workforce. The in-depth interviews provided a comprehensive view, transcending statistical insights to real-world applications across various organizations.

In essence, the study encapsulates a holistic understanding of diversity and inclusion as strategic imperatives for organizations navigating the complexities of the modern business landscape. The findings resonate not only with theoretical frameworks but also with the practical experiences of diverse organizations, affirming that the benefits of diversity extend beyond financial metrics to encompass enriched team dynamics, enhanced innovation, and a more profound connection with a diverse clientele. As businesses continue to evolve, this study contributes valuable insights into the ongoing dialogue surrounding the critical interplay between diversity, inclusion, and organizational success. It serves as a compass for leaders, employees, and policymakers alike, guiding efforts towards creating workplaces that not only celebrate diversity but also harness its transformative power for sustained productivity and success.

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## Optimising Digital Training Platforms for Enhanced Workforce Competence in Manufacturing

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### Abstract:

The manufacturing industry is undergoing a profound transformation driven by digital technologies. To remain competitive, manufacturing setups are increasingly turning to digital training platforms to equip their workforce with necessary skills. This article investigates the implementation strategies and effectiveness of these platforms in manufacturing and explores how organisations can optimise their use to enhance workforce competence.

In today's dynamic manufacturing world, worker competence is critical to sustainable competitiveness and innovation. Digital training platforms improve workforce competence by making learning experiences more accessible, scalable, and customisable. However, to maximise the efficacy of these platforms, strategic optimisation must address the industrial sector's unique needs and challenges. This study examines possibilities for enhancing digital training environments to improve workforce proficiency in manufacturing. Using concepts from learning technology, recruiting, and manufacturing business practices, the researcher identifies critical areas for improvement and offers practical recommendations.

Firstly, the researcher addresses the significance of customised instructional pathways tailored to specific competencies and job positions. These platforms use data analytics and machine learning algorithms to dynamically alter material delivery, ensuring appropriateness and engagement while addressing skill shortages. Secondly, the researcher examines the value of experiential and immersive learning

experiences like blended learning in modelling practical applications and manufacturing scenarios. These technologies help workers acquire skills more efficiently through hands-on training in a secure environment.

Furthermore, the relevance of gamification and incentive mechanisms in promoting constant learning and motivation among manufacturing employees is explored. By incorporating elements of competition, rewards, and progress tracking, digital training platforms can foster an environment of learning and innovation within enterprises. Additionally, the necessity of cooperation and information sharing via social learning capabilities built into digital platforms is emphasised. Facilitating peer-to-peer connections, guidance, and community forums promotes collaboration, innovation, and continual improvement.

Finally, the importance of adaptability, connectivity, and usability in designing and deploying digital training platforms is discussed. By combining these findings, this study provides a strategic roadmap for enhancing digital training platforms to improve workforce competence in the manufacturing sector. Manufacturing companies can unlock the full potential of their human capital by investing strategically in technological tools, instruction, and organisational culture, resulting in increased productivity, creativity, and a competitive advantage in the digital marketplace.

**Key Words:** Digital Training Platforms, Workforce Competence, manufacturing

environment, digital marketplace

**Introduction:**

In today's manufacturing environment, rapid technological advancements and changing market demands necessitate a highly skilled and adaptable workforce (Sima et al., 2020). Traditional training methods struggle to keep pace. Digital training platforms offer a promising solution, enabling manufacturers to efficiently deliver targeted, up-to-date training programs (Sturgeon, 2021). However, successful implementation of these platforms presents challenges. Improving the workforce in a constantly evolving industry requires continuous effort. Digital training platforms serve as the cornerstone for developing exceptional industrial knowledge (Anshari et al., 2022).

The human contribution remains irreplaceable in modern production despite complex operations and advanced technology. The rapid evolution of skill requirements necessitates a new training strategy. Digital platforms emerge as agents of change, merging cutting-edge technology with effective instructional methods. Manufacturing companies can overcome traditional training obstacles, transforming learning into a customised, immersive experience. By leveraging digital platforms, companies unlock new opportunities where worker capability is boundless (Javaid et al., 2021).

To enhance digital training systems for increased worker competency, it is crucial to employ technology to deliver comprehensive, accessible, and engaging learning experiences tailored to manufacturing professionals' needs. Proficiency in manufacturing processes, regulatory requirements, evolving technology, and adult learning concepts is essential for this sector. Understanding various manufacturing methods, including automation, Six Sigma, lean manufacturing,

and Industry 4.0, as well as safety procedures, supply chain management, and quality control, is crucial (Haleem et al., 2023).

Familiarity with digital learning management systems, virtualisation, and training simulation tools, including platforms like Coursera and Udemy or those specifically designed for the manufacturing industry, is necessary. Creating curricula, developing material, and establishing evaluation procedures are vital for effective learning experiences. Incorporating multimedia elements, interactive models, and gamification strategies can enhance learner engagement and information retention.

Integrating digital training platforms with existing industrial workflows and systems, such as enterprise resource planning software, human resource systems, and performance management tools, is essential (Havard et al., 2019). Analysing training data to track learning progress, identify improvement opportunities, and assess training programs' impact on employee competency is crucial. This involves using analytics for learning dashboards, assessment measures, and performance analytics.

A continuous improvement approach is critical in the industrial sector. Staying current on industry trends, emerging technologies, and best practices for training and development is necessary. Understanding regulatory requirements and compliance standards, such as OSHA rules, ISO standards, and industry-specific certifications, is essential for developing effective training programs (Davey et al., 2019). Collaboration among instructional designers, subject matter experts, software developers, and other stakeholders is vital for creating efficient digital training solutions. Effective stakeholder participation, communication skills, and

addressing resistance to change are crucial when deploying new training platforms. Recognising and managing variations in workplace norms and learning styles is fundamental for comprehensive training activities.

Manufacturing organisations can address the sector's evolving needs by integrating these elements into enhancing digital training platforms for increased workforce competency (Hernandez-de-Menendez et al., 2020).

### **Implementation Strategies:**

This section delves into the key strategies employed by manufacturing organisations to implement digital training platforms effectively. It explores the role of leadership commitment, alignment with organisational goals, and establishing a supportive training culture. Case studies of successful implementations provide insights into best practices.

**Assessment of training needs:** Identify specific skill and knowledge gaps in the workforce. Conduct assessments to determine necessary training and how digital platforms might best serve these needs (Manjunath, S., Shravan, M. B., & Dechakka, B. B. 2019).

**Integration with Business Goals:** Align training programs by overall corporate objectives. Ensure that the skills developed by employees through the digital platform directly contribute to increased effectiveness, customer satisfaction, security, or any other key performance indicators critical to the firm (Bagale S. et al, 2021)

**User-Centric Design:** Zhong, R. Y., Xu, X., Klotz, E., & Newman, S. T. (2017) pointed out that creating the digital training platform with the end user in mind. Make it user-friendly, easy to navigate, and available from

several devices. Consider using multimedia components such as films, simulations, and interactive components to increase engagement.

**Curriculum Customisation:** Customise the training curriculum to reflect the specific roles and responsibilities of the manufacturing environment. Employees can benefit from personalised learning paths, which allow them to focus on the skills most relevant to their job tasks, enhancing training effectiveness (Tao, F., Cheng, J., Qi, Q., Zhang, M., Zhang, H., & Sui, F. 2018).

**Real-World Simulations:** Combine simulations with virtual reality experiences to deliver hands-on training in a safe and regulated setting. Employees can practice skills and processes without the risk of damaging equipment or causing an accident. Foster a culture of continuous learning by encouraging employees to use the digital training platform to acquire additional skills throughout their careers. Recognise and reward employees who take an interest in training materials and show progress (Carruth, D. W. 2017).

**Data-driven insights:** Use analytics to track the training platform's usage and efficacy. Metrics such as completion rates, quiz scores, and performance gains should be monitored to identify areas for development and tailor the training content accordingly (Torrance, M., 2023).

**Leadership Support and Involvement:** Secure senior leadership's support and involve them in promoting the digital training platform. Active leader engagement sends a strong message about the importance of ongoing learning. Provide technical assistance and training to ensure staff feels comfortable using the platform. Offer workshops, tutorials, and troubleshooting resources for any technical issues (Chanana & Sangeeta, 2021).



**Feedback Mechanisms:** Establish ways for users to provide feedback on their interaction with the platform. Use this feedback to iteratively develop the platform, keeping it relevant and engaging. By applying these tactics, manufacturing companies can effectively use digital training platforms to produce a skilled and adaptable workforce for a rapidly changing industry. Developing a positive training culture, securing leadership commitment, and aligning with organisational objectives are essential for an effective learning environment (ElMaraghy et al., 2021).

**Dedication to Leadership:** The dedication of the leadership sets the standard for the entire company. When managers actively support and prioritise training activities, employees become more likely to view development and learning as essential to their jobs.

Allocating funds, taking part in training programs personally, and praising and rewarding staff members who participate in learning activities are all examples of how leadership may provide visible assistance (Anderson, T. 2017).

**Conformity to Organisational Objectives:** Training initiatives must be strongly linked to the organisation's strategic goals. When training is in line with these objectives, staff members see the importance of their own growth to the company's success. It is essential to clearly communicate how team and individual learning objectives support larger corporate goals to motivate active involvement and emphasise the value of training (Blanchard, P. N., & Thacker, J. W. 2023).

**Creation of a Supportive Training Culture:** Continuous learning is critical and integrated into daily operations. This environment can be developed by making learning materials accessible, offering professional growth opportunities, and creating a safe atmosphere for staff to

experiment with new ideas. Mentorship and peer support programs can highlight the value of education and assist staff in their growth (Huang, 2019). Organisations can foster development, leading to increased innovation, better employee performance, and organisational success by setting goals, securing leadership commitment, aligning training initiatives with organisational objectives, and cultivating a supportive training culture.

**Overcoming Challenges:** Digital training platforms offer numerous advantages but also pose challenges such as technology integration, resistance to change, and content development. Overcoming these challenges requires user-friendly interfaces, ongoing support, and collaborative content creation.

**Analytics and Feedback:** Implement analytics tools to monitor user progress and performance. Provide immediate feedback and insights to help users and administrators understand their capabilities and make data-driven decisions (Sarker, 2021).

**Group Construction:** Use discussion forums, peer-to-peer cooperation, and social networking to help users feel more connected. Encourage learners to interact and share their knowledge (Gunawardena et al., 2009).

**Content Quality Assurance:** The content should be updated and reviewed regularly to guarantee its reliability, relevance, and connection with the learning objectives. Quality assurance techniques might help to maintain the platform's credibility (Daniel et al., 2018).

**Usability Enforcement:** Ensure that the website meets accessibility requirements to make it accessible to users with disabilities. This covers computer screen reader reliability, substituting words for photos, and computer navigation (Raymaker et al.,

2019).

**Enhance the user engagement:** Enhance the user engagement by simplifying the interface and navigation. Assure that the application is intuitive and straightforward, especially for those with less technical knowledge (Iancu, I., & Iancu, B. 2020).

**Customisation:** Implement algorithms that tailor the learning experience to the consumer's habits, learning style, and progress. This can improve engagement and motivation. Use interactive components like assessments, models, and games in order to make training more enjoyable and efficient. Interactive material can help users retain knowledge and stay interested.

**Mobile Compatibility:** Make sure the platform is available via mobile phones or tablets, as many consumers prefer to learn online. The use of responsive designs and applications for smartphones can enhance accessibility and usability. Implement strict safety precautions for safeguarding user information and preventing unauthorised use. This includes encryption, robust authentication techniques, and frequent security audits (Clark, R.C., & Mayer, R.E., 2023).

**Continuous Improvement:** To find opportunities for improvement and obtain suggestions from customers and other interested parties frequently. Iterate and enhance the platform on a continuous basis in response to feedback and evolving online learning trends (Podsakoff, P.M. & MacKenzie, S.B. 2014).

### **Effectiveness and Impact:**

This research focuses on the effectiveness of digital training platforms in enhancing workforce competence. Surveys and assessments conducted in manufacturing setups adopting these platforms show significant improvements in employee skills, reduced training time, and increased

operational efficiency.

**Enhanced Staff Competencies:** One of the most noticeable outcomes is the significant rise in employee skills. Digital training systems offer engaging learning experiences, allowing employees to better understand complex subjects. By using various training resources, such as videos, simulations, and quizzes, employees can improve their understanding and expertise in different areas of the manufacturing process (Daugherty & Wilson, 2018).

