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Grooming Professionals. With Values

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Contents

From the Editor ...

We find across the organizations – be it private sector or public, be it service sector or manufacturing – two sets of people; one who are highly talented with potential level par excellence and the other who are mediocre both in potential and performance. People below the managerial level usually have the privilege of feeling that managing the former set demands no efforts, since by virtue of their talent and potential, they work blissfully and diligently. But the reality of course unfolds the naked fact and contradicts the feelings of non-managerial people. In fact, while some talented people are collaborative, aggressive as required and well-intentioned, some others in spite of being talented are not collaborative, lopsidedly aggressive and ill-intentioned. From management perspective, although huge efforts are required to effectively manage the latter group and prevent their moves in counter route, efforts are also required channelizing the former group in order to avoid theirs fall on latter track. Similarly, in the mediocre group also, there are some people who are highly collaborative and well-intentioned but at the same time some are also there who are not collaborative and highly ill-intended. In fact, the latter group tries to influence the non-collaborative, unevenly aggressive and ill-intentioned talented people since they are peevish and get effortlessly sidetracked. Here also, from managerial perspective, huge level of efforts are required to manage the non-collaborative mediocre people since they can spoil the entire show contaminating the vulnerable segment in the talented group and efforts of considerable level are also required to extract the best from the mediocre but collaborative and well-intentioned people. Thus, it is inferred that managing people of any sort in any organization is not that easy. In fact, the critical factor in the process of production or business is people since it is really tough to manage them effectively as compared to any other factor used in production or business. Keeping this in backdrop, the current Issue of the Journal is made special and devoted to "People Management", the contents of which will absolutely give an idea to the readers about how to effectively manage people in varied set-up and amidst many odds.

Effective people management, which is the need of the hour for any set-up/establishment, has turned to be the most difficult affair, and in situations, is becoming unreachable. It is due to the absence of only two things in two sides of the coin – the administrator and administered. These two things are; a) in administered side, absence of "Trying to see things through the eyes of others" and b) in administrator side, absence of "**Thinking in terms of assets and liabilities".**

Many a times we have seen, a set of employees keep on complaining without caring for how it sounds and how distorted implication it has on other stakeholders. It is observed that such employees are very much demanding for their rights, and in situations, they try to breed rights out of nothing but deliberately become ignorant about their duties and responsibilities. They try to establish their stance in spite of being in a very wrong side and become critical to people on absolutely right side. They forget the dignity of position they hold, and protocol and hierarchy of the organization they represent, while fighting for their so-called illegitimate rights. In fact, they quote something unethical and impracticable for benchmarking purpose and tag cowardice for ethical and idealistic peers. They keep on taking advantage of any situation; whether the situation is conducive or not for taking advantage. By behaving so, they never try to see things through the eyes of others. They never think of why management behaves in a particular way, what is the necessity of having a set of protocol and hierarchy, why should one care for other stakeholders and above all why we are not fitting into the system. If they don't see things in others' eyes, they should not think that the eyes of others are not seeing the things they are doing. If the management has not been reactive to their actions so far, they should not feel that it has become reaction less permanently. Who knows, in order to avoid any unwanted situation, the management may be waiting for the saturated level of its patience and will outburst all of a sudden as the limit crosses. They should not tease the Management the way they have been doing. In short-run, they may smell the winning strokes of their actions but in long-run, a dead-weight shock may be waiting for them. Before the scenario goes worse from bad, if they try to see things in the eyes of others, it will be good for the organization and better for them.

Cost-Benefit Analysis has become the key for sustainability of any organization. Employers/ administrators, who go by this regularly and keep on adding to assets and getting rid of liabilities, are proved to be the path-breakers and fore-runners on the scale of productivity and profitability. Like dead resources, there are also concepts of assets and liabilities in human resources. Pertaining to human resources, the leaders/administrators/employers need to think in terms of assets and liabilities for effective people management leading to organizational development. But many organizations are experiencing the taste of failure with respect to people management because of absence of leaders' thinking in terms of assets and liabilities. The leaders should aptly identify the assets and liabilities amongst the human resources available with the organization and should strengthen the assets by getting rid of the liabilities. But very often, we have seen, most of the (by-chance) leaders succumb to the employees, who don't see things in the eyes of others, about whom a mention is there in the previous paragraph. In fact, for the sake of safeguarding their position, such leaders strategize for avoiding annoyance. Callousness of the leaders towards the misdeeds of the employees insists the latter to take advantage of any situation and persuade them to demand the advantage they take as a matter of their right. By doing so, indirectly such leaders demotivate the employees who deserve to be treated as assets. In order to cut the unruly into size, the leaders should strictly go for incentive and disincentive system. In fact, they should firmly identify the assets and liabilities from the human resources of the organization and keep the assets, letting the liabilities to go. While identifying the liabilities, extra caution needs to be taken by the leaders because, instances are there where problematic employees do add real value to the organization. Some talented employees are there who are unevenly collaborative and prefer to do things in their own way. While assigning tags of assets or liabilities to them, the leader's job is crucial. S/he has to compare intuitively the benefits they brought to the organization and inconveniences they cause. If benefits they brought to far outweigh the inconveniences they cause, they need to be tagged as assets. On the other hand, if the reverse is the situation, in which they become troublesome, they are to be tagged as liabilities and they should be shown the exit door in spite of having requisite talents. However, before letting the liabilities go, they should be given chance for necessary correction, if possible. Thus there should be proper coordination among the administered and excellent linkage between the administrators and administered in order to have effective people management.

Personalities being capricious, there is no thumb rule to manage a particular set of individuals. In fact, individuals need to be dealt with in isolation. But from organizational point of view, it is not possible to have one manager for one subordinate. An effective manager must possess tactics to implement different skill sets for handling different personalities. Managerial functioning should not be monotonous. Thus situation and personality wise, Carrot and Stick principle needs to be implemented, as required. Since every organization gets suffocated in the cob-web of competition, challenges faced in managing people need to be clearly identified and analyzed. Strategies fitted for challenges unfolded are to be customized and implemented with close scrutiny. One of the most important challenges that any organization encounters in present scenario is 'retaining talent'. Motivating talents by way of providing incentives to the performers and disincentives to the non-performers goes a long way to retain talents. Moreover, recruiting right set of individuals and equipping them with modern information and communication technology work as a panacea in the context of people management. After recruiting a right set of individuals, the employees should not leave them alone in their allocated job profile. By passage of time, like machineries need maintenance to be in working order, manpower also needs timely training and developmental tips to cope with dynamic environment and adapt to technological advancement. Accordingly, the employer sees into skilling and re-skilling of his human resources.

Researchers from across the country have contributed their literary creations mainly on five different aspects of 'people management' such as; challenges in people management in private and public sector undertakings of manufacturing sector and service sector including NGOs, motivating and retaining talent, leveraging information and communication technology (ICT) to manage people, recruitment, skilling and re-skilling HR, and work life balancing. 16 articles and one case study on the aspects of people management mentioned have been featured in this Issue.

Hope the Issue will justify the purpose of making it special.

S C Swain

(Dr. Sukanta Chandra Swain)
Managing Editor

Challenges of Employee Management in NGOs : A Study of NGOs in Jharkhand, India

Priyanka Priyadarshani[1] & Niladri Sekhar Mukherjee[2]

The term, "non-governmental organization" or NGO, which came into use in 1945 are the non-profit making agencies constituted by a group of like minded people with a vision, committed for the uplift of the poor, marginalized, unprivileged, underprivileged ,impoverished, downtrodden and the needy and they are closer and accessible to the target groups. The achievements and success of NGOs in various fields and the excellent work done by them in specific areas is no doubt a tremendous task that has helped to meet the changing needs of the social system. However, in spite of their achievements in various fields, NGOs are facing different problems which differ widely among organizations and regions, one prominent problem being that of employee management. In this context, the present paper is an attempt to discuss about the problems of employee management in NGOs. We also suggest few remedies by using a qualitative approach of structured and unstructured interview with the employees and management of NGO's operating for more than 5 years in Ranchi.

Keywords: Non-Government Organization, People, Problems.

1. Introduction:

Non-Government Organizations (NGOs) have become an irresistible global force today. The non-governmental sector, also known as voluntary sector, is growing in relation to its presence in developmental activities. Its role in the sphere of human development is now widely recognized and accepted in most parts of the universe.. Today, the NGOs in the country assume a conspicuous role in multifarious developmental programmes and activities. The achievements and success of NGOs in various fields and the excellent work done by them in specific areas is no doubt a tremendous task that has helped to meet the changing needs of the social system. However, inspite of its achievements in various fields, NGOs are facing different problems which differ from organization to organization, region to region..

People are an important aspect in all social organizations and it becomes the heart of the organization. However adoption of effective human resource management (HRM) practices in many local Non Govermental organizations (NGOs) is often low in the list of management priority.. Local (NGOs) often do not realize the importance of effective management of human resources to the well being of the organization and hence do not invest adequate time or resources to build their capacity in necessary human resource competencies.

The contribution of people to an organization is immense, unique and has potential for further development because people have beliefs, values and different levels of experience that can be tapped for both individual and organizational benefit

2. NGOs in Jharkhand:

Jharkhand was a part Bihar before 2000 AD. From the JP movement, a group of people emerged who established organizations influenced by the movement. They are spreading over Bihar and Jharkhand. Basically they were influenced by the Gandhian Philosophy.

During 1980s and 1990s a large amount of organizations has been emerged in the Bihar and Jharkhand. There are several reasons behind their emergence. Some of the reasons:

- State Government was passive to undertake development activities
- Panchayati Raj system was not introduced in the states.
- State Government officials were not able to visit in the rural areas.

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- Ultra leftist movements are plaguing the different districts of the states
- Vast unemployment level attracted the youth in this sector
- Large amount of ST people resides in the Jharkhand area attracted good NGOs to do work for them.

3. Objective of the Study:

In the context discussed above, the present paper is an attempt to study the problems of employee management in NGOs both from the management and employee perspective. The extant literature has limited inputs regarding the nature and relative importance of the issues surrounding the people working as management and employees in NGOs. As discussed above, the state of Jharkhand has seen the emergence of a number of NGOs since its formation. The unique socio-economic and political situation in Jharkhand makes the state an intriguing and enticing place to be for NGOs. The nature of operations within NGOs also shows some interesting idiosyncrasies. The dependence on project funding and the requirement to engage repeatedly with disadvantaged communities, across different geo-political situations, offers some unique Human Resource Management issues for NGOs. The intention of this study is to extricate the major issues faced by management and employees working in NGOs by focusing on a sample based in Ranchi, Jharkhand.

4. Methodology:

The goal of the study was to extricate key issues faced by the management and employees of NGOs. The design of the study involved two significant components. In the first stage, using a combination of literature review and unstructured qualitative interviews with the management and employees of five NGOs in Ranchi, a list of possible issues facing the management and employees respectively were identified. These issues are qualitatively discussed later in the analysis. In the second component, the list of possible issues facing employees was used to prepare a questionnaire. In the questionnaire, the respondents were asked to rate each issue on a Likert scale ranging from 0 (Not at all an issue) to 5 (An extremely significant issue). The questionnaire was floated to all employees of the five firms who permitted the study. A total of 73 respondents filled out valid responses to the questionnaire. These 73 respondents comprised of male and female employees as well as different age groups. The responses were analyzed using one-way ANOVA to understand the differences in the relative grading of the issues based on gender and age groupings. IBM SPSS Statistics Version 20 was used for the second component of the study.

As per one record, there are approximately 170 NGOs operating in Ranchi, Jharkhand. These NGOs vary widely in their stated goals and field of operations. The field of operations includes education, human rights, child labour, Microfinance etc. to name a few. Out of the list of 170 NGOs, based on the availability of information on the internet, 17 organizations were chosen which had operated in Ranchi for at least 5 years. All 17 of the organizations were contacted and requested for permission to do the study. Out of the 17, 5 responded affirmatively and provided us access to their management and employees for detailed discussions. However, as the nature of questioning was related to the issues prevalent in the firms, a few firms expressed their inability to share details of their employees and operational details. A conscious decision was made by the authors to not disclose the details of the firms and employees publically. This decision is pretty common in management research and has been a recommended research ethics procedure when the firms/individuals are not willing to disclose their identity. However, the firms broadly fell within the following categories:

Field of Operations	Number of Firms
Capacity Building and Technical Education	2
Women Empowerment and Rights	1
Government Schemes/Microfinance	2

As far as possible, the authors ensured that any data or inputs regarding the firms were triangulated from other independent secondary sources like company documents, websites, newspapers and other public documents.

5. Findings:

The findings of the study are divided into two segments as per the design of the study. The first segment discusses the results of the qualitative unstructured interviews with the management and employees of the sample firms. The second segment discusses the results of the quantitative survey done to rate the employee issues generated during the first segment.

5.1. Findings from qualitative unstructured interviews with management and employees:

The first segment of the study focused on qualitative unstructured interviews with the management and employees. The objective of this segment was to extricate a list of possible Human Resource Management issues that are faced by management and employees of sample NGOs in Ranchi, Jharkhand. The extant literature does not do a comprehensive job in identifying and analyzing the people issues in NGOs, especially in the context of a state like Jharkhand.

The first section of this segment deals with the unstructured interactions with the management of five sample NGOs operating in Ranchi, Jharkhand. The interactions were unstructured but focused on the overall objective of identifying the human issues. The interviews were done in-person for four of the management respondents and one person was interviewed over the phone. The identified management issues and analysis are presented below:

5.1.1 Human Issues in NGOs from the Management perspective:

- Recruitment and Retention of Competent Staff:
- Inadequate Human Resource Policies or Procedures:
- Lack of Capacity to Manage a Diversity of Work Force:
- Inadequate HR Management Skills among Supervisors:
- Mismatching of Employee Qualifications with Jobs or Positions:
- Inability to Offer and Provide Competitive Employee Incentives and Benefits:
- Inadequate Performance Management Systems:

5.1.2 Human Issues in NGOs from the Employee perspective:

- Inadequate Performance Management Systems:
- Inadequate Career Development Opportunities:
- Difficulties in Maintaining Balance between Employee and Organization Needs
- Lack Induction and Coaching Mechanisms for New Employees:
- Presence of Leadership Gaps/Crisis and unclear Leadership Succession Plan
- Inadequate or Clear Structures for Rewarding Performance and lack of employee incentives
- Work Life Balance and Leaves
- Stress Management (sole earner)
- Lack of Well Defined Job Description and mismatch between skills and job
- Work in remote and inhospitable work environments
- Job Insecurity
- Lack of Organizational Culture

5.2 Findings from quantitative survey with employees:

The list of issues and analysis of issues listed by employees in the first segment of the study are presented above. The second segment of the study involves the quantitative study of the relative importance of issues within demographic groups like gender and age. A total of 73 respondents were asked to rate the issues identified above. The respondents were then grouped based on their gender and age. Two groups were considered for the age grouping with the cutoff set at 30 years (below and above 30 years). This was done to see if relatively fresh employees had different importance on identified issues than experienced and older employees. The data has been run through a one-way ANOVA test with a level of confidence of 95% to determine significant differences between relative weightings of issues among groups. Figure 1 and 2 display the results of the one-way ANOVA with gender and age as grouping variable respectively. The results are discussed below.

One-Way ANOVA analysis with gender as a grouping variable:

Figure 1 represents selected results of the one-way ANOVA analysis of 73 respondents based on gender as the grouping variable. The results of the ANOVA throw up some interesting points. It is apparent that Stress Management, Work Life Balance, Inadequate Career Development and the lack of proper mechanisms for Rewarding Performance are issues which are given significantly more attention by men respondents. This suggests that men seem to be more aggrieved about performance related issues and their impact on the time spent (and resulting stress) at their jobs. On the other hand, the lack of available leaves, a well defined job description, required to work in remote areas, Inadequate HR policies and Job Insecurity seem to affect women more than men. The authors believe that the issues of lack of available leaves and Inadequate HR policies seem to point towards the lack of maternity and other related benefits offered by NGOs.

One-Way ANOVA analysis with age as a grouping variable:

Figure 2 represents selected results of the one-way ANOVA analysis of 73 respondents based on age as the grouping variable. As suggested earlier, the purpose of this specific analysis was to compare the relative grading of issues between comparatively new joinees and experienced staff. The results of the ANOVA again throw up some interesting points. It is apparent that mismatch between the jobs and skills and lack of training seems to be more affecting younger employees while issues like lack of Proper Performance Management schemes, leadership gaps/succession plan and a lack of organizational culture seemed to affect comparatively experience employees more. The authors believe that the issues of lack of fit between jobs and skills and lack of training seem to point at the need for NGOs to spend better time and resources to train and equip their new joinees. On the other hand, issues related to leadership, organizational culture and systems seem to affect experienced employees more. By regularly informing and sensitizing experienced professionals regarding the leadership styles and the expected organizational culture should help address their concerns.

Figure 1 **Comparison of issues within genders**

		N	Mean	Difference	Significance
StressMgmt	Male	46	3.74	1.48	.000
	Female	27	2.26		
	Total	73	3.19		
WorkLifeBal	Male	46	4.67	1.341	.000
	Female	27	3.33		
	Total	73	4.18		
InadequateCareerDev	Male	46	4.41	1.080	.005
	Female	27	3.33		
	Total	73	4.01		
RewardingPerformance	Male	46	4.41	1.203	.005
	Female	27	3.21		
	Total	73	4.01		
Leaves	Male	46	1.48	-1.966	.000
	Female	27	3.44		
	Total	73	2.21		
WellDefinedJobDescription	Male	46	2.85	-1.263	.000
	Female	27	4.11		
	Total	73	3.32		
WorkinRemoteAreas	Male	46	2.74	-1.372	.000
	Female	27	4.11		
	Total	73	3.25		
InadequateHRpolicies	Male	46	2.93	-1.176	.000
	Female	27	4.11		
	Total	73	3.37		
JobInsecurity	Male	46	3.26	-0.850	.000
	Female	27	4.11		
	Total	73	3.58		
Mismatchbwskillsandjob	Male	46	3.61	0.201	.553
	Female	27	3.41		
	Total	73	3.53		
Lackoftraining	Male	46	3.57	0.121	.607
	Female	27	3.44		
	Total	73	3.52		
CompetitiveEmployeeIncentives	Male	46	2.33	-0.229	.216
	Female	27	2.56		
	Total	73	2.41		
LackofPerformanceMgmt	Male	46	.59	-1.080	.329
	Female	27	1.67		
	Total	73	.99		
LeadershipGaps	Male	46	3.20	0.196	.066
	Female	27	3.00		
	Total	73	3.12		
Lackofleadershipsuccessionplan	Male	46	3.20	0.196	.186
	Female	27	3.00		
	Total	73	3.12		
LackoforgCulture	Male	46	.59	-1.080	.511
	Female	27	1.67		
	Total	73	.99		

Figure 2 **Comparison of issues within Age Groups**

		N	Mean	Difference	Significance
StressMgmt	Less than 30	42	3.36	0.697	.120
	Greater than 30	31	2.67		
	Total	73	3.19		
WorkLifeBal	Less than 30	42	4.45	1.121	.100
	Greater than 30	31	3.33		
	Total	73	4.18		
InadequateCareerDev	Less than 30	42	4.45	1.788	.229
	Greater than 30	31	2.67		
	Total	73	4.01		
RewardingPerformance	Less than 30	42	4.45	1.788	.312
	Greater than 30	31	2.67		
	Total	73	4.01		
Leaves	Less than 30	42	2.05	-0.612	.223
	Greater than 30	31	2.67		
	Total	73	2.21		
WellDefinedJobDescription	Less than 30	42	3.36	0.197	.505
	Greater than 30	31	3.17		
	Total	73	3.32		
WorkinRemoteAreas	Less than 30	42	3.36	0.475	.097
	Greater than 30	31	2.89		
	Total	73	3.25		
InadequateHRpolicies	Less than 30	42	3.36	-0.025	.916
	Greater than 30	31	3.39		
	Total	73	3.37		
JobInsecurity	Less than 30	42	3.36	-0.859	.317
	Greater than 30	31	4.22		
	Total	73	3.58		
Mismatchbwskillsandjob	Less than 30	42	3.76	1.330	.012
	Greater than 30	31	2.43		
	Total	73	3.53		
Lackoftraining	Less than 30	42	3.82	1.207	.000
	Greater than 30	31	2.61		
	Total	73	3.52		
CompetitiveEmployeeIncentives	Less than 30	42	2.18	-0.929	.455
	Greater than 30	31	3.11		
	Total	73	2.41		
LackofPerformanceMgmt	Less than 30	42	.55	-1.788	.000
	Greater than 30	31	2.33		
	Total	73	.99		
LeadershipGaps	Less than 30	42	3.00	-0.500	.000
	Greater than 30	31	3.50		
	Total	73	3.12		
Lackofleadershipsuccessionplan	Less than 30	42	3.00	-0.500	.005
	Greater than 30	31	3.50		
	Total	73	3.12		
LackoforgCulture	Less than 30	42	.55	-1.788	.010
	Greater than 30	31	2.33		
	Total	73	.99		

6. Recommendations and Conclusion:

The above sections have identified and discussed major issues related to Human Resource Management among NGOs in Ranchi, Jharkhand. The study proposes solutions and recommendations to some of the issues below :

Recommendations

Based on the listed challenges in managing human resources, local NGOs in the development sector need to adopt a strategic focus in human resource management and replace the traditional forms.

According to Khavul etal(2009:1)7HRM in small organizations is often ad hoc, and often a reflection of the backgrounds of founders and entrepreneurs.

The following are possible solutions that would be relevant if adopted and implemented to address the current challenges that local NGOs have in managing human resources. There is evidence that the earlier small organizations adopt HRM approaches and the extent to which they invest in the practices and people, have long-term impacts on organizational growth and survival.

- Develop Relevant (Context Based) Human Resource Guidelines or Policies
- Development of HRM Plan Linked to Organization Strategic Focus
- Develop Mechanisms That Support Identification, Development and Utilization of Staff Capacity
- Develop and Implement Staff Performance Management System
- Develop Management/Leadership Succession Plans
- Developing a HR Risk Management Plan
- Outsourcing HR Functions
- Undertake Annual Organizational Knowledge Matrix Exercise
- Conducting Periodic Organizational HR Assessments
- Develop Strong Internal Organization Culture

Conclusion

The study presented attempts to identify and analyze the human issues facing NGOs operating in Ranchi, Jharkhand. Using both qualitative and quantitative techniques, it identifies issues faced by management and employees of a sample of five NGOs operating in Ranchi and classifies the issues based on their relative importance to gender and age classifications. It is observed that the relative importance of issues varies significantly within gender and age groups. Hence, any NGO attempting to address the identified issues must devise different strategies aimed at different demographic groups within their employee base as per the finding of this paper. The paper also attempts to provide recommendations for the identified issues. In essence, the paper has attempted to delve upon the various aspects of human issues in NGOs in Ranchi, Jharkhand and contributes to the extant literature by using a nuanced and eclectic approach to human management related issues in NGOs.

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Impact of Reinforcement Theory on Shaping Behaviour : A Study of On-Duty Drunkards in Service Sector

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Although no organization is tolerant to misconduct of the employees, in practice, it has been a part and parcel of organizational culture owing to varied nature of employees and their addiction to one or other vices. One of the major misconducts that ordinarily prevail in workplace is; coming to duty after drinking alcohol and around which this paper hovers. For the study, one of the organizations in service sector, particularly a Facility Management Organization is taken into account and for sensitivity of the information, on request, the name of the organization is not revealed. The employees found drunk on duty over a period of last five years have been studied and it is inferred that out of 20 cases; three cases happened recently and hence impact of reinforcement theory can not be ascertained, only one case got involved in repeat action and terminated from the job, whereas in other 16 cases, suspension of short duration followed by warning made them corrected, validating the impact of reinforcement theory on shaping the behavior.

Key Words : Reinforcement, Behavior, Drunkards, Misconduct, Suspension, Termination.

1. Introduction:

In spite of strict guidelines and apt monitoring system followed by organizations in dynamic set up, professional indiscipline in the form of misconducts by the employees has been experienced in almost all the organizations in every now and then. While misconducts of mediocre gravity don't fetch tangible damages of high order to the organization, they definitely distort the organizational image in one way or other. On the other hand, major misconducts by the employees do have both direct and indirect impacts which not only damage the organizational image but also cost to the productivity of the organization. Doing duty after drinking alcohol is one of such misconducts which tarnish the goodwill of the person concerned and the organization as well, along with deteriorating the productivity of both. Considering this misconduct that occur very often in organizations of all sort, this paper tries to highlight one of the ways of handling such misconducts. Use of Reinforcement theory (or Operant theory) to correct the behavior of doers of such misconducts has been the focal point of this study.

Misconduct can be defined as an act or omission on the part of an employee which is a breach of any duty, obligation or assignment arising under or flowing from any law or contract of employment or service rules or standing orders, settlements or awards or improper conduct or wrongful behavior. Misconducts are of two types, i.e. minor and major misconduct. Misconduct considered in this study is related to 'drinking on duty' or resuming duty after drinking.

Reinforcement Theory refers to environmental factors that put in to shaping behavior of an individual. This paper tries to assess the impact of reinforcement theory in shaping the behavior of the on duty drunkard employees.

2. Objective and Methodology:

The objective of this study is to find how much effective is reinforcement/operant theory in curbing one of the major misconducts (drinking on duty) of the employees.

The study focuses on service sector and a Facility Management company is considered for the purpose of collecting data. Considering the sensitivity of the data, in order to get the responses, the respondents were assured of confidentiality while collecting data. Hence the name of the Facility Management Organization and the employees concerned is not revealed.

Data collected for the purpose was time-series data and 5-years time-frame, i.e., 2011-2015 have been set. 20 on-duty drunkard cases have been traced in the said organization in the given time-frame.

While tracing of cases has been collected from the official records, concerning information on behavioral changes, direct personal interview with the traced cases and the reporting authorities of these cases followed by observation method has been deployed.

3. Drinking on Duty:A Major Professional Misconduct

Drinking alcohol and coming to the duty is one of the major misconduct and undesired behaviour for any organization. Drinking can have a long-term effect on employee work performance, including absenteeism,

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inefficiency, poor decision-making and damaged customer relations. Specific productivity problems include procrastination, inconsistent performance, neglect of detail, poorer quality of work, less quantity of work and more frequent mistakes.

