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MANAGERIAL EFFECTIVENESS: MAKE AND SHARE BEST BETS ABOUT WHERE THE WORLD IS GOING

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Abstract

Managerial effectiveness is one such issue which has caught the attention of theorists as well as practitioners time and again to deal in competitive business environment. It is very important for the survival and growth of the organization. It is difficult to define managerial effectiveness in concrete terms literature shows uneasiness with the fact that, when scrutinized more closely, effectiveness keeps proving to be an elusive concept. Difficulties pertain to definitions, levels of analysis, criteria for measurement, and predictors for effectiveness. The present paper is, therefore, a renewed focus on HR strategies that are essential for maximum effectiveness for Organizational excellence.

Key Words: Managerial Effectiveness, HR strategies

Introduction:

Managers in today's turbulent environment need to develop higher capacity to deal with uncertainty, complexity and unpredictability with an exploratory style of working, where definitely tolerance and managing emotions will be of count.

To varying degrees, the aim of organization and management theory has always been to gain practical knowledge, or to generate normative theories. Managerial effectiveness is one such issue which has caught the attention of theorists as well as practitioners time and again to deal in competitive business environment. It is very important for the survival and growth of the organization. It is difficult to define managerial effectiveness in concrete terms.

This is also manifested in the effectiveness concept, which lies at the heart of many organization theories (Lewin& Minton, 1987). At the same time the literature shows uneasiness with the fact that, when scrutinized more closely, effectiveness keeps proving to be an elusive concept. Difficulties pertain to definitions, levels of analysis, criteria for measurement, and predictors for effectiveness (Goodman, Atkin&Schoorman, 1983; Shenhav, Shrum&Alon, 1994). The quest for universal theories of effectiveness seems doomed to failure in the face of the complexity of organizations.

According to the principal agents theory (MacDonald, 1984) managers pursue value-maximizing ends in proportion to the buffers they can secure for themselves against the demands and pressures put on them. Here, managerial effectiveness is evaluated from an external, economic perspective. Managerial leadership theory stresses the competing values that are concurrently put forward. This approach (e.g. Quinn, Faerman, Thompson, & McGrath, 1990) does explicitly acknowledge different (competing) effectiveness criteria and specifies accompanying effective managerial roles, but exclusively focuses on shifting managerial emphasis among these roles. Neither theory generates insights into why or how the concept of managerial effectiveness changes.

A social constructivist view approaches effectiveness from a different point of view. It helps to concentrate on the ways in which skillful practitioners make sense of their organizational situation, and how they come to define the content of effectiveness.

From this perspective, the body of knowledge is to be seen as part of the institutionalized context in which managers operate.Effectiveness is no longer considered as a predetermined, externally defined construct, independent of the subject. Instead it is seen as emerging and developing within a specific social context through interaction processes (Maas, 1988). In the terms of Weick and Daft (1983), the content of effectiveness is socially negotiated.

As is true with other concepts in management, Managerial Effectiveness has as many definitions as there are writers in the fields. The authors of the 3 books cited, offer the following definitions.

Campbell defines effective managerial job behavior as any set of managerial actions believed to be optimal for identifying, assimilating, and utilizing both Internal and external resources toward sustaining, over the long term, the functioning of the organizational unit for which a manager has some degree of responsibility.

According to Reddin effectiveness is the extent to which a manager achieves the output requirements of his position. It is the manager's job to be effective, it is his only job. Managerial Effectiveness has to be defined in terms of output rather than input by what a manager achieves rather than by what he does .Effectiveness, in other words, is a habit, that is a complex of practices—expected to get the right things done Drucker. On the whole we can say that managerial effectiveness is the result of organizational effectiveness + individual manager's effectiveness + the functional effectiveness in a business enterprise.