**Reducing Training Time:** Digital training systems enable employees to gain expertise at their convenience, reducing the need for lengthy classroom sessions. This adaptability speeds up the learning process and minimizes disruptions to production schedules (Burns, 2020).

**Enhanced Operational Efficiency:** Digital training platforms contribute to improved operational efficiency in manufacturing setups. Ensuring that employees are well-trained and knowledgeable about the latest industry practices allows businesses to maximize production processes and reduce errors (Butt, 2020). Additionally, the uniform training provided by these platforms ensures consistency between teams and shifts, facilitating more efficient operations and increased production.

**Enhanced Retention of Knowledge:** Digital training platforms use interactive and multimedia components to create engaging learning environments. Employees have a higher chance of retaining the knowledge they acquire compared to traditional training methods. This improved knowledge retention results in better work performance and reduces the need for frequent retraining, saving the company time and money (Kilag et al., 2023).

**Employee Satisfaction and Engagement:** Employee feedback indicates that digital

training platforms lead to greater satisfaction and engagement. Features like progress tracking and gamification make learning more enjoyable and rewarding for staff (Nortvig et al., 2018). Remote access to training materials also helps employees balance personal and professional obligations, boosting morale and job satisfaction. The results show that implementing digital training platforms in manufacturing facilities significantly enhances worker skills, reduces training duration, improves operational efficiency, enhances knowledge retention, and increases employee engagement and satisfaction.

### **Optimisation Strategies:**

Building on the effectiveness findings, this section outlines optimisation strategies for digital training platforms. It covers personalised learning pathways, data-driven content updates, and continuous improvement through feedback mechanisms. The aim is to maximise the return on investment and ensure that training aligns with evolving industry needs.

### **Personalised Learning Pathways:**

**Customised Learning Paths and User Profiling:** Use technologies to investigate consumer habits, preferences, and learning methods to develop instructional strategies and recommendations customised for each user's requirements and goals. Implement technologies that adapt to learning to ensure learners are suitably challenged and engaged. These technologies can modify the information and levels of difficulty by the user's performance. Implement data analytics and machine learning procedures to generate user profiles according to preferences, learning styles, and demographics (Clark, R. C., & Mayer, R. E., 2023).

### **Adaptive and Social Learning Techniques:**

Nabizadeh, A. H., Leal, J. P., Rafsanjani, H. N., & Shah, R. R. (2020) stated that include in

established techniques that dynamically modify learning pathways based on each user's progress, strengths, and weaknesses. Encouraging information sharing, peer assistance, and community development among users includes social learning features like discussion boards, collaboration between peers tools, and mentorship programs.

**Content Suggestions:** Use recommendation systems to suggest relevant instruction, components, or resources based on users' past interactions and interests. Include recurring assessments to determine users' knowledge levels and modify learning pathways correspondingly (Bhanuse, R., & Mal, S. 2021).

### **Data-Driven Content Updates:**

#### **Information Performance Statistics:**

Consistently examine user engagement metrics, including the conclusion stages, time spent, and quiz scores, to determine popular content (O'Brien, H. L., Cairns, P., & Hall, M. 2018).

**Comments from users Analysis:** For information about users' preferences and to spot areas that need updates or gaps in the material, ask them for input via surveys, ratings, and reviews (Jannach, D., Manzoor, A., Cai, W., & Chen, L. 2021).

**Cycles of Information Update:** according to Oztemel, E., & Gursev, S. (2020), set up a routine for updating and reviewing material to ensure it is accurate, relevant, and in line with any changing business patterns or best practices.

**Gamification:** Saleem, A. N., Noori, N. M., & Ozdamli, F. (2022) indicated that adding gamification to learning increases user participation and enjoyment while encouraging constructive rivalry and incentives. These components include the badges, stages, leader boards, and awards.

**Mobile Optimisation:** Alam, A. (2022) pointed out that a platform should be entirely mobile-friendly so that users can access training materials on any device, anytime, anywhere. This is going to grow accessibility and convenience.

**Content selection and quality assurance:** Select reliable information and subject matter specialists to provide high-quality content. This will guarantee that the materials for training are current, accurate, and appropriate for the intended audience (Clark, R. C., & Mayer, R. E., 2023).

**Constant Enhancement via Feedback Systems:** Include systems that allow students to give feedback on their education, like instructor instant messaging or questionnaires completed in class. To help users track their progress, pinpoint development areas, reaffirm learning objectives, and give them continuous feedback and assessment opportunities (Sprenger, D. A., & Schwaninger, A. 2021).

**Sentiment Analysis:** Prioritise areas for development by analysing the sentiment of user input using language processing techniques. Monitor user behaviour, advancement, and performance indicators via data analytics. Examine this data to learn more about user behaviour, the material's impact, and potential development areas (Malgaonkar, S., Licorish, S. A., & Savarimuthu, B. T. R. 2022).

**Educator Engagement:** Promote community by motivating teachers to actively interact with learners, respond to questions, and request suggestions for improving the course. Integrate engaging learning resources, including simulations, games and multimedia content, to encourage active learning and improved information retention (Marougkas, A., Troussas, C., Krouska, A., & Sgouropoulou, C. 2023).

**Iterative Development:** Adopting an agile

approach ensures an adaptive and user-centric learning experience by improving the platform based on user feedback and emerging trends. Regularly monitoring industry trends, performance statistics, and user feedback identifies opportunities for optimisation. This iterative development guarantees the platform's continued relevance and effectiveness. By employing these strategies, digital training platforms enhance customer engagement, academic results, and overall efficacy, resulting in a more beneficial learning experience for users (Al-Adwan et al., 2023).

### Conclusion:

Implementing digital training platforms in manufacturing is a strategic imperative. This article highlights the importance of thoughtful implementation strategies and their positive impact on workforce competence. By addressing challenges and optimising these platforms, manufacturing organisations can position themselves for continued success in an ever-changing industry.

Maximising digital training platforms enhances worker competence and meets the changing demands of the industrial sector. These platforms leverage technology to offer adaptability, scalability, and personalised learning opportunities. They enable manufacturing personnel to acquire new skills effectively, increasing productivity and competitiveness. Digital training systems remove geographic barriers, allowing employees to access instructional materials anytime and anywhere, which is especially useful for dispersed or remote manufacturing operations.

Personalised learning pathways ensure that instructional material meets the particular requirements of every employee, increasing motivation and retention. Statistics tools provide insightful information about employees' learning progress, enabling well-informed choices and continuous training

program improvement. Digital platforms often offer cost savings over traditional training methods by reducing travel expenses and downtime.

Integrating technologies like augmented and virtual reality improves training effectiveness by providing immersive, hands-on learning experiences. These platforms make creating skilled employees capable of using advanced technology and processes more accessible, aligning with Industry 4.0 ideals. Enhancing digital training platforms is a prudent investment for manufacturing organisations seeking to cultivate a capable and adaptable workforce, helping businesses maintain a competitive advantage.

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## Sustaining Gig Economy: A Critical Review of Factors Affecting Work Patterns of Gig Workers

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### Abstract

The current study attempts to sort out the ongoing worry about the rise of the Gig Economy. The majority of workers in emerging countries are moving towards the gig pattern. Therefore, the study assesses the works of literature by authors and other secondary sources of platforms to understand the factors impacting the GIG Economy and its future perspective. A review of 47 studies from the Scopus database has been extensively studied to identify the factors affecting Gig workers. After a critical review, it was found that major factors like social, economic, and psychological factors, work-life balance, and social security are major bottlenecks for gig workers.

**Keywords:** Gig Economy, Gig Workers, Psychological factors, work-life balance.

### Background:

The gig economy has emerged as a significant contributor to the economy, with a growing number of gig workers in various sectors such as transportation, food delivery, and freelancing. However, there has been discussion regarding the viability of the gig economy in developing countries like India too due to worries about the standard of labor, social safety, and financial security for gig workers. To ensure the sustainability of the gig economy, it is important to analyze the elements influencing the work habits of gig workers. The gig economy confronts several difficulties despite its development and promise, including worries about the standard of labour, social safety, and

economic security for gig workers. These issues have been brought to light even more by the COVID-19 pandemic, which has caused numerous gig workers to lose their jobs, experience income declines, and lack access to social security and healthcare. A critical investigation of the variables influencing the work pattern of gig workers is required to address these issues and maintain the expansion of the gig economy. Such an analysis can shed light on the variables that propel the gig economy, the difficulties faced by gig workers, and the laws and rules required to support the gig economy. Therefore, an in-depth examination of factors will pay particular attention to how labor laws, consumer preferences, and government policies affect the work schedules of gig workers. Therefore, the current study was undertaken to identify major factors and challenges impacting gig workers in India and at the same time to suggest strategies for overcoming the challenges of the gig economy.

According to the previous literature on sustaining the gig economy, a variety of factors, such as governmental policies, technological improvements, customer preferences, and labor rules, have an impact on the work patterns of gig workers. These elements will have a major impact on both the viability of the gig economy and the welfare of gig workers. Government policies, the first factor, are crucial in defending the rights and interests of gig workers. Gig workers in country like India are currently not eligible for social security benefits like

health insurance, pensions, or maternity leave. The Code on Social Security 2019, which aims to expand social security benefits to gig workers, was introduced by the Indian government as one measure to solve these challenges. However, to guarantee the viability of the gig economy, more thorough and inclusive policies are required. The second driver is technical development, which has facilitated the expansion of online marketplaces that link gig workers with employers and customers. Concerns exist, nevertheless, over how technology may affect the standard of labour and working conditions for gig workers. For instance, the algorithmic management of gig workers may result in a lack of accountability and transparency, and the system for ratings and evaluations may be unjust and biased. The working conditions and rights of gig workers can be improved through the ethical and responsible use of technology. The demand for gig employment in India is significantly influenced by the third element, customer preferences. The gig economy has

expanded in response to the rising demand for on-demand services. However, there are worries that customers who want cheaper rates and quicker delivery times would take advantage of gig workers. Fair and responsible work practises can be promoted by raising consumer awareness and educating them about the ethical and sustainable use of gig platforms. The implementation of labor laws for gig workers needs to be clear and consistent because of the complexity and variety of India's labor legislation, which is the fourth factor. Indian gig workers are frequently classed as independent contractors, which restricts their access to social security benefits and legal safeguards. The gig economy exists in a grey area between formal and informal work. It is necessary to establish a clear and comprehensive legal framework for the gig economy that recognises the distinctive features of gig labour and safeguards the rights of gig workers. The below-mentioned Table 1 identified factors impacting gig workers in India.