A raised blood alcohol level while at work jeopardises both efficiency and safety by increasing the likelihood of mistakes, errors of judgement, and accident proneness. There are no precise figures of the number of workplace accidents attributable to alcohol, but the International Labour Organisation (ILO) estimated that up to 40% of accidents at work involve or are related to alcohol use.

In such situations organizations need to shape the employees behavior to get desired behavior for success of organization. In shaping the behavior and getting desired behaviour "reinforcement theory" comes in role. Learning is relatively permanent change in behaviour and systematically reinforcing is necessary so that an individual moves closer to the desired response.

The intoxication may be habitual or gross and directly interfere with the business of the employer or the ability of the staff to render service. It also could be an isolated act committed under circumstances of festivity and in no way connected with or effecting the employers business, hence it depends.

Drinking of housekeeping staff on duty in service sector, facility management companies, etc. are going to damage customer relations and their image resulting in hampering of their business directly. The hospitality industry or the facility management industry being service oriented, face tough competition to run their business profitably. Among the various changes and improvements made by the hotel management to increase occupancy and customer satisfaction, the most important is the housekeeping function.

Housekeeping is a value added asset to a hotel; it stays with the guests/ customers throughout their stay and plays an important role in customer satisfaction levels. Thus the shaping of the behaviour of housekeeping staff is very important as misconduct of the housekeeping staff will have direct impact on customers' satisfaction as well as damaging the image of organization.

Behaviourist B.F. Skinner derived the reinforcement theory, one of the oldest theories of motivation, as a way to explain behaviour and why we do what we do. The theory may also be known as Behaviourism, or Operant Conditioning.

Operant learning theory states that "an individual's behaviour is a function of its consequences". People learn to behave certainly or act certainly to get something or inorder to prevent what they don't want to get or don't want to go through.

In an organization we need to manage employees to get their desired behaviour by through positive and negative reinforcement resulting in relatively permanent change in behaviour. Learning is relatively permanent change in behaviour. Systems must be able to take corrective measures/actions when deviations from norms are detected. The change must be permanent else of no importance.

4. Reinforcement Theory:

Reinforcement theory is a form of operant conditioning and focuses on the environmental factors that contribute to shaping behaviour. Simply put, reinforcement theory claims that stimuli are used to shape behaviours.

Positive and Negative Reinforcement

Reinforcement theory provides two methods of increasing desirable behaviours. One is positive reinforcement and the other is negative reinforcement.

To avoid any confusion we can think of positive as a plus sign (+) and negative as minus sign (-). In other words:

- **Positive Reinforcement :** Give (+) what individuals like when they have performed the desired behaviour. (Griggs, 2009)
- **Negative Reinforcement :** Remove (-) what individuals do not like when they have performed the desired behaviour. (Griggs, 2009)

In an organization there are different incidents of reinforcement and leading to operant learning.

We try to assess whether reinforcement leads to any relatively permanent change in behaviour, operant learning takes place and if so to what extent.

Let's take one aspect or incident of an organization. We are here to assess one of the major misconduct of employees and reinforcement effectiveness to curb such behavior in future.

There are specific guidelines and predetermined actions to be taken. Hence it is assumed that employees knew about the laid down guidelines and if not will be known soon. Then after awareness of the guidelines accordingly their behaviour should be influenced.

5. Reaction of the Organization towards Drunkards on Duty:

We here discuss one of the major misconducts of the employees and then the actions taken. We also observe and analyse its impact and if any learning takes place.

Let's see how one of the facility management companies reacts to the misconduct of the housekeeping staff. Then how they react to the misconduct and practice the operant conditioning theory.

The predetermined guidelines in case of staff found drunken on duty are as:

1. Immediate suspension from duty for two days.
2. After the end of suspension show cause notice.
3. The apology letter by the staff for his/her misconduct.
4. The direct interaction with managers

5. Then rejoining of work with written warning letter if no previous record of same misconduct.

In case the person has been caught for the same misconduct i.e. drunken on duty for second time, the instant and ultimate punishment is direct dismissal / termination from the job.

In the organization under study, the identity of which has been kept confidential owing to sensitivity of the information as declared in the beginning, recently at night shift three housekeeping staff have been caught drunken on duty. They have been immediately suspended, thereafter suspension period ends, they were given show cause notice. The staff provided the apology letter.

The managers after speaking to each of them on one to one basis, allowed rejoining their duty finding that they were guilty of their deed. They have been clearly stated that if they caught repeating the misconduct, instant action will be dismissal from the job, i.e., the extreme punishment resulted in removal of the person itself with undesirable behaviour.

This study covered instances of such type in five years in the same organization to find how much effective reinforcement have been and resulted in operant learning or not and if so to what extent.

Let's go through the records and then analyse about the above mentioned misconduct of employees.

6. Record of Misconduct and Reinforcement Impact:

From 2011 to 2015, there are 20 misconduct cases, on-duty drunkards, recorded in the said organization, the details of which are given below.

It's clear from the organization's policy that if the same person caught drunken another chance then s/he will be instantly dismissed.

Table 6.1 : Details of On-duty Drunkard Cases

Year/occurrence period	No. of employee	Department	No. of Suspension	No. of rejoining at work	No. of Dismissal
July 2015	3	Housekeeping staff	3	3	none
October ,2014	2	Housekeeping staff	2	2	none
August,2013	4	Housekeeping staff	4	4	none
July, 2012	5	Housekeeping staff	5	5	None
November, 2011	6	Housekeeping staff	6	5	One

Source : Primary Data

Psychologists commonly assume that behavior is shaped by its consequences, known as the Law of Effect. Psychologists understand that animals try different behaviors, assess the effects, and respond by doing more of the things that result in positive results versus negative. This states that people engage in behaviors that have pleasant outcomes and avoid behaviors that result in unpleasant outcomes. (Thorndike, 1913) From this view, the important consequence of a behavior is the information it provides about behavioral outcomes. The effect of the information is to alter policy. (Gallistel, 1998).

In 1911, American psychologist Edward Lee Thorndike (1874-1949) published the Law of Effect, a principle of learning that states "responses that produce a satisfying effect in a particular situation become more likely to occur again in that situation, and responses that produce a discomforting effect become less likely to occur again in that situation."

The behaviour of being averse to any negative incidence is in born in us right from the time, we came into the world. Humans, as it is with animals, have been trained in our senses intuitively look from any danger that can be affect our well being. In the present situation the house keeping staffs had the danger of dismissal leading to unemployment affecting their wellbeing both financially and socially.

As there have been no case of dismissal in the above mentioned period except one hence theory of operant learning theory is effective. Learning has taken place although here it is that conditioning has been due to prevention of extreme punishment i.e. dismissal. The staffs act certainly in order to prevent what they don't want to do or don't want to go through.

The desire of prevention of dismissal had led to change in behaviour and no repetition of the incidents by same personnel. There has been no repetition of the misconduct from the same staffs except one. Hence we can conclude that operant learning theory has worked. In the above circumstances negative reinforcement is working here. However we also observe that there has been one dismissal. It means stating the punishment not enough. Previous precedent of punishment plays an important role in shaping the behaviour of staffs. It sets as an example that termination can be done.

Social learning states that people can learn through observation and direct experience.

Although in the above situation the staffs have also learnt just from observing that previously in the above circumstance termination has been done. Then again in order to curb the dismissal the people have not repeated except one till the data taken for study. Thus I conclude that operant learning is effective but here social learning is also playing vital role in reinforcing the behaviour.

If we analyse the data and infer about learning year-wise then the employees found drunk on duty over a period of last five years have been studied and it is inferred that out of 20 cases; three cases happened recently and hence impact of reinforcement theory can not be ascertained, only one case got involved in repeat action and terminated from the job, whereas in other 16 cases, suspension of short duration followed by warning made them corrected, validating the impact of reinforcement theory on shaping the behavior.

The recent incident i.e. occurred on 20/7/2015 has scope of repetition in future but if we consider the incident from repetition of occurrence in past then there too no repetition has occurred resulting in no dismissal of the three housekeeping staff.

1. Conclusion:

The industry being service oriented, the housekeeping staff are directly related to customers, clients hence their repeated interaction of staff in drunken situation will damage the brand image as well as clients satisfaction. The imperfect allocation of shift duty without sufficient gaps for resting, refreshment may also lead to such misconducts.

But the unwanted fact is that drunkard staff is there in almost all organizations who exhibit disorderly and indecent behaviour on the establishment premises. Negative reinforcement goal is to remove further reoccurrence of undesirable situation in future. As per the analysis made above, it is inferred that the reinforcement theory has been proved effective in shaping the behavior of on-duty drunkard.

In order to create amicable conditions for the clients in the premises, the company has now plans to check with alcohol breath analyzer at entry gate itself so that their clients, their customers inconvenience can be minimized. The present study drives the researcher for future research on Orientation programme relevance in the above scenario, Reasons for the misconduct, and Proper allocation of shift.

Table 6.2 : Case-wise Type of learning that becomes Effective & Reasons for Behavioral Change

Year / occurrence period	No. of employee involved in misconduct & suspended	No. of rejoining	No. of dismissal	Types of leaning prevalent/ effective	Reason behind the certain behaviour
2015-07-20	3	3	None	Operant learning	To prevent dismissal
October, 2014	2	2	None	Operant learning	To prevent dismissal
August, 2013	4	4	None	Operant learning	To prevent dismissal
July, 2012	5	5	None	Operant learning	To prevent dismissal
November, 2011	6	5	One	Operant learning & Social learning	Prevention of dismissal except for one case, for whom, it seems that the doer lacks pragmatic view on retention process of previous dismissals or statement of such punishment in guidelines for the similar incidents.

Source : Primary Data

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'Coaching for Performance' in Human Capital Development : An Exploratory Study

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In competitive environment when each and every organization want to survive and sustain as a market leader or best in class, traditional management definition like planning organizing, directing and controlling is not sufficient or enough. Today management function is not only the work done through other people but "Knowing exactly what the people can do and assure that they do it in the best and cheapest way". Therefore, effective coaching relationships between team members and managers/leaders can help to improve the performance of human resources within the organization and definitely enhance quality product and services. The role of the coach-coachee relationship in influencing coaching outcomes has emerged as an area of interest in research into the mechanics of effective coaching. Although extensively researched in the psychotherapeutic domain, exploration of the working alliance represents a new phase in executive and life coaching research. This paper presents an exploratory study that explores two important aspects or the broad interpretation like 360 degree feedback and MBO in performance appraisal system to investigate which is more related to specific measures of performance excellence as well as coaching for performance. The findings also emphasised the importance of goals in the coaching process and highlight important differences between psychotherapeutic and coaching working alliances in relations to participative management and two way communication for operational as well as human excellence.

Key Words: coaching for performance, coach-coachee, 360 degree feedback, MBO, Human excellence

Introduction

According to George R. Terry, "Management is a distinct process.....performed to determine and accomplish stated objectives by the use of human beings and other resources". Therefore, management is ultimately a process of planning, organizing, directing and controlling the human and other resources for efficient and effective performance of some predetermined goal /tasks. But in today's perspective is it enough? Maximum business organizations are looking for learning organization, continual and continuous improvement and change management. Manager's roles are not at all only Planning, Assigning, Controlling and Enforcing but Delegating, Coaching, Facilitating and Mentoring. Therefore the appropriate and essential definition of management today is "Knowing exactly what you want your people to do and assure that they do it in the best and cheapest way" which is given by the father of scientific management

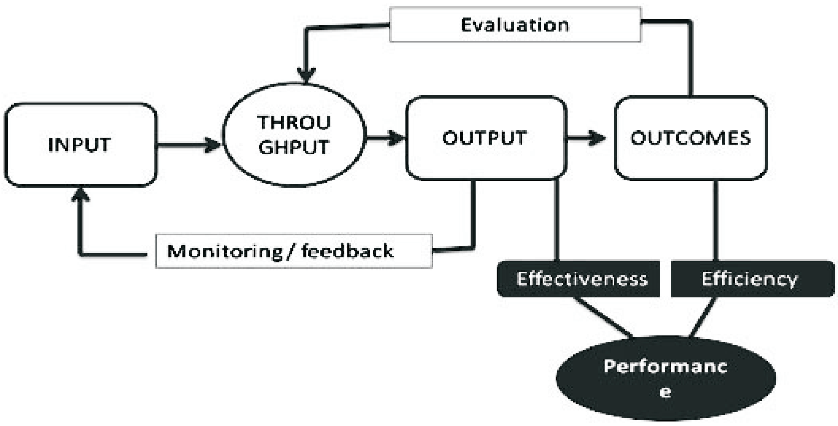

Fig. 1.1: Relationship between process & superior performance

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movement - Frederick W.Taylor in 1911. Therefore, to be a an effective couch in human capital management or in learning organization, merely the traditional managerial functions are not enough, Managers specially the human resource managers must prepare themselves as 'manager cum couch cum counselor / mentor' when they really consider performance is a combination of output & outcome and develop their own performance so as to other performance or outcome. Coaching is a different approach to developing employees' potential. With coaching, anybody can provide his / her staff the opportunity to grow and achieve optimal performance through consistent feedback, counselling and mentoring. Rather than relying solely on a review schedule, effective manager can support employees along the path to meeting their goals. Done in the right way, coaching is perceived as a roadmap for success and a benefit. Done incorrectly and employees may feel berated, unappreciated, even punished.

Objective of Study

70-75% employers sit their workers down once a year or twice a year for a review. At that time, the employee finds out what they've been doing right or if there are areas in need of improvement. But what happens the whole year? Employees are the most valuable resources of any industries today and become power or energy of all the organizations. A special care must be taken to them for performance coaching, motivating, developing, and maintaining them in the organization as a continuous basis to build ownership or belongingness in their mind-set and a partnership between the employees and employers. As a result, the employees / talent retention can be sustained in the organization and work efficiency of the employees or performance excellence could increase towards world class quality production and change leader in competitive environment even in the recession period.

Therefore the various objectives of this study are:

- To know why employee / talent retain in the organization.
- To find out the technical factors related to employee / talent retention in an organization like training, compensation, benefits, bonus, especially performance management system.
- To know how employee or talent retention helps an organization to become centre of professional excellence, in the competitive environment.
- To analyze the gap between traditional and result oriented Performance appraisal system.
- To know the relationship between coaches – coachee in multi source assessment & feedback system.
- To identify the positive factors that can enhance employee performance in a competitive environment.

Basic Management Skills

Basic management skills include a set of abilities that an ideal manager needs to possess. Management consists of the Six important processes, namely, Reviewing, Planning, Organizing, Leading/ Directing, Coordinating and finally Controlling.

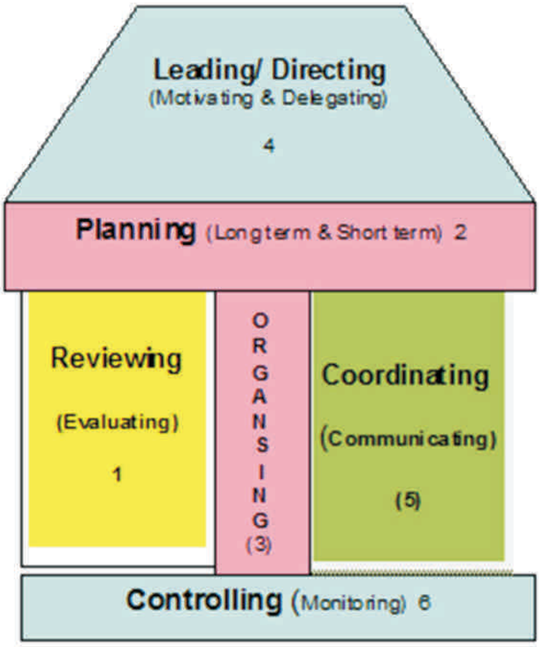

Fig – 1.2 : Management House based on functions where monitoring and Evaluation can consider as door for entering to this Management house.

Creating a Culture for Performance Coaching

Many organizations today are moving towards a culture that promotes effective Coaching Skills. Creating a culture within your organization requires more than just asking managers and employees to communicate with each other in a particular given way.

1. Teach Coaching Skills to all Employees/Refresher Courses Consider the coaching knowledge and skill levels of your employees. When both parties understand the process, approach, and language of coaching, they can more effectively interact and synergize within the organization. Coaching should be a 360^{o} process: Leaders to employees, employee to employee, and up-ward coaching.

2. Lunch-n-Learn: As a leader you might choose to sponsor a lunch-time discussion to share a coaching, principle, or other learning, and then elicit comments and discussion from the group. This is something that should

be kept simple. Focus on one or two skills or topics at a time, and allow for free and open input and communication.

3. Tele-coaching: One on one telephone or executive coaching for your leaders is something to offer those who really want to develop their skills to the next level. The process might include evaluation of strengths and weaknesses, personal action planning, ongoing support, and one-on-one training with one of our certified master coaches. With 'tele-coaching' or executive coaching, your leaders will get personal attention and will quickly grow their skills and capability.

4. Teach Back Opportunities: As a manager of a group of leaders you might ask your people to present, refresh, or summarize a key skill. This is something that can be done at the weekly meeting or on a monthly basis. Managers can also share real case examples and receive suggestions and input from other managers.

5. Reading and Newsletters: Newsletters are full of tips and advice on how leaders can improve their coaching skills and how these skills can be used to fully develop the potential of a team. This valuable resource reviews fundamental principles of effective coaching and leadership. It shares actionable ideas that can be implemented in daily situations and can be a monthly reminder to continue developing these critical skills.

6. The Coach: Creating Partnerships for a Competitive Edge is the first research based book written on the topic of Coaching Skills. It takes and in-depth looks at how to reinvigorate employees and gives a road map to develop coaching abilities.

7. Win-Win Partnerships: Be on the Leading Edge of Synergistic Coaching takes and in-depth look at the unanimously accepted Eight Step Coaching Model (developed by Dr. Gomes in the participatory workshop of coaching for performance with practicing managers) and most of the effective managers rather say coach practices this model as a tool for improving the team performance.

Fig. 2.1: How to Coach a team

Strategic Planning for coaching for performance

From the above discussion we clearly understood that the major component of the Performance Management System / Process is "Coaching." It has also identified the best possible methodology for continuous improvement of performance in team level to achieve the organizational objectives. Now the question comes what could be the strategic planning for programme manager or team leader to start this effective process? There are three important steps to this planning process and each step seeks to answer just a few critical questions. By using coaching at every step, the team becomes more aligned with the goals of the organization.

The first step begins at the Organization's Fiscal Year where objectives are established. The basic questions to answer are: What are we going to do?, What are our goals for the next fiscal year? and What needs to be developed?

The second step during the year, team members and leaders will have follow-up discussion (s) to provide feedback on their ongoing performance and answer the following questions:

How are we doing? Are we accomplishing our goals? What are the areas for improvement? What else needs to be developed to meet our goals?

These follow-up discussions (The second step of the Performance Management Process) are aimed at improving performances in order to achieve objectives. During these discussions, the leader will coach the team members to help team members develop in areas identified at the beginning of the year (during the first step of the process) or during the actual follow up discussions.

The third step of the process is a final discussion between the team member and the leader that will be put into writing in answering the questions:

How did we do? Did we accomplish our goals – where did we come up short? What should we concentrate on next year?

The success of this approach is dependent on two conditions: the way the leader handles the coaching discussions and the commitment of both the team member and leader to improve and develop skills to meet objectives.

Effective couching relationships between team members and leaders can improve the performance of human resources within the organization. The outcome is better performing employees producing better results.

Now to develop a performance coaching culture in an organization, the HRD team can take initiative with two most appropriate methods in an organization: 360 degree feedback for lower and middle management and MBO in upper level management:

1. 360 degree feedback: Multi-source assessment and feedback system (MAFS) is alternatively known as the 360-degree feedback or the multi-rater appraisal system. It is a long-felt need by organizations and has gained greater popularity, in India too. 360-degree feedback is a full circle system of obtaining information about a person not only performance but also his / her behavioral changes / improvement from peers, subordinates, and internal and external customers. This is called all-round capability of a person as well as individual and group goal attainment. All-round capability of a person / group can be judged if the views of all the persons regularly interacting with him / her area gathered. The 360-degree system a part of coaching for performance can makes this possible and an organization excels only when the entire systems are aligned with organizational vision, values and goal. Though, 360-degree feedback first developed at GE, US in 1992, over the time, the system has become very popular in many countries in the world. In India, as we know, GE (India), Reliance Industries, Crompton Greaves, WIPRO, Infosys, Thomas Cook and lot many organizations already developed the coaching culture through this system.

MBO (Management by Objectives): In his book 'The practice of management', Peter F. Drucker first introduced this concept to the world way back in 1954. Though it was conceived by Drucker as management philosophy but many more organizations today start applies MBO as a tool for performance management like L&T etc. How MBO works in PMS can be describe in four steps:

The important consideration is as subordinates perform, they know fairly well what there is to do, what has been done, and what remains to be done. However, MBO process seems to be most useful with managerial personnel and employees who have a fairly wide range of flexibility and self control in their jobs. It is not applicable to all jobs in all organizations. Jobs with little or no flexibility, such as assembly-line work, are not compatible with MBO.

However, ISO 9000 & BSC (Balance Score Card) can also help to improve the culture of couching for performance. It is a growing trend that the organization whether it is business or service, explicitly or implicitly aspire by Business Excellence frameworks or models for brand building exercise. However, such an achievement depends on various factors; both external and internal ones. To be successful, organizations must prove themselves to be indispensable to their customers/ clients, be attuned to their employees' needs, be willing to partner with their suppliers, and be considerate of the social, environmental, and safety outcomes of their performance. These rather new and expanded objectives of business operations are the main pillars of business excellence. Samson and Challis (2002) studied leading international organizations in an effort to determine why some were more successful than others in their pursuit of excellence. They identified a total of 14 principles that served as catalysts for business excellence. The extent to which each organization embodied these principles appeared to be directly related to the speed of its journey towards excellence.

Furthermore, the EFQM Excellence Model, which is used to adjudicate the European Quality Award, and the most frequently discussed model in quality literature (van der Wiele et aI., 1995, 2001), uses self-assessment as a tool to identify organizational strengths, as well as areas in which there exists room for improvement. Its outcome is a structured plan for amelioration, which is subsequently monitored for progress. In addition to this self-assessment component, the EFQM assists organizations with their continuous improvement initiatives by facilitating gauging of progress against measures of total quality management, identification of improvement opportunities benchmarking and organizational learning (McAdam and Kelly, 2002).

Truly effective use of the excellence models for continuous improvement requires the input of management and employees. For maximum benefit, it must be effectively marketed by top management and internalized by the staff of the organization (van der Wiele et aI., 2000). Also, to be optimally effective, quality improvements should be prioritized and should focus on the results category of a business excellence model such as the EFQM Excellence Model (EFQM, 1999; Seghezzi, 2001), the Malcolm Baldrige National Quality Award (MBNQA, 2002), or the Canadian Framework for Business Excellence (CFBE, 2002).

The family of ISO 9000 standards can be regarded as the foundation on which organizations can build their excellence programs. The success of a quality management program that builds upon the foundation of the ISO 9000 system has been said to relate to the original motivation for registration (van der Wiele et aI., 2001). The message is that the added value that an organization derives from the ISO 9000 standards should be a result of that organization's motives for, and approach to, implementation (Cobb, 2003; Gotzamani and Tsiotras, 2002; Singels et aI., 2001). Issues such as organization, internal and external communications, employee awareness of quality, product conformance and customer satisfaction are all addressed within the ISO 9000 system, simplifying management commitment to quality. This can be a driving force to go beyond and achieve business excellence. However, if not done properly, it is also possible that implementation of ISO 9000 may lead to excessive emphasis on the documented procedures and less emphasis on achieving business objectives (Gotzamani and Tsiotras, 2002).

The importance and relevance of quality cannot be overstated. In recent decades, public, private, and third-sector organizations have been awakened to the necessity of creating and ensuring quality in every aspect of their operations. Far beyond "permitting things to run smoothly", an emphasis on quality in management systems is now considered essential to an organization's prosperity. Globalisation and an enhanced concept of corporate liability are two important societal trends contributing to this emphasis on quality. There are numerous reports in the literature that describe quality management practices and the benefits that emanate from implementation of an ISO 9000 system. Many of these are case studies or reports of the benefits and drawbacks of such systems. The emphasis is on continuous improvement which is beyond simple conformance to the ISO 9000 standards.

The Balance Scorecard (BSC)

The Balanced Scorecard (BSC) is an instrument which translates the mission and strategy of an organization into a broad collection of action metrics and indicators, and which subsequently provides the structure necessary to serve as control and strategic measurement system (Kaplan and Norton, 1996). The BSC is applicable to any type of organization, albeit with modifications. For example, a BSC for non-profit organizations must be modified to include a mission perspective and any other additional perspectives which provide specific information on social demographic factors regarding the organization's environment. Viewed as a performance measurement system (PMS), the BSC is not a new tool as PMSs have existed for a long time in all organizations and in most cultures, in one form or another. Hence the novelty of the BSC does not reside in its existence but rather in the attempt to achieve standardization via conventions and universal rules (Urrutia de Hoyos, 2001).

The BSC's most standardized antecedent is the "tableau de bord" (Mallo and Merlo, 1995), a tool utilized principally by French companies, and whose configuration and conceptual basis is very similar to the BSC. One explanation for the lack of standardization of PMSs along the line of the tableau de board and BSC is certainly the lack of publicized information regarding their existence due to its being an excessively strategic tool; due to their strategic nature, organizations are very reluctant to disclose their existence and utilization.

Development of the BSC: The development of the BSC has gone through three distinct phases: First Phase, initially the BSC was intended as a measurement tool, with an operational and tactical focus. It was a collection of indicators arranged by perspectives or key areas, which permitted the identification of the determinants of the performance of a business. The original objective was to overcome the limitations of using only financial indicators. These last only provided information about actual, past performance, and failed to provide information on the drivers of future performance (Kaplan and Norton, 1996). The four BSC perspectives - financial, customer, internal processes, learning and growth - were selected on the basis of the results of a study by David Norton and Harvard University (Kaplan and Norton, 1992).