From these definitions, one can distill the following elements: (1) the equating of effectiveness with getting results; (2) the manager's concern for accomplishing the objectives of his organizational unit; (3) the belief that effectiveness is a matter of relative degree, rather than a matter of all or none; (4) the assumption the effectiveness is an irreducible managerial trait that should be displayed by all managers all the time;(5) the realization that effectiveness and efficiency are not synonyms(whereas the former is a goal-oriented criterion, the latter is an input output relationship); (6) the use of such verbs as achieve, accomplish, and produce, or of such nouns as goal, purpose, and results; (7) the manager does not work in a vacuum. He is interacting with people of various levels: peers, superiors, and subordinates, to accomplish or achieve the desired effect or goal.

Although all authors are interested in results, those that are behaviorally inclined are more interested in what a manager does to be effective, whereas those writers who are normative in orientation are more interested in what a manager produces. Obviously, both types of emphasis are needed if a comprehensive definition of Managerial Effectiveness is to be achieved.

BASIC DETERMINANTS OF MANAGERIAL EFFECTIVENESS

Although Thorndike (1949) was the first to make note of the trend to measure effectiveness by defining the statement of some ultimate criterion, Campbell (1974) identified nineteen different variables used to measure effectiveness. The most commonly used univariate measures include: (a) overall performance (measured by employee or supervisory ratings); (b) productivity (actual output data); (c) employee satisfaction (self-report questionnaires); (d) profit (accounting data); and (e) withdrawal (turnover or absenteeism data). However, Steers (1975) points out that such univariate measures may be limited in the analysis of effectiveness because they are no comprehensive, lack objectivity, and fail to integrate.

Georgopoulos and Tannenbaum (1957) were the first to use a multivariate model of effectiveness. Steers (1975) Adaptability- flexibility was the criterion mentioned most often, whereas productivity followed close behind. A Scale of Organizational Effectiveness developed by Mott (1972) defined effectiveness along these lines— adaptability, flexibility, and productivity.

Managerial models shifted once again during the quarter century following World War II explaining a managerial environment, Katz and Kahn (1978) and Lawrence and Lorsch (1967) developed an "open systems" approach to evaluate organizational dynamics. These frameworks were consistent with the growing movements toward contingency theories and lent credence to the importance of context in understanding managerial behavior (Quinn, 1990).

Thus there are many models of Managerial Effectiveness as well as definitions of the termafter reviewing both the empirical evidence and theoretical literature there is agreement among authors on the following points:

(1) That effectiveness is a product of many variables rather than one single factor

(2) That these independent variables are interactive in their workings and varying in their impact depending on the person and the situation;

(3) That personality traits are not unimportant; and

(4) That the situation surrounding a manager is an important factor affecting his job satisfaction and goal-seeking behavior.

MANAGERIAL EFFECTIVENESS AND JOBS OF MANAGER

There are various principles of management which have been distilled down critically defining managerial functions to be performed by each manager. These functions are planning, organizing, leading, and controlling. According to Erdogan, Bauer& Carpenter, (1969) this P-O-L-C framework provides useful guidance into what the ideal job of a manager should look like.

Planning, Organizing, Leading and Controlling (P-O-L-C)

Conceptual Definition	Operational Definition	Verifiable Indicator
I. PLANNING **A. Forecasting** (estimating or predicting future conditions on which work will be based)Church(1914)	Gathering information regarding work at hand, analyzing historical records, talking to clients	Has good knowledge about the market, is farsighted and whatever prediction that has been made have been favorable to the organization
B. Objective Setting (determining what is to be accomplished)	Submits recommendations on how to perform the job better, strategies and programs to attain work objectives	The objectives set by the manager are in tune with the organizations vision and have been communicated very effectively to the team.
C. Programing (establishing steps and prioritizing activities to be followed in achieving objectives)	Identifies activities that enable attainment of work target	Sets realistic goals, which are further broken down into achievable steps, takes risks within an appropriate range of responsibility
D. Scheduling (establishing time sequence for the activities to be followed in achieving objectives)	Sets deadline for each activity	Completes the project within the given time schedule. In spite of unannounced emergencies, effectively handles pressure and finds alternate ways to stick on to the schedule.
E. Budgeting (Completing a given project with the budget allocated)	Ability to carry out a project with the budget given.	Carries of project within the given amount of budget. When funds run low tries to find out alternate ways to raise funds and complete the project.
F.Establishing Procedures (setting up specific procedures and methods)	Establishing procedures / policies	Changes proposed have been in accordance to the changing trends. Communicates convincingly to the team to adapt to these changes, thusbeing up to date with the