**Table 1**

S.no	Title	Year	Authors	Factors
1	Rise of the Gig Economy in India	2023	Hindu Business Line	Lack of job security, Low -skilled jobs to high-skilled jobs, freelance work, personal goals/self-growth
2	Effects of the GIG Economy on the Workplace: A Contemporary Indian Perspective Study	2022	D Agrawal, R Bhukya	Age of Tech NextGen, flexibility, Gig Economy in the Indian context that is at a distinctly nascent degree
3	Critical Success Factors for the Future of Work in Gig Economy: Determinants for Gig Entrepreneurs	2022	JO Onyango	Just-in-time workforce, economic environment continues to be disrupted by numerous global megatrends that continue to shape the development of the gig economy. Gig workers and employers need to consider these emerging trends to be resilient.
4	Patriarchal discrimination and capitalist relations: the gender question in the gig economy	2022	G kelkar	Low-paid conditions of work and economic insecurity. limited voice and agency, absence of grievance mechanisms

5	Themes and Narratives of Gig Economy: An Indian HR Perspective	2022	JJ Pant, MG Majumder	Gig economy, gig workers, psychological contract, diversity, inclusion
6	Collective regulation and the future of work in the digital economy: Insights from comparative employment relations	2022	V Doellgast, I Wagner -	The impact of technological change on employment, inequality and job quality has attracted considerable analysis from both scholars and practitioners. However, less attention has been paid to how digital technologies are changing contemporary workplaces and how workers are responding to these changes
7	Re-Imagining Labor Rights in the Online Gig Economy after COVID - 19	2021	K Selvi S, U Maheswari K Uma and Kuriakose	Regulated hours of work, minimum wages, data rights, and social protection exacerbated the precarity and insecurity of work
8	Work in the Sharing Economy – Pros and Cons	2021	C. Olexová, K Ěervená	Digital platform, outsourcing, tasks.
9	Technologically mediated human resource management in the gig economy	2021	A McDonnell	Gig economy; platform work; on -demand economy; algorithmic management; technology; HRM
10	GIG Economy: Renaissance of Blue - Collar Jobs in India	2021	AT Khan, S Khan	Monetary policy, RBI, COVID -19, liquidity and interest rates.
11	Automation, AI and the Future of Work in India	2021	Anita Hammer, Suparna Karmarkar	artificial intelligence, adoption of new technologies, societal inequalities, work – automation limited, work automation, large informal economy,
12	The Gig Economy	2020	J Woodcock, M Graham	the changes to jobs, professions.
13	COVID-19 and India's Gig Economy: The Case of Ride -Hailing Companies	2020	S Korreck -	Risks of Informal Work, financial risk, health risks
14	The Future of Work for Women Workers India's: Emerging Gig Economy	2020	Chaudhary, Ruchika	alternative employment opportunities, social protection, safety, upward mobility, and lack of effective bargaining power
15	A theoretical integration of gig economy: advancing opportunity, challenges and growth	2020	BM Doshi, H Tikyani	Downsizing of talented professionals, power of globalization to create jobs, for businesses, a gig economy is cost -effective, a convenient choice, and semi-formal jobs.
16	Future of Gig Economy: Opportunities and Challenges	2020	Gobinda Roy and Avinash K Shrivastava	Fixed-term contract, paid per project, online marketplace, lack of framework and governmental support,

**Findings and conclusion:** Many elements connected to the gig economy have been reviewed, after careful evaluation, it has been found that many factors pose a critical challenge to the gig economy in India. The variety of activities facilitated by online labor platforms has grown significantly during the past ten years. The way gig work is organized, created, and managed poses social, economic, and emotional dangers in addition to the unique risks connected to these various sorts of activity. Hence the challenges faced by gig workers in India are categorized into three broad areas:

1. **Social factor:** Tasks are completed alone, without communication with, and frequently in rivalry with coworkers, leading to a lack of social support at work, a blending of work and personal life, and challenges in forging a consistent professional identity.
2. **Emotional component:** Because gig economy employees labor at a single location for a set length of time, they lack the emotional ties that come with social belonging.
3. **Economic factor:** Because gig labor is based on temporary contracts that only provide employment for a short time, gig workers frequently feel uncertain about their employment and resort to emotional labor to maintain it. Behind these particular hazards is a larger disparity between the demands of the job placed on the employee and the organizational resources available to handle those needs. Understanding these factors is essential to enhancing social and economic conditions in a way that promotes the welfare of gig workers. Especially for the low-skilled employees in India's enormous labour population, the gig economy has the potential to generate employment. The government must take the necessary actions to encourage the growth of platforms and the gig economy. In order to give gig employees fair working conditions and social security benefits, it is also necessary to safeguard their interests. All parties involved will need to put some effort into striking the right balance.

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## Human Capital Development – Resilience And Sustainability

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### 1. ABSTRACT

Human Capital Development refers to the process of enhancing and improving the overall performance of an organization, keeping “People” at center. Inspite, of many inventions through technologies, none have so far replaced human to 100%. The reason is human beings have emotions and it takes time to create knowledge, develop skill and nurture attitude. Positive efforts on the part of business leaders works to larger extent. In this process, well-being and mental health, diversity, equity and inclusion, reasonable flexibility, execution of value systems, helps in gaining sustainability and developing resilience amongst employees. All above factors contribute in maintaining Human Capital in an organization.

### 2. KEYWORDS

Human Capital, Development, Resilience, Sustainability, Human Resource practices, DEI, Leadership transformation.

### 3. INTRODUCTION

Human Capital Management (HCM) is the set of practices an organization uses for talent acquisition, talent management, training and development and optimizing employees to increase their value to the company. If done right, HCM results in acquiring right talent, having necessary skills to face present and future business challenges, ensure retention of right talent and development of high potential

employees to nurture future business leadership. This can be done with highest level of visible top management support, involvement of stakeholders and satisfying internal and external customers. Institutionalization of organizational culture plays pivotal role in ensuring management of human capital in expected way.

HCM refers to the process and not one time activity. Improving the skills, knowledge and abilities with a view to develop potential of employees is very important for institutionalization of learning culture in organization. It encompasses activities aimed at improving human resource, such as education, training, mentorship, skill building programme and career development initiatives. The goal should be to equip individuals with the necessary competencies and capabilities to thrive in their professional and personal life. The higher retention rate of employees, ensuring employees well-being and mental health, organizational initiative towards, diversity, equity and inclusion (DEI), work arrangement – like required flexibility development of leadership team and succession planning, highest maintenance and protection of ethical work practices. Adaption of new emerging concept of technologies, employee's involvement in CSR activity, financial stability, etc. are always considered as important factors towards bringing in sustainability and resilience in the working of employees. All factors as



mentioned above, are considered as a backbone for business development through HCM.

HR sustainability refers to a set of activities that organizations must perform, connected with the purpose of organization, including ethical obligations and responsibilities to employees or society. Sustainability in HR is about creating and maintaining healthy work environment for employees while ensuring long term visibility and success. Whereas, resilience is the ability to cope with adversity and adapt well to challenges or change

#### 4. LITERATURE REVIEW

To develop human being in an organization leadership plays very important role. Leadership Supply is a rare limiting factor for advancing our global business. We simply must continue to address the talent issue head-on. (Sandy Ogg - CHRO Unilever). Business leaders talk about people as the most important asset in their companies. We took people and human capital seriously and that become useful guide for the true people centric organization (David A. Nadler Vice Chairman Marsh and McLennan Companies). As rightly pointed out that, Human capital is the Holy Grail for creating sustainable competitive advantage and talent provides a step-by-step guide with strategic involvement by creating competitive advantage (Peter Capelli - Prof. of Management - Wharton School). Today, most organizations are still managed in a bureaucratic structure-centric manner, and they have been managed that way for decades. In these companies, you'll often hear managers do all levels talking about the importance of people, but the walk really doesn't follow through on the talk. Their managers do make an effort to see that they attract and retain the people they need to make their

bureaucratic structure operate efficiently, but they are not designed to make their human capital a competitive advantage (Talent - Making People your Competitive Advantage - Edward E Lawler III).

Entire focus of Human Capital Development should be customer satisfaction. As the internal elements of an HC-centric organization are define, diagnosed, and developed, they will help employees become more competent and committed. Employee engagement inside an organization will show up in customer loyalty and investor confidence from the outside. As customer expectations turn into employee actions and organization capabilities, long-term success will follow. - Dave Ulrich - foreword note (Talent - Making People your Competitive Advantage - Edward E Lawler III).

Developing resilience amongst employees is an important aspect of Human Capital Development process. Why do some people bounce back from life's hardships while others despair? HBR senior editor Diane Coutu looks at the nature of individual and organizational resilience, issues that have gained special urgency in light of the recent terrorist attacks, war, and recession. In the business arena, resilience has found its way into the list of qualities sought in employees. As one of Coutu's interviewees puts it, "More than education, more than experience, more than training, a person's level of resilience will determine who succeeds and who fails."

Theories abound about what procedures resilience, but three fundamental characteristics seem to set resilient people and companies apart from others. One or two of these qualities make it possible to bounce back from hardship, but true resilience required all three.

The first characteristic is the capacity to

accept and force down reality. In looking hard at reality, we prepare ourselves to act in ways that allow us to endure and survive hardships. We train ourselves how to survive before we ever have to do so.

Second resilient people and organizations possess an ability to find meaning in some aspects of life. And values are just as important as meaning; value systems at resilient companies change very little over the long haul and are used as scaffolding in time of trouble.

The third building block of resilience is the ability to improvise within an area of personal capabilities or company rules, the ability to solve problems without the usual or obvious tools is a great strength. – Harvard Business Review on Building Personal and Organizational Resilience How to Evaluate, Manage and Strengthen your Resilience.

- Build up your positive currency
- Keep records
- Create a bull market
- Take a portfolio approach
- Report to self regularly
- Allow close friends to criticize you
- Engage in small experiments

Therefore, question arose as to - what is human capital? The term has probably set off more emotions in the HR world than any other. On the one hand its proponents hail it as a revolutionary way of managing people, treating them as assets rather than costs. On the other, detractors see it as just another HR Fad. Some practitioners are embracing the challenge with enthusiasm while others feel daunted and confused by the array of tools and techniques and the need to have at least a passing acquaintance with numbers. Even the very phrase “human capital” leads to heated debate with on the one side those who believe it dehumanizes the people element of the

enterprise to the other who believe it finally puts people on the right side of the balance sheet.

Whether we like it or love it the term “human capital” is here to stay and is now accepted as a common definition of the all-important people element of intangible value. Intangible value is constantly increasing in importance as the very existence of most of our organizations depend on our ability to innovate, to capture the support of customers, to establish our band and to respond to an every-changing marketplace. All of this depends on people and getting the best from people depends on understanding what motivates them to perform, to give outstanding service to customers, to run the extra mile when it counts. Without this information, managers have to make decisions largely in ignorance of the impact these decisions might have on the performance of people.

Human Capital management is a journey. Where you start will largely depend on the information available. Where you go will depend on what you do with that information and how you are able to grow and communicate it. The kind of practical guidance, tools and analysis of the literature contained in this book will help managers to build themselves a route map to continue that journey whatever their starting point.

The use of quality people data is the key to good human capital management. Analyze and link this data with business performance metrics (such as sales, customer service and financial performance) and you begin to get deep organizational insight into how effective your people strategy is and its impact on business performance and the bottom line.

Human capital is often represented as both a challenge and an opportunity. A challenge to identify relevant measures

and provide meaningful information which can be acted on, and an opportunity to both evaluate and maximize the value of people (Neil Roden Group Director, Human Resources, The Royal Bank of Scotland Group – Foreword note for HUMAN CAPITAL MANAGEMENT – by Angela Baron and Michael Armstrong).

It is abundantly clear that developing resilience amongst employees and ensuring Human Resource Sustainability, works hand in hand. These are challenges in perpetuity. To cope with these dynamics and challenges, organizations have to develop and retain a cadre of globally minded executives who can move with chameleon-like ease from one country to another. The development and retention of this cadre of executives who have perfected the art of acting local worldwide – referred to by some as “corporate diplomats” (Saner, Yiu and Soundergaard 2000) – are not easy. Some companies lose market share and prospective business because their executives are unable to perform effectively in other countries. Thus, companies have to recruit and develop such talent. However, even after a company has successfully hired and nurtured this talent, with the emergence of “boundaryless” careers (Tun 1998b), organizations have to work hard to retain these people. Increasingly, highly skilled and qualified employees are willing to leave their country of origin to relocate elsewhere, for career, personal, and/or financial reasons. In other words, in order for a company to survive and thrive in this new calculus of global competition, they have to effectively manage their human resources, including their selection, training and development, compensation and retention. Thus, human resource management has become pivotal to a firm’s global competitiveness because

capital and technology cannot be effectively allocated nor transferred across international boundaries in the absence of people. (Foreword Note – Managing a Global Workforce – Challenges and Opportunities in International Human Resource Management – Charles M. Vance – Yongsum Paik.)

Human Capital Development is an intangible process and can be assessed only in qualitative aspects in an organization. View was that human capital development initiatives cannot be part of companies’ balance sheet. However, of late this thinking is proved wrong as most of the well-known companies like L & T, Godrej, PepsiCo, Bharat Forge Ltd., etc. have considered human capital development and its connectivity with business sustainability and development of resilience amongst employees, as a part of management note, appearing in balance sheet (Annual Report 2022-23 of Bharat Forge Ltd. – Pg. 18, Pg. 39, Pg. 44 & Pg. 54).

### KEY TAKEAWAYS

- Human capital is said to include qualities like an employee’s experience and skills.
- Since all labour is not considered equal, employers can improve human capital by investing in the training, education, and benefits of their employees.
- Human capital is perceived to have a relationship with economic growth, productivity, and profitability.
- Like any other asset, human capital has the ability to depreciate through long periods of unemployment, and the inability to keep up with technology and innovation.