The Second phase: In the process of identifying indicators for each of the four perspectives, it was discovered that by developing strategy maps, not only could the appropriate indicators be identified, but also management could utilize the BSC for strategic planning. In the first phase, indicators were identified subsequent to the development and definition of the organization's strategy, and had an operational and/or tactical focus. During this phase, it was discovered that it was not enough to simply identify indicators, it was also necessary that the indicators were extracted directly from the strategic plan. These, so as to identify and explicitly describes the causal relationships between the organization's HR strategies. In other words, the indicators were identified prior to the development and definition of the organization's strategy, and as such playa key role in the development and definition of the strategy. The act of measurement has consequences that exceed simply providing information on past results. It also directs attention to the future, since the indicators selected by management are 'de facto' those which are important to management. Hence, with a clearly defined strategy, coherently communicated and aligned with change drivers, what was initially an information/measurement tool, and part of the management control function, was converted into a tool for strategic management (Kaplan and Norton, 2000) and a part of the strategy formation process.

The Third phase: The BSC communicates the organization's strategic plan via maps in which the cause-effect relationships between the different strategic objectives can be visualized. This permits management to utilize the BSC as a tool for change management leading to the achievement of Business Excellence.

Coaching for Performance vs. (Traditional) Performance Appraisals

The question often comes up, "Isn't coaching for performance a lot like the familiar with performance appraisal process?" Answer is that the two are dramatically different. Generally, the managers grew to accept the performance appraisal process, but they felt that an annual or series of annual performance reviews wasn't the answer to improving employee performance and maximizing cooperation in a learning organization or in a participative management system . Something less formal and more flexible was needed to use with employees on a more frequent basis. So began the preliminary research and data gathering to construct a coaching model or tool to address this very appropriate objection that performance appraisal as the primary management tool for human resource development.

Because of this experience, a considerable time delineating and defining the differences between these two processes. The table below has a few points that helps differentiates this two system or mechanisms. Hope it will reduce confusion and ambiguity and be useful for those who may be interested in using both processes in their organizations.

Coaching for Performance (Management)	Performance Appraisal
Interpersonal influence, exercised by a leader in specific situations or in response to critical incidents or development opportunities, designed to attain a specific goal or planned change in behaviour or attitude. Integrative and interactive communication, dialogue, and exchange are used to gain employee's support for new direction and change.	Formal and more general feedback and information at predetermined intervals designed to apprise employees of the leader's perception of job effort and success. To let employees now how they are doing and their relative value to the organization.
Goal / out comes:	
To take immediate and full advantage of development opportunities as they occur and total deployment of employee's potentials. To have the employee understand and accept changes that will increase their effectiveness. To eliminate obstacles and impediments to better performance. To establish a chain of reaction between competency mapping, Training & development and career development.	To provide information for management decision making (rewards, compensation, discipline, promotions, training, succession planning, etc.) To reinforce desired behaviours and objectively evaluate performance over time. To close the books on post performance and plan new goals for the coming year.

Table 1.1: Shows Difference between Coaching for Performance & Performance Appraisal

Conclusion

The issues related to business excellence and the application of ISO 9000 and the BSC as the first steps in achieving excellence. ISO 9000 and the BSC aim at assisting firms to develop systems and procedures which allow them to achieve business excellence by becoming more customer-oriented. The implementation of such systems requires on-going support from senior management; taking into consideration the role of internal reporting and operational control systems to monitor and proactively adapt to changing business needs. In an environment characterized by increasing competition, complexity and turbulence, organizations can only remain competitive by continuously improving their performance so as to rapidly sense and respond to environmental changes. By improvement, we do not mean incremental improvement, but leap-and-bound improvements. This is because the era of 'mass production' is now being increasingly replaced by "mass customization". Today, all organizations are expected to deliver products and services that best meet individual customer's needs with near mass production efficiency. Therefore, devising appropriate strategies for effective implementation of performance management is crucial to the very survival of the fittest.

Remember, if performance management is a process of total quality of a person then definitely coaching for performance is a constrictive tool to encourage, enhance and empower employees for any job positions. Therefore, before, using any standard performance appraisal forms, it is crucial for the managers to go through these checklists in order to ensure that performance management serves its objectives and purposes effectively. The check lists are given below for ready reference :

The Pre – appraisal checklist: (Manager to make sure that they have - 'Yes' / 'No')		
The strength, weaknesses, opportunities and threats (swot analysis) analysis done by every level of organization	Yes	No
The job description and performance Criteria	Yes	No
Goals set from the last appraisal	Yes	No
Work rules and procedures available	Yes	No
Feedback or letters from customers / colleagues	Yes	No
Current disciplinary memos, if any	Yes	No
The previous performance appraisal	Yes	No
Duly completed self appraisal of the employee	Yes	No
The During Appraisal Checklist: During filling up of form		
List the main areas of responsibility	Yes	No
What the employees has done well	Yes	No
Where the employee needs to improve	Yes	No
What needs to be done to help the employee do the job better	yes	No

Table 1.2: Check list – Pre appraisal & During Appraisal

While using the Coaching for Performance as a tool it is highly recommended to everyone to use William Shewhart's PDSA (Plan – Do – Study – Action) model based on the following two primary objectives of coaching for performance:

· How to acquire knowledge, or develop skills, for improve job performance of self and other team members.

· How to continuously improve the couching skills, for skill development, performance measurement and behaviour development in this competitive environment.

Finally, then only possible to be a people maker when a manager able to build competent people around him by Buying (Right people), Borrowing (appropriate benchmark), Building (arranging training), Bouncing (performance evaluation and counseling) and Binding them (continuous motivation). Probably that is why the father of modern management, Peter F. Drucker has rightly mentioned no more human resource, it is "Human Capital" which must be valued, measured, and developed. People are not hard assets that depreciate in value and can be written off; they are dynamic assets can increase in value with time. People represent the remaining assets of a business after everything else has been eliminated. The systems created to recruit, reward and develop people from the major part of any company's value, more than other assets such as cash, land, plants and equipment, and intellectual property. Company value and, therefore, shareholder value suffers when human capital is mismanaged.

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A study on Strategic HRM practices at Organisations with special reference to selected companies at UT of Dadra & Nagar Haveli

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The Organisations that have global ambitions shall require the right attitude work force. This statement stands true as the Organisations have been building their empires on the pillars of the key resources that they possess. Human Resource (HR) is key element in the growth of Industrial empires. HR Management has been a major area of concentration as the HR at the Organisation is the only asset that appreciates. The Management of HR has travelled various phases, right from the advent of Personnel Management (PM) to the evolution of HR Management (HRM) and further leading to the initiation of Strategic HRM (SHRM). At every phase there has been key concentration on specific element pertaining to Human Resource. The PM focused on the utilization of labour force through effective implementation of the predetermined plans. The HRM witnessed the shift from Welfare to Efficiency and gradually SHRM supported the strategic inclusion in the Human affairs at the Organisation. Strategic HRM is based on HRM principles incorporating the concept of strategy. So if HRM is a rational approach towards management of Human Resource, strategic HRM entails to a planned move that integrates organizational goals with policies and departmental proceedings. The aim of the study is to conduct an Exploratory & Descriptive Research pertaining to SHRM Practices at Organisations. This study attempts to further explore the concept of SHRM through the conceptual study and analyse the practicality of SHRM Practices at Organisations through a survey at selected companies based on Convenience Sampling Method in the region of Dadra & Nagar Haveli (DNH).

Key Words: Strategic HRM, Strategic Management, Resource Management

INTRODUCTION

"Strategy is about shaping the Future"

\- Max Mckeown

Human Resource (HR) is the only asset in the Organisations that appreciates. The Organisations have understood this fact and we find every measure today in terms of HR Management. Massively the organisations are working on Managing Resources to achieve success which of course includes HR. In the modern day Management, executives are strategically focusing of essential elements of every factor of production. Human Resources have stake in every proceeding at the Organisation, right from Production to Finance & Marketing and Security systems to Housekeeping. The Organisations build various policies in order to maintain the momentum of the HR at the Organisation. Strategic HRM (SHRM) is that approach which assists this momentum.

In common parlance, SHRM, may be construed as formulating and executing the HR plans with an aim of enhancing HR competencies in the Organisations and strategizing to operational excellence. SHRM has the potential to contribute significantly in upgrading the HR systems. SHRM practices across the Organisations need to be shared as best practices in order to enhance the overall Industry performance. As against the traditional HRM, the contemporary SHRM practices shall lead to partnership with employees rather just maintaining Employee relationships. It has enhances the ownership factor. SHRM segregates the strategic element for HR perspective into Short term, Medium and Long term perspectives, which in a sense provides stability in the HR systems. The Role of HR in Industries have moved from being just administrative to being Strategic, from production focus to service focus and more importantly Individual focus organisation to Process based Organisations. The WORLD OF HRM has witnessed the shift from Welfare to Efficiency and gradually SHRM supported the strategic inclusion in the Human affairs at the Organisation. Strategic HRM is based on HRM principles incorporating the concept of strategy.

CASE 1: Sterling Generators Pvt. Ltd., Khanvel

"Returns To Company (RTC) is what HR must look forward while managing Resources." This is the approach of HR Systems at Sterling Generators Pvt. Ltd., Khanvel. A

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345 Employee strong Organisation started its operation in the year 2006. The Organisation believes that the Role of HR towards Compensation Management has moved from just evaluating the Gross Salary to Returns to Company. More value per Employee is the motto and to meet the same HR strongly works towards the Employee Satisfaction. Major contribution towards the same would be from the coordination between Employees & Management both. Sterling Generators have Foreign Collaboration as well and the Training programmes for the Expatriates are provided at the Singapore Office. This being a valued programme, the selection of Expatriates is on definite parameters & also an employment bond is signed with the Expatriates. The Organisation focuses primarily on Leave Management, Appraisal programmes and Management Review towards managing People. They have their share of challenges as well with respect to gap between the Time & Care invested and Returns witnessed at the Organisation. They sincerely believe that success of Organisation is to a large extent dependent on the success of the HR Department. The Organisation vouches for the fact that Management must support the HR dept. and consider the same as Profit Centre.

Source: Personal Interaction with Kersi R. Khambata, DGM, HR & Admin., Sterling Generators Pvt. Ltd.

RESEARCH DESIGN

A study on Strategic HRM practices at Organisations with special reference to selected companies at UT of Dadra & Nagar Haveli is a Descriptive & Exploratory study conducted with the help of both Primary & Secondary Data. The study aims at understanding the essence of the Strategic HRM practices adopted by the Organisations. The conceptual Analysis for the research is completed through subjective study of the SHRM fundamentals. The study is Indicative in nature with focus on presenting the understanding on SHRM practices through the help of live practices at selected companies in DNH region. The study presents the results gathered through interaction at FIVE companies in DNH region selected through convenience sampling technique; this may be a major limitation of the study as the results are indicative in nature rather exhaustive.

RESEARCH QUESTIONS:

The following Research Questions are formulated pertaining to the study in order reach principle conclusion and provide recommendations:

1. Does the Traditional HRM differ from the purview of Strategic HRM?
2. Do the HRM practices at the Organisations lead to the benefits to the overall HR systems?
3. What challenges do the Organisations face while implementing the HR practices?
4. Does the failure of HR system leads to the failure of the Organisation?
5. What recommendations may be formulated in order to nurture HR practices in the Organisations?

CASE – 2: Apar Industries Ltd., Rakholi

"In Modern Days organisation all the operational things are strategically planned." Apar Industries at Rakholi, DNH believes in this thought. Their primary HR philosophy revolves around Employee Engagement program and Health Keeping measures which eventually provides a motivated & fit team. They find the leading challenge in implementing any HR policies is planning awareness campaign of the policies. The HR initiatives are the continual plans at the Organisation. They sincerely believe that HR activities are not time consuming but instead it is investment of quality time. There is least opportunity for the employees to move on foreign destinations however the same happens while customer / client complaints are encountered. HR is an important function in the overall Organisational System. They believe HR supports the Organisational system more than any other department at the Organisation. As per the Apar Industries, the world of HR must focus on Strategic Business Planning while ensuring budgets & allocations with a proper Risk Management & its governance.

Source: Personal Interaction with Mr. Sujendra Roy – Head HR, Apar Industries Ltd., Rakholi

CASE – 3: Shri Nakoda Enterprises, Dadra

"Change is Vital for Survival", believes the 16 Year old Manufacturing unit Shri Nakoda Enterprises. Relatively a smaller Organisation with 40 Employees on Payroll, the Enterprise has constructive thoughts on HR Policies. They sincerely believe on Skill Upgradation and Work Life Balance aspects for their employees. They impart first hand training on Stress Management & Health care. They ensure a better Work Environment to maintain industrial harmony. The major challenge that they face while implementing new HR Policies is the hesitation of the Employees. However they ensure that the situation is tackled and the major influence in this task is their extreme focus on Market Competitors & Industrial relations. They do have foreign collaborations but they haven't had the scope of Employee visits to foreign locations / sites which may have attracted in house training opportunities for expatriates. The Enterprise strongly believes that the HR Department plays a vital role in development of the Organisation and they vouch for the fact that Employees are no more just Employees instead they are **Profit Partners.**

Source: Personal Interaction with Ms. Sheetal Mewada, HR Executive, Shri Nakoda Enterprises, Dadra

SHRM: THEORETICAL REVIEW

"Strategy is choosing what not to do"

- Michael Porter

Strategic Management leads to effective results. While this might be understood as a Universal prescription but this is a part of the diagnosis of the Problem. This diagnosis has the potential of understanding what to do and to a large extent through experience understand what not to do. In the words of Manuel C. Certo & J. Paul Peter, Strategic Management is a continuous, Iterative, cross functional process aimed at keeping an organization as a whole appropriately matched to its environment. HR element at the Organisation encompasses this definition while implementing SHRM. Authors like Azhar Kazmi, L. M. Prasad etc. have referred the fundamental of Generic Strategies (Cost Leadership, Differentiation and Focus). The process of Strategic Management i.e, Strategic Intent, Strategy Formulation, Strategy Implementation & Strategy Control gets supported by the Generic strategies. These Generic elements at the Organisation establish the major context behind implementing & controlling strategies. Human Force, at the Strategy focussed Organisation gets monitored on these grounds like Differentiation & attitudanal focus.

Resource Management appears to be strong element in achieving Generic intent of the Organisation. Every Organisation competes with the strength of its Resources. Resources needs refinement and there comes the role of Learning & Development through the HR Systems. A trained Human force leads an Organisation to gain Competitive Advantage and face the challenge of competition. SHRM requires the employees to undertsand the mometum of the policies and its implementation. A proper Resource Management also has this responsibility of equiping the Human force with the intellect of sensing the strategic requirment of the Organisation. A success in this approach leads to a better Human Resource Management and eventually meeting the SHRM chord.

A combination of the fundamentals of Strategic Management and Resource Management shall lead to the Strategic Human Resource Management (SHRM). In the words of Wright & McMahan, "SHRM is the pattern of planned Human Resource deployment & activities intended to enable the firm to achieve its goal." Strategic HRM is a well considered extension of the conventional HRM process to a contemporary outlook to suit the growing demands of Market and evolving trends in HR. Strategic aspects linked with HRM phylosophies leads to better focus on existing policies and equips the Organisation to sense better HR opportunities.

CASE – 4: Blue Star Ltd., Dadra

The Manufacturers of Commercial Air Conditioners – Blue Star Ltd. is existing for last 17 years. A 100 Crore worth Organisation has 600 Employees at Dadra Unit. They believe that a good mix of Business partnership & Personnel Management leads to a better HR performance. Career Development, Employee Engagement & Welfare, Reward & Recognition for employees are a few leading HR practices at the Organisation. The massive aim of all these HR practices is at Skill development and employee motivation. The major challenge that they encounter while implementing HR practices is the understanding of the Line managers, slow decision making & slow plan implementation. However to ensure work force motivation and their engagement, the Organisation quite frequently launches HR practices in the form of HR activities (quarterly). They have good foreign collaboration and the employees visiting the foreign land gets imparted trainings in the form of Spoken English, Etiquette & mannerism, Business development aspects and vendor management. Although they believe HR must involve them at the ground level yet at times they find HR activities as more time consuming but effective. The Organisation sincerely accepts that HR is the strong link between all the departments. They suggest that the world of HR must invest behind human capital and insist that the Employees must have customer focused approach.

Source: Personal Interaction with Mr. Utkarsh Desai, Dy. GM – HR, Blue Star Ltd., Dadra

CASE – 5: Nilkamal Limited, Silvassa

The Name Nilkamal is synonym to Furniture. The plastic furniture and Crates Manufacturing Company has gained a huge momentum in the Furniture Industry. A history of 15 Years, Net worth of 100 crores and strength of 150 Employees makes Nilkamal a very deserving establishment. They believe in controlling the process first and then the Employees. Nilkamal works towards maintaining the attitude of employees and believes in automation of work. Innovative thinking practices, Emergency Preparedness, Attitude Building and 5S awareness are a few leading HR avenues at the Organisation. The Organisation majorly faces the attitudinal challenge among the employees while implementing the HR practices. They have a massive foreign collaboration and their employees visit the foreign land for work purposes. The external agencies are hired for training activities. The Organisation sincerely believes that HR activities are not time consuming instead they are fruitful investments. The major success of the Organisation is attributed to the HR Department. The Organisation focuses on the change of attitude among the employees leading to the Development of the Human Resource at the Organisation.

Source: Personal Interaction with Mr. A. K. Tyagi, Manager (HR), Nilkamal Ltd., Silvassa

RECOMMENDATIONS & CONCLUSIONS:

The study on SHRM practices has led to the primary understanding that the HR systems are very essential for the development of the Organisations. The FIVE Organisations under the study were asked common questions around Challenges, Functioning, Best Practices & their respective benefits, Status of the HR Department at the Organisations and other related aspects.

There were several Challenges and Practices where the Organizations' responses sounded similar however there were TWO aspects on which they responded exactly the same. All Organisations considered HR Department to be the important link between the various departments.

Table 1 & 2 highlights a couple of common responses:.

Failure of HR Department is failure of the Organisation

Table No. 1

Sr. No.	Name of the Company	Yes / No
1	Sterling Generators Pvt. Ltd.	Yes
2	Apar Industries Ltd.	Yes
3	Shri Nakoda Enterprises	Yes
4	Blue Star Ltd.	Yes
5	Nilkamal Ltd.	Yes

Source: Personal Interview at the Organisation

HR Department supports the Organisation more than any other department

Table No. 2

Sr. No.	Name of the Company	Yes / No
1	Sterling Generators Pvt. Ltd.	Yes
2	Apar Industries Ltd.	Yes
3	Shri Nakoda Enterprises	Yes
4	Blue Star Ltd.	Yes
5	Nilkamal Ltd.	Yes

Source: Personal Interview at the Organisation

The author puts forward the following recommendations straight from the Organisations that were in scope of the study. These suggestions may be handy to the Industries at large.

Table No. 3

Sr. No.	Name of the Company	Suggestion to the world of HR
1	Sterling Generators Pvt. Ltd.	Take HR from Cost Centre to Profit Centre status and to do this Management Support is must
2	Apar Industries Ltd.	Risk Management and Active Governance
3	Shri Nakoda Enterprises	Employees need to be considered as Profit Partners
4	Blue Star Ltd.	HR needs to develop customer focus attitude in Employees. Companies need to invest more in Human Capital
5	Nilkamal Ltd.	Change the attitude of Employees as it makes a huge difference with limited resources

Source: Personal Interview at the Organization

Key Take Away from the respective companies under the study:

Table No. 4

Sr. No.	Name of the Company	Key HR Practices	Benefits of the Key Practices
1	Sterling Generators Pvt. Ltd.	▶ Leave Management ▶ Management Review ▶ Performance Appraisal	▶ Reduces Absenteeism ▶ Timely Corrective Action ▶ R&R, Fairness in system
2	Apar Industries Ltd.	▶ Employee Engagement ▶ Health Management	▶ Enhancing Bonding ▶ Healthy Employee – Healthy Organisation
3	Shri Nakoda Enterprises	▶ Skill Development & Enhancement	▶ Competency Development
4	Blue Star Ltd.	▶ Career Development ▶ Reward & Recognition (R&R) and Welfare	▶ Develops Skill fullness ▶ Motivation to Employees
5	Nilkamal Ltd.	▶ Emergency Preparedness ▶ Attitude Building ▶ Innovative thinking process	▶ Controlling Contingency ▶ Enhances Work Environment ▶ Deliver the Best

Source: Personal Interview at the Organisation

Strategic HRM has to be considered as the operating principle in the Organisation rather just a concept to be induced in the system. The experiences across the Organisations for the study emphasize on the notion that HR has to be referred as the Profit Centre rather just the cost centre. The discussions with the HR officials leads to the understanding that HR Departments has a strong influence on all the Departments at the Organisation and success of the HR Dept. shall lead success of the Organisation. HR deals with larger motives today like Risk assessment & its Management, Competency Management, Innovative Practices into Health Management & Employee Engagement and Organisational Contingency Planning. Across all the Odds & Challenges, HRM practices at the Organisations have been the motives to bank upon the success of the Organisation.

Addendum

List of Tables, Cases

Table / Case Number	***Minutiae***
Table No. 1	*Failure of HR Department is failure of the Organisation*
Table No. 2	*HR Department supports the Organisation more than any other department*
Table No. 3	*Suggestion to the world of HR*
Table No. 4	*Key Take Away from the respective companies under the study*
Case 1	*Sterling Generators Pvt. Ltd., Khanvel*
Case 2	*Apar Industries Ltd., Rakholi*
Case 3	*Shri Nakoda Enterprises, Dadra*
Case 4	*Blue Star Ltd., Dadra*
Case 5	*Nilkamal Limited, Silvassa*

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Role of Human Skills in Organizational Development

Ahmed Syed Sohail[1]

Organization Development is the application of social science techniques to plan change in organizational settings for the purpose of enhancing organizational effectiveness and the development of individuals. Organization Development is defined herein as "changing people and organizations for positive growth." Organization Development practitioners facilitate interventions to help people and organizations, including training, coaching, talent management, team-building, change management, and so on. Organizational Development is the field of study and practice that focuses on various aspects of organizational life, aspects that include culture, values, systems and behavior. The goal of Organizational Developmen is to increase organizational effectiveness and organizational health, through planned interventions in the organization's processes or operations. Most often, Organizational Development Services are requested when an organization (or a unit within an organization) is undergoing a process of change. This paper tries to highlight how human skills contributes to organizational development.

Key Words: Organizational Development Human skill, Competency-based Training

Introduction:

Human resource is of paramount importance for the success of any organization. It is a source of strength and aid. Human sources are the wealth of an organization which help in achieving its goals. We can also say that Human resource management is concerned with the human being in an organization. It reflects a new outlook which views organization's manpower as its resource and assets. Human resource is the total knowledge, abilities, skills, talents and aptitudes of an organization's workforce. The values, ethics, beliefs of the individuals working in an organization also form part of human resource. The resourcefulness of various categories of people and other people available to the organization can be treated as human resources. In the present complex environment, no business or organization can exist and grow without appropriate human resources. So human resource has become the focus of attention of every progressive organization.

Human resource is a resource like any other natural resource. It means that management can get and use the skill, knowledge, ability etc. through the development of skills, tapping and utilizing them again and again. When individuals come to a workplace; they come not only with technical skills , knowledge, experience etc but also with their personal feelings, perceptions, desires, motives attitudes, values etc.

The Organizational Development Process is based on the action research model which begins with an identified problem or need for change. The process proceeds through assessment, planning of an intervention, implementing the intervention, gathering data to evaluate the intervention, and determining if satisfactory progress has been made or if there is need for further intervention. The process is cyclical and ends when the desired developmental result is obtained.

The Organizational Development process begins when an organization recognizes that a problem exists which impacts the mission or health of the organization and change is desired. It can also begin when leadership has a vision of a better way and wants to improve the organization. An organization does not always have to be in trouble to implement organization development activities.

Once the decision is made to change the situation, the next step is to assess the situation to fully understand it. This assessment can be conducted in many ways including documentation review, organizational sensing, focus groups, interviewing, or surveying. The assessment could be conducted by outside experts or by members of the organization. After the situation is assessed, defined, and understood, the next step is to plan an intervention. The type of change desired would determine the nature of the intervention. Interventions could include training and

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development, team interventions such as team building for management or employees or the establishment of change teams, structural interventions, or individual interventions. Once the intervention is planned, it is implemented.

During and after the implementation of the intervention, relevant data is gathered. The data gathered would be determined by the change goals. For example, if the intervention were training and development for individual employees or for work groups, data to be gathered would measure changes in knowledge and competencies.

This data is used to determine the effectiveness of the intervention. It is reported to the organization's decision-makers. The decision-makers determine if the intervention met its goals. If the intervention met its goals, the process can end. If it did not, the decision is made whether to continue the cycle and to plan and carry out another intervention or to end it.

Roles &Responsibilities of Organizational Development Executive:

The primary responsibility of the Organizational Development Executive is learning and training management, career and organizational development functions. The Organizational Development Executive plans and directs all aspects of a company's organizational development function to ensure the effective and efficient achievement of organizational goals and objectives.

A typical job description for the Organizational Development Executive role may include:

- Plans and directs all aspects of a company's organizational development function.
- Develops training programs, facilitates implementation of appropriate change management initiatives, and reviews current development programs to ensure adherence to company goals.
- Responsible for continually building the company's stock of human capital and encouraging employee development.
- Measures performance to gauge success of programs.
- Familiar with a variety of the field's concepts, practices, and procedures.
- Relies on extensive experience and judgment to plan and accomplish goals.
- Performs a variety of tasks.
- Leads and directs the work of others.

Organizational Role

The Organizational Development Executive typically serves as member of executive management. As such, the Organizational Development Executive provides vision, policy, strategy and direction setting. The organization will depend on this person's enterprise and industry view. The Organizational Development Executive generally is responsible for driving organizational goals.

Organizational Development Executive Job Responsibilities:

The Organizational Development Executive generally has the following responsibilities:

- Developing and delivering various organizational development programs like training programs, succession planning, leadership assessments, and/or organizational redesign and re-engineering.
- Developing and implementing change management methods and materials; facilitating the implementation of appropriate change management initiatives to drive organizational effectiveness programs.
- Determining company needs for human capital development and building the company's stock of human capital to support organizational strategies.
- Partnering with company leaders and HR professionals to manage organizational and employee performance to ensure the achievement of organizational goals and objectives.

Competency-Based Training and Development:

You may observe several behaviors in a person that could be strong indicators of his or her capabilities in the Competency-Based Training and Development competency. The Organizational Development Executive is expected to demonstrate Subject matter depth and breadth in the Competency-Based Training and Development competency. To demonstrate Subject matter depth and breadth in the Competency-Based Training and Development competency, one should demonstrate knowledge of training and development processes, tools and techniques This person should have the ability to design and implement competency-based training and development (T&D) programs. There are many benefits to organizations of having a strong human resource strategy in place – mainly provision of a clear sense of organizational direction, sharing of resources and knowledge amongst employees, better equipped, motivated and developed staff and ultimately the provision of a better quality services to those accessing services.

Major Issues & Challenges faced by HR Managers in Organization Development:

Health & Welfare, retirement, change management, compensation, Employee rewards, HR effectiveness measurement, HR technology selection & implementation, industrial relations, Leadership development, Learning and development, Legal/Regulatory compliance, integration/ restructuring, Organizational effectiveness, Outsourcing, Staffing: mobility of employees, Recruitment and availability of skilled local labour, retention and succession planning. Health & Welfare of the employees is a big challenge. If health of the employees of an organization is sound, they are able to perform well. Change Management represent a particular challenge for personnel management staff, as this expertise has generally not been a consistent area of focus for training and development of HR professionals. An intensified focus on training may be needed to develop added competencies to deal with change management. Leadership development also proves to be a big challenge HR professionals continue to wrestle with understanding the best ways to keep people in the pipeline and develop leaders for future succession planning. HR professionals are expected to provide the essential frameworks, processes, tools and points of view needed for the selection and development of future leaders. Across the globe leadership development has been identified as a critical strategic initiative in ensuring that the right employees are retained, that the culture of the organization supports performance from within to gain market position, and that managers are equipped to take on leadership roles of the future so that the organization is viable in long term. Measuring HR effectiveness is an interesting new top three focus for HR as it highlights the profession's need to measure results - not only in terms of transaction management but also in terms of driving the business. HR professionals have been questioned in the past regarding their business acumen. Utilizing metrics to determine effectiveness is the beginning of a shift from perceiving HR's role as purely administrative function to viewing the HR team as a true strategic partner within the organization. Compensation has moved down the list of perceived challenges while organizational effectiveness is expected to play a larger role in the years to come. Where HR departments have traditionally focused on measuring their own effectiveness, there is an evolving recognition that they can provide organizational value by measuring the effectiveness of the entire business organization. The shift is significant as it represents movement from simply counting the numbers hired to determining the ROI of collective and individual hires on a long-term basis. Going beyond measuring turnover, this new approach considers bad turnover and good turnover along with the overall cost of replacement hires. Compensation is one of the top three issues including mergers & acquisitions, the invention of new systems for human capital management and global competition. Another important challenge is time allocation. Of the total hours worked by HR Department what percent of the total time would be allocated to each of these roles. Almost one-quarter hours worked in were devoted to a strategic business partner as a partner with senior and line mangers in strategy execution, helping to move planning from the conference room to the market place. Bureaucracy can also be a problem, presenting "the need to consider doing things differently in order to eliminate bottlenecks." Looking forward, empowerment of local managers is seen as a priority issue.

HR effectiveness present a challenge when, in one representative's words, "line managers think performance management, job evaluation, monitoring and evaluation a waste of time. The attitude bogs down the efforts by the HR team.

Forms of Organizational development:

In practice, Organizational Development can take on many forms, and typical Organizational Development activities can include some of the following:

Team Building: The managers or executives are the most important and valuable assets of an organization. Their development has become one of the most important and complex tasks of human resource management. The dramatic change in the area of management development has been named as ' Management Revolution' It has now been well recognized that qualified executives are needed throughout the industry and trade do not just emerge from labor force without consciously planned action on the part of the organization. Good organizations select the talented employees and develop them to have adequate inventory of management skill for use in the future to achieve the desired objectives of the organization. Teams are an effective means for management to democratize their organization and increase employee motivation.

Training: Every organization needs the services of trained persons for performing the activities in a systematic way. The fast changing technological development makes the knowledge of the employee obsolete. They require constant training to cope with the needs of jobs. After selecting the employees, the next task of the management is to give them proper training. Some employees may have some previous knowledge of jobs while others may entirely be new. Both kinds of workers will need some kind of training to acquaint themselves with the jobs, though it is more necessary for the latter category of employees. Large organizations may employ a large number of persons every year. It may not be possible to recruit already trained person. Such enterprises require separate training department to prepare workers for undertaking the jobs. Every concern has to arrange some kind of training for preparing workers for jobs and also keep them acquainted with latest technological advancements.

Career Planning & Development : Innovative career planning is an important aspect of human resource management. Career comprises of a series of work related activities that provide continuity, order and meaning to a person's life. Another subjective view of career is that career consists of the changes in values , attitudes and motivation that occurs as a person grows older.

Career Planning is the deliberate process through which a person becomes aware of personal career related attributes and the life long series of stages that contribute to its career fulfillment. Career planning is an effort to pinpoint and highlight these areas that offer psychological success instead of vertical growth. It must be noted that individual and organization careers are not separate and distinct. A person who is not able to translate his career plan into action within the organization may probably quit the job, if he has a choice. Organizations, therefore, should help employees in career planning so that both can satisfy each others' needs. Initially the individual must accept responsibility for his own career, assess his own interests, skills and values and generally take those steps that must be taken to ensure a happy and fulfilling career. The employer / organization through its policies and systems also play a career planning and development role. For example he will have to provide career oriented training and development opportunities, offer career management programs and establish career oriented appraisal and job posting policies.

Leadership Development : Leadership is an important element of the direct function of the management. Wherever there is an organized group of people working towards a common goal, some type of leadership becomes essential. The power of leadership is the power of integrating. The leader stimulates what is best in us, he unites and concentrates what we feel only groupingly and scatteringly. He is a person who gives form to the unutilized energy in every man. A good dynamic leader is compared to ' a dynamo generating energy' that changes and activates the entire group in such a way that near miracles may be achieved. The success of an enterprise depends to a great extent upon effective leadership. The managerial challenge of actually exercising leadership in organizational settings provides real world tests of leadership theory and research. The ever increasing emphasis on the importance of organizational leadership has put a great deal of pressure on the managers to perform at high levels in the leadership role.

Talent Management : Talent management is a useful term when it describes an organization's commitment to hire, manage and retain talented employees. It comprises all of the work processes and systems that are related to retaining and developing a superior workforce. Talent management does give managers a significant role and responsibility in the recruitment process and in the ongoing development of and retention of superior employees. In some organizations, only top potential employees are included in the talent management system. In other companies, every employee is included in the process. Talent management is a business strategy and must be fully integrated within all of the employee related processes of the organization. Attracting and retain talented employees, in a talent management system, is the job of every member of the organization.

Conclusion:

All organizations require human capital to function and accomplish their goals. We conclude what human capital is, its importance and the role that human resource management plays in it.

Capital is a type of asset that allows a business to make more money or otherwise further its goals. Examples of capital include plant, tools, and equipment. Human capital is the sum total of a person's knowledge and skills that the company can use to further its goals. For example, an Organization needs people with knowledge and skills in engineering, computer software design, manufacturing, finance, law, accounting and management. Until we develop artificial intelligence, we pretty much need human capital to accomplish anything in the world today. In fact, it takes human capital to create some other forms of capital. While a machine may eliminate the need to have hundreds of production workers make stuff, it still took human capital to design and build the machine. And as we move deeper and deeper into a knowledge-based economy that depends on information, knowledge and high-level skills, human capital will become increasingly important. Human resource management is involved in acquiring, cultivating, and retaining human capital. In other words, the staffing function can be thought of as acquiring human capital. Employees will come on-board with a general level of human capital, including communication skills, the ability to collect and process information in various ways and the ability to critically think and problem-solve. Some employees will have specialized knowledge, such as software engineering and management skills. However, sometimes human capital needs to be refined like crude oil is refined into gasoline. Firm-specific human capital is knowledge and skills that are specific to a particular business that makes a person more productive within the specific business. Examples range from knowing how to operate the company's custom computer software to understanding the company's specific organizational culture to knowing where to find the restrooms. Human capital can be increased through education and training. The company can also reimburse for outside educational and training opportunities, ranging from seminars to certification programs to college degrees relevant to the company's needs.

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Enabling Productivity Management Efforts through Training

Enabling Productivity Management Efforts through Training

Rakesh Ranjan[1]

One of the major challenges faced by industries today is to increase their productivity to survive and grow in the face of stiff competition. This is particularly so in the case of developing countries, where scarce resources are to be properly harnessed to get maximum production at the highest quality and lowest cost. Training is a major enabler, which will help an organization to meet these productivity management challenges very successfully. But unfortunately it has long been considered as a Cinderella function and serious attempts have not been made to train personnel in a systematic way. We have to set up a job-based, compact and application oriented training model which is also meaningful and useful to industries. This paper will focus on the issues being faced by industry on productivity front and draw a model of training which can be duplicated by industries in improving the productivity. The paper will also highlight few case studies as a lesson in enabling people to meet the above goal.

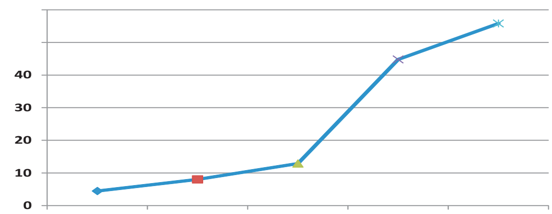
Key Words: Productivity Management, Training, Challenges, Case Studies

Introduction

Productivity is considered a key source of economic growth and competitiveness. One of the most widely used measures of productivity is Gross Domestic Product (GDP) per hour worked. There are two major ways to improve productivity: increase the numerator (output) or decrease the denominator (input). Productivity growth in India lagged that of other leading developed countries. Concern is especially great in the area of manufacturing; however, Productivity in services has improved. Improving productivity is of national importance because, for a society to increase its standard of living, it must first increase productivity. Overall productivity for individual countries is calculated by dividing output, as measured by GDP, by the country's total population. If productivity increases, then profits increase. The resulting profits can then be used to pay for wage increases. Failure to meet targeted productivity can result to high costs per unit, hence higher prices, making your good, services, or commodities not competitive enough on the market. Many businesses try very hard to remain competitive in the market. Therefore, it is important for businesses to implement strategies to make improvements in productivity levels.

Training can improve the knowledge and skills of employees and more value to the human resource assets. The more productive employees are the more value employers get from their services. The training may be job/ task specific with a focus on reducing downtime.

A recent study on productivity trends in the world indicates that India is way behind other countries in Global-level people productivity. (Fig.1)



Note: Figures in brackets indicate the rank amongst the 60 countries.
Source: World Competitiveness Yearbook, 2013.

Figure-1:Global –Level People Productivity
GDP (PPP) per person employed per hour, US$

PRODUCTIVITY MANAGEMENT CHALLENGES

Fierce competition and fast-paced innovation make it imperative to address productivity of assets in almost all types of organization; be in the manufacturing, service or non-governmental sectors.

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Overall Equipment Effectiveness

The metric OEE (Overall Equipment Effectiveness) measures the percentage of Planned Production Time that is truly productive (the ratio of Fully Productive Time to Planned Production Time). It is calculated from three underlying factors: Availability, Performance, and Quality. Measuring OEE for a manufacturing process is one of the pillars of Total Productive Maintenance. The challenge is implementation of TPM in different phases leading to Zero quality defects, Zero breakdowns, Zero waste.

Life-cycle Costs

The total cost of ownership of an asset is often far greater than the initial capital outlay cost and can vary significantly. Life cycle costing helps companies to be aware of where their products are in their life cycles, because in addition to the sales effects, the life-cycle stage may have a tremendous impact on costs and profits. Attention to all costs requires detail analysis at each cost point at least in the upstream to reduce the cost per unit leading to increase the productivity level.

Energy Consumption

The interaction between energy consumption and productivity in many industries indicate that energy use efficiency needs to be augmented. This can be achieved by implementing energy conservation methods in our industries especially in operating capital equipment. A proactive continuous investment in maintenance technology is required to reduce energy losses and achieve the optimal productivity of both in energy use and production.

Employee attitudes and skills

Productivity is an attitude of mind. The drive towards organizational objectives requires a blend of skill and quality of individual. The system and processes of an organization represent the physical system and it is inanimate. The performance of these systems depends on their upkeep. Bur the real force behind these are the talent and motivation of the people. A process- oriented approach, somehow, ignore the important contribution that an inspired and dynamic human capital of an organisation make to enhance the productivity level in organization.

Not measuring Management Productivity

The responsibility of managing the productivity level in an organisation is a shared responsibility. However, a top down approach to address the issues concerning productivity improvement may fail to take off, if there is no ground level response. Moreover, the performance criteria of management are often vague and do not match with the concrete results which is expected on productivity front. The challenge is to have an inclusive approach while setting the key result areas in terms of including the productivity improvement as one of the key area linked to bottom-level factors necessary to improve productivity.

TRAINING STRATEGIES FOR PRODUCTIVITY MANAGEMENT

There are several views on how we can achieve breakthrough results using Training as a strategy for productivity management. The training modules, if carefully selected for their relevance to productivity improvement work well and help organizations to increase the productivity of their assets.

Some of the training programmes which can improve the knowledge and skills of employees leading to productivity improvement are;

Asset Management

- Asset Maintenance Preparation of Maintenance Schedules
- Maintenance Planning and Control
- Condition Monitoring Techniques
- Spare Parts Planning
- Value Engineering
- Maintenance Cost Control
- Computerised Maintenance Management
- Total Productive Maintenance
- Reliability Centred Maintenance

Total Productive Maintenance

- Concept of Team
- Major losses
- TPM pillars
- OEE advantage and drawbacks
- TPM Action Plan- Roadmap of implementation
- Case study on TPM

Reliability-Centred Maintenance

- Maintenance and RCM
- Functional Failures
- Failure modes
- Failure effects and consequences
- RCM Tools- FMEA,FMECA,RCA
- RCM Audit

Condition Monitoring

- Diagnostic Techniques and Methodology
- Selection of Techniques
- Vibration Measurement, Analysis and Monitoring
- Thermal Imaging Techniques
- Infra-red Thermography
- Wear Debris Analysis

Value engineering

- Concept of Value Engineering
- Steps in Value Engineering
- Organisational Aspects of Value Engineering
- Cost Aspects of Value engineering
- Techniques of Value Engineering
- Case Studies

Attitudinal Training

- Attitude towards job
- Individual Value system
- Emotional Intelligence
- Motivating the Self
- Goal setting Techniques
- Managing KSA

CASE A

In a certain organization engaged in mining iron ore & diamond, engineers were facing frequent breakdown of HEM machine. A careful analysis of situation revealed the existing gaps in maintenance practices among HEM operators. Accordingly, training strategies were developed for three categories of personnel – Heavy Earthmoving Machinery Mechanics, Mechanics-cum-Operators and Electricians. A group of 26 participants from each category from four different units of the company was exposed to a 12 day training programme. A part of the programme was at IIPM and another at the site. The content of the programme was Operation & Maintenance of HEM machine. The results were on expected lines; availability of machine improved; increasing the productivity of unit.

CASE B

In the case of another organization, which was in power distribution business, there was a drop in productivity due to transmission losses and wire breakage. The study revealed that at many places on transmission lines, hot spots had developed. The solution lies in applying condition monitoring techniques to identify these hot spots on distribution lines. A 7-day training programme conducted on Infrared Thermography technique for all the maintenance engineers. After the training programme, Hot spots likely to result in breakage of transmission lines identified, through infrared thermography technique, leading to reduction in losses and increased output.

CONCLUSION

These levers as the above cases reveals, unlike periodic or one-off productivity management initiatives, must be adjusted within the framework of an embedded continuous improvement process. To achieve this goal, each of the levers needs to be integrated into business as usual processes in the organisation and not just visited or re-visited periodically in response to challenges in the external business environment. Managers are required to develop a completely different outlook and perspective towards management of productivity. A blending of the traditional and core techniques coupled with the result-oriented application of learning in the relevant go a long way to match Indian industry productivity at par with industrially developed nations. The training content and model suggested here can serve as a holistic approach to improve productivity of resources.

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Human Resource Practices in the Modern Era : The Evolving Role of Information Technology

Soumitro Chakravarty[1]   Umesh Prasad[2]

In the present technological environment the impact of Information Technology has been immense across various sections with Human Resources Management being no exception to this trend. Effective & Efficient management of Human Resources is one of the most important aspects for organizational growth, productivity and fostering of a proper work culture. The advent of Internet and other related technologies have dramatically changed the way organizations view IT as a tool for their various operations and activities and the HR manager of a given organization has also been receptive towards IT and this has resulted in a paradigm shift towards the way routine HR related activities like recruitment, training, and developmental activities in a modern day organization are carried out in today's times. The present paper tries to examine, evaluate and analyze the role of IT in HR practices and trace its evolution over the years. The paper takes a look at various organizations, both in the Indian and World context and tries to appreciate the differences that have been brought about through employing IT in the HR activities. The contextual issues and future of IT in HRM are also discussed with scope for future research in this ever evolving area.

Keywords: Human Resource Management (HRM), Human Resource Management System (HRMS), Human Resource (HR), Information Technology (IT), Organizations, Managers.

Introduction

Over the last few decades the HRM function in modern day organizations has gone through some radical changes and in recent times there has been a great deal of emphasis being put upon the strategic dimension of the function that is a very important part of management across all types of organizations irrespective of their size and nature.

The smooth and effective functioning of the HR department is crucial to ensure that the needs of the customers are met and the organization never faces a shortage of well-trained, qualified and skilled work-force(Becker, Brian E., et al. 1998).

In the recent times it has been demonstrated by researchers globally that technology and HRM influence each other very closely and it is now a prerequisite that HR professionals should be updated with the latest trends in technologies to ensure competitive growth and survival of their respective organizations(Boselie, P. et al. 2005).

The role of IT in modern day HRM

It has been emphasized time and again by various researchers that the role being played by IT has played a very crucial role in enhancing the effectiveness of the HR function in modern times.

It will not be an overstatement to say that in the modern era the trend has been a paradigm shift from HR to e-HR with IT acting as the enabling force in ensuring that a organization leverages its full potential and reach in terms of attracting, retaining and developing talent pool(Paauwe, J. 2009).

Information and Communication Technologies (ICT) has revolutionized the way communication is being managed and utilizing it to the fullest extent possible through various social networking sites and other communication enabling technologies the HR manager in today's times has the option of selecting talents from all around the world with a very little time required for the same.

Customized requirements are being placed on the social media and within very limited time huge numbers of prospective applications arrive out of which the selections are to be done. Even in the selection process the IT enabling technologies play a very important and facilitating role(Paauwe, J., &Boselie, P. 2005).

Further, IT has also revolutionized the manner in which training is being carried out. The concept of e-Learning

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has revolutionized the HR training scenario. There are customized learning modules which organizations can develop at very affordable rates and make available to their employees to enhance their skills and productivity.

The biggest benefit of using IT in HRM to organizations is the freeing of HR staff from intermediary roles, thus enabling them to concentrate on strategic planning in human resource organization and development. IT can automate other routine tasks such as payroll processing, benefits administration, and transactional activities, so that HR professionals are free to focus on more strategic matters such as boosting productivity.

In the present context of increasing globalization, employing organizations and their environments have become increasingly complex. Managers in these organizations face growing difficulties in coping with workforces that may be spread across a variety of countries, cultures and political systems. Given such trends, IT has considerable potential as a tool that managers can utilize, both generally and in human resourcing functions in particular to increase the capabilities of the organization.

IT in HRM: The present day trends

Given the scope of human resource management functions, an effective HRMS must address a range of administrative, statutory, functional and technological requirements in order to enable the HRMS to support the partnership between HR professionals, program managers, finance staff, executives and employees; while also providing accurate, reliable information for organization-wide planning and decision-making.Companies are also advised to establish long-term relationships with technology vendors.

Surveys have shown that more than 90 percent of HR departments operate with some form of computerized HRMS.In a survey undertaken by the Institute of Manpower Studies, a number of key changes were found to have an impact on the use of HRMSs.These changes included the development of the HR function itself, which resulted in the closure of many centralized IT functions, and today, the majority of HR applications are networked(Turnbull, P. B. P., Blyton, P., & Turnbull, P. J. 1992).

Also, by integrating financial and HRMS applications, the value of the HR function itself has increased for the organization as a whole and now, in the best administrative systems, HRMS is a subset of ERP software solutions. One of the key values of enterprise applications is that they force companies to adopt a cross-functional view of the organization and lead to the integration of information and processes(Purcell, J., &Kinnie, N. 2007).

With the "e-wave" also reaching the area of HRM, the terms e-HR or e-HRM are being used increasingly when referring to the next development stage in IT-based HRM. A recent development in the functionality of HRM systems has been the transition from client/server-based systems to Web-based access. This has resulted in new options for "self-service" routines for various HR functions.In terms of e-business, the implications for the HR function are not yet fully visible, but it is certain that e-HR will revolutionize the HR function within the next few years. The main challenge in e-HR is the alignment of processes in the HR function according to the future e-business challenge. In most companies, the shift to e-HR from a paper-intensive environment represents a significant cultural change, particularly for employees. These e-HR systems also offer various search capabilities, such as those for conducting organization-wide searches related to global staffing as well as extensive report generation options(De Leede, J., &Looise, J. K. 2005).

IT in HRM: The way ahead

As a consequence of the advancement of information technologies and evolvement of e-HR organizations have become more competitive by reducing costs and improving productivity, quality and profitability in HRM area.Modern businesses and industries are taking suitable steps for the implementation of IT in the key area of the management of human resources by enabling the employees to make their optimum contribution to the gaining of a competitive advantage.

Future empirical studies should examine the impact of IT on more HR functions in different organizations in other parts of the world to make a comprehensive assessment. Furthermore, in developing economies empirical studies need to be carried out in breadth and depth in terms of HRM functions and IT tools to effectively appreciate the role of IT in HRM and leverage it's potential even further.

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Geospatial Technology helping the utility to Manage people in Better Way and Curb dishonesty

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Managing huge field team in project in power utility is a challenging task. Since area the of the utility is generally large and wide spread so in order to get real time information about the team moving at various location in field becomes a difficult task. There are often times misleading information which field staff gives to the project manager which delays the project and also sometimes the team other members also gets misguided by few people whoa misleads the team. The paper emphasizes on use of geospatial technologies for better management of team which are on field for various activities like survey, change management , enforcement , new connection etc and curb mischievous activity or misleading activity leading to loss to power utility. The study aims at finding various factors responsible for corruption and how innovative technologies like GIS can address various issues related to them and pin point right information at right time.

Keywords: Field Staff, GIS, utility, dishonesty.

Introduction

A geographic information system (GIS) integrates hardware, software, and data for capturing, managing, analyzing, and displaying all forms of geographically referenced information. The geographic approach, through GIS technology, allows us to view, query, and understand data in many ways. We see relationships, patterns, and trends in the form of GIS-based maps, globes, reports, and charts. GIS helps you answer questions and solve problems. When viewed in the context of geography, your data is quickly understood and easily shared. GIS technology can be integrated into any enterprise information system framework.

GIS plays a major role in modern management of electric utility companies .GIS is a fundamental tool in the following areas; suitability analysis in construction of substations and high voltage lines, the optimum route finding, the profile analyses, the engineering design of towers and wires, and the cost estimation, power outage and load study analysis. GIS is not only useful in developing accurate database, improve internal efficiency levels pertaining to power supply monitoring, commercial and customer services but also extremely useful for important functions like network analysis, facility management, energy audit, trouble call management, load management, theft detection etc. Digital system provides timely, accurate and easier way of acquiring information, which is very vital in taking prompt and accurate decisions necessary in the economic development of any enterprise/ industry.

In addition to this GIS now has been playing an instrumental role in management of field manpower and also curb corruption and increase the operational efficiency of utility

Problem Identification

The power distribution business has various departments and staff dispersed across the areas of the utility for varied purposes according to needs of the department. The various issues faced by various staff are as follows :

- Delay in connection faced by consumers due to wrong information about their whereabouts conveyed by staff.
- Delay in Change Management and data capture in GIS Database.
- Delay in restoration of power by rescue team in Operation and Maintaince Dept
- Lack of proper guidance to cable commissioning team about the exact lay out of the location.
- Problem faced by consumers due to delay in reaching of Meter replacement team.
- Verification of bills about vehicle movement raised by the drivers to managers.

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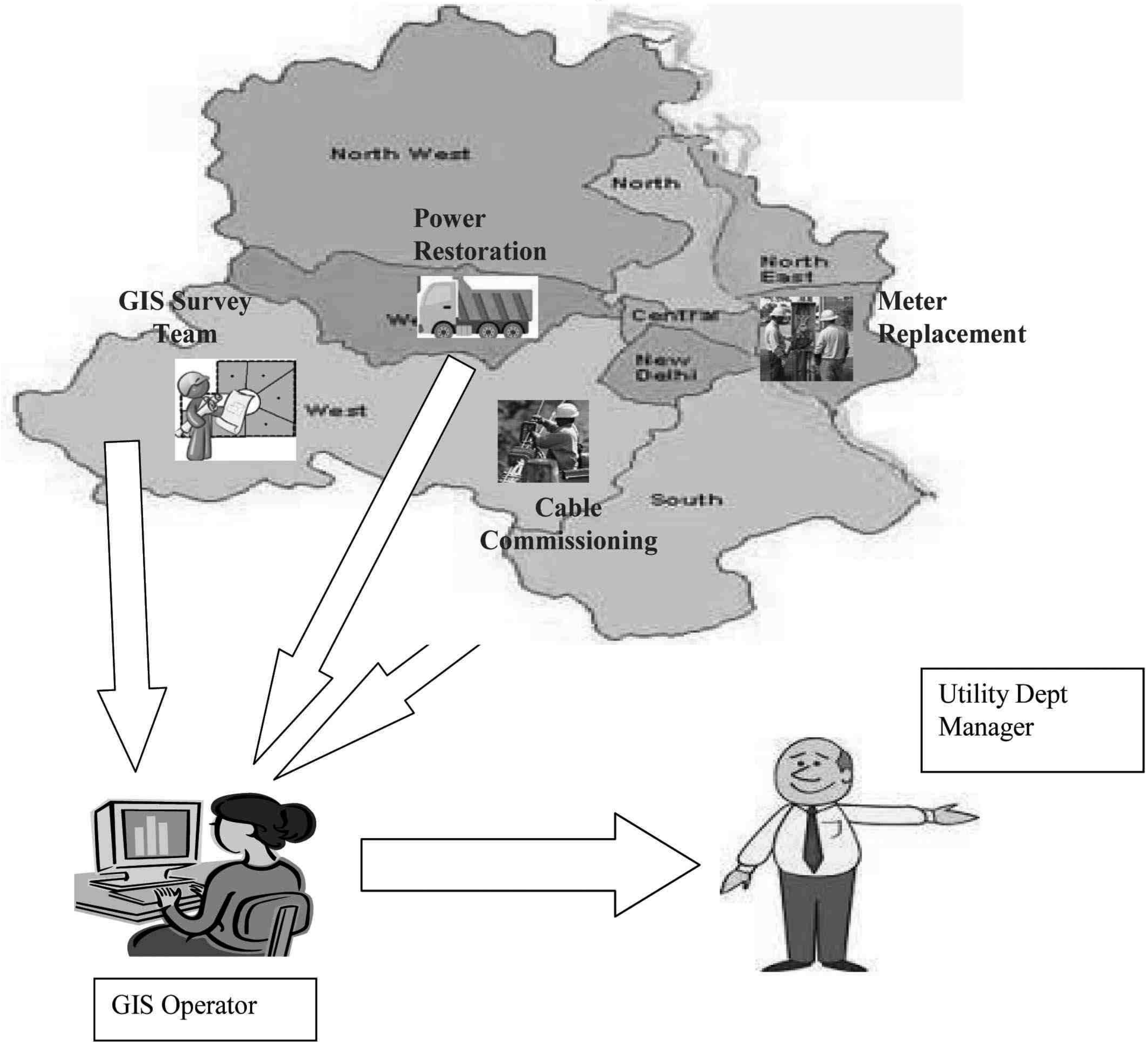
Geospatial Technology: Tool to manage people and Curb dishonesty

The figure illustrates the situation of different position of different of different department in field at different areas of the utility and how the information of location is transferred to central location and then the field staff is being monitored by different depts. managers

Fig.1



Workforce Automation : Workforce automation systems allow you to more efficiently schedule and dispatch utility service staff. Your productivity will be even greater with a workforce automation system built with GIS technology. GIS shows you where crews are working and gives you the status of their work. In addition, street-level routing allows you to reduce fleet costs and gain additional scheduling time, giving you the ability to handle more service calls.