Diversity, equity and inclusion is considered as an important factor in developing organizational culture. It’s taken on greater urgency in the past few years. Many companies have gone beyond

mere statements of solidarity by establishing DEI initiatives, which are concrete actions and programs designed to make a more diverse and inclusive workplace a reality for all employees. Alexandria Jacobson - Author went on to identify ten DEI initiatives on priority to boost resilience and sustainability.

1. Those types of actions often took the shape of donations to nonprofits supporting social justice causes Benchmark the company's current DEI progress
2. Articulate leadership-level support for DEI initiatives
3. Engage in unbiased hiring practices
4. Support mentorship and sponsorship opportunities
5. Offer talent development programs for underrepresented community members
6. Host DEI educational events
7. Provide DEI training across levels
8. Craft a plan for communicating about DEI issues
9. Provide progress updates

Having said this, upskilling and reskilling initiatives are also considered as critical for building a resilient and sustainable workforce. Therefore, it is essential to keep pace with dynamic work places. A skilled workforce increase productivity and helps organisation attract investment, promote innovation and foster economic growth. This can also result in greater employee retention, engagement, job satisfaction and loyalty (Soma Bhaduri).

Talent transformation is surely considered as an important pillar for bringing in sustainability and resilience amongst employees. There are three main teams, or organizational layers, involved in talent transformation: the executive team, the program team, and the implementation team. The executive

team establishes the why and where, the program team determines the how and when, and the implementation team gets the work done. They each play an important part, with the program team playing the crucial role of translating executive intent into a plan that delivers business outcomes.

## 10. RESEARCH HYPOTHESIS

Hypothesis is a formal statement of an unproven proposition i.e., empirically testable.

To establish logically visible in the form testable statements, following hypothesis, i.e., null and alternatives have been formed.

**HO1** – Sustainability and resilience are important factors of Human Resource Practices

HA1 - Sustainability and resilience are not considered as important factors of Human Resource Practices

**HO2** – Diversity, equity and inclusion initiatives are valuable factors towards Human Capital Development.

**HA2** - Diversity, equity and inclusion initiatives are not considered as valuable factors towards Human Capital Development.

**HO3** – Ethical consideration in Human Resource Transformation is one of the important factors for organizational sustainability and resilience.

**HA3** – Ethical consideration in Human Resource Transformation is not considered as an important factor for organizational sustainability and resilience.

## 11 SAMPLE DESIGN

The questionnaire was drawn by authors consisting of 19 questions related to the Human Capital Development – Resilience and Sustainability subject, which was sent online to 75 practicing managers across India, working in different business segments. Responses were

received from 42 practicing managers and the success rate was 56%. The respondents are practically involved in industries and academia dealing with employees and very much concerned with the topic of research.

## 12. DATA ANALYSIS

As stated above, 42 professionals from HR / Business / Academia from all India basis took part in this survey. Respondents considered for this study have minimum 25 years leadership experience in dealing with employees at their respective organizations.

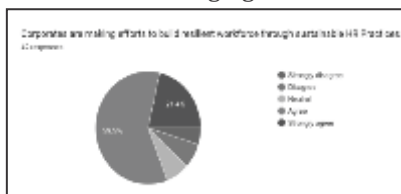
Based on the data collected through questionnaire, following is the analysis followed by findings:-

Researchers had approached 42 professionals with a questionnaire on the subject to explore their view on Human Capital Development – Resilience and Sustainability in the age group of 35 to 60 years with a mix of male and female. Respondents were Ph.D.'s, Post Graduates, Undergraduate and Diploma in Engineering, having long experience in industries dealing with the subject of research.

## 13. INTERPRETATION, CONCLUSION AND FINDINGS

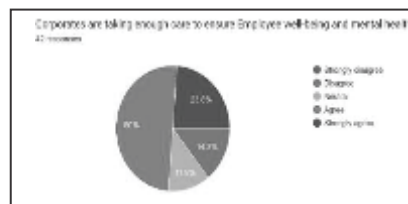
On the basis of sample collection and analysis following are the findings:-

1. Respondents were asked if corporates are making efforts to build resilient workforce through sustainable HR Practices. 59.5% respondents have agreed in positive, whereas 21.4% respondents are in strong agreement that



strong efforts are made by corporates to ensure resilient and sustainable workforce. The attached graph supports this statement.

2. Employees well-being and mental health is considered as an important factor these days. If organization expects an employee to devote physically and mentally towards work, then it is necessary that well-being of a workman is considered as agenda on priority. In modern days flexibility offers better work life balance and booster towards mental well-being. Mental health needs to feature in organizational HR Policy to make sure there are regular check-ins with Managers and families. During sample survey, question was asked if corporates are taking enough care to ensure well-being and mental health of employees, about 75% of the respondents either agreed or strongly agreed towards this statement in a positive way. It indicates that these days employee well-being is taken very seriously.

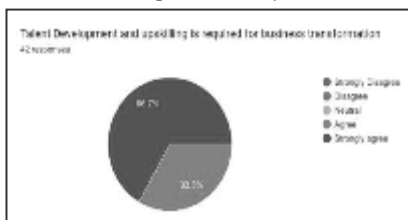


3. Diversity, equity and inclusion (DEI) are essential factors in ensuring organization resilience and sustainability.

As discussed above, DEI are considered as important factors in ensuring well-being of employees. The above referred 10 DEI initiatives are always considered as priority. Respondents were asked if

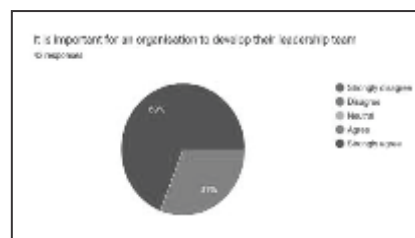
DEI is required initiative to be taken by an organization. Around 90% of respondents were in agreement to the statement. This indicates that DEI initiatives in an organization are considered as building a diverse workforce which helps in creating a positive work environment, which is equitable and inclusive for everyone.

4. If organization wishes to look for futuristic outlook, then talent and skill development is considered as important factors. Emphasis on skill development pays off in a positive way to an organization as well as employees too. As mentioned through literature survey, people plus performance helps in creating empowered employees while fostering bottom of innovation. Companies are adopting people-oriented focus through talent and skill development. Respondents were asked specific question, if Talent Development and Upskilling is required for business transformation. Interestingly, 100% respondents are in agreement wither by way of strongly agree or agree, to the view which underlines importance of talent development subject.



5. Development of Leadership Team is considered an important factor towards human capital development. Leadership skills are considered as strength and abilities of an individual demonstrate that

helps to oversee processes, guide initiatives and steer employee towards defined goal. While organization needs to place clear expectations, maintain consistency, encourage the employee, top leadership must also emphasize on four essential skills for leaders i.e. communication, ability to put positive influence, learning agility and self-awareness. 100% respondents covered under our question have opined that it is important for an organization to develop its leadership team.



6. Factors covered under our questionnaire were succession planning, ethical H.R. transformation, ability to adopt new emerging concepts of technology, employee's involvement in CSR activity, visible engagement of senior management in HR Processes, ETC. are considered as important issues to ensure that Human Capital Development and brining in Resilience and Sustainability.

On the basis of above discussion, literature survey, analysis of the data, hypothesis HO1, HO2 and HO3 are fully proved.

In view of above researchers have arrived at conclusions and findings as follows:-

1. Organizations are making serious efforts to build resilient workforce



- through sustainable H.R. Practices
2. Corporate take enough care to ensure well-being and mental health.
  3. Diversity, Equity and Inclusion are considered as important initiatives to be taken by management.
  4. Talent and skill development are required to be inbuilt factors or business factors.
  5. In present challenging business environment, developing leadership team, succession planning, ensuring ethical practices for HR transformation towards sustainability and bringing in resilience etc. are considered as backbone of Human Capital Development. Please refer module LCSB-1, as below :-



## 14 WAY FORWARD

- To cope with the dynamic environment, organizations have to develop and retain globally minded workforce. The development and retention of this cadre of employees who have preferred the art of acting local with global mindset is preferred. Therefore, it is necessary that,
- a Action of Senior Management must be visible and logical at all times.
  - b Internal Talent should be preferred to be considered as future leaders.
  - c To support point "b" above sustained

efforts towards leadership and talent development should be considered as priority.

- d Emphasis should be on continuous communication, transparency and involvement of employees in decision making process.

To cope with the dynamic environment, organizations have to develop and retain globally minded workforce. The development and retention of this cadre of employees who have preferred the art of acting local with global mindset is preferred. Therefore, it is necessary that,

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- Managing a Global Workforce - Challenges and Opportunities in International Human Resource Management - Charles M. Vance - Yongsum Paik
- Balance Sheet of Bharat Forge Ltd.

■ ■

## **Factors affecting Quality of Work life: An analysis of employee working in private companies in the state of Maharashtra in India.**

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### **Abstract:**

Introduction: Quality of work life is an essence to do the good work. It is directly proportionate to the performance of the employee. There are factors like challenging job that provides you opportunity to use your full potential, job requires the use of variety of skills, job to be significant for the success of your organisation, high social importance attached to your job, after finishing your day work you feel that you have done something meaningful, there is direct linkage between work performance and reward such as pay increase, promotion etc. The work environment is such that you like to put extra efforts even after office schedule, your peers, subordinates and supervisors treat you as their friends, the organisations provides training and development facilities to all personnel according to their need, the organisation encourages creativity and innovation in work performance and participation in decision making on issue related to your work.

### **Purpose:**

The purpose is to study all the factors, how they are related to quality of work life.

### **Methodology:**

The structured questionnaire was framed to check the factors responsible for quality of work life. The online questionnaire was circulate in the different organisation. The responses were collected from teachers,

social workers, corporates, and person working under different industries. The data were analysis and apply reliability test on collected data, demographic survey, with the help of ANOVA test inferences were drawn.

### **Conclusion:**

The final conclusion were drawn by applying the analytical test, how these factors are impacted on quality of work life.

### **Key words:**

Quality of work life, Private Company, factors, work performance

### **I Introduction**

The quality of work life in an organisation is essential for the smooth running of organisation and success of the employees. The quality of work life reflects a proper balance between work and individuals life which ensures organisational productivity and employee's job satisfaction. Now a days most of the jobs are available in private sector. Government also emphasis on privatisation. Hence author shows their keen interest to study the quality of work life impacted on the employees working in the private industries.

The people working in the private organisation has spent maximum time on the job. It is human psychology and tendency, when they work for the betterment of the organisation, obviously they accept appreciation and

reward for good work which leads to better performance and job satisfaction. The quality of work life degree to which individuals are able to satisfy their important personal need while employed by the firm. Companies interested in enhancing employee's quality of work life generally try to inbuilt in employees, the feeling of security, quality, pride, internal democracy, ownership, outcome, responsibility and flexibility. When employees are working in the organisation, they should feel that they are a part o organisation and employer should feel that employees are assets for the organisation. Their balance is maintained by the quality of work life.

## II Aim or need of the Study

Determine the factors affecting quality of work life. An analysis on employee of private limited companies in the state of Maharashtra in India.

## III-Review of literature

There are numerous article available on quality of work life in India and abroad. The quality of work life is interrelated to job satisfaction and performance of employees which affect the productivity. According to plug, Louow & Gocus (1991) mental health is a state of relative good alteration that is escorted by feeling of satisfaction, a zest life and the actualisation of potential skills as well as absence of psychopathological conditions. So to have a positive quality of work life experience a good quality of life is very important.

Mendola and Pellingrini (1979) summarised quality of work life as it is the individual's accomplishment of a satisfactory social situation within the limits of apparent physical ability. Every quality comes out when then concentration come with specific point. Work life is commonly referred to as work and family .To balance between the family responsibilities has become a challenges for people in many

professions. FelsLeed, Jewson, Phizacilea and Walters (2002) define the work life balance strategies as these strategies which enhances the independence of employee in coordinating with the work and non-work aspects of their lives. Work life conflict is a form of interface conflict where the role demands of work interface with the role demand of home or leisure activities. (Green Haus and Beutell, 1985).

The product of work is people. people are the most important resources in the organisation(Herbst,1974).Quality of work life takes on different meanings for different segments of the working population.(Taylors 1978).It is a comprehensive construct that includes individuals job related wellbeing rewarding fulfilling and devoid of stress and other negative personal consequences( Shamir and Salmon,1985).Walton(1975) proposed eight conceptual categories Adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunities for continued growth and security, social integration in the work organisation, work and the total life span and the social relevance of work life.