Situational Awareness : Through GIS-based graphic outputs and Web-based reporting, you can quickly demonstrate how your organization is meeting compliance requirements, responding to large outages, or seeing where you are spending your money wisely. Meeting regulatory requirements and keeping the public informed becomes less time consuming and easier to accomplish when you use GIS to communicate with regulators and the public.

Conclusion

Geospatial Technology has been used by the power utility not only for their operation like assets management, , the optimum route finding, the profile analyses, the engineering design of towers and wires, and the cost estimation, power outage and load study analysis etc but now has been used to check to mange people in more efficient way. Thus has helped a lot in reducing corruption and increasing the efficiency of the power distribution company and providing better service to the consumer by reducing time. This has helped the utility in saving huge amount of money and thus helps in improving their financial status.

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Challenges of Employee Management in Construction Industry : A Study in India

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Construction sector is booming sector globally. The construction sector is a major employment driver, being the second largest employer in the country. Around 250 ancillary industries such as cement, steel, brick, timber and building material are dependent on the construction industry. Indian construction industry employs 32 million people and its total market size is estimated at Rs. 2,48,000 crores. It accounts 11 percent to Gross Domestic Product (GDP) of India. Being a growing sector, new construction projects upcoming are required employees for completion the same by recruiting and retaining. Construction projects are required to be complete within stipulated time period. The changes due to internal or external forces in a construction organization can affect the main strategies. Human resource is also an important factor can be impact for sustainable growth of company. This paper discusses the important challenges faced by the Indian construction industry for successful completion of the projects. In the 12th Fifth year plan, stress is given to new & smart technologies to reduce the costs & time for execution of the Projects. Training and development of employee to adjust the new technologies become a task for construction industry for bridging the gap. Construction industry still stuck with attrition rate. Changing skills requirements and an ageing workforce major emphasize for skills gap. Various processes are involved which lacks clearly defined processes and procedures for construction and its management.

Keyowods : Challenges, Factors, Construction Industry, India

Introduction

In India construction is fastest growing industry and second largest economy after agriculture. The Planning Commission of India has proposed an investment of around US$ 1 trillion in the Twelfth five-year plan (2012-2017), which is double of that in the Eleventh five-year plan. National Development Council (NDC) approved the strategy to achieve average growth rate of 8 percent during the 12th Five Year Plan (2012-17), generate 50 million new jobs and increase investments in infrastructure sector. According to Department of Industrial Policy and Promotion (DIPP), the total Foreign Direct Investment (FDI) inflows by 24.5 percent in the year 2015. Hence, growth in investment can utilised new technology and generating employment. The construction industry has been witness to a strong growth wave powered by large spends on housing, road, ports, water supply, rail transport and airport development. The Planning Commission of India has proposed an investment of around US$ 1 trillion in the Twelfth five-year plan (2012-2017) (Construction Sector Analysis Report, 2012). Table 1 shows the FDI from different construction companies in India..

Table 1 : FDI from Construction Companies in India

No.	Name of Company	Investment
1.	Jones Lang LaSalle (JLL)	Rs. 45.13 billion
2.	DAMAC Properties	Rs. 202.67 billion
3.	Merrill Lynch & Co.	Rs. 16.99 billion
4.	Rakindo Developers	Rs. 209.59 billion
5.	Limitless Holding & DLF	Rs. 630.24 billion
6.	Gulf Finance House (GFH)	Rs. 70.01 billion

Source : www.empulseglobal.com

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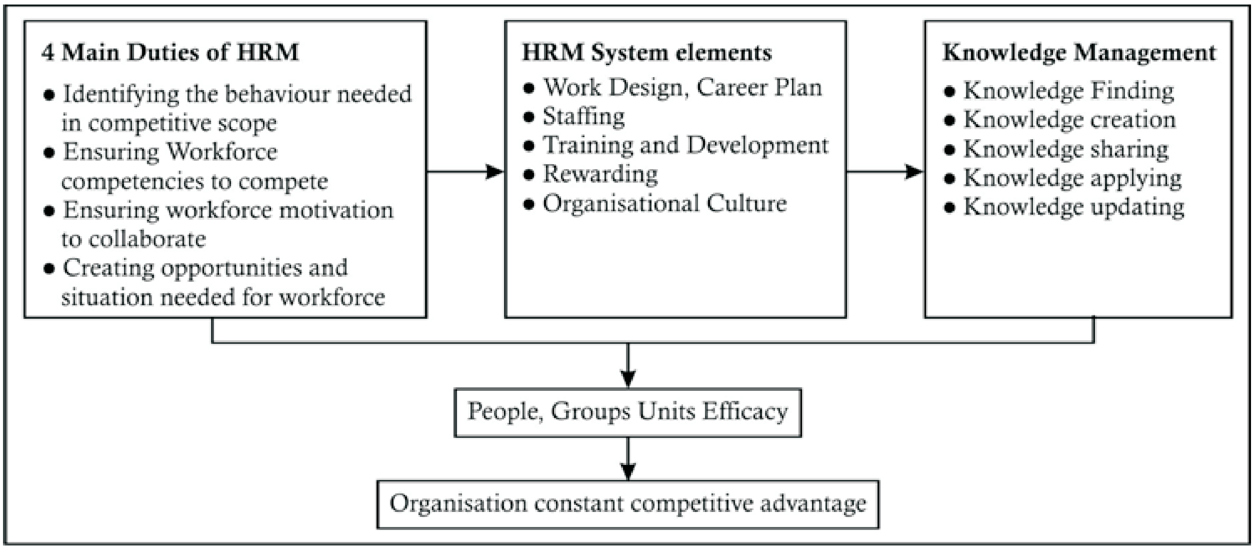


Source : Jackson et. al, (2003) **Figure 1 : HRM Process Model**

Engineering education is also an important factor for employability for fresh graduates completing engineering. Employability of fresh engineering graduates is one of the important challenge faces by Indian construction industry. As per the Indian Skills Report (2014) by CII, 17% graduating engineers are employable in Indian construction industry.

Literature review

Mahamid et.al (2013) identified top ten important factors negatively affecting labour productivity in public construction are: lack of labour experience, poor communication and coordination between construction parties, bad relations between labors and management team, payments delay by owner, misuse of time schedule, rework, labor's low wage, financial conditions of contractor, poor site management, and frequent change orders. Motivation is affected by the work environment and job characteristics. A high job satisfaction leads to high motivation and performance. Out of six reward questions identified by Beel (2007), out of which most valid approach for rewarding employees 'What to be reward?' was found most important factor. Currently important risk involved for successful project completion in India construction industry are : Business risks, Financial risk, Technological risk, Project risk and Political risk (CIDC, 2015). Construction industry requires managing multiple projects simultaneously. Managing attrition rate is one of the challenge which maintain the cost in the form of intellectual capital and proprietary trade secrets to company. New employees require orientation, formal training on policies and procedures and often need specialized coaching and mentoring using equipment and tools. (Scheid, 2011). Competitive pressures and advanced technology force companies to improve and update product designs and to optimize their manufacturing processes. India has massive talent pool as construction professionals. Overseas engineering jobs are getting relatively strong. Globalisation made opportunity to professional that they will attracted by the abroad construction companies as it rely on Indian engineers to increase the productivity. Human resource management, as a successor to personnel management, is more suitable for dealing with personnel issues in multicultural environments (Du, 2012). Mone and London (2010) suggest that "performance management, effectively applied, will help to create and sustain high levels of employee engagement, which will result into higher levels of performance" (p. 227). George (2009) concluded best practices for managing performance are : team activities, interaction facilitation, incentives to meet objectives, recognition and rewards contingent on performance, training on job skills, employee involvement and communication of strategy, feedback on performance; internal career opportunities and job descriptions.

Table 2 : Global Operations

Region	Annual Turnover		
	Less than US$1 billion	US$1 - 5 billion	US$5 billion+
Overall	35	35	35
Europe, Middle East, and Africa	19	19	19
Americas	23	23	23
Asia Pacific	33	33	33

Source: KPMG International, 2015

Team Building

Utilisation of effective team building process improves in project execution and resulted into reducing time, efforts and money. Use of team building represents a "step change" in the way projects are managed and in the ultimate project performance. Successful use of the team building process will bring to the design/construction process significant and cost effective short-term and long-term benefits (CII, 2015). The team effectiveness factors identified by Azmy (2012) are (Team Goals and Objectives, Team leadership, Team Relationship, Team Roles and Responsibilities, Team Communication, and Trust and Values) have an impact on the performance of the construction project Team members employed to create a better cooperative effort among members of the project team in the construction industry. The construction project team comprises of a team of diverse people and cultural backgrounds. The design team is comprised of architects, engineers and consultants who produce the construction documents for the successful completion of project. Keeping a project team together is very important; it not only allows every team member to know each other at both personal and professional level but it also allow the team to envision the project jointly by planning together (Fig. 1).

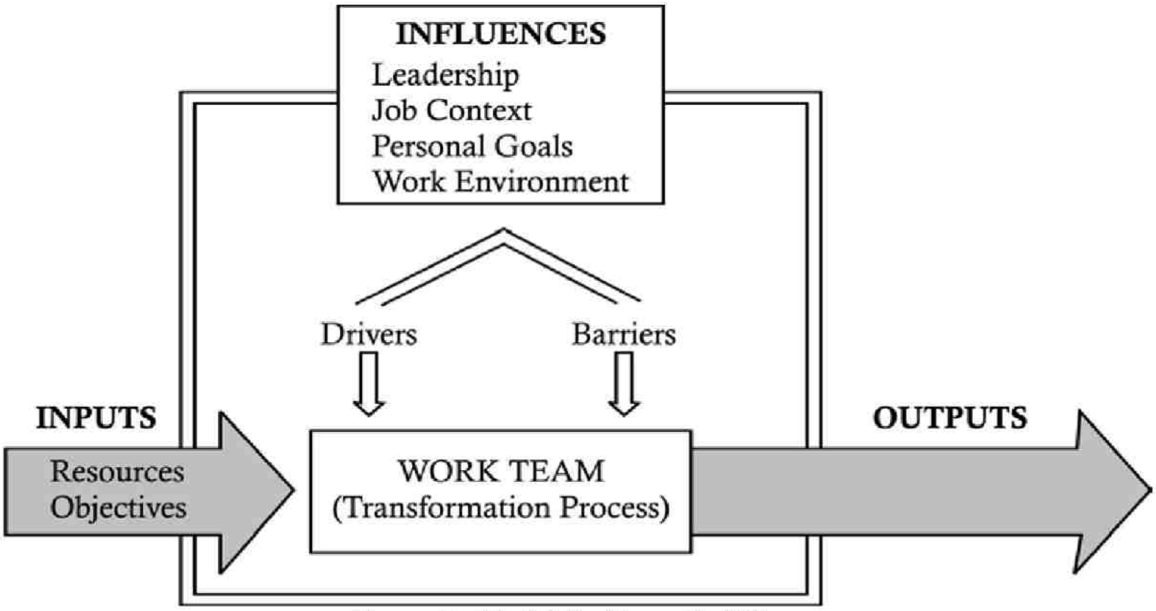


Figure 2 : Model for Team Building

Drivers	Barriers
• Interesting Work	• Unclear Objective
• Recognition/Accomplish	• Insufficient Resource
• Experienced Engineering Manager	• Power Struggle and Conflict
• Proper Direction and Leadership	• Uninvolvement Management
• Qualified Team Personnel	• Poor Job Security
• Professional Growth	• Shifting Goals & Priorities

Figure 3 : Major Drivers and Barriers towards Project Team Management

Reward Management

Reward considered an important for resistance to change. Before considering a performance improvement, monetary or basic needs must analyse existing compensation. Project manager reviews the build team. Accordingly Key Result Area (KRA) and task identified and work allocated. Completion of quarter, project manager reviews the KRA and performance. If the employee lacks in particular area training is given. Completion of successful training, again KRA and performance measured. Accordingly future goals are set. To meet this challenge, companies must have a clear and compelling strategy for implementing a well thought-out total reward/compensation plan to attract, retain and motivate key talent. This total reward strategy should integrate key components including : 1) Total compensation, 2) Benefits 3) Work-life balance 4) Training, career and personal growth opportunities (Duchon, 2007).

Following factors that should be considered when establishing a compensation package :

1. Level of requisite knowledge and skill
2. Industry and market
3. Union vs. non-union status
4. Capital intensive vs. labor intensive
5. Size of business
6. Philosophy of management
7. Profitability of the organization
8. Employment stability
9. Employee tenure and performance

Rewards is necessary and beneficial if skill variety, task identity, task significance, task autonomy and task feedback are low and hence the job is not intrinsically motivating (Slavin, 1991). An effective recruitment, development and retention strategy should encompass data analytics to help predict future talent needs. Widening the net of potential candidates, organizations can attract candidates with new ways of thinking who can augment the existing pool of engineers. Beyond the broadening skills set, there is ultimately no substitute for experience and owners to find ways to tap into the skill base of older or retiring employees (KPMG, 2015).

Motivation

Motivation is one of the most critical elements in the area of Human Resources Management. Motivation is the process of inspiring people to achieve their goals. Effective motivation helps to enhance employee performance. Work motivation is a set of energetic forces that originate both within as beyond an individual's being to initiate work-related behavior and to determine its form, direction, intensity, and duration (Kirstein, 2010). Getting people to do their best at work is one of hardest challenges of managers. HR manager's support to project managers in empowering and delegating by identifying training needs and developing HRs. HR managers have to take account of stress and manage it, because excessive stress can reduce employee effectiveness and therefore performance (Jamshidi, 2012). Venkatesan et. al concludes that the interesting nature of the construction work has to be properly utilized by the organisation along with providing achievable goals to improve the motivation level. The importance of employees' satisfaction and motivation is being more and more important everyday in the enterprises. Nohria et. al (2008) identified that the four drivers that emphasize motivation are : acquire, bond, comprehend and defend. They also point out that the organizational levels of motivation are: the reward system, the culture, the job design and performance-management, and resource-allocation processes. Motivated people make decisions to dedicate considerable effort to obtain something that they value. Researches show that indeed there is a relation between motivation and performance (Gagne and Deci, 2005). The industry has used techniques based on the three broad streams of motivation, viz, KITA, carrot and stick and attitude, and those based on Herzberg?s and Maslow?s basic theories on motivation. (Aina, 2014). Motivational theories applied in construction industry are : 1) Herberg's Motivation/Hygiene Theory, 2) Maslow's hierarchy of needs, 3) Process Theories, 4) Equity Theory 5) Expectancy Theory. The role of the project manager and his effectiveness is related to the organizational form, hierarchy within the organization, authority gap, management style, and the ability to resolve conflict. (Thomas et. al, 1983). Maloney et. al (1986) identified : 1) Expectancy theory provides valuable guidance regarding the critical factors at work in the motivational process, and suggests some basic considerations in developing a motivating work situation 2) Expectancy theory principles to construction work pinpoints significant areas for action if construction workers are to be motivated towards higher productivity. A study of (Cox et. al, 2006) found that the incentive in form of money is highest motivated factor. Construction industry employs apprentice. The performance of the apprentice is an important issue in developing a quality workforce. Management must have an understanding of their motivation that which factor influence that they could work hard (Uwakweh, 2006). Shoura et.al (1999) analysed three parameter to taken care of are : 1) Perceived quality of motivation 2) Relative importance placed by the groups 3) Personalized relative quality valuation or a specific quality.

Information Technology

Construction companies run various projects simultaneously. It operates in different regions. Apart from this, projects are involved critical processes needs to be managed. Tracking manually progress of the projects is very difficult. With the help Information Technology (IT) utilising different software it makes easier to monitor each process simultaneously. To determine the increasing complexity during product development, the construction industry must implement IT to the main product development process (Gurumurthy and Kodali, 2012). Employees possess the required technology skills and knowledge for the workplace and can proficiently use the IT system facilities of the organization has a certain degree of influence on the new product design and development process efficiency (Kuo, 2013). Using Software Application Product (SAP) industries improved project visibility from the construction site through to business operations gives firms greater contextual insights to manage risk and improve project profitability, increases profitability able to manage integrated portfolio. Using SAP construction company can manage operational excellence via maximum project profitability, reduced risk and automatic, schedule-driven processes which is essential for ongoing success in the construction industry. By using SAP technology for cloud, mobile, analytics, and in-memory solutions, firms can benefit from comprehensive visibility across the enterprise. (SAP, 2014).

Training and Development

Training is defined as 'a planned and systematic effort to modify or develop knowledge, skills, behaviour and attitudes through learning experiences, to achieve effective performance in an activity or a range of activities' (Garavan et. al, 1995). Training and Development expenditure are budgetary constraints. Now a days construction company has sufficient budgetary strategy. Human Resource Development (HRD) of organization is a worthwhile asset of company. The forecasting assists policy makers and training planners to formulate training strategies. Human resource (HR) need to create values by finding ways to improve workforce management that have a positive impact on performance. The importance of involving HR in construction require to development, planning, and implementation of competency strategies. Most of the construction firms faced with many barriers and difficulties in order to apply effective training and development practices for the staff and labour (Bresnen, 1990). Training needs are assessed by project manager through performance assessment. It should be backed by the HR department. Training can be on the job or off the job depend upon the skill upgradation

Table 3 : Off-the-job Training versus On-the-Job Training

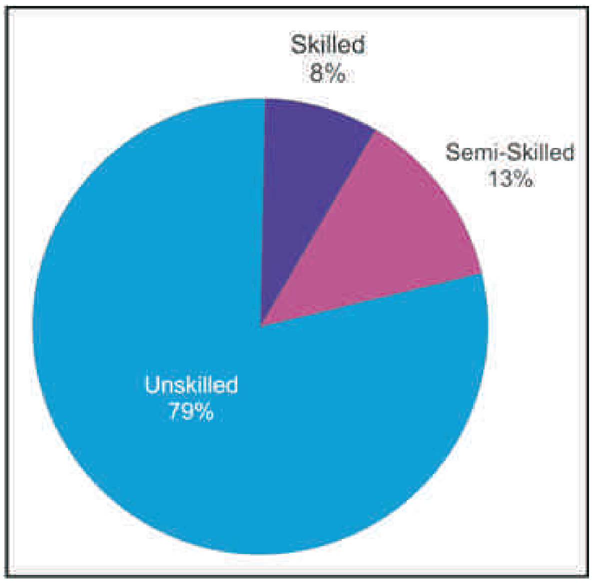
	Off-the-Job Training	On-the-Job Training
Emphasis On:	Learning basic facts and skills	Getting the job done
Ultimate Goal:	"Knowing"	Developing "Best Practices"
Knowledge:	Static, Decontextualized, General	Dynamic, Situated, Practice-oriented
Topics / Problems:	Given by curriculum	Arise from and embedded in work situation
Scope of Learning:	Primarily Individual	Individual, Group, Organization

Source : Tabassi and Bakar, 2009.

Tabassi et. al (2011) identified that the employees who have not integrated for training programmes have faced following barriers :

1. Variations in the number, size and type of projects undertaken by the companies
2. High expenses of construction training courses
3. Dynamic and complex environment of the industry
4. Financial problems faced by the companies
5. Short term contract of most of the workers
6. Large number and various types of construction learning points
7. Low knowledge and lack of incentive among the workers for training
8. Time-consuming
9. Little attention of client to the importance of skilled labour in the projects

In India, Directorate General of Employment and Training (DGE&T) in the Ministry of Labour is responsible for vocational training. It runs through state governments and private organisations ITIs all over the country. Industrial Trade Institutes (ITSs) impart training in 43 engineering and 24 non-engineering trades. The engineering includes the engineering trades include carpentry, plumbing, masonry and plastering.



Source : Rebuild, 2012.

Figure 4 : Classification of Construction Workers

Skill Development Initiatives by Government Organisations of India (Pattanaik, 2012)

a) Skill Development Initiative Scheme (SDIS) :

he SDIS was launched by the Ministry of Labour and Employment in 2007–08 with the objective of meeting the growing requirement of skilled manpower in the industry through short-term courses. SIDS developed 1,108 Modular Employable Skills (MES) course modules covering 48 sectors of the Indian economy.

b) The Construction Industry Development Council (CIDC) :

The Construction Industry Development Council (CIDC) under Planning Commission of India has developed Construction Workers Training Programme and Employee Development Programme for various trades working at execution of Construction Workers level and supervisory level duties respectively. CIDC

c) Workers Training and Certification :

The largest manpower segment of Construction Industry is the Construction Workers segment where the skill development and certification requirements are substantial. It runs 55 different construction trades.

d) Vocational Training for Secondary Level Students in various supervisory level occupations :

CIDC has set up this Construction Industry Vocational Training Council as the apex national agency concerned with the aspects of Human Resource Development of the Secondary segment of Construction Industry. CIDC has over trained 250,000 personnel tested and certified for their skills. Almost 100% have found value added appropriate employment with leading industry organizations.

e) HUDCO (Housing and Urban Development Corporation) :

HUDCO and others under Ministry of Urban Development and Planning Commission of India have established 640 Building Centres and Company run schools (NBCC HCC, L&T, ECC etc.) and association for skill development programmes.

Conclusion

This paper concludes the challenges faced by the Indian construction industry. The challenges assessed in the paper are applicable to the construction industry in India. While assessing one or the factors, it needs to align with future trend and strategy of the company. Each factor discussed is co-relates with each other. Success factors of construction projects depend upon ultimate utilization of labour and talent with growth of each. Performance management process towards a focus on employee engagement will required to supervisors and managers receive training on employee engagement. Knowledge and experience project manager to manage team is a task to project success. Construction companies need to design a structure for performance management systems to drive towards higher level of performance. Retention strategies need to be implementing to reduce attrition rate. Motivation helps to improve performance of the employees. Successful companies are able to engage, educate, develop and retain employees. IT facilitates to manage build the reputation as completing most challenging projects on time and within budget by maximizing productivity and efficiency while managing and mitigating risk.

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Community Based Disaster Preparedness Planning



Sumeet Kumar Gupta[1] Sudeep Kumar[2] Chetna Sinha[3]

The term 'Disaster' is used to denote extreme events due to natural or man-made events which cause loss of life, damage to properties, infrastructure and livelihood to an extent that it becomes difficult to cope with the situation. Disaster management implies planned and systematic approach to various natural and man-made disasters. Community based disaster management involves local people, Panchayati Raj Institutions (PRIs) police, paramilitary forces, fire brigade, medical team and people from NGOs. Disaster is characterized by rumor and panic at the time of disaster. Post disaster event involves trauma and stress. Manpower planning with effective strategies can largely reduce the risk and also enhance the preparedness of the people about various disasters. Managing people implies creating awareness among people by providing knowledge about information and technology, resources and skills to reduce disaster risks. Community based disaster preparedness requires participation of the local people with disaster specialist and administrators. This helps in building effective rural community team and develops leadership for managing disasters. By reviewing various existing published literature on disaster preparedness, the present paper makes an attempt to highlight the emerging trends in upgradation in strategy from conventional to modern approach.

Keywords: Community based disaster management, Community based disaster preparedness.

Introduction

Within the last decade, advancement has been made in technology, knowledge, capacity and capability to reduce the impact and damage made due to various natural and man-made disasters. Earlier the mankind was at mercy of the nature and the damage was unavoidable due to various disasters. Disaster management strategies have seen shift from disaster emergency response to disaster preparedness planning. Effective planning can be done through warning system, creating awareness and community preparedness measures which requires active involvement of all groups of society, national and international organizations, private and Governmental organizations. United Nations Disaster Relief Office (UNDRO) defines Disaster Preparedness as measures designed to organize and facilitate timely and effective rescue, relief and rehabilitation operations in case of disasters. Measures of preparedness include relief machinery at the time of disasters, emergency plans, training of specific groups and locals for action, relief, rehabilitation and earn making funds for various operations.

Disaster Preparedness Plan

Disaster preparedness planning anticipates the future situations and requirements for ensuring effective disaster management from national level to the community level. The planning should be effective and coordinated such that counter measures are sufficient enough to cope with the various disasters. The planning process should be collaborative and cooperative in nature, made in consultation from a practical as well as psychological perspective. Proper planning ensures considerably reduction in the damages from natural and man-made disasters in the long term. It prepares the local people and officials to cope with disaster situations more effectively. Disaster preparedness plans aim at obtaining resources, establishing the control system, directing and controlling. The plan needs to be monitored from time to time, evaluated and updated continuously.

Disaster Preparedness Activities

Disaster preparedness activities can be categorized into various phases:

- Preparedness activities before the onset of disasters:

Preparedness activities before the onset of disasters include formulation of effective plans at different levels, generation and dissemination of information through mass media, installation of appropriate forecasting and warning systems, strengthening of physical infrastructure and evacuation of people to safer areas. The community

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based programmes should be planned, implemented, monitored and updated.

In Pre-disaster stage, efforts are made to reduce potential for human, material or environmental losses caused by hazards. For this, support systems are strengthened, people are trained, drills are organized and duties are assigned. This phase is termed as Prevention, Mitigation and Preparedness Phase.

- Preparedness activities at the time of disasters:

It involves provision of food, shelter, medical, first aid services and security arrangements to prevent untoward incidents. During the disaster, emphasis is on survival and protection to minimize the suffering to maximum extent. Most of action lies from within the affected community who are the first responders before outside help arrives. This is the Response Phase.

- Post disaster preparedness activities:

It involves rescue operations, proper relief distribution including food, clothes and medicines, restoration of community system, damage assessment and immediate financial assistance. In post-disaster stage, maximum efforts are made to achieve rapid and durable recovery. The aim is to bring the affected community back on track as quickly as possible with improved ability to face disasters. It can be termed as Recovery and development phase.

Disaster Preparedness Strategy

Disaster preparedness strategy aims at developing, strengthening and making them accessible to the people. It involves early warning system, making them alert and responsive to the emergency situations. It reduces the risks due to various disasters and enables the communities to improve their abilities to cope with various disaster effects. The strategy aims at developing and strengthening institutional mechanisms and capacities of the Government at various levels. It involves establishing networks and linkages between public and private organizations, NGOs, community based organisations and other key stakeholders. Upgradation in strategies involve appropriate use of information technology, remote sensing, disaster mapping, Geographical Information System (GIS) etc. The disaster preparedness strategies should be monitored at regular intervals, evaluated for effectiveness and updated to get maximum results.

Community Based Disaster Preparedness Planning

Community based disaster preparedness planning reflects the needs, resources and strategies mutually agreed upon by the local people. The community based activities should be clearly defined, specified, target oriented and in view with the capacities and capabilities of the community. The planning provides measures to cope up with the disasters, provisions for emergency actions, creating awareness among the community and indicates developmental requirements. It brings about coordination between the efforts of various agencies that includes Government, Private sector, International agencies, NGOs, community based organisations and local people. It reduces the extent of damage and control the loss of lives. The Panchayati Raj institutions supplement the community based disaster management. For instance in Orissa, Pallisabha or village assembly supplement the community based disaster planning more sustainable and more effective in preparing for various disasters.

Under the Government of India- UNDP disaster risk management programme, in Lahotighat block of Moringaon district in Assam, local residents express their concern for adopting preparedness during flood season. It was decided to construct a raised platform with a flat bank cum community fishery to be used during flood and non flood season. The site was donated by the village members. Gram Sabha was entrusted the task of approving the purchase of machine boats and their maintenance. The disaster management committee representatives are involved for the mitigation activities.

Gujarat Earthquake: A Disaster Preparedness View

On 26th January 2001 at 8:46 A.M, the state of Gujarat was hit by an earthquake of 6.9 intensity on Richter scale. The district authorities contacted the Army which started its operations immediately after the incident. 1,66,087 people were provided with shelters at 473 different community centers and provided with meals through volunteers of National and International Non Government Organisations. The Government decided to create a separate department of earthquake relief to take up the relief, rehabilitation and reconstruction for next six months. A police control room was set up in premises of SP's office to direct rescue and relief operations. Within 45 minutes of the disaster, 14 and 6 columns were sent out from two military stations of Bhuj and Gandhidham.

A team of 36 experts from All India Institute of Medical Sciences, New Delhi reached Bhuj at 11 A.M. Voluntary organisations, corporate houses, Army, State Government, International agencies and foreign countries came forward to provide mobile medical equipments, medicines, ambulances and hospitals. Gujarat electricity board could resume power supply within three days and provision of water through tankers from next day. To restore communication facilities, 23 satellite PCOs and 90 free STD/PCOs were installed at different locations providing free of cost services to people. Disaster management in Gujarat can be taken as a milestone for organizing disaster preparedness planning activities.

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Recruitment and Selection Process at MBA Institutions

Richa Ritwika[1] Runma Bhattacharyya[2]

Education plays a key role in shaping and nurturing the future talent who will serve in various industries and provide economic growth to the nation. As education has an important role to play for the societal development recruitment of right people for right job becomes essential. Recruitment and selection is a process of searching the potential person who has the required qualifications and filling up the vacant position by hiring the person. Most educational institutions have a detailed recruitment process put in place for recruiting, both teaching and non-teaching staff. However there are certain challenges faced by the institutions in hiring a good candidate for the job. This article looks into the procedure for recruitment and selection of teaching staff at MBA institution. Article also tries to discover challenges faced in the recruitment process.

Keywords: Job analysis, recruitment, selection, MBA institutions, pool of candidates.

Introduction

Since education plays an important role in building the future of the country, recruitment of manpower for this industry is vital topic for discussion. In this paper, the process of recruitment and selection of both teaching as well as non-teaching staffs are being studied. The methodology used for this paper is a secondary research . To write this paper literature review has been conducted using books, articles and journals published on recruitment and selection process.

Planning and Forecasting

Recruitment process begins with job analysis in which the job activities and responsibilities are identified. A job specification is developed which helps in knowing the kind of people who have to be hired for the job.

Sl.No	Positions	Eligibility
1	Professor	PhD/FPM in the respective domain from a reputed University/Institution. Minimum 10 years teaching/ research/ industry experience of which 5 years as an Associate Professor..
2	Associate Professor	PhD/FPM in the respective domain from a reputed University/Institution. Minimum 5 years of experience as above of which 2 years should be post PhD.
3	Assistant Professor	PhD/FPM in the respective domain from a reputed University/Institution. Candidates with lesser experience than 2 above will be considered for the position of Assistant Professors

Fig1: Eligibility for teaching faculty at IBS group
(Source: http://www.ibshyderabad.org/careers-IBS.htm)

The above eligibility has been identified for faculty positions at professor, associate professor, and assistant professor level for various departments such as marketing, finance, human resources, information technology, and operations.

A job description is prepared which defines duties and responsibilities which have to be performed in the job. For the job of faculty member at management institutions following responsibilities have been indentified:

- Provides instructions and advice to students as per the requirement of department.
- Conduct a class for entire period and provide required input about the course.
- Evaluate students' performance by assigning them grades.
- Should maintain currency in practices, trends, or research related to area of specialization
- Participate in continuous improvement in program for professional development.
- Participate and engage in the program review process
- Participate and engage in course curriculum review
- Provide assistance with extra and co-curricular activities

These are the various responsibilities which have been identified for the job of faculty members. As a faculty member it is important the person updates the knowledge through research or by attending

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seminars/workshops/conferences related to ones area of specialization.

Once the job analysis has been performed the human requirements for the job will be determined. Job analysis helps in providing information about skills and competencies required for a particular job. There is a big question for the institutions that how should the projected opening filled? For example a new course of supply chain management is being offered then the college will have an option of recruiting already existing faculties in operations management or they could hire a person from industry who has been working in this area. Thus the institution has to decide whether to fill the opening from within or from outside. Depending on the source of candidate the approach of recruitment will vary.

When the person is hired internally then it has to be assured that the faculty member is provided required training, coaching, and material to update their knowledge about the particular course. Whereas in hiring external personnel, the recruitment sources used for hiring have to be identified.

Steps of Recruitment and Selection

Fig 2: Steps of recruitment and selection

Employment planning and forecasting provides details about the positions which have to be filled within the institutions. After this a pool of candidates will be built which will include both internal and external sources of candidates. This pool of candidate will be required to fill the application form which would be in a specific format. A sample format of application form has been given in the below section. Various techniques will be used to screen out certain candidates and with the remaining candidates interview is conducted. Based on the interview final selection is made by the institutions.

Internal Sources of Candidates

The pool of internal source of candidates which the MBA institutions have is:

- Hiring from within – These are the people who are already working as faculty members. Some institutions hire candidates as faculty members who have undertaken research or fellowship program at the institution.
- Rehiring – These are the faculty members who have left the institutions. However it will be challenge for the institution to ensure that these people return back with a positive attitude to the institution.
- Hiring alumni – Students who have passed out from the institution and have worked in the industry for several years might be willing to join as an academician. Many institutions offer such students an opportunity to teach in the college from where they studied.

Aspect of succession planning will also be looked into in recruitment where certain faculty members could be promoted as dean or vice chancellor. Thus the institutions identify internal source of candidate for the job opening at institution.

External Sources of Candidates

The pool for external source of candidates is created using various means and these are:

Advertising

MBA institutions use print media to draw attention of suitable candidates. In newspaper or business or professional magazine will be used by the institutions for attracting suitable candidates. The choice of media for attracting people is important.

The challenge for institutions is to create an ad which will attract the attention of readers. The key position in the advertisement should be clearly mentioned. The ad should create interest so that candidates should be willing to apply for the opening. In developing the print ad the challenge which institutions face is creating right impression about their institution. There should be clarity about the specific position for which the advertisement has been created.

Internet

Many people today are going online in looking for jobs. MBA institutions use job portals such as timesjobs.com, naukri.com, monster.com, shine.com, etc to reach out to potential candidates. There are various benefits which both the institutions and potential candidates can derive using these websites. It helps the potential candidates to know the number of people who have applied for the job. The institutions can track the number of candidates who have applied using the online media.

In the online media the biggest challenge which MBA institutions face is that too many resumes are sent through e-mail and screening these resumes becomes difficult. The problem with online advertisements is that relevant information about the job openings is missing. Because of lack of clarity many people who are looking for job apply to these jobs. Another problem which is encountered by institutions is that the format of the resume would vary from applicant to applicant. Filtering out resumes and selecting suitable candidates for the job could delay the recruitment process.

However many institutions have tried solving this problem by redirecting the applicants to their website where the candidates can check the job description and accordingly apply for the job. Institutions even try to provide a specific format for resume which will reduce the time. But still there are many institutions to which the candidates directly apply through the job portal.

Employment Agencies

Education sector in India is being considered as a major employment driver as per the Indian Outlook Survey 2012 conducted by TJinsite. Considering this factor many agencies are providing recruitment services to the institutions. These agencies are trying to address recruitment and staffing challenges faced by the institutions. Institutions outsource their recruitment and selection requirements to these agencies. These agencies take the responsibility of identifying the right candidate and hiring them.

Some of the employment agencies in the education sector are - Delta Recruitment Consultants Pvt. Ltd., GlobalHunt, Wizmatrix.

Referrals

The in-house faculty members are given an opportunity to refer those people who fulfill the eligibility criteria for the given job opening. Many institutions give remuneration to the faculty members when the candidate they have referred is hired. Institutions usually have to trust their faculty members that they are referring a good quality candidate for the job. The reputation of existing faculty member is at stake so they would usually refer a good person for the job. Also the person who is being referred has a better picture about the institution. Referrals do help in creating good source of external candidates but determining the quality of candidate who has been referred is difficult.

Social Media

Social media is a new thing which has emerged for creating a pool of candidates. Professional websites such as linkedin.com is being used to attract potential candidates. The potential candidates mention their name, location, kind of work, achievements, and other professional details. Thus institutions can check the details and shortlist suitable candidates. These websites help in developing company networking sites and facilitates in recruitment. Social media can be considered as an online database of potential candidates. Institutions can do a keyword search and find potential candidates in their area and contact them through these websites. It provides information about the person who has posted the job opening on linkedin.com. 157 candidates have applied for the job. It also provides references for similar posts which have been posted by other employers on linked.com. Potential candidates could contact the job poster if any clarification is required and after having clarity apply for the job opening.

Application Forms

In the above section techniques used to create pool of candidates have been mentioned. Once the MBA institutions are able to attract the candidates the prescreening process begins. Application form is the first step in the prescreening process. Application forms capture education and experience details which give better picture about the progress and growth of the candidate. However scanning each and every form sent by the candidates could be a tedious task.

Bio Data for Faculty Position

Subject Area: ________________________

Interested Position: ___________________

Personal Information:

Name (in block letters):

Mother's Name: Father's Name:

Date of Birth: Age: PAN No. :

Address for correspondence:

Phone No. E-mail ID:

Nationality: Religion:

Gender: Caste (SC/ST/OBC/Others):

Marital Status: Name of Spouse:

Languages known: Computer Proficiency:

Educational Qualification (from HSC/ 10th Board onwards):

Exam. Passed	Major Subject/ Specialisation	Name of College/ Institute	Name of Board/University	Year of Passing	Regular/ Distance	CGPA/ Marks %

Research Experience (including particulars of doctoral thesis):

Fig 8: Application Form Format

Conclusion

In hiring a potential candidate as faculty member there is a cost involved. Thus selecting the right candidate for the job is a challenge. Every MBA institution has a process defined for attracting the pool of candidates and making the final selection. Techniques such as advertising, internet, employee referral, social media, etc can be used to attract the candidates. However attracting candidates through each of these techniques have their own shortcomings. The biggest challenge which the institutions face is that a large number of candidates apply for the job. Even though large number of candidates is applying for the job it cannot be ensured they would be good. It is a challenge for institutions to implement effective recruitment strategy. The pay being given by institutions is another concern for the candidates and because of the pay many candidates might not apply for the job. Because of shortage of good faculties and differences in pay expectations many MBA colleges end up hiring guest faculties. Colleges have to pay less money to the faculty and the person does not need to be completely devoted towards the institution.

Recruitment strategy needs to be evaluated from time to time and accordingly changes in the recruitment process should be made. The idea of recruitment is to exclude poor applicants and for this effective strategies need to be implemented. The process of recruitment and selection does not end at hiring the right candidate for the job but retaining these candidates in the long run is also a challenge for the institution. While recruiting faculty members institutions need to focus upon strategies which will lower the cost and best candidate is hired in optimum time period. Candidates should not be directly hired based on telephonic interview because it will not provide an idea about the presentation skills of the candidates.

The amount of research and experience of candidates will provide an idea about their area of specialization. During the selection process institutions need to judge interest of the candidate in the given area. It is a challenge for institutions to hire a candidate who is willing to keep themselves updated with the latest happening in their area. Quality MBA education can be provided by the institutions only by hiring quality people as their faculty members. Thus effectively overcoming these challenges in recruitment and selection of candidates is going to ensure quality selection.

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People Management at Non-Government Organization: Challenges faced by Local NGOs

Premjeet Shekhar[2]

NGOs are nonprofit making organization that is form as joint effort of likeminded people committed to address the social issues. Through their flexible administration, fast decision making process, timely action and facilitating the people towards self-reliance ensuring their fullest participation in the whole process of development. However, in spite of its achievements in various field . NGOs are facing problem in managing human resource it becomes more crucial while it comes to local NGO. These problems related with people differ from organization to organization, region to region. The management of human resource in local NGOs is very crucial as it contributes to the performance and sustainability of the organization. One of the prominent problem is related with people is inefficient people's management procedure. The another issue is related with competent people's manager, hiring an efficient Human resource Manager because hiring well qualified and experienced personal is very costly affairs for local NGOs. This paper is an attempt to address those challenges which are normally faced by most of the local NGOs in managing people and the importance human resource management as strategic process that make a great contribution in enhancing and sustaining an organization performance .

Key Words: Non-Government Organization, People, Process of People Management, Challenges of People Management in NGO

1. Introduction

This study aims to provide more insight that determines the people management problems of non-governmental organization working at local level and to evaluate the solutions in order to assist in the development of a new strategy for the NGO.

Globalization during the 20th century gave rise to the importance of NGOs. To counterbalance the trend of capitalist centric development approach NGOs have developed to emphasize humanitarian issues, developmental aid and sustainable development. Fast and often unchecked growth of NGOs has raised serious questions of transparency and accountability in their operations it becomes more sever when comes to managing people.

Problems relating to staff are mainly concerned with recruitment, assignment and layoff as well as human resources development and administration and finally everyday management of staff .NGOs were found to be weak at staff career development. Often organizations lacked a career structure in which staff could develop. In addition they were not good at budgeting for staff training. In situations where the organizations were expanding rapidly, it created problems for many who were unable to keep up with the demands of their work. Not all people working for non-governmental organizations are volunteers. Paid staff members typically receive lower pay than in the commercial private sector. Their members usually do not get paid in any way and only invest little of their leisure in order to fulfill their duties. Sometimes they only have little organizational and professional skills.

The contribution of people to an is unparalleled and unique, it has potential for further development because people have beliefs, values and different levels of experience that can be tapped for mutual benefits of individual and organization.How effectively local NGOs operate and achieve their goals depends largely on the effective and efficient management of human capital.Once employees become assure about the growth of organization and their own growth they will become more committed which enhance the productivity. Hence it is right to say that local NGOs are dependent on the contribution of the human resources so they have no choice but to proactively identify and explore opportunities that will assist in building their competency in managing employees.

To succeed in competitive environment local NGOs need to recognize the significance of human element on organizational success and emphasize on their

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development, satisfaction, commitment and motivation in order to attain desired objectives.

2. Challenges of People Management Before local NGOs

2.1 Hiring and Retaining People

As most of the NGOs are oriented towards short term or time bond project so allocation of huge fund in hiring competent person, nurturing and retaining the people becomes really challenging for the organization. This problem leads to non-availability of right person with right skills at the right time. Even if they manage to recruit such person their retention till the termination of project is really becomes tuff task for them. This dynamism experienced by local NGOs is a great challenge as staff turnovers are often high which destabilize the programming and eventually the performance of the organization.

2.2Absence of Effective Guidelines

Local NGOs mostly do not have appropriate guidelines even if available they are utilized merely to attract the donor's interest and applied on ad hoc basis some of them do not provide job contract agreement which generate distrust among people and affect the commitment of employee.

2.3 Management of Divers Work Force

The diversity may arise because of differences in age, gender, region; religion in local NGOs there is absence of relevant policies and mechanism to handle the conflict among these diverse group(s)

2.4Unskilled Supervisor

The size of local NGOs restrict the organization to have separate HR unit as all related activities are handled by unskilled staff which in turn affect the routine operation and some time may leads to role conflict among employees.

2.5 Restricted Staffing

If local NGOs are working in partnership with donor agency without getting any support for hiring additional staff then existing staff required to take up multiple roles. This causes an increase in workload, stress, dissatisfaction among staff and eventually causes underperformance of the entire organization.

2.6 Unable to offer Competitive Incentives and Benefits

This issue is most challenging in NGOs because offering competitive benefits to employees has high cost implications and local NGOs do not have the financial resources to do so. The salaries or incentives provided are dependent on the donor funds received or the income generated through an enterprise activity undertaken by the organization. This sometimes impacts heavily on the staff morale and performance within these organizations.

2.7 Lack of Career Enhancement Opportunities

As most of the local NGOs are project oriented thus subject to have temporary existence which leads to poor or not at all career growth prospects which in turn demotivate the employee and reduce their productivity.

2.8 Inadequate Rewarding System

Many staff felt the organizations did not reward or recognize staff for good or exemplary performance and sanctions against poor performers was something that many of the organizations failed to address or ignored. This caused tensions among those who felt they worked extra hard to contribute to achievement of organization objectives yet they were not recognized for their efforts.

3.Way Out – To Overcome the Hurdles in Peoples' Management

As I observed during my visit to different local NGOs they need to borrow and contextualize best and promising HRM practices to improve organizational HR management. This will address the issues that arise as a result of having adhoc HRM practices that are influenced by the founders of the local NGO or are not contextualized to fit the context in which an organization operates.The following are possible solutions that would be relevant if adopted and implemented to address the current challenges that local NGOs have in peoples management .

3.1. Extensive Human Resource Guidelines or Policies

The organizations need to develop detailed HR polices that reflect the existing organizational environment and then go beyond developing the policies to institutionalize them.

3.2. Establishment of Mechanisms to Identify, Develop and Utilize Potential of People

Local NGOs need to use different approaches in job design/redesign and placement so that they can adequately utilize their existing staff capacity. Organizations need to employ talent management processes that involve instituting initiatives to utilize and develop capacity of personnel.

3.3 Introduction of Staff Performance Management System

Many organization face the challenge of having unmotivated employees whose poor performance affects the growth and survival of the organization. Introduction of performance based incentives (monetaryor non-monetary forms), within local NGOs will go a long way to boost employee motivation.

3.4 Assessing People Periodically

Local NGOs need to regularly assess their organization HR management practices and regulations to protect the organization and its employee's best interests. A periodic people assessment will help to improve documentation practices, identify strengths and weaknesses in staff appraisals and other HR practices.

3.5 Ensuring Strong Internal Organization Culture

A strong organizational culture can be a great foundation for motivation and commitment among the employees. Where a strong and cohesive organization culture exists, core values are widely shared and employees identify themselves with their organization. This can help minimize staff turnover that occur due to dissatisfaction among staff with organization's management practice.

3.6 Outsourcing HR Functions- Consulting Expert

Local NGOs as they do not have sufficient fund and functionary to manage people in this case it becomes imperative for local NGOs, whose size is not too large to warrant having an internal HR team, to hire team of experts and specialist to manage their people.

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A Typology of Coping Strategies for Employees in Education Sector

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The current study has basically two goals. The first goal is to identify and develop the typology of the coping strategies adopted by people working in the educational service sector. The second goal is to analyse whether there exists any influence of the personality traits of an individual on the coping strategies adopted by them. The paper has been prepared on the basis of the data collected in the form of a questionnaire which uses the tools like MBTI for analyzing the personality traits and CSI for finding the coping strategy adopted by the personnel basically concentrating in the educational services sector. The empirical study is done to build any correlation between the two concepts one being the personality trait and the other being the coping strategy. To identify these variations the means of the coping strategies are considered with respect to the personality traits and single factor ANOVA is calculated. The result tries to support the fact that for few coping strategies the F is quite higher than the Fcritical. Which shows, that means are not equal to all personality types?

Keywords: Coping Strategies, Personality Traits.

Introduction

Occupations today are becoming so complex, that employees of nearly all the sectors have to cope with the various occupational hazards faced by them to not only perform well but also sustain in their occupations. The most common of them is job stress. Researcher has already showed that there is a widespread concern among employees across all the sectors and occupational levels on the outcomes of these occupational illnesses.

This paper discusses about the various coping strategies adopted by the employees of education sector when faced with the occupational hazards. Most of the studies in job related hazards have identified construction, mining, manufacturing and agriculture to be the most dangerous hazardous industries. Surprisingly very few have also identified education services fall within this list. Whether it is in primary level or higher education level, personnel working in this sector face various hazards on a daily basis.

In the present day duties of the employees of education sector especially teachers are just not limited to only teaching in classes. In addition they have to prepare lessons, evaluate student's exercises, perform both guidance and disciplinary work, also have lot of official non-teaching clerical jobs like marks consolidations, preparing reports of students performances etc. In institutions not run by governments teachers have the responsibility to promote as well as counsel to increase the numbers for admission. Apart from these the teachers have to continue their studies to keep achieving the highest degrees for their career growth. As a result they suffer from both mental and physical health problems due to their variety job functions. This paper is also trying to analyze whether the personality traits of the employees have any role to play on the type of coping strategies adopted by them especially on the personnel working in the education sector. The effectiveness of a particular type of coping strategy might be based on the personality trait.

Methodology

For the sake of this paper questionnaire on identifying the personality trait and coping strategy is distributed to the personnel working in the educational sectors. The responses were captured and the personality types were identified with the help of the MBTI tool and the coping strategies adopted by them when faced with unpleasant situations were captured with the help of the CSI (coping strategy inventory) tool A brief explanation on the both the tools i.e MBTI and CSI are discussed below.

MBTI Tool:

The Myers-Briggs Type indicator is very widely used and studied psychological test today. This type of psychological tests often appears in many training and development catalogues of reputed organizations. A vast literature exists explaining how this MBTI results are

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interpreted. Lot of criticism also exists but that is not in the perveiw if this paper. The MBTI tool questionnaire is designed to measure the MBTI personality type. Completing the test takes about 15 minutes. Based on the responses the responder is categorized as one belonging to one of the 16 types of the personality types.

CSI Tool:

The Coping strategy inverntory (CSI) is a questionnaire of 72 items in a 7-item likert format, designed to assess the coping thoughts and behavior of individual when faced with unpleasant situations. The format of the questionnaire used here to assess the coping behaviors is adapted from "ways of Coping" by lazarus. . Respondents indicate the extent to which they have performed the particular coping reponse when faced with any unpleasant situation. The 72 items are distributed among the 9 coping strategies.The mean and standard deviation for each strategies are calculated.

Statistical Analysis:

The mean and standard deviations are calculated for coping strategy for each of the personality type . ANOVA is calculated. Based on the values of F and Fcritical conclusions are drawn.

Typology of Coping strategy:

Coping strategies refer to both the behavioral and psychological efforts employed by people to master, tolerate, reduce, or minimize stressful events . The coping strategy is considered to be effective if it has the capacity to reduce immediate stress as well as to prevent its long-term consequences, such as, influences on psychical well-being, or the development of an illness. The effectiveness of a given coping strategy may appear different to the individual employing it than to those observing and evaluating it. Traditionally, coping strategies have been divided into dichotomous categories - probably the most well-known coping models are the transactional model (Lazarus & Folkman, 1984) and the approach-avoidance model (Roth & Cohen, 1986). In the transactional model, coping is defined as problem-focused and emotion-focused; the approach-avoidance model describes particular strategies which can be categorised either as approach or avoidance. The individual's consideration as to whether they have the resources for a solution to the given situation is the most important aspect in both of these models. In the approach-avoidance model, the individual considers whether they have the resources for coping with the situation and subsequently chooses either the approach mode (focused on a direct solution to the problem), or the avoidance mode (Roth & Cohen, 1986).

For the purpose of this study and on the basis of in-depth interview the following coping strategies have been identified for the purpose of this study.

They are:-

1. Problem Solving: This includes items that refer to coping strategies referring to both behavioral and cognitive strategies designed to eliminate the source of stress by changing the stressful situation.
2. Cognitive Restructuring: This includes items that refers to the cognitive strategies that alters the meaning of the stressful transactions as it is less threatening and is examined for it positive aspects. It is also viewed in new perspective.
3. Social Support: This includes items that refers to seeking emotional support from people, family, friend etc.
4. Express Emotion: This includes items referring to releasing and expressing emotions.
5. Problem Avoidance: This includes items referring to the denials of problems and the avoidance of thoughts or actions about the stressful events.
6. Wishful Thinking: This refers to cognitive strategies that reflect an inability or reluctance to reframe or symbolically alter the situation. This involves hoping and wishing that things could be better.
7. Social Withdrawal: This includes items that reflect a complete withdrawal from the stressful situation itself.
8. Self Criticism: This includes items that reflect blaming oneself for the unpleasant situation and criticizing oneself for the same.
9. Political: This includes items that reflect the political affiliations of the respondent.