## IV Hypothesis Development

- H1** Job is very challenging and provides you opportunity unutilised your full potential
- H2** Job require use of variety of skills is impacted on quality of work life.
- H3** Job to be significant for the success of your organisation
- H4** High social importance attach to your job is impact over quality of worklife.
- H5** Finish your day work, you feel that you have done something meaningful
- H6** Direct linkage between work performance and reward such as pay increase, promotion etc.

- H7** The work environment is such that you like to put extra efforts even after office schedule
- H8** Yours peers, subordinates and superiors treat you as their friends
- H9** The organisation provides training and development facilities to all personnel
- H10** Organisation encourages creativity and innovation in work performance and participation in decision making on issue related to your work

## V Research Methodology

The type of research used in this article is of descriptive nature. Through this descriptive research, the article sought to determine the answer to questions of the existing employees working in private sector organisations in the state of Maharashtra in India and their expectations. Primary data was collected through online survey for analysis and secondary data was used as supportive tools. The total 40 sample size considered to be adequate for my study. Each and every response is checked thoroughly for incomplete and missing responses. The questionnaire has two parts wherein the first part contains demographic information. Table 1 gives all the information related to the demographic part. The second part consists of 10 independent variables and their impact on quality of work life which is a constant/dependent variable. A five-point Likert scale (1=strongly disagree to 5=strongly agree) was used to collect data from the respondents. The questionnaire was framed in English language. Reliability analysis was done to verify the reliability of my study. Besides this regression analysis, hypothesis testing was done for proper justification and to draw an appropriate recommendation in this study. The data is analysed using SPSS version 20.

## VI Data Analysis and findings

### Demographic Data Analysis

This study contains 60% male and 40% female respondents (Table-1). Among these respondents 57.5% was in the age group of 21-30. 17.5% respondents are in the age group of 31-40 and 25% respondents are in the age group of 41 and above.

### Secondary Data Analysis

The reliability analysis is commonly used to identify the internal consistency of the variable. However, Cronbach's Alpha is commonly used to test the reliability and range of alpha coefficient is in between 0 to 1. The higher value indicates the more reliability (Hair et al 1992). A value more than 0.70 is significantly good measure for sufficient scale of reliability (Cronbach, 1951, Nunnally, 1987). According to the Cronbach alpha test, the value of alpha is found to be 0.861 which is more than the minimum acceptable value. Therefore, 86.10% of data are reliable in this study. This reliability analysis has been applied to dependent and all independent variables to draw a satisfactory conclusion. This reliability test consists of 11 items based on these hypotheses were made. The mean score of factors of quality of work life with standard deviation also shown in the table-3.

## VII Hypothesis Testing

**First hypothesis H1**- There is a significant difference between job is very challenging and provides you opportunity to utilise your full potential and quality of work life. According to analysis, the significance value is 0.417 which is greater than the level of significance  $\alpha=0.05$ . Hence, Null hypothesis is accepted and alternate hypothesis is rejected.

**Second hypothesis-H2** There is a significant difference between jobs requiring use of variety of skills and quality of work life. The analysis was the

significance value is 0.366 is greater than the level of significance at  $\alpha=0.05$ . Hence null hypothesis is accepted and alternate hypothesis H2 is rejected.

**Third hypothesis H3:** There is a significance difference between job to be significant for the success of your organisation and quality of work life. According to analysis the significance value is 0.307 is greater than level of significance at  $\alpha=0.05$ . Hence null hypothesis is accepted and alternate hypothesis is rejected. Job to be significant for the success of your organisation will not be impact on quality of work life.

**Fourth Hypothesis H4:** There is significance difference between high social importance attach to your job is impact and quality of work life. According to analysis the level of significance is 0.978 which is greater than the level of significance at  $\alpha=0.05$ . hence null hypothesis is accepted and H4 is rejected.

**Fifth hypothesis H5 :** There significance difference between finish your day work, you feel that you have done something meaningful and quality of work life. According to analysis level of significance is 0.232 which is greater than significance level at  $\alpha=0.05$ . hence null hypothesis is accepted and alternate hypothesis is rejected.

**Sixth hypothesis H6 :** There is significance difference between direct linkage between work performance and reward such as pay increase, promotion etc. and quality of work life. The analysis shown in the table -7 that significance value is 0.691 which is greater than significance level  $\alpha=0.05$ . Hence alternate hypothesis is rejected and null hypothesis is accepted.

**Seventh Hypothesis H7:** There is

significance difference between work environment is such that you like to put extra efforts even after office schedule and quality of work life. According to analysis the significance value was 0.610 which is greater than the level of significance at  $\alpha=0.05$ . Hence null hypothesis is accepted and alternate hypothesis is rejected.

**Eighth Hypothesis H8 :** There is significance difference between yours peers, subordinates and superiors treat you as their friends and quality of work life. According to analysis the significance level is 0.326 which is greater than level of significant at  $\alpha=0.05$ . Hence null hypothesis is accepted and H8 is rejected.

**Nineth Hypothesis H9:** There is significance difference between the organisation provides training and development facilities to all personnel according to their need and quality of work life. According to analysis shown in table -7 level of significance is 0.259 which is greater than the significance level at  $\alpha=0.05$ . Hence null hypothesis is accepted and alternate hypothesis is rejected. Means there is insignificant impact on organisation provides training and development facilities to all personnel according to their need over quality of life.

**Tenth Hypothesis H10 :** There is significance difference between organisation encourages creativity and innovation in work performance and participation in decision making on issue related to your work and quality of work life. According to analysis level of significance value is 0.705 which is greater than significance level at  $\alpha=0.05$ . hence null hypothesis is accepted and alternate hypothesis is rejected.

## VIII Regression analysis

In regression analysis shown in table 5

the value of R square is found to be 0.199 which means 19.9% of the variability in the quality of work life of employees in private limited companies in the state of Maharashtra in India. It has been explained with the help of the given 10 independent factors (variables).

From the ANOVA table-6 it shown that the significance value is 0.700. This proves that the model is valid and significant. However result were shown that there negative impact and insignificant influence on quality of work life.

### IX Limitations

This research study has some limitation. The major limitation is complexity of this topic quality of work life. The research has been done on the basis of respondent answer to the questionnaire. The data was collected from Chandrapur and nearby city, hence this research study does not reflect the perception of employees in the other part of Maharashtra region.

### X Conclusion and recommendations

This research study is tried to find out the factors that are impacted on quality of work life in private sector organisation in the state of Maharashtra in India. From the finding of the research, it can be recommended that the quality of work life is a critical concept that might because of dissatisfaction at work place. Hence in the private sector organisation, the management of the organisations has to take care of employees providing good salaries as per norms set by the government, provide good welfare facilities, hygiene environment to the employees, provide them opportunity to enhance their skill and knowledge. The employee should feel that they are the part of organisation. In my opinion that quality of work life leads to better performance, productivity and inculcate discipline in the employees. Employee

should get chance to participate in management.

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**Table 1-Demographic profile of Respondents**

Gender	%	Age in Years	%	Position	%
Male	60	21-30	57.5	Executive	37.5
Female	40	31-40	17.5	Business	7.5
		41 and above	25	Specialist	12.5
				Manager	12.5
				Teacher	30
<b>Total</b>	<b>100</b>		<b>100</b>		<b>100</b>

**Table-2- Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
<b>.872</b>	<b>.861</b>	<b>11</b>



**Table-3-Mean Scores of the Factors of QWL**

FACTORS	Mean	Std. Deviation
Quality of Work Life	4.35	.580
Job is very challenging and provides you opportunity to use your full potential	4.25	.809
Requires the use of a variety of skills	4.15	.949
Job to be significant for the success of your organization	4.10	.928
High social importance attached to your job	3.93	.917
Finishing your day work, you feel that you have done something meaningful	4.00	1.038
Direct linkage between work performance and reward such as pay increase, promotion	3.88	1.181
Work environment is such that you like to put extra efforts even after office schedule	3.85	1.027
Peers, subordinates and superiors treat you as their friend	3.70	1.137
Organizations provide training and development facilities to all personnel according to their needs	3.95	.932
Organization encourages creativity and innovation in work performance and participation in decision making on issues related to your work	3.90	1.057

**Table-4- Reliability Test**

Factors	Values
Quality of Work Life (Dependent)	.895
Job is very challenging and provides you opportunity to use your full potential (Independent)	.857
Requires the use of a variety of skills (Independent)	.847
Job to be significant for the success of your organization (Independent)	.848
High social importance attached to your job (Independent)	.857
Finishing your day work, you feel that you have done something meaningful (Independent)	.842
Direct linkage between work performance and reward such as pay increase, promotion (Independent)	.874
Work environment is such that you like to put extra efforts even after office schedule (Independent)	.861
Peers, subordinates and superiors treat you as their friend (Independent)	.865
Organizations provide training and development facilities to all personnel according to their needs (Independent)	.858
Organization encourages creativity and innovation in work performance and participation in decision making on issues related to your work (Independent)	.858

**Table-5-Regression Analysis**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.446 <sup>a</sup>	.199	-.077	.602

A. Predictors: (Constant), organization encourages creativity and innovation in work performance and participation in decision making on issues related to your work, work environment is such that you like to put extra efforts even after office schedule, direct linkage between work

performance and reward such as pay increase, promotion, peers, subordinates and superiors treat you as their friend, job is very challenging and provides you opportunity to use your full potential, organizations provide training and development facilities to all personnel according to their needs, finishing your day work, you feel that you have done something meaningful, high social importance attached to your job, requires the use of a variety of skills, job to be significant for the success of your organization.

**Table-4- Reliability Test**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.604	10	.260	.720	.700 <sup>b</sup>
	Residual	10.496	29	.362		
	Total	13.100	39			

- a. Dependent Variable: Quality of Work Life
- b. Predictors: (Constant), organization encourages creativity and innovation in work performance and participation in decision making on issues related to your work, work environment is such that you like to put extra efforts even after office schedule, direct linkage between work performance and reward such as pay increase, promotion, peers, subordinates and superiors treat you as their friend, job is very challenging and provides you opportunity to use your full potential, organizations provide training and development facilities to all personnel according to their needs, finishing your day work, you feel that you have done something meaningful, high social importance attached to your job, requires the use of a variety of skills, job to be significant for the success of your organization

**Table-7- Hypothesis Testing (Coefficient (a))**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.388	.604		8.918	.000
	Job is very challenging and provides you opportunity to use your full potential	-.155	.188	-.216	-.823	.417
	Requires the use of a variety of skills	-.253	.276	-.415	-.918	.366
	Job to be significant for the success of your organization	.316	.304	.505	1.040	.307
	High social importance attached to your job	-.005	.176	-.008	-.028	.978
	Finishing your day work, you feel that you have done something meaningful	.213	.175	.382	1.220	.232
	Direct linkage between work performance and reward such as pay increase, promotion	.055	.136	.112	.401	.691
	Work environment is such that you like to put extra efforts even after office schedule	-.074	.144	-.131	-.515	.610
	Peers, subordinates and superiors treat you as their friend	-.120	.120	-.236	-1.000	.326
	Organizations provide training and development facilities to all personnel according to their needs	-.183	.159	-.294	-1.151	.259
	Organization encourages creativity and innovation in work performance and participation in decision making on issues related to your work	-.056	.146	-.102	-.383	.705



## Efforts Done By Corporates In Building Resilient Workforce Through Sustainable HR Practices

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### Abstract

In the paper the sustainable HR Practices adopted by companies are discussed. Entire world is facing the challenge of environmental issues. Every company / organization has come up with new policy ,programs, initiatives to promote, protect and preserve environment which directly help for development of sustainable HR Practices. The secondary data is used in preparing the paper. The study is confined only to sustainable HR Practices. Impact of sustainability on the organization. the major sustainable HR Practices followed are Green hiring, Green training ,Green compensation etc. have positive effects on employees.

### Key Words:

Green hiring, Green training, Green compensation, environment and sustainability.

Sustainable HRM is the reception of practices that empower an organization to accomplish financial, social and natural objectives as a feature of a drawn out system while controlling accidental incidental effects. The idea got from ecological maintainability which is the obligation of moderating regular assets to help the wellbeing and prosperity of earth and its creature life forms today and later on. Acceptability implies the ability to resolve the issues of the present without compromising the limit of individuals in the future to resolve their own issues.

Green HR practices allude to systems and drives that focus on natural manageability inside HR capabilities. These practices incorporate many exercises, including

decreasing paper utilization, advancing energy proficiency, carrying out working from home and adaptable work plans to diminish fossil fuel byproducts, and encouraging a culture of ecological obligation among representatives. By integrating natural contemplations into HR processes, associations can limit their biological impression while at the same time upgrading functional productivity and representative commitment.

Green HR practices include coordinating ecological maintainability into different HR capabilities, including enlistment, preparing, execution the executives, and worker commitment. These practices expect to advance ecological mindfulness, decrease asset utilization, and cultivate a culture of supportability inside the association.

### Literature Review:

Jan Fekke Ybema et.al (2017), In this paper author discuss about the HR practices impacting the employability. It is an empirical paper were 312 samples were taken for studies. The results indicate that employee get attracted to company which has adopted the Sustainable HRM practices which intern leads to higher employability.

Yu Xuan et.al (2021), In this paper author has studied about the Sustainable HRM according to author Sustainable HRM means ideas and practices of human resource management that can bring long-term competitive advantages to organizations, by enabling them to achieve sustainable economic, social, and environmental development. Based on United Nations 2030 Sustainable Development Goal he conducted the research taking 243 participants and

developed a two dimension model of Sustainable HRM and validated it.

Lulewicz-Sas et.al,(2022), the author has discussed about the concept of sustainable Human Resource Management with employee engagement and perceived employability. It is an empirical paper. Result reveals that there is a strong association between sustainable Human Resource Management with employee engagement. Higher the sustainable Human Resource Management it leads to higher employee engagement.

Robin krarmar (2022), in this paper author has discussed about the difference between SHRM strategic human resource management and Sustainable Human Resource Management. He has given importance to adoption of Sustainable Human Resource Management will always help in development of the company.

Christos Papademetriou et.al, (2023), the paper is based on sustainable Human Resource Management (HRM) practices on customer satisfaction, service quality, and institutional performance in inner-city hotel businesses. It is an empirical paper author after examining he found that there is apposite impact of sustainable Human Resource Management (HRM) practices on customer satisfaction.

Christ, K. et.al (2023), in this paper the author discusses about the sustainability management accounting SMA. It is a conceptual paper. The challenge of sustainability management accounting SMA need to be addressed from micro level then only the results will be happening in the macro level. The transformation is possible only with the help of time management, proactivity and multiplicity etc.

Campos-García et.al (2023), the paper focus on human resource management and association of sustainability. They discuss about the 2030 agenda related to

sustainability. HRM a model must focus on mental health, gender equality, collaboration towards climate action and responsible production and consumption and more emphasis on regarding the social sustainability of organizations.

Abdullah Emre Caglar et.al (2024), in this paper author has taken European Union economies and sustainability management. How it has trying to improve the quality over the period of time. In the name of economic growth, trade openness, and competitiveness the sustainability is not given much importance. The EU, which has 2030 and 2050 targets, can eliminate the disadvantages of competitiveness by expanding the environmental quality enhancing feature of renewable energy and human capital.

Van Boven et.al (2024), in this paper the author has discussed about the impact of technology on environment. The technology is giving more comfort and fast life but it is effecting very badly the environment, greenhouse polluted gas and entire environment is been destroyed. To avoid this policymakers and private industry must shape the development and adoption of sustainably technologies.

Portia Oduro et.al (2024), the author in this paper has taken maritime industry its global emissions, faces unique challenges and opportunities. The policy makers must focus on international conventions, regional regulations and emerging trends to Fostering international cooperation, promoting renewable energy investment, and enhancing regulatory clarity and enforcement mechanisms.

Peter Simpa et.al (2024), in the paper liquefied natural gas is discuss The LNG value chain comprises several stages, including natural gas extraction, liquefaction, transportation, regasification, and distribution. Which are been destroyed in the name of development. The clear

transition must take place by protecting the natural resources. Then only development is possible.

### PROBLEM STATEMENT

Every organization wants to be best in the industry but in today's world to be more relevant, it is essential to be successful in the business. So study of sustainability becomes need of the hour

### OBJECTIVE OF THE STUDY

- To understand the impact of sustainability on HRM

### RESEARCH METHODS

The need of the study was to identify sustainability the connection between HRM. The qualitative methods was used in the paper.

### RESEARCH DESIGN

The research design used in the paper is descriptive, using the survey method. Descriptive research accurately and systematically describes the characteristics or behaviour of an observed phenomenon or a particular population.

### SOURCE OF DATA

Data was collected from secondary sources. The secondary data was extracted from different journals, publishers and websites.

### ADOPTION SUSTAINABILITY TO HRM

- **Cost Savings :** the adoption of technology can help minimize waste disposal costs, further contributing to overall cost savings.
- **Enhanced Employee Engagement:** Green HR practices can also lead to higher levels of employee engagement and satisfaction. Employee gives more importance to environment. When our organization support the sustainable policy related to environment. It will lead to more engagement in job by employees.
- **Improved Brand Reputation:** Adopting green HR practices can enhance an

organization's brand reputation and image in the eyes of customers, investors, and other stakeholders. Sustainability and go green is the need of every organization growth and Brand name.

- **Regulatory Compliance:** In an increasingly stringent regulatory environment, green HR practices can help organizations ensure compliance with environmental laws and regulations. Many privileges can be enjoyed by implementing regulatory of environment
- **Long-Term Sustainability:** By reducing resource consumption, minimizing waste generation, and promoting eco-friendly policies, organizations can help preserve natural resources carbon emission help in protecting environment.
- **Recruitment and Talent Acquisition:** who align with their environmental values can be given more importance in Recruitment which shows positive brand name in market.
- **Training and Development:** Green HR practices also training sessions and workshops on environmental sustainability, energy conservation, waste reduction, and other relevant topics. by doing this employee get aligned with Sustainability.
- **Performance Management and Incentives:** Incorporating sustainability goals into performance management frameworks. employee who adopted green initiative are been given rewards.
- **Green HR: Driving Sustainability and Success**
- **Celebration of Environment Day**
- **plantation of saplings in and around the company campus.**
- **Green HR practices offer numerous benefits for organizations looking to drive sustainability and profitability. By integrating environmental considerations into various HR functions,**
- **Partner with Spectrum Talent Management Adopting: Green HR**

practices isn't just about being environmentally responsible—it's about securing the future of your organization. Spectrum Talent Management is here to help you implement sustainable initiatives that drive both environmental impact and financial success.

- Green Hiring: When company start hiring employee without harming the environment like paper less work process in hiring the employee will definitely impact positively in minds of prospective employees.
- Green compensation and benefits can assume many forms. It can be monetary (e.g., cash, bonuses, premiums and financial incentives for staff to purchase green products, hybrid cars, or bicycles), non-monetary (e.g., sabbaticals, time off, and gift certificates), recognition-based (e.g., excellence awards, annual awards dinners, daily praise), or negative reinforcement (e.g., criticism, warnings), and promotion.
- Green reward system can be a hard task because of the difficulties in assessing environmental behavior and performance in an accurate and fair way.
- Green training: Giving awareness on environment, understanding the problems related environment, Giving the best solution possible from the company to society and environment.
- Green compensation The reward system should be designed to incentivize, encourage, and reinforce pro-environmental behavior and eco-initiatives.

### Conclusion:

Without the concept of sustainable human resource management organization cannot work more effectively. The field of HR becomes more and more versatile and challenging day by day. Many new technology, innovation and invention are adopted for the betterment of the HRM. Ultimately all activities are directly or indirectly related to protection of environment like reuse, recycle, and reduce

the waste. Definitely adoption of Sustainable human resource management will make wonders to the organization.

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## Integration Of Corporate Social Responsibility (CSR) Into Hr Policies And Practices-need of the Hour

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### Abstract

Corporate Social Responsibility (CSR) has evolved into a critical aspect of corporate strategy, aiming to balance economic goals with social and environmental concerns. This paper explores the role of CSR within organizations, particularly focusing on its integration into Human Resources (HR) policies and practices. It examines the importance of CSR in enhancing organizational reputation or employer branding, attracting talent, and fostering employee engagement. The paper also discusses challenges and opportunities associated with embedding CSR into HR frameworks, emphasizing the ethical imperatives and strategic advantages for businesses today.

### Keywords:

Corporate Social Responsibility, Human Resource Management, Human Resource Practices

### 1. Introduction

This conceptual paper aims to provide a thorough exploration of the role of Corporate Social Responsibility (CSR) and its integration into HR policies and practices, highlighting its importance, benefits, challenges, and strategies for successful implementation. It addresses both theoretical perspectives and practical insights drawn from recent studies, offering a comprehensive understanding of CSR as a cornerstone of contemporary organizational strategy.

In recent decades, Corporate Social Responsibility (CSR) has shifted from a

philanthropic endeavor to a strategic imperative for organizations worldwide. The concept of CSR and its evolution, with its origins from early corporate philanthropy to its current status as a core component of sustainable business practices has been instrumental in shaping the organisational culture from being seen as profit generator to purpose oriented. The role of CSR and its relevance in contemporary business environments has been recognised as key imperative as there is growing recognition of CSR as 'essential' for enhancing corporate reputation, mitigating risks, and creating long-term value for stakeholders. Furthermore, the integration of CSR principles into HR policies and practices is proposed as 'crucial' for aligning organizational values with societal expectations and fostering a culture of responsibility and accountability.

Corporate Social Responsibility (CSR) has also gained prominence as businesses recognize the importance of contributing positively to society while pursuing profitability. The integration of CSR into HR policies and practices is proposed as a strategic imperative for organizations aiming to enhance their social impact and sustain competitive advantage.

### 2. Understanding Corporate Social Responsibility (CSR)

This section delves into the theoretical foundations of CSR, exploring various definitions and frameworks proposed by

scholars and practitioners. The evolving expectations of stakeholders and the broader societal impacts of CSR initiatives are necessary to provide a comprehensive understanding of its significance.

To comprehensively understand CSR, let us dive deep into its theoretical foundations and various conceptual frameworks. CSR is defined as the commitment of businesses to contribute to sustainable economic development while improving the quality of life for employees, their families, local communities, and society at large. Key dimensions of CSR include environmental sustainability, ethical business practices, stakeholder engagement, and community development initiatives. The evolution of CSR theories can be traced from Milton Friedman's shareholder theory to the stakeholder theory proposed by R. Edward Freeman, which illustrates the shifting paradigms in corporate governance and responsibility.

According to "CSR and HR Management Issue Brief and Roadmap" – a report prepared by Coro Strandberg (2009) for Canada Industry, "Corporate Social Responsibility (CSR) is the balanced integration of social and environmental considerations into business decisions and operations" whereas, "Human Resource Management (HRM) is the organisational function that deals with recruiting, managing, developing and motivating people, including providing functional and specialized support and systems for employee engagement and managing systems to foster regulatory compliance with employment and human rights standards." It further elaborates the interrelation of CSR and HR by stating that "human resource managers are well positioned to play an instrumental role in helping their organization achieve its goals of

becoming a socially and environmentally responsible firm – one which reduces its negative and enhances its positive impacts on society and the environment. Further, human resource (HR) professionals in organizations that perceive successful corporate social responsibility (CSR) as a key driver of their financial performance, can be influential in realizing on that objective".

### 3. The Evolution of CSR Integration into HR Policies and Practices

Human resource management (HRM) in general and HR practices in particular, are most suitably placed to complement an organization's efforts aimed at CSR. However, there has been limited focus on integrating CSR and HRM. The main objective of this conceptual exercise is to explore the importance of HR practices in developing employee capabilities necessary for thriving in organizations committed to active CSR initiatives.

Historically, CSR was managed separately from HR functions, but there is a growing trend towards integrating CSR principles into HR policies and practices. The evolution of this integration, highlight the shift towards aligning organizational values with employee expectations and societal responsibilities. Case studies and examples of leading organizations illustrates successful approaches to embedding CSR into HR frameworks including recruitment, employee development, performance management, and compensation practices, etc. The role of HR departments in driving CSR initiatives and aligning them with organizational goals and values is increasingly emphasized by each study conducted, involving the intersection of HR and CSR, showcasing the transformative potential of this integration for fostering a positive workplace culture and enhancing employee engagement.