Researchers have shown that the two general coping strategies are problem-solving strategies are efforts to do something active to alleviate stressful circumstances, whereas emotion-focused coping strategies involve efforts to regulate the emotional consequences of stressful or potentially stressful events. Research indicates that people use both types of strategies to combat most stressful events (Folkman & Lazarus, 1980). The predominance of one type of strategy over another is determined, in part, by personal style (e.g., some people cope more actively than others) and also by the type of stressful event; for example, people typically employ problem-focused coping to deal with potential controllable problems such as work-related problems and family-related problems, whereas stressors perceived as less controllable, such as certain kinds of physical health problems, prompt more emotion-focused coping.

As stated in the overview of existing studies, there are many possible coping strategies. But this study focuses specifically on the coping strategies adopted by only the personnel working in the educational sectors.

Discussion on the MBTI Personality Type:

Carl Gustav Jung published his theory of psychological types in 1921. In the mid 20th century, the mother-daughter team of Katharine Briggs and Isabel Briggs Myers adapted it to produce what is known as Myers Briggs theory. Isabel Briggs Myers then continued the work of developing the Myers-Briggs Type Indicator (or MBTI®) questionnaire. She reversed the name (Myers-Briggs rather than Briggs-Myers) to acknowledge the contribution of her mother and avoid people thinking it was the work of Isabel Briggs Myers alone. In the latter part of the 20th century, a number of alternative questionnaires to the MBTI have been developed, which produce a similar result.

The Myers Briggs version of the theory is based on eight styles of behaving/thinking, arranged in four pairs:

? Extraversion (E) or Introversion (I)

? Sensing (S) or Intuition (N)

? Thinking (T) or Feeling (F)

? Judgment (J) or Perception (P)

In Myers Briggs theory, for each pair you prefer one style over the other. You combine the letters associated with your preferences to get your Myers Briggs personality type. For example, having preferences for E, S, T and J gives a personality type of ESTJ. Although you have preferences, you still use all eight styles - in the same way that most people are right-handed but they still use both hands.

1. Extraversion (E) and Introversion (I) - The first pair of styles is concerned with the direction of your energy. If you prefer to direct your energy to deal with people, things, situations, or "the outer world", then your preference is for Extraversion. If you prefer to direct your energy to deal with ideas, information, explanations or beliefs, or "the inner world", then your preference is for Introversion.
2. Sensing (S) and Intuition (I) - The second pair concerns the type of information/things that you process. If you prefer to deal with facts, what you know, to have clarity, or to describe what you see, and then your preference is for Sensing. If you prefer to deal with ideas, look into the unknown, to generate new possibilities or to anticipate what isn't obvious, and then your preference is for Intuition. The letter N is used for intuition because I have already been allocated to Introversion.
3. Thinking (T) and Feeling (F) - The third pair reflects your style of decision-making. If you prefer to decide on the basis of objective logic, using an analytic and detached approach, then your preference is for Thinking. If you prefer to decide using values - i.e. on the basis of what or who you believe is important - then your preference is for Feeling.
4. Judgment (J) and Perception (P) - The final pair describes the type of lifestyle you adopt. If you prefer your life to be planned, stable and organized then your preference is for Judging (not to be confused with 'Judgmental', which is quite different). If you prefer to go with the flow, to maintain flexibility and respond to things as they arise, then your preference is for Perception.

When you put these four letters together, you get your personality type code. Having four pairs to choose from means there are sixteen Myers Briggs personality types (2x2x2x2=16). These 16 personality types are arranged in the table below.

ISTJ	ISFJ	INFJ	INTJ
ISTP	**ISFP**	**INFP**	**INTP**
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

Discussion on Results

Data has been captured with the help of a questionnaire which has both the tool i.e MBTI and the CSI. Nearly 95 respondents have given their responses that belonged to the education sector. The respondents include both the genders of age group between 35 to 55 years. They are all teachers and professors in permanent positions working in schools, colleges and universities. On administering the MBTI tool on their responses it was found that 46% respondents belonged to the ESTJ personality type. The next personality type which occupied 14% of respondents is ISTJ. The rest 30% belongs to the other categories i.e (ISFP, ISFJ, INTP, INTJ, INFP, INFJ, ESFP, ESFJ, ENTJ, ENFJ). No respondent belonged to the types ISTP, ESTP, ENFP and ENTP. Hence for the convenience of analysis the personality types have been distributed into three categories i.e ESTJ (46%) , ISTJ (14%) and OTHERS (30%), where OTHERS include ISFP, ISFJ, INTP, INTJ, INFP, INFJ, ESFP, ESFJ, ENTJ and ENFJ.

The data is tabulated and the mean and standard deviation of the coping strategies on the basis of personality types have been calculated. Analysis of Variance is then found out among the coping strategies with respect to the personality types. The results of ANOVA mean and standard deviations are shown in the table below:-

Personality types	ESTJ		ISTJ		OTHERS		F	F_{crt}
COPING STRATEGY	**MEAN**	**SD**	**MEAN**	**SD**	**MEAN**	**SD**		
PROBLEM SOLVING	3.56	2.18	3.13	2.24	4.39	1.80	2.30	**3.10**
COGNITIVE RESTRUCTURING	3.53	2.17	2.97	2.28	4.52	1.81	3.35	
EXPRESS EMOTION	3.16	2.00	2.71	1.99	4.07	1.69	3.23	
SOCIAL SUPPORT	3.32	2.13	2.65	1.92	4.03	1.76	2.54	
PROBLEM AVOIDANCE	2.93	1.84	2.50	1.87	3.71	1.72	2.75	
WISHFUL THINKING	3.08	2.21	2.60	1.96	3.60	1.72	1.31	
SELF CRITICISM	2.79	1.86	2.40	1.87	3.42	1.84	1.79	
SOCIAL WITHDRAWAL	2.97	1.91	2.53	2.00	3.77	1.75	2.65	
POLITICAL	3.01	1.97	2.40	1.84	3.38	1.61	1.35	

From the table above it is quite clear that for the coping strategies Cognitive restructuring and Express emotions the F value is greater than Fcrt . This, means that atleast two of the population means are different. Hence we can very well conclude that personality types do have certain influence on the coping strategies adopted. From the tabulated data we can also see that for the personality type ESTJ the means of the coping strategies like problem solving, cognitive restructuring, express emotions, social support, wishful thinking and political is greater than 3. That is on the higher side. Whereas for ISTJ only the problem solving coping strategy has mean greater than 3. Increasing the responses might have certain impact on the results. But the fact that personality type is having some impact on the coping strategy is clear.

Among the respondents 48% respondents were males and 52% respondents were females. For the sake of analysis mean and standard deviation of coping strategies with respect to the gender was calculated. ANOVA of single factor for the data was found.

The result is shown in the table below:

GENDER	MALE		FEMALE		F	F_{crt}
COPING STRATEGY	MEAN	SD	MEAN	SD		
PROBLEM SOLVING	3.57	2.29	3.54	2.19	0.01	**3.94**
COGNITIVE RESTRUCTURING	3.55	2.29	3.57	2.25	0.00	
EXPRESS EMOTION	3.32	2.19	3.10	1.94	0.29	
SOCIAL SUPPORT	3.28	2.22	3.23	2.04	0.01	
PROBLEM AVOIDANCE	2.92	2.00	2.98	1.89	0.02	
WISHFUL THINKING	2.97	2.08	3.02	2.15	0.02	
SELF CRITICISM	2.92	2.12	2.64	1.79	0.50	
SOCIAL WITHDRAWAL	3.21	2.13	2.79	1.87	1.05	
POLITICAL	3.00	2.10	2.72	1.76	0.49	

Based on the calculations it is very much clear that for none of the coping strategies the value of F < 3.94. This means there is no much difference in the means of the coping strategies with respect to the gender. So we can say that may be gender has no influence on the coping strategies.

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Work Life Balance: A Contextual Perspective

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"Work life balance" as a subject is well commented, a simple search on google "work life balance" throws over 68 lakh references. Changing business and societal pressure put lot of onus on people to define the balance between work and life. To me, work life balance is about being able to pursue one's professional, public and personal ambitions in time boxed format. We are talking about people, the way they define work, life and balance between them, so, interpretation of every word is subject to person's background. E.g., In US word "GAS" is used in context of automobile whereas "GAS" means cooking gas in India. This paper gives a perspective on the subject and it's applicability to people at different maturity level with changing expectation from work life balance. Paper also will present details on building and managing the balance. Holistically, it will try to paint a picture on work life balance as seen by government, employer, and employee. Perspective was built over a period of time by interacting with people in different geographies. This paper will help you understand the practices as exists in different parts of the world and help you form an opinion towards work life balance.

Keywords : work life balance , parameter , Maslow's Need hierarchy

Introduction

Work life balance is the balance between work and life. Simple right!! In reality it is not! However the complex part of this definition is defining work and defining life. Both the words hold the key, for many people work is life and life is work. At the same time there are set of people who collectively defines this as combination of professional life, public life and personal life. People at different level of Maslow's hierarchy define this balance differently. So, while it is good to have an operational definition, reality is that we cannot have one definition fits all. It is also very obvious to me that this definition for a given person also changes with time, with change in environmental and personal parameters.

One interesting thing which I found, when I was working with government and generally discussed on this topic. To personify let's assume I spoke to Tom who was an employee, has its expectation from government as what government should ensure/ facilitate to support his work life balance (though discussion was more on life, but subtly it was balance between work and life). Same Tom when becomes manager, was a disciplined task master, who was interested in outcome and not the efforts and challenges, when he was working on policy formulation and discussions the same person's definition/ expectation changed, as how he defined the balance. In Indian context I have seen lot of diversity on this definition based on who (with his/ her background) is defining for whom (Which strata of people).

Something which I practiced for more than a decade, defining objective/ problem statement correctly. I firmly believe that correct and complete definition also gives the solution. Extending the same principles, if your parameters and definition of work life balance is in place then you would be able to build and manage the balance. Simplest of the example like an uneducated, unskilled labor from economically poor environment (low opportunity environment), his/ her view on balance is about a full meal a day and nice sleep (place of sleeping is not important). My interaction with many of these people makes me believe that food, cloth, shelter still remains the key expectation.

Net take away is that there is no definition and there are multiple parameters which impact a person's thinking while arriving at Work life balance.

Definition of Work life balance

With my experience from interacting with various people across different strata and geographical location, it is crystal clear that there is no one definition fits all. And there is no one definition which exist in this world. Depending on whose perspective we are looking at we

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may build a view on definition, but then it changes with person who is defining it for whom it is defined, over a period of time.

To me definition of (Work life balance), has two critical components:

1. Parameters of Work-life? and
2. Who you are?

Following three parameters (PPP) of work – life have been viewed.

1. Professional life – Professional life is life which helps you earn, fulfil your financial needs. I experienced a variation on this parameter by geography, India and Singapore where traditionally fulltime employment is a component feeding to “balance” of work life, where as in US and UK(largely London) where part time, contractual jobs (not full time) is also a component fed to “balance” of work life.

2. Public Life – Public life is life which gets to social acceptance beyond personal and professional life. Public and social life is used interchangeably and social recognition is important component in feeding to “balance” work life. I experienced unique (unique because I have not seen this in many other countries) social acceptance at US airports, where all the travelers waiting to board the plane clap and cheer for the defense personnel when they were exiting from the aerobridge gate. In Indian context we can relate to spouse of senior government official involved with social service helping to build a societal connect and acceptance for themselves (they are part of public life)

3. Personal Life – Personal life is life which is more concentrated around you and your immediate family members. This parameter has a variation typically in eastern and western part of geography. Personal life is called as function of individual life and family life. Individual life which largely constitute the time and space for oneself and have independent opinion. Family life is complex relationship between you, your spouse, kids and parents (including in laws)

Similarly, to answer the question of Who you are, I explored many points like education, income level, maturity level, social and economic environment and likes. After much of exploration and evaluation of people's profile I am with an opinion that Level in Maslow's hierarchy will help define the feed to “balance” in work life from person's perspective

Another parallel which we can derive is from the Hollywood movie “Divergent” where they had specific group named based on the skills and people were mapped to these groups. Kids when they grow up has to undergo a test to ascertain which group they belong to on the basis of their skills. However there are a set of people who do not belong to any group in specific or they can be fit in to multiple groups and they were thus called as Divergent. Basically saying that there are multiple ways to define people as who they are.

One another interesting perspective I got is from MBTI type indicator assessment. E.g. If you are introvert type and are in professional life which is theoretically designed for extrovert type then lot of definition in professional, public and personal life changes. So I guess, my experience with this definition is true with an assumption that people's professional, public and personal life are mapped with their MBTI personality type.

Simplistically it can be viewed as 5 X 3 matrix

Maslow’s Level with PPP	Professional Life	Public Life	Personal Life
Level 5(Self Actualization)	Statements describing the life of people at level 5		
Level 4(Esteem)			
Level 3(Love/Belonging)			
Level 2(Safety)			
Level 1(physiological)			

So, Perspective of Work life balance: What it means to me: Who am I?

Peter G. De Krassel in his book Feasting Dragon and Starving Eagle, page 336, mentioned about a fictitious survey done by UN and question asked was “Could you please give your honest opinion about solutions to the food shortage in the rest of the world”? This survey was a huge failure because in Eastern Europe they did not know what “honest” means. In Western Europe they didn't know what “shortage” means. In Africa they didn't know what “food” meant. In China they didn't know what “opinion” means. In Middle East they didn't” know what “solution” meant. In South America they didn't know what “please” meant. And in U.S. they didn't know what “rest of the world” meant.

Who am I? This question is function of my geographical, economic, social and mix of many more such parameters. All such parameters have bearing on the subject and no one parameters can be said as the only parameter to define a person. While weightage of each and every parameter can vary with person but all parameters contribute to it.

I guess the simplest way to explain this will be " if I have time to do all the things which I want to do without feeling the pinch of time then I can say that my work life is balanced"

I would like to state two of my opinion here with respect to work life balance. First " Life is like a candle where one end will be always burning to give light, It for us to decide if we want to burn the other end also by setting some additional targets and then feel the pressure on the balance." This opinion when I tested on multiple people, I realized that there are people who have capability to do multi-tasking and they can light their candle of life on multiple fronts. We do not know the size of the candle and this way it works for many of us. Second, why do we seek work life balance? My view is that, it gives satisfaction, happiness, comfort and likes in our lives. There are people who have lot of money but they are not happy, can we say that there work life is not balanced? At the same time there are people who do not have much but lead a contended life, can we say that they work life is balanced?

My father explained this little differently, he gave an example connecting people's materialistic nature to satisfaction and happiness – he said, "I bought a car and drove it for 15 years and I was always happy because it met my requirements and needs". While explaining my status he explained that I bought my first car and in seven year I bought my second car and 3 years after buying second car I was looking at another car. He asked me as how will I explain this behavior on Maslow's hierarchy – honestly I do not have an answer. I realized that we create additional requirements and run behind that thus may create an imbalance.

My perspective on people (different geographies) view on this subject:

In Middle East, life is governed by religious believe and structure. For religious prayers work stops, life stops, commercial establishment closed down, this part work life balance is governed by balance in ability to follow religious duties. People of very strong family values (by religious definition) have their own methods of entertainment again governed by religious values. With my interaction, I have seen very happy and satisfied people.In Eastern segment (Japan, Korea, China, and Singapore) people come from background of hardships (wars), monarchy (being ruled), so their life is more tilted towards work. Typical working hours span for twelve hours or more. Europe, has lot of variation, East Europe Vs central Europe Vs west Europe. It is largely the availability of resources, economic conditions which tilted the work life towards holiday somewhere and work (perfection) somewhere else.

US economy has put lot of pressure on people's earning at the same time shared lot of money with people. People are tightly time boxed and juggle with work, family-friends and public service.

To me people in Switzerland generally appeared to be balanced with professional, personal and public life. People in big cities came across as people who are struggling on this subject and people from smaller cities are more contended with their expectations and requirements.

All the above examples were employees. There is another category, the entrepreneurs, they are same across geographies and their life is tilted towards work. Many of them later becomes employer and their balance is more on maturity level of their business establishment. But as said, once a soldier, always a solder. I can draw a parallel and say once entrepreneur always an entrepreneur and work life is tilted towards work. Here I must acknowledge that my experience is more with employees than employers.

For government, Work life balance is more a function of stress free life and it was assumed that if you can learn to manage your stress then you are balanced. I primarily do not agree and believe that it a balance between PPP leading to satisfaction and happiness.

How to build and manage work life balance

To build and manage work life balance you need to define who you are and your priorities and then stick to your priorities.

Couple of example on this:

1. You cannot have moving goal post. You should not use new measurement scale with old strategy/ planning or vice-versa

2. You decided to buy a car for 100K in next 1 year and started your saving accordingly, but at the end of 1 year you should not ask for another car (200K value) because you say that taste has changed.

So to manage work life balance one needs to map oneself with Maslow's hierarchy in setting expectation/ needs. This will help in assigning right weightage to each of the expectation

Shaded portion in below table is an attempt to map Maslow's hierarchy with PPP

Maslow's Level with PPP	Professional Life	Personal Life	Public Life
Level 5(Self Actualization)			
Level 4(Esteem)			
Level 3(Love/Belonging)			
Level 2(Safety)			
Level 1(physiological)			

Having said this, I am not saying that one does not strive for self-actualization or esteem in professional life. All I am saying that professional life contributes maximum to physiological and safety needs, similarly personal life contributes to safety, love/ belongingness and esteem needs and public life contributes maximum to esteem and self-actualization.

A full study on MBTI study will help you understand what kind of job role you may be better fit to and then you can all apply the above table to get more simple view on work life balance.

Closing remarks and Take Away:

For many who are not able to arrive at right operational definition, says that work life balance does not exist and it cannot be attained. However individually if you are able to define your liking and associated characteristics along with right definition of PPP, in all probability you will be able to come very close to understanding what is work life balance and how you can achieve it.

This balance is required to have peaceful mental state, satisfied and stress free life. If you are alone (and do not care for others) in this world then it does not matter what you do, when you do and how you do. But other (who are social animal and have expectations) need to balance multiple expectation and thus need work life balance.

It is also clear as what is good for someone may not be good for you to achieve work life balance, so do not unnecessarily compare or copy someone. Just be you and enjoy life.

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Appraisal of CSR Mega Health Camps Sponsored By PSUs …. A Case for Re-Engaging Superannuated Managers

Mohammad Yusuf Hussain[1]

In India, many corporate go for different CSR initiatives which have met with varying needs of the society and also won accolades for the sponsoring companies. The range of activities undertaken demonstrates the creativity in reaching out to the underprivileged. Tata Consultancy Services (TCS) one of India's largest company won the Asian CSR award for initiating community development work and implementing various programs and demonstrating leadership and sincerity. Major focus of the company is on education sector. Infosys is also focusing on education. The company has special program for unprivileged children by which company teaches them various skills and helps them change their outlook too. Company also donates carom, chess board, chocolates etc. to the needy ones. Further, Infosys foundation has been working in the sectors of health care, education, environment preservation and social rehabilitation. Some of the PSUs are also going for mega health camps as CSR initiatives for the sake of keeping people fit and healthy. Keeping it in the backdrop, the paper tries to apprise the mega health camps sponsored by PSUs as CSR initiatives in the context of re-engineering superannuated managers.

Key Words: CSR, Mega Health Camps, PSUs, Superannuated Managers

Introduction:

Early twenty-first century saw an important but silent revolution building up in Corporate India. A sector otherwise obsessed with profit, came to realize the hard fact that unless these profits can be ploughed back to uplift the socio-economic condition of the populace, where these corporates operated, there can be a serious threat to the business objectives due to negative impact of corporate image and resistance from these very underprivileged and backward sections of the society. Thus, apart from desire to uplift the socio-economic condition of local population one thing playing in the minds of these corporates was that the Corporate Social Responsibility (CSR) schemes had great potential in accruing positive corporate image and also winning local support, an important determiner for success on the sustainability concerns of the so called "green" fronts.

These CSR initiatives in the first decade of the current century also became very popular with the government because it brought Corporate India's management skills to uplift the social sector which otherwise at best had to cope with inefficient delivery mechanism characterized by bureaucratic controls. Corporate India was able to bring qualitative change in delivery of welfare measures with its managerial finesse resulting in visible change within a very short time.

Drawn by its popularity and proven efficiency in bringing qualitative change in socio-economic condition within a short time, the government introduced Clause 135 in the Companies Bill, 2012 (the "CSR Clause") which required targeted companies to spend a prescribed formula-based amount on CSR for the applicable fiscal year, and, report on these activities or explain why they failed to spend, in the annual board report. The Ministry of Corporate Affairs has notified Section 135 and Schedule VII of the Companies Act 2013 as well as the provisions of the Companies (Corporate Social Responsibility Policy) Rules, 2014 which came into effect from April 1, 2014.This CSR Clause brought within its ambit some of the over 800,000 companies registered in India, including over 8,000 publicly listed companies and multinational companies.The accounting firm Ernst & Young estimated at that time that this law would make available over Rupees 15000 crores in the name of CSR budgets of different companies.

In India, many corporate took to different CSR initiatives which have met with varying needs of the society and also won accolades for the sponsoring companies. The range of activities undertaken demonstrates the creativity in reaching out to the underprivileged. Tata Consultancy Services (TCS) one of India's largestcompany won the Asian CSRaward for initiating community development

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work andimplementing various programs and demonstrating leadershipand sincerity. Major focus of the company is on education sector.Infosys is also focusing on education. The company has special program for unprivileged children by which company teaches them various skills and helps them change their outlook too.Company also donates carom, chess board, chocolates etc. to the needy ones. One of the Infosys team has been working with Kaliyuva mane an informal school for dropouts. Further,Infosys foundation has been working in the sectors of health care, education, environment preservation and social rehabilitation.The Women of Wipro (WOW),is a council of the company which has undertaken various initiatives to empower women. Main CSR activities include environment sector, education sector and energy conservation.ITC on the other hand provides information technology (IT) and computereducation across the different villages. Its major CSR focus is on creating women empowerment. E-choupalis its celebrated CSR initiative which has been integrated with its Agri-business. It is a case study of how a CSR initiative well thought and well-handled can provide its sponsoring company not only rich social dividends but also can serve some of its primary business concerns. There is a whole range of activities and services undertaken by private sector under their CSR initiatives. In fact private sector took a lead in showcasing to the business world the benefits of CSR initiatives.

However, compared to the grand success and popularity of some of the private sector CSR projects which won laurels both for country and the nations, most of the CSR activities backed by PSUs had limited success. Government backed PSUs took to CSR much later more with the intent of satisfying their respective ministries rather than genuinely helping local population. Mostly the government directed them on which CSR initiatives to undertake and where. This failure to think and plan CSR initiatives on its own,and having a long term vision for the same, had its deleterious effect on the quality of the CSR initiatives undertaken by the PSUs.

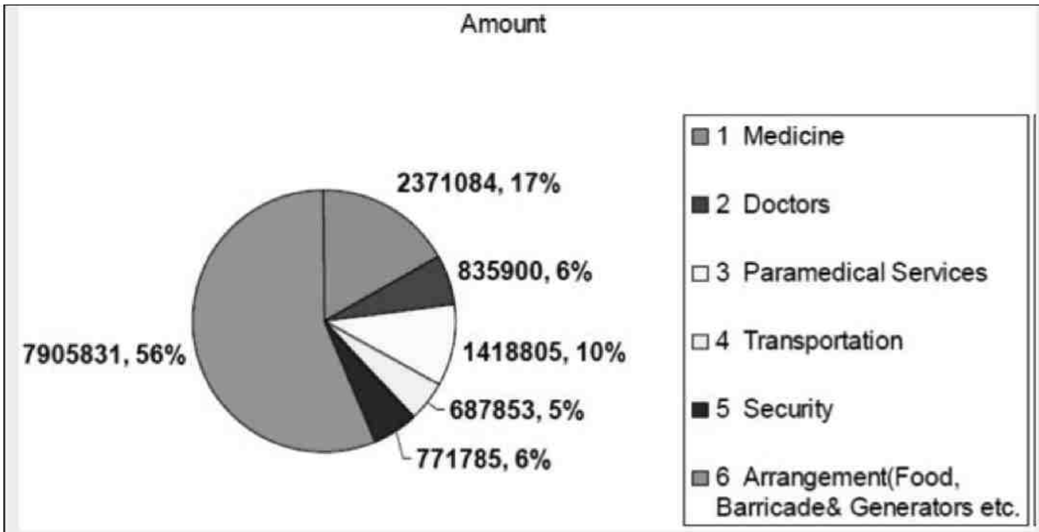
PSU backed CSR initiatives had limited success because of several reasons. Firstly, even though intense many of them were short-lived initiatives. Dying off natural death once the priority of the government of the day changed. Secondly the initiatives were mostly short on long term vision and underlying objectives. As such there were hardly any indices based on which its success could be evaluated. Thirdly, delivery mechanism was typically characterized with malaise found in government schemes. Back in the mid 1980's, then Prime Minister Rajiv Gandhi famously guesstimated that of every one rupee spent on development only 15 paise reach the poor. The figureof 15% was later revised downwards by commentators to 5%. A case in the point is CSR activities aimed at provided medical care through health camps.

A major MaharatnaPSU under its CSR initiative had organized "Medical Camps" in different locations of the country. The objective of these camps was to reach specialized medical services to poor population in less developed areas of our country who otherwise had no access to either experts in health sector or its advanced facilities in diagnosis and treatment.

These camps were structured on different models, namely, partnering with local district healthcare administration of the Government, or, sponsoring the Medical camp organized by Government agencies, or, self-organized medical camps through doctors called from its plant locations and also locally hired practitioners.

For understanding the utility of these medical camps a sample of camps held in four different locations of Sitapur during 2008-09 studied. These camps were organized on the third model listed above wherein local practitioners were hired alongwith a team of Doctors from the plants of the PSUs. Diagnostic facilites involving Pathological testing and radio-diagnosis such as Ultrasonography, Echo, X-ray etc. were outsourced to a third party. Medicines were distributed based on prescriptions of the Doctors participating in the camps.