There is a growing focus on how organizations impact social welfare, often through strategies and actions known as environmental, social, governance (ESG), or corporate social responsibility (CSR). ESG encompasses how companies and investors integrate environmental, social, and governance factors into their business models (Gillan et al., 2021). Meanwhile, CSR traditionally refers to corporate initiatives aimed at being more socially responsible and contributing positively as a corporate citizen (Aguinis, 2011). One distinction between the two terms is that ESG explicitly includes governance, whereas, CSR addresses governance indirectly through its environmental and social aspects. As a result, ESG is generally seen as a broader concept compared to CSR (Gillan et al., 2021).

#### **4. Corporate Social Responsibility (CSR) and Human Resource Practices (HRP) – The Interplay**

CSR, as we know, have two components namely, internal and external. The external corporate social responsibility (CSR) impacts employee work outcomes, potentially contingent upon internal CSR and HR practices within organizations (Bang et al., 2022). Recent research explores how internal and external CSR may interact; for example, Story and Castanheira (2019) demonstrated that the interplay between internal CSR and external CSR enhances employees' organizational citizenship behavior.

Also, certain HR practices are closely aligned with internal CSR, facilitating better alignment with external CSR initiatives and leading to improved employee work outcomes (Bang et al., 2022). Both internal CSR and specific HR practices share a commonality: they influence employee attitudes and behaviors through the principle of reciprocity, as outlined in social exchange

theory (Luo and Zheng, 2013). Reciprocity suggests that individuals feel compelled to reciprocate when they receive benefits without expecting immediate returns (Slack et al., 2015). This concept is particularly relevant to HR practices that promote employee wellbeing and sustainability, fostering a sense of obligation among employees to reciprocate through increased effort and engagement (Slack et al., 2015; Aju and Beddewela, 2020). For instance, employees may work harder or demonstrate higher commitment and trust when they perceive fair treatment in terms of wages (Luo and Zheng, 2013).

In this context, certain HR practices aligned with internal CSR can serve as indicators of mutual support and trust, thereby enhancing employee work engagement (Tyler and Blader, 2003; Rupp, 2011; George et al., 2020). Therefore, the specific HR practices effectively embody the social dimension (S) of ESG and can be managed as part of internal CSR, creating positive synergies with external CSR efforts (Bang et al., 2022). This integration is driven by mutual trust and reciprocity, bolstered by organizational pride fostered through external CSR activities (Rupp, 2011; De Kock, 2021).

Additionally, the concept of "internal fit explains the interaction between external CSR and HR practices" (Bang et al., 2022). This perspective suggests that organizations must align their HR practices effectively with external CSR initiatives to achieve "internal consistency" and maximize strategic outcomes (Delery and Roumpi, 2017; Wright and Ulrich, 2017).

#### **5. Benefits of Integrating CSR into HR Policies and Practices**

The advantages that organizations can gain from incorporating CSR into HR

strategies are manifold. Benefits such as enhanced employer branding, improved employee morale and retention, increased organizational commitment, and better stakeholder relationships are the direct outcomes of strategic integration of CSR and HRM. The alignment between CSR initiatives and HR practices is shown to contribute to a more sustainable and socially responsible organizational culture.

There are wide-ranging other benefits that organizations can derive from integrating CSR into HR strategies. Beyond enhancing corporate reputation and brand equity, integrating CSR into HR policies has been shown to improve employee engagement, level of commitment, and morale leading to retention rates, and productivity or the overall efficiency of an organisation. The alignment of CSR initiatives with HR practices contributes to a sense of purpose and will to 'do good' among employees, fostering a more engaged workforce committed to organizational goals. Additionally, organizations that prioritize CSR are better positioned to attract top talent, particularly among younger generations who value ethical considerations and social responsibility in prospective employers.

## **6. Challenges in Embedding CSR into HR Frameworks**

Despite its potential benefits, integrating CSR into HR frameworks poses several challenges that organizations must navigate. Some of the common obstacles identified include resource constraints, measurement and evaluation difficulties, that is, difficulty in measuring the impact of CSR initiatives on HR outcomes, resistance to change from internal stakeholders, and the need for cultural alignment across diverse organizational functions. Strategies for overcoming these challenges vary among

organisations depending upon the best practices and insights from industry leaders. However, the common denominations for such strategies can be inclusive of leadership commitment, stakeholder engagement, capacity-building within HR teams, and fostering a culture of continuous improvement and ethical governance.

## **7. Strategies for Successful Integration of CSR into HR Policies**

Building on the challenges discussed, there is a need to outline actionable strategies for effectively integrating CSR into HR policies and practices. Key strategies include leadership commitment, employee engagement through CSR initiatives, integrating CSR into talent acquisition and development processes i.e. incorporating CSR considerations into talent acquisition processes to attract candidates aligned with organizational values, integrating CSR metrics into performance management frameworks to track employee contributions to CSR goals, developing training programs to educate employees on CSR principles and their role in advancing corporate sustainability objectives, and fostering a culture of social responsibility and ethical behavior. Various case studies and best practices from industry leaders have been used by different scholars to illustrate successful implementation strategies and their impact on organizational culture and performance.

## **8. Ethical Imperatives and Stakeholder Expectations**

Ethical considerations play a pivotal role in the integration of CSR into HR frameworks. There exist the need for ethical imperatives for businesses to act responsibly towards their employees, communities, and the environment. The role of stakeholder expectations in shaping CSR policies and practices is also

quite critical, emphasizing the importance of transparency, accountability, and ethical governance in maintaining trust and credibility with stakeholders. The alignment of CSR initiatives with organizational values and ethical standards is crucial for mitigating risks and enhancing long-term sustainability.

## 9. The Contribution

This study contributes to the field by expanding our understanding of human resource management (HRM) and demonstrating the critical role of HR practices in enabling employee capabilities within firms engaged in active external CSR activities. This perspective aligns with previous research that views external CSR as a distinct, independent function (Shen and Benson, 2016). Moreover, findings indicate that certain HR practices, when integrated effectively with external CSR, can facilitate synergistic benefits, enhancing employee retention and performance through the lens of social identity theory and social exchange as demonstrated by Bang et al. (2022) in their recent study.

Also, the research adds significant insights to the literature on Corporate Social Responsibility (CSR) and Human Resources (HR) from the perspective of their integration. The importance of aligning HR practices that resonate with the foundational values inherent in internal/external CSR initiatives are highlighted. Furthermore, employees' perceptions of social identity and social exchange are crucial factors influencing the interaction between CSR and HR. These findings provide valuable guidance for organizations aiming to strategically manage HR practices that signify effective CSR-HR alignment.

Furthermore, the findings offer practical insights into the management of CSR

initiatives and human resources practices. Empirical evidence, as per study conducted by Bang et al. (2022) supports the idea that HR practices such as person-organization fit in selection, performance-based compensation, extensive training and development, and suggestion systems complement external CSR efforts effectively, enhancing the overall effectiveness of CSR strategies. Therefore, organizations should prioritize the internal management of HR practices to align them with CSR strategies, leveraging a cohesive set of complementary HR practices to bolster the success of CSR initiatives.

## 10 Future Directions and Emerging Trends

The future of CSR integration into HR policies and practices is discussed in this section, highlighting emerging trends and evolving practices. Topics such as the impact of digital transformation on CSR initiatives, the evolving role of technology in enhancing transparency and accountability in CSR reporting, and the influence of global standards and frameworks on shaping corporate sustainability strategies are going to play an important role in successful implementation of such integration. The role of millennials and Gen Z in driving CSR agendas and expectations for greater corporate transparency and social impact are required to be explored. The potential for CSR to become a mainstream component of HR strategies is in light of evolving societal expectations and regulatory environments also require examination. However, series of studies highlights opportunities for organizations to innovate and lead in the realm of CSR-driven HR practices.

## 11 Conclusion

In conclusion, this paper underscores the critical importance of integrating CSR into HR policies and practices as a



strategic imperative for organizations in the 21st century. It summarizes the key findings regarding the benefits, challenges, and strategies for successful integration, emphasizing the need for businesses to align economic goals with social and environmental responsibilities. The role of leadership commitment and ethical governance in driving sustainable CSR practices is reaffirmed, along with the potential for CSR to foster inclusive growth and long-term value creation.

As organizations continue to navigate complex global challenges, integrating CSR into HR frameworks will be essential for fostering a culture of responsibility, resilience, and innovation.

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## Innovative Paths To Resilient And Sustainable Human Capital

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### Abstract

Innovative and resilient HR practices play a crucial and significant role in Human Capital Development. These advancements in the policies are helping to keep the employees engaged and retained in the organization. These days HR practitioners are giving a lot of importance to Human Capital Development through effective performance management systems, efficient reward management, systematic employee engagement, and appropriate competency mapping (Alpkan et al., 2010). The main objective of this study is to understand the impact of innovations and resilient HR practices in Human Capital Development. It helps in creating a positive organizational culture, encourages the employees to be loyal and retained with the organization, enhances the productivity of the employees by giving them opportunities to learn and grow, keeps the employees motivated towards work by uplifting their mental health, supports the top-level management in implicating organizational changes. Overall, it is observed that flexible and advanced HR policies have a great impact on organizational growth (Wright et al., 2020). The relevant data was obtained with the help of a questionnaire which was distributed among 55 respondents who were chosen by convenient sampling.

### Keywords :

Human Capital, Employee Engagement, Training & Development, Employee Performance, Resilience.

### I. Introduction

HR is more important than ever, people

are the sustainable source of competitive advantage. By - Watson Wyatt Study

Organizations struggle a lot to cope-up with the changes and dynamic work conditions and Human Capital Management has come a long way to help the organizations in such scenarios. Many HR sustainable and resilient advanced HR practices help organizations to overcome these challenges and hence it is important to come up with innovative HR practices and use it for the continuous growth and success of the business. It is also equally important to implement the appropriate strategies to make the operations and functionalities of the HR department smooth and tech-friendly (Ghosh et al., 2018). The biggest challenge for HRM managers today is to create the value, satisfaction, and conditions necessary to achieve good employee and organizational performance, considering the costs arising from the concepts and programs implemented.

In this research, we have studied about the effect of innovative HR practices in the development of Human Capital and the steps organizations can take to maintain the efficiency and effectiveness of the employees and organization. The management is finding it difficult to keep the employees motivated and to abide by the company rules, regulations, and policies simultaneously. There is no fixed model and measure to calculate the level of business resilience; still, HR professionals are working to derive the

factors responsible for influencing human resource management systems.

### 1.1 Aim

The research paper aims to study about the impact of innovative and resilient HR practices in Human Capital Development.

### 1.2 Objectives

The objectives of this paper are:

1. To understand the importance of setting up a systematic and automated approach to handle performance management of employees.
2. To evaluate the effect of implementing sustainable and resilient HR practices in the organization.
3. To access the importance of implementing innovative HR practices for employees to grow professionally and profitability of the organization (Luthans et al., 2010).
4. To understand different ways of enhancing the Human capital development of the organization.

### 1.3 Problem Statement

Employees are driving an organization. These days organizations are finding it difficult to work in a dynamic environment efficiently and effectively. Organizations need to ensure that the employees are happy, motivated, and committed to their work and the organization is growing in all aspects. It has been observed that sustainable and resilient HR practices can help in the development of Human Capital. Organizations are lacking the important factors to ensure business productivity through Human Capital Management as there is no fixed rule/model for it (Alpkan et al., 2010). Hence, we are focusing on Performance and Reward Management, KPI, Competency Mapping, and Employee Engagement to understand the expectations of the employees and to keep them engaged so that they can give the best results and keep the

organization profitable.

### 1.4: Significance

1. Sustainable and resilient HR practices will contribute to the overall success of the organization by giving the best results (Ghosh et al., 2018).
2. It will increase the efficiency and effectiveness of employees at work by keeping them motivated and focused on their work.
3. It will help to create a positive and motivated environment in the organization which in turn will increase the profitability of the organization.
4. The organization will be able to track the data and records easily with the use of automated systems and tools.
5. It will help the leadership department to take effective decisions through systematic validation of the factors (Manuelli, 2015).
6. It will help the organization to manage the cope with the dynamic changes in the environment by implementing innovative strategies in the organization which results in profitability, and sustainability (Tomer, 2014).
7. Employee Engagement boosts the productivity of employees as they feel acknowledged for their work and performance.

"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 innovative practices in management and IT in HR and Leadership to create a concrete relation in the content of the article. Schuler and Jackson introduced the importance of linking HRM practices with the competitive strategy of the organizations. It is important to

implement such practices to ensure that the organization is able to sustain in a dynamic environment and can solve problems with new and innovative ideas (Manuelli, 2015). Nedumaran and Rani encouraged the use of technology in the HR department to get accurate results and to maintain a systematic and automated process for the HR tasks to keep it simple, easy, and tech-friendly. This will also help to reduce the manual functionality and operations of many tasks to get the desired outcomes effectively and efficiently with minimum errors (Luthans et al., 2010). For Example – E-Recruitment where candidates can apply online for any job position through automated tool-based online channels.

### 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 employee engagement, training & development, innovative HR policies, performance management, and other HR benefits (ETIPO). The dependent variable is employee engagement, training & development, innovative HR policies, performance management & other HR benefits and the independent variable is business sustainability, profitability, and HR growth. The sample size of the research is 55.



Fig. 1: Independent and Dependent Variable of BMRRC

### IV. FINDING & ANALYSIS

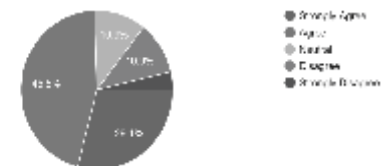
How much do you consider resilience in the aspect of human capital development?  
55 responses



Graph 1: Resilience

**Interpretation:** 72.7% of employees are satisfied with the resilience in aspect of human capital development while 27.2% of employees are not.

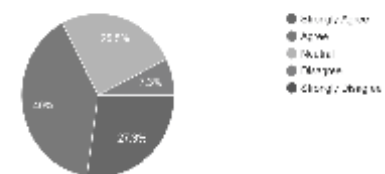
Does developing human capital significantly impact performance?  
55 responses



Graph 2: Performance

**Interpretation:** 74.6% of employees are strongly inspired to meet their performance while 25.4% of employees are not.

Do you believe human capital development enhances employee engagement?  
55 responses



Graph 3: Employee Engagement

**Interpretation:** 67.3% of employees are completely involved in employee engagement while 32.7% of employees are not.

Do you find human capital development contribution to effective training and development? 55 responses



**Graph 4: Training & Development**

**Interpretation:** 54.5% of employees are strongly satisfied with the effective training & development contribution to their organization while 45.5% of employees are not.

Do you believe your organization is implementing the most innovative HR policies? 55 responses



**Graph 5: Innovative HR policies**

**Interpretation:** 40% of employees think that an organization is implementing innovative HR policies while 60% of employees are not.

Do you believe your organization is providing additional benefits? 55 responses



**Graph 6: Additional benefits**

**Interpretation:** 34.5% of employees are strongly satisfied with the additional benefits offered by the organization while 65.5% of employees are not.

Data Interpretation	Research Questions	Hypothesis
72.7% of employees are satisfied with the resilience in aspect of human capital development that comes under H1 while 27.2% are not that come under H0.	How crucial do you consider resilience in the aspect of human capital development?	H1: Employees are satisfied with resilience in aspect of human capital development. H0: Employees are not satisfied with resilience in aspect of human capital development.
74.6% of employees are satisfied with performance that comes under H1 while 25.4% are not that come under H0.	Does developing human capital significantly impact performance?	H1: Effective relationship between performance and human capital development. H0: No relationship between performance and human capital development.
67.3% of employees can enhance through employee engagement that comes under H1 while 32.7% are not that come under H0.	Do you believe human capital development enhances employee engagement?	H1: Completely increases their efficiency by involving in employee engagement. H0: Not able to increase their efficiency by involving in employee engagement.
54.5% of employees contribute to get their effective training & development that come under H1 while 45.5% are not that come under H0.	Do you think human capital development contributes to effective training and development?	H1: Able to get effective training & development. H0: Not able to get effective training & development.
40% of employees are satisfied with the implementation of innovative HR policies that come under H1 while 58% are not that come under H0.	Do you believe your organization is implementing the most innovative HR policies?	H1: There should be a relationship between innovative HR policies and human capital development. H0: No relationship between innovative HR policies and human capital development.
34.5% of employees are satisfied with the	Do you believe your organization	H1: There should be a relationship between additional

**TABLE 1: INTERPRETATION OF THE CHART**

## V. DISCUSSION ON INTERPRETATION

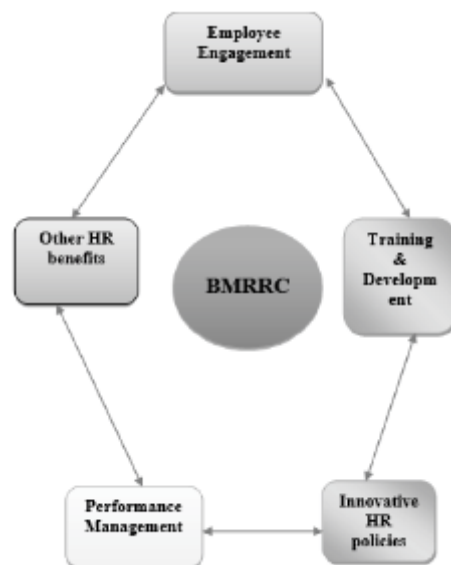
In this study, we have developed a model based on our understanding, knowledge, observation, and analysis of the current scenario considering the mindset of employees for being retained in any organization. It is very transparent that the needs and expectations of the employees from the organization 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 (Folke, 2022). The motivation factor may vary from employee to employee.

For example, for one employee may be rewards and recognition can be a motivation factor for which he may consider being retained in the company or may wish to switch to another, and for another employee that motivating can be a good compensation package keeping all other factors aside.

The HR department needs to keep a critical view on evaluating those parameters 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 (Mincer, 2020).

In a view to solving all solve such problems while keeping the organization's budget in mind, we have developed a model named ETIPO which stands for EMPLOYEE ENGAGEMENT, TRAINING & DEVELOPMENT, INNOVATIVE HR POLICIES, PERFORMANCE MANAGEMENT, and

OTHER HR BENEFITS. The figure below will represent the model in detail (Wright et al., 2020). With the help of this model, we have analyzed HR practices that need to be modified to meet the business and employee 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 (Saeed et al., 2019).



**Fig.2: Model of BMRRC**  
**Description of the MODEL – BMRRC**

### 1. EMPLOYEE ENGAGEMENT

Employee engagement serves as a key motivator for employees, alleviating work fatigue and boosting productivity. It also drives societal development through Corporate Social Responsibility (CSR) initiatives (Saeed et al., 2019). Many organizations are adopting innovative methods to engage their employees, such as organizing health camps, blood donation drives, and various other activities.



## 2. TRAINING & DEVELOPMENT

Training and development uplift employees by enhancing their skills and knowledge. Nowadays, organizations offer various certifications to support career growth, which helps to motivate employees (Folke, 2022). By investing in training and development, organizations can ensure a more, motivated, competent, and adaptable workforce, achieving long-term goals and ultimately driving innovation. It encourages the employees with diversity, equality, and inclusion (DEI) Initiatives with the help of employee engagement.

## 3. INNOVATIVE HR POLICIES

Organizations should develop innovative HR policies aimed at boosting employee motivation and loyalty. While many companies have adopted hybrid and remote work policies to support employee welfare, these policies must be regularly evaluated against competitors, employee needs, and market trends to elevate organizational standards (Mincer, 2020).

## 4. PERFORMANCE MANAGEMENT

Performance management serves to measure employee productivity and efficiency within the organization (Osikominu, 2012). HR professionals should adapt innovative concepts like Artificial Intelligence and Machine Learning to enhance the accuracy of performance assessment. Evaluations should be conducted on a quarterly or semi-annual basis to effectively measure employee performance. To ensure a comprehensive evaluation, employees should gather feedback from colleagues, supervisors, managers, and peers through a 360-degree feedback process.

## 5. OTHER HR BENEFITS

Nowadays, organizations are providing additional HR benefits to their employees such as financial aid, work-life balance

initiatives, diversity and inclusion initiatives, technology-driven solutions, rewards and recognition, and many more. It can also help in identifying the need for training and coaching the employees in case the employees are underperforming (Tomer, 2014). The HR function must ensure that the competencies of employees are reviewed and evaluated from time to time.

## VI. LIMITATIONS

This study was conducted on only 55 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 (Ghosh et al., 2018).

## CONCLUSION

The focus on Competitive Edge, Reward Management, Performance Management, KPI, Competency Mapping, and Employee Engagement of the organization will help to develop sustainable and resilient Human Capital (Osikominu, 2012). The research helped us to understand the importance of new and innovative HR practices in an organization. It keeps the employees motivated and engaged in work which improves their productivity and by enhancing their self-esteem it maintains a positive culture and environment at the workplace which makes the organization a better place to work during the dynamic changes. It is observed that organizations are struggling to make maintain a systematic approach to HR functions which includes, payroll management, working hours, performance management, reward management, and so on hence the productivity, efficiency, and effectiveness of the employees have a

direct relationship with innovation in the organization and the employees feel motivated to perform well and give the best results.

The appropriate HR practices not only keep the employees motivated but also build a good market value and repo of the organization in the market which enables the organization to attract talented candidates. So, every organization must plan to implement innovative practices that are appropriate, suitable, and accepted by the employees and management to ensure the growth and success of the business.

Happy Employees will make the prosperity and part of success in the organization.

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## **ABOUT IIMS:**

International Institute of Management Science (IIMS) under the auspices of Yashaswi aspires to make academic issues and commitments as the key concerns for today's generation. An ISO 9001 certified, approved by AICTE and Accredited by NAAC, the Institute offers MBA, MCA Programme and Ph.D. research centre affiliated to Savitribai Phule Pune University. IIMS is a permanent Member with All India Management Association (AIMS).

The MBA (Master in Business Administration) Programme at IIMS is 2 Years full time, dual specialization programme in the areas of Marketing, Finance, Human Resource, Operations and Analytics. The course is in-sync with the latest industry happenings and practices. The students are exposed to the best training in marketing, operations, finance and management. The diverse range of studies will ensure the best career prospects for the students wherever they go.

The MCA (Master of Computer Applications) Programme is a two-year professional master's degree programme in Computer Science approved by AICTE, Government of India. The major thrust is on giving the students a sound background in computing, business functioning and mathematics relevant to information technology.

IIMS Ph.D. Research Center approved by Savitribai Phule Pune University in Commerce and Management was established in July 2021. The research area focused is Organizational Management, Marketing Management, Financial Management, Human resource Management. The major focus of the research centre is to encourage Ph.D. research candidates and faculties of institute for participating in conference, seminar, and to encourage them to take up the research projects.

The Institute also offers many value added and certification courses to inculcate required skills among the students to meet the industry standards. The young learners at the institute are encouraged to address challenges in the business world and to keep themselves abreast with key economic and business issues through structured reading, writing and research.

With a commitment to shape the global market leaders of tomorrow, IIMS aims of developing the multitalented professionals who will lead the industry and society. The Institute is located at the Central Business Activity hub of Chinchwad, Pune. It is surrounded by renowned Industries like Tata Motors, SKF Bearing, Mahale and many more. The campus is equipped with all modern teaching tools.

"Come be a part of spreading Knowledge and Skills".

## **ABOUT YASHASWI EDUCATION SOCIETY:**

Yashaswi is a 40-year-old organization headquartered in Pune and operating more than 30 Branch offices in over 23 States. Yashaswi is one of the leading organization in India in the area of Skill Development and Vocational Education implementing its flagship program "Learn & Earn" along with other programs such as National Apprenticeship Promotion Scheme (NAPS) and National Apprenticeship Training Scheme (NATS) in more than 900+ organizations with a current strength of 80,000 Trainees.

Yashaswi, through its Skill Development Centers across India, provides skill education to Health Care, Engineering, BFSI, etc. also engaged in imparting management education and being affiliated with Savitribai Phule Pune University for the programs like MBA & MCA. Yashaswi is engaged in implementing CSR projects in the area of women empowerment, employability enhancement and entrepreneurship development for the industries like Tata Motors Ltd, GKN Sinter Metal Pvt Ltd, Tata Power, Persistent System, Kotak Mahindra Foundation, Cummins Technologies India Pvt Ltd, Dr. Reddy's, Tata Sky, Lupin Ltd, Cipla Ltd, Micro Lab Ltd, etc. Yashaswi is also engaged in the area of Temp Staffing and Permanent Recruitment.



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