These medical camps were run for three days and on each day as per the official figures approximately five thousand were checked by physicians and of these a substantial number were sent for testing and diagnostic facilities. The analysis of expenditure on the same reveals the following picture



It can be seen from the expenditure figures that of the total amount spent a substantial amount, i.e 2/3rd went for logistics and publicity not directly benefiting the target population or serving the main objective of assisting the poor in getting specialised medical attention otherwise not available to them because of prohibitive cost or unavailability in the Region. Further these figures do not reflect the amount spent on tours and wages for involved officers and staff which itself ran into lakhs.

Limitation of CSR mega health camps

A major limitation of these camps was that there was no long term medical solution or advice provided for people who were diagnosed with serious ailment or also those requiring prolonged treatment. The result was disastrous for them, as now they had no option but to live with their doomed fate as against the earlier false hope of getting curedmiraculously.

Further a majority of those who attended coming from far off places through their own transport and had sacrificed their one to three days of earning complained of improper attention from the physicians. This is quite natural in view of tired physicians having no option but to perform perfunctory checkup of patients lined up in serpentine long winding queues. Further in the balance of things, seeing their effort and financial sacrifice taking them to nothing more than a few pills of vitamins and placebo had their own frustrating experience.

Also many people had come to the camp with the understanding that with expert medical help coming from outside their long standing disease can be cured overnight. They too left thoroughly disappointed. The height of disappointment was for those who came with emergency cases and had to be turned back or referred to local healthcare centers. Seeing their precarious condition one could have only hoped that almight would have been kind to ensure timely medical attention for them.

In brief these medical camps were highly glorified and overrated. Due to big publicity, which goes against the tenets of medical ethics, it had dangerous implication on account of false assurances.

These limitations thus made these camps counter-productive in the negative feeling they generated for the organizers. Thus one can fairly conclude that mega health camps, organized with lot of publicity and fanfare for short durations, benefits none - neither the organizers nor the patients.

Conclusion

On the face of it the objective of use of CSR spending on large scale on mega health camps, for the benefit of the poor and underprivileged population who otherwise did not have access to top medical professionals, diagnostic facilities and medicines,sounded very noble. However due to poor planning, administrative inefficiencies, poor targeting and high execution costs that characterizedthese health camps only a small fraction of the amount spent could reach the intended beneficiaries.

One thing that clearly emerges from the above discussion is that we need to improve delivery mechanisms for PSU backed CSR initiatives. PSUs like private sector are rich in managerial competencies of its employees. Perhaps that was one of the main reasons why delivery of welfare measures increased considerably under CSR scheme. Today almost all the PSUs are experiencing shortage of managerial personnel on account of heavy superannuation and pressure to reduce manpower. Thus, devoting a substantial chunk of managerial cadre for CSR executives may be difficult for many of them. Perhaps this builds the case for looking at their superannuated Managers who may be looking for professional engagement for a more meaningful existence. Further these superannuated managers know that there active career in pursuit of growth in hierarchy is behind them and are merely looking for opportunities for gainful engagement at compensation much less than what they commanded in their hey days. These social forays by corporates provide them an opportunity to volunteer for faster upliftment of underprivileged population. Perhaps there is a case for these PSUs to identify CSR projects more diligently with long term vision and draft its superannuated managerial cadre for planning and executing activities for its success.

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Challenges in People Management in PSUs and Government Organizations

Jaitun Kumar[1]

People are the biggest asset for all organization, their performance can deliver success or failure in any organization, people management (PM) is one of the difficult parts for any organization, because they are not machine, so output may varies. We may give instructions (Input) but their performance (Output) may varies. Due to their levels of understanding. Broom and Bitner also included people in seven P's, because they play a decisive role in terms of taking decision. However it becomes more complicated when we talk of about public sector undertaking (PSUs) and Government organization, PSUs refer to the functioning agency and units at the country, state or local levels. They are facing many challenges related to PM. Firstly; absence of talent prevails because of knowledge management. Secondly Economic reforms have thrown up new concerns of PM. for PSUs and Government sectors. The PSUs are being squeezed in terms of both investment and employment. Thirdly and more importantly Global trends are also affecting PM in PSUs and Government sectors. Government and PSUs should form an independent professional firm to help their people management team in framing, implementing and delivering integrated people management solution in the areas of policies, system and process. Sharing of vision at all levels is necessary to enhance transparency and participating behavior. It stimulates performances and accountability leads to satisfaction, such satisfaction increases the efficiency, competitiveness and productivity of the organization.

Key words: - knowledge management, Economic reforms, Global trends

Introduction

This paper examines the challenges that are being faced by public sector undertaking (PSUs) and government organization in managing people. The aim of this paper is to discuss about challenges and how can we turn these challenges into opportunities. In this paper the phenomenon of PSUs and the government sectors will be discussed within a global context.

Anyone can be a worker, manager or even a managing director (MD) designations are given by organizations according to there qualifications, talents, past experiences or performance, not necessarily earned. Designation me be constant but people may varies because a man is guided by hope, fear and emotions. Booms and bittern also emphasized people by adding 3 P's people , process and physical evidence in E. Jerome McCarthy's 4 P's product, price, promotion and place because everything is derived by people so success and failure hinges upon people and managing them and it becomes a challenging aspects in PSUs and government organizations.

Literature review

Before going to discuss about challenges that is being faced by PSUs and government organizations, just take a look what is PSUs – In India a public sector undertaking is a government owned corporation. These companies are owned by the union government of India or one of the many state or territorial government, or both the level financial autonomy is currently divided into three categories I) Maharatna II) Navratna III) Miniratna (itself divided into two categories.) As on 5 may 2015 there are seven mahartna seventeen navratna and seventy two miniratna[1]it means the PSUs are being squeezed in terms of both investment and employment, because there are contribution of two entities, public as well as government. So, as far as decision is concerned it becomes slow, lengthy or even uncontrollable and we all know decision always play a very decisive and crucial role in terms of success.

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Challenges and opportunity

There are many challenges that are being faced by government and PSUs in terms of PM. In this paper we examine generally three keys challenges that has short term as well as long term impact in our economic or social life .

Firstly absence of talent because of knowledge management (KM) as we have discussed earlier people is guided by fear, hope and emotion. Keeping in view we must arrange the things according to their needs, wants and demands. A. Maslow's Hierarchy of needs is a theory in psychology, 1943 paper "A theoryof human motivation" in psychological review[2] explains how people are guided throughout their life so in people management we must first find out their stage, because if we are hungry and someone provides us a good house definitely it is worthless, similarly first we will have to understand their level of needs so that we could feed them or satisfied them and it can only we done through sharing of knowledge in order to understand one another. KM means is the process of capturing, developing, sharing and effectively using organization knowledge[3]. Thomas A. Stewart a former editor at fortune magazine and subsequently editor of Harvard Business Review published a cover story highlighting the importance of intellectual capital in organization[4]. The question arises how we can capture, develop and share organization knowledge to fight the circumstance inside or outside organization in order to make our organization profitable. Knowledge may be accessed at three stages before, during or after Km related activities[5]. If we believe in capturing, developing and sharing of organization knowledge it means we are sharing vision and by doing such an activity we make ourselves fit for upcoming challenges.

Secondly we can not ignore the economic reforms that also transformed the behavior of PSUs and government organization and created challenges in terms of welfare Vs resources the main objective for setting up PSUs as stated in the industrial policy resolution of 1956 were

- To create employment opportunities.
- To earn return on investment and thus generate resources for development.
- To help in the rapid economic growth and industrialization of the country and create the necessary infrastructure for economic development.
- To promote redistribution of income and wealth.
- To promote balanced regional development.
- To promote import substitution, save and earn foreign exchange for the country.

It makes a deference between PSUs and private sector before introducing corporate social responsibility (CSR) the sole objective of any private organization was to maximization of profits thus PSUs has to do both of the work, generation of profits as well as welfare work for the society, that leads to nation and their pressure definitely comes down to their employees. Handling the challenges and to turn them into opportunities is a great task that has been done by PSUs and government organization over a period of time. People always look for their betterment in term of growth, whether social or economical whereas society looks for betterment in terms of overall growth of the nation, some times it creates conflicts and it is reflected by their behavior inside or outside the organization. PSUs has to earn money and to distribute them between society and employees because PSUs are bonded to support society and can not ignore to promote redistribution of income and wealth among employees and because of that OSUs are being squeezed in terms of both investment and employment .

Thirdly global trends are also compelling PSUs and government organization to change its methodology of work because we have entered in the era of liberalizations, privatization and globalization (LPG) and because of that the competition has increased people have more exposure then ever before and it has been creating challenges to organizations they not only compare their remuneration but also workload or the other facilities they get, irrespective of their talent and skills. Sometime it motivates them but sometime it leads to dissatisfaction. Due to LPG many sectors have been opened, investors are coming in India and investing through foreign direct investment (FDI) and foreign institutional investors (FII) and their percentage sharing has been increasing. We have seen in 2015 when the limit of FDI has been hiked to 49% from 26% (Insurance) and in some of the sector it is up to 100%. So it is a indication how are we changing in terms of our economy and we know that economy is driven by people so we can't escape from it therefore we can easily say it becomes hard to control people because they are highly influenced by the activity of others their needs wants and demands getting the different shapes due to global exposure.

Conclusion

The purpose of this paper was to understand the role and impact of people inside or outside the PSUs and government organization because we all agree that almost every hinges upon people because they regulate every thing from raw material to finished goods and we have also discuss that a man is guided by fear, hope and emotion so it is challenging but we can over come such challenges by knowing them under the process 'knows as knowledge management'.

Though PM really a challenge for PSUs and government organization yet it opens up new windows of options that enhances the decision making capacity because we all know decision means choose among alternative and options can be made by exposure. Challenges always through options similarity whether it is absence of talent because of knowledge management, economic reforms or global trends everywhere we get opportunities that teaches as how can we better understand people's understanding.

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Case Study

Campus Recruitment Process of XLRI: A Case Study




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Abstract

For most Indian management institutes, the recruitment and selection of candidates by recruiters in the campus, also known as the placement process, is one of the most significant processes. From potential students' perspective, good placement processes ensure that they obtain a management career, the prime driver for students to opt for management education. This case offers for the first time a glimpse into the complex nature of activities that go into making a placement process a success in large management institutes. The objective of the case is to make the readers appreciate the role of project management and planning in this process. It discusses the problems and challenges that arise due to the conflicting expectations of the stakeholders which further intensifies the complexity of the process. The case concludes by discussing the complexity reducing interventions that have been developed by students over time.

The case has been developed after ensuring micro details of processes which are unique to the institute and details of recruiters have been rendered anonymous.

Key Words: Campus Recruitment Process, XLRI, Stakeholders, GD, PI

1. Introduction:

For students as well as for any Indian management institute, placement activities represent the culmination of the two year post graduate program. For the students, the need to earn a living as well a return on the investment provides strong incentives to maximize their probability of success in getting a job. For the institutes, a good placement record ensures a high reputation among the probable candidates. For an institute, a larger application pool represents both a stronger brand as well as an ability to shortlist the best candidates. These candidates would later represent the institute in the corporate world thus perpetuating the cycle. The placement records of the current academic year impacts the admission of the next year. The decision of the students who are preparing and planning to join a management institute would depend on the kind of recruiters visiting the campus.

2. Campus Recruitment Process (CRP), XLRI:

XLRI Xavier School of Management, located in Jamshedpur, is the oldest management institute in the country. Established in 1949, initially it offered courses for management and trade unions of companies located in Jamshedpur. The degree program was started in 1953, two year full-time programme in Main Industrial Relations Welfare, which was followed by a two year part programme in Business Management. Today it offers a portfolio of management programs: full-time residential Post Graduate Progammes in management, Doctoral Research programme and Executive programmes. Currently the two different two year management program – one specializing in business management and the other specializing in Human Resource Management- have batch strength of 180 students each. This case focuses on the placement process – The Campus Recruitment Process or CRP, that take place for students of these two programs.

The Stakeholders

The different stakeholders in the placement process are indicated in Fig.1. Apart from the various corporate recruiters, other competing management institutes significantly influence each-other's placement processes. In order to manage the placement process in a smooth and seamless manner, student-committees plan and conduct different activities.

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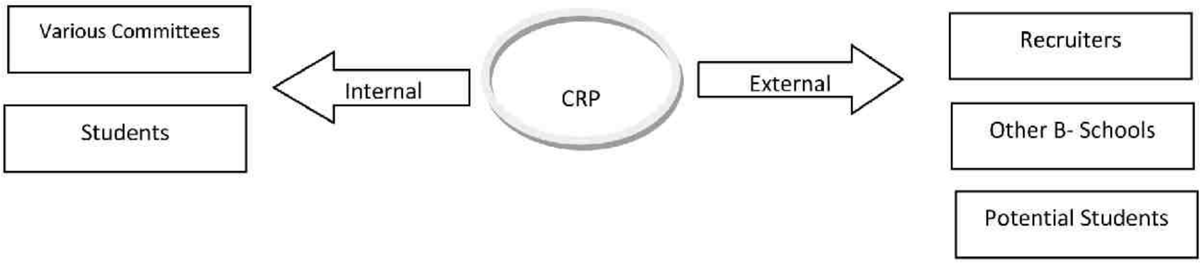
Figure 1: Stakeholders in CRP process



The recruiters and the students, i.e., applicants, are the most important stakeholders in the process. Recruiters conduct their own combination of selection tests – in the form of group discussions (GDs), psychometric tests, personal interviews (PIs) and so on in order to select the best candidate suited to their requirements.

Committees involved in the CRP

The wide range of activities that are part of placement process are broken down and managed by different committees. The details are given below.

1. Placecom: Short for Placement Committee, this is standard feature of all management institutes. Its role if to attract potential recruiters to the campus to interact with the batch. It acts as a point of contact for various campus related activities that are initiated by the recruiters. Placecom is composed of students from both the senior as well as junior batches.

2. Controls: This body tracks the applicants and their preferences during the placement process. Based on the preference list, this committee schedules students' company processes (GD/PI) after running multiple algorithms to match the applicants' preferences and that of the companies.

3. Services: The challenge of ensuring hospitality services, i.e., food requirements of the recruiters, candidates, students and other placement support committees during the entire placement process is taken care of by this student body.

4. Logistics: It takes care of the accommodation and travel plans of the recruiters. The work involves ensuring regular updates based on delays due to flights or the railways, and feeding the data back to other student committees.

5. CRISP: The shortened form of Campus Recruitment Information System Portal, this committee provides guidance so that students can be better prepared for the placement process. The committee also ensures authenticity of CV's by reviewing and verifying the same.

6. Exlink: Short for External Linkages, this committee takes care of the publication of placement reports on various media platforms.

Preliminaries to understand the placement process

The placement process, with a batch size of nearly 300 students and 100 + recruiting companies, carried out in a short time window of less than a week, would rank among most complex events managed in business schools. To ensure successful execution of the same, different stages of planning are conducted.

1. Initialization: The main committee responsible for placement, Junior Placecom, is selected immediately after the junior students start their classes. Applications are invited from students and selections are done after multiple rounds of screening. The members selected will be responsible for three distinct placement activities: lateral placement - that of students with work experience, the final placements (CRP), and the Summer Internship process (SIP) of the junior batch.

2. Finalization of companies: Companies conduct pre-placement talks (PPTs) in the campus and interact with students. PPTs give students a general idea about the work culture of the company, salary offered, job description etc. The final list of recruiters is prepared by the Placecom.

3. Slotting: Based on the reputation of the companies, nature of roles offered, and compensation packages offered etc., students classify all potential recruiters into Slot A, Slot B and Slot C companies, with the most preferred companies classified as Slot A companies and so on. This also indicates that a higher ranked company will have the first chance to recruit from the talent pool.

4. Selection of support committees: Members are selected from the batch of junior students, based on recommendations by the existing members of the committees. Recommendations are made based on past performance and integrity. The students who ultimately get selected into these committees are put through a very intensive training process for a period of 2-3 months.

5. Finalization of CRP dates: The dates on which the CRP will be held is finalized by the Placecom, depending on the dates on which other b-schools have their processes.

6. Preference process: Each candidate has to rank all the participating companies. The company that a candidate ranks at the top is the 'dream' company for that candidate.

Complex algorithms collate the information for all the students and prepare schedules for the companies to arrive at campus.

7. Selection of CoCos and StuCos: Applications are invited from students of junior batch for the roles of Student coordinators (StuCo) and Company Coordinators (CoCo). The student coordinators accompany each candidate to their interview locations and provide them moral support. Every company participating in the CRP is allotted a company coordinator, who will be present with the representatives of the company, throughout the process.

Rules of the placement process

To ensure that all candidates get a chance of getting recruitment, different institutes create different rules. XLRI is no different in this regard. These rules ensure that a candidate who gets an offer is taken out of the process to make way for other students. Some of these rules are:

1. Candidates, who have received Pre-placement offers (PPOs) during their internship in summers, or offers in the lateral recruitment process from certain companies, are not eligible to appear in the CRP process.

2. Students who have PPO's or lateral offers can appear for the CRP process if they choose not to accept the offer they have.

3. If a student gets offers from more than one company at the same time, the offer with the earlier timestamp would prevail, irrespective of the preference indicated earlier.

Execution of Placement Process

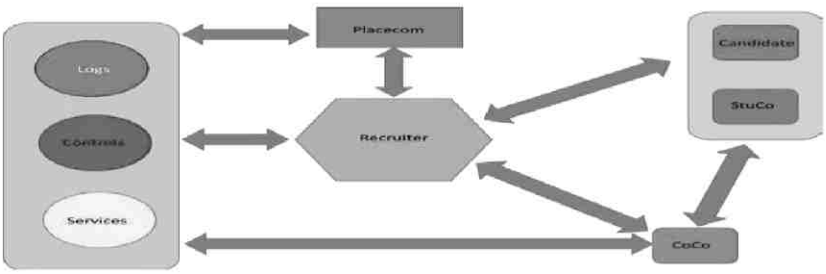
The placement process is tracked on a day basis. The counting of days start at minus 1 (-1), going on to Day 0, Day 1 and so on. These nomenclatures vary from institute to institute. Day minus 1 (-1) is when certain companies conduct their preliminary screening processes. The shortlists of these processes are published by the companies on the night before the first day.

The Placecom communicates with the representatives of the participating recruiters and finds out details about the company's selection process. The time slots are allocated to the companies accordingly. Once the companies release the list of candidates after preliminary CV screening, the controls team, routes the candidates to the recruiters. Different tracking charts – for students as well as for different companies are prepared to monitor the process and minimize the idle time.

The Services team provides refreshments to the participants of the CRP process. In case a recruiter is idle, the controls team informs the services team, and the services team makes sure that the recruiter is immediately provided with some refreshments.

The logistics team (often called the logs team) makes sure that the recruiters don't face any logistical issues related to stay and travel while arriving for the recruitment process. This team is responsible for allocation of vehicles and interview-venues in coordination with others.

The entire exercise is dynamic in nature and can be represented diagrammatically as given in Fig.2.



Challenges in the placement process

Expectations of different stakeholders and their behaviors make the process a challenge. For instance, a student with good academic score quit an interview process mid-way in order to get a better offer from another company. However during the interview, it was observed that her dream company, as indicated by the preference, was way down the line. So if she got an offer in any company, she would have to get out of the placement process and she would never get a chance to target her dream company. Such problems were due to the algorithms which tried to maximize the matches to the extent possible. However it was not possible to ensure that the preferences and the interview schedules of all students were in alignment.

When such students dropped out of process mid-way, the recruiters often felt insulted and either reduced the number of candidates they finally select or in some cases, walked-out of the placement process altogether.

Conflicts between recruiters' short-lists and students' preference lists

As different screening tests are conducted, the companies come up with their preferential list of candidates according to which they want to call the candidates for interview. This creates problems for students as they may be called in an order which is different from their own preference lists. So if they get selected by some company which is down in their preferred list, they would be forced to take that offer and get out of the placement process. This would lead to suboptimal outcomes from the student's perspective.

This gets more and more complex as the number of candidates as well as companies increases and external factors creep in. In order to get a chance to apply for their most preferred companies, many students choose not to appear for an interview. In that case, the ego of the recruiter might be so hurt that the company May walkout entirely.

At the same time, if a candidate's preference list is not followed then it becomes unfair to the candidates and it might also lead to cases of intentionally 'tanking' interviews, i.e., ensuring that he/she gets rejected by intentionally giving incorrect answers to questions asked during interviews, which again gives a bad impression to companies and affects the intake numbers.

Operational challenges

Due to high structural complexity and the interdependence of various stakeholders, many other problems crop up. Managing logistics is a significant challenge- among other issues, there might be non-availability of rooms, delay in the arrival of recruiters, delay in any particular company's selection process, extended lunch breaks and delay in finalization of number of company-personnel arriving at the last minute. Sometimes the candidate himself might not be available due to personal reasons or be part of parallel hiring being conducted by another recruiter. All these issues affect the recruiters' impression of the students, which gets translated in lesser number of offers made in a particular institute.

In addition, a specially selected company coordinator (CoCo), generally from the Placecom committee, is the single point of contact with a particular company. Any delay on the company's part is first communicated by him to Logistics, Services and Controls teams to make secondary arrangements. Similarly, any non-availability of resources is also communicated by the CoCo to the respective company. This indirect communication channel also makes the coordination among the various placement support committees tougher.

Spillover problems due to placement

The final placement process is managed by the teams composed of students from junior batch. As an offshoot, engagement of these teams in the CRP process results in cancellation of classes by the administration for a week's time. This week is then seen as a vacation or a period to slack off by students who have a job-offer or are not a part of placement related committees. This results in a significant number of students leaving the campus which directly affects the morale of the students staying behind for the placement process as well as those working in these committees. It also results in lack of audience in case any company wants to conduct a pre-placement talk during the placement week.

Biases impact decision making during placement process

Placement process is also not free from systematic biases. The presence of such biases affects the outcome of the process and leads to deviation from the expected results.

1. Overconfidence in face of information-gap: For better planning, Placecom extrapolates past years' company intake numbers even though the vacancies and batch quality are variable. The true nature of economic condition and its impact on different sectors is never accurately known which leads to uncertainty regarding intake of different companies. Often Placecom plans its activities assuming an optimistic scenario, which leads to challenges further down the process. Recruiters who were not invited have to be contacted and requested to come down and participate, is one of the challenge due to optimistic planning.

2. Illusion of control: Some students have the perception that the brand of the institute is sufficient to get them placed into the company of their choice. Due to this, they reject good offers in the beginning of the process, only to get placed in lesser preferred companies.

Complexity Management

Different initiatives are taken in order to ensure that the processes are conducted in a smooth manner. Some of these initiatives are indicated below.

1. First year students in different committees are mentored by 2nd year's students. Various knowledge sharing sessions regarding different responsibilities of committee members are conducted on a regular basis by seniors before the CRP to ensure that correct information reaches to committee members.
2. All the students selected in various committees undergo different training programs on regular basis to take up the responsibility assigned to them.
3. Ensuring that the candidates are located in a central place. Tracking candidates who go missing is a big challenge, despite the extensive use of mobile phones for communication and coordination. Services committee maintains extra foods and other resources for the candidates located centrally.
4. The Logs committee keeps extra rooms and vehicles ready for any unforeseen demand or due to changes in recruiters' schedule.
5. Every committee also arranges extra student coordinators (Stuco) in case of any urgency.

These factors actually act as complexity reducers rather than complexity management factors which enable the Placecom and other committees to wrap up the process within a week every year.

Virtual Placement process

For certain recruiters who want to recruit but cannot physically participate in the placement process, the recruitment process is carried via off-line modes like video-conferencing. This also allows the institute to target different recruiters based on the unique profiles of these students.

Conclusions

In this case we have explored different facets of complexity in this event, each having its own failure possibilities. For the institute, given that the objective is to ensure maximum placement of the students, individual preferences of specific students and specific companies cannot be accommodated. Given the constraints of time and resources, institutes would try to maximize their objective function with certain costs for other stakeholders. The risk minimization strategies adopted by different institutes, such as rules for students to drop out of the placement process once they have obtained an offer, impact different stakeholders differently. For students, it may represent compromising on the choice of the company they would love to join. For the companies, it means that it gets access to different talent pools as the rules of day minus 1, day-zero, day-one etc., are enforced. Thus for many companies it would become worthwhile to go to lesser institutes and take the top students of those institutes rather than compromising on the talent they would have to select. The ability to keep attracting the recruiters year after year, despite changes in the talent pool, is one of the significant challenges for the institutes.

Success of the placement activities is a great achievement for the stakeholders concerned. Of all the stakeholders, the institute concerned and the students involved in the placement process have the highest stakes. The success of the placement process however creates interesting dynamics in different institutes.

The more successful the institute, the greater would it be in a position to expand its batch size. Increasing batch size however turns the placement process into a highly complex event. The Placement process for a single batch of say 60 students is far simpler than conducting a placement process for 6 batches of 60 students. Thus, a more successful placement process would lead to a more complex process later on, if there is an increase in batch size. This has been witnessed in XLRI due to increase in batch size to current 6 sections of 60 each from 2 sections of 60 each in 2005.

A successful placement process impacts the expectations of the incoming batch. Most students in a particular batch start to harbor unrealistic expectations about placements, the roles that they might get and the salary package they might obtain. In uncertain economic environments, such expectations lead to frustrations among the students. Also since these expectations lead to undesirable behaviors on part of the students like dropping out of an interview mid-way or tanking an interview, it impacts the reputation and goodwill of the institute in the mind of the recruiters, thus reducing the chances of other students in the selection process, who now have to face the brunt of an irritated recruiter.

Lessons for Students

The entire placement process offers a great learning experience for the students involved. The volume of work involved, the different teams that has to coordinate among each other in order for the successful completion, and different challenges due to coordination along with meeting different stakeholders' expectations make it one of the most challenging projects. Such a vicarious learning of complex events, specially to those who are intimately part of the processes, by virtue of being members of committees, provides them great insights towards project management, stakeholder management etc., which can hardly be obtained from any classroom based curriculum. Apart from the challenges in managing such a complex event, the students get exposed to different rules, and how the institutional framework of rules impacts the outcome of the placement process. When one factors in the fact that this process is carried out in an uncertain economic environment, the students get an opportunity to understand and appreciate the issues involved in real-life decision making with incomplete information. Similar exercises, either in form of projects or simulations, if made part of curriculum would greatly strengthen the managerial capabilities of the students who pass out of management institutes.

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