		work
G. Developing Policies (setting up policies aside from general policies to guide work in unit)	Makes own policies aside from general policies.	Thinks out of the box and sets policies that the team can abide and work with without compromising with the company's policies.
II. ORGANIZING **A. Developing** **Organization Structure** (setting up a scheme for work distribution; Fayol, 1949)	Assigns work equitably to staff; gives more challenging work to those people who work well	Delegating jobs in such a way that employees are able to relate to the job profile and perform the assigned task in a satisfactory manner.
B. Delegating (entrusting responsibility, authority to subordinates; Fayol, 1949)	Gives authority to subordinates for decision-making on technical tasks and allows people to learn job on their own	The employees to whom authority has been assigned by the manager are responsible and are able to perform effectively.
C.Establishing Relationships (initiates and coordinates interdepartmental linkages to facilitate work accomplishments)	Encourages staff members to coordinate with each other in undertaking their assignments	Manager effectively communicates monitors and brings about unity in the team. The team works in a united fashion and brings about the necessary results.
III. LEADING **A. Communicating** (establishing understanding among his people and himself on work task and work-related activities / matters; Bower and Bower, 1976)	To attain the goals set by the organization, managers have to convince others by expressing what he thinks, wants or feels without denying thee thoughts needs or feelings of others	Team feels happy working with manager. Team never complains working under this manager. Manager effectively communicates the organization and work requirements to the team.
B.Motivating (encouraging people to work well on the job; Mintzberg, 1990)	Encourages suggestions from subordinates; shows appreciation for people who work well; lets subordinate suggest deadlines in implementing their task assignments; recommends for promotion those people who	The team under the manager highly motivated to work.Manager constantly monitors the team's growth and works out miscommunications if there are any.

	work well	
C. Selecting People (proper matching of men to jobs)	Placing right people in the right positions	The performance of the people selected by the manager is satisfactory and in accordance to the needs of the job.
D. Developing People (helping to improve knowledge,skills, attitudes needed at work)	Provides on-the-job training and coaching; looks into appropriate training opportunities for his people	Develops improved procedures,trains staff with regard to handling new procedures. Shares information about new products/systems with the team.Arranges special trainings forthe team. Identifies resources who can appropriately train the team.
E. Decision Making (making judgments, arriving at conclusions and selecting action plans to accomplish work objectives and tasks)	Makes decision himself in his unit; involves subordinates in decision- making	Decision making is a group effort; manager involves subordinates and holds special meetings for making decisions.Decision making is done in accordance to the need of the hour. Discussions and brainstorming sessions characterize decision making time
`IV. CONTROLLING **A.Establishing Performance** **Standards** (setting standards or criteria by which performance will be assessed; Fayol, 1949)	Makes sure that performance standards are met	Establishes realistic performance standards for the subordinates. Continuously monitors performance, helps the subordinates develop skills by sending them to the necessary training programs.
B. Measuring Performance (measuring work accomplished**)**	Checks and follows up assigned tasks; discusses performance ratings with subordinates, their strengths and weaknesses	Holds regular appraisals in which a thorough discussion about past performance and future needs are discussed. Manager takes a genuine interest in the performance of the subordinate and explains every rating allotted.

D. Correcting Performance (checking work and providing feedback regarding accuracy and adequacy of work accomplished)	Think of ways in detecting irregularities in his unit; discusses performance of subordinates with them, Ostensibly to suggest remedial measures.	Identifies areas of weakness and communicates it to the subordinate in a non condemning manner. Sends the employee for training o that he can work on his area of weakness. Checks hostile behavior that may harm team work.

Source: Central Test International 18-20 rue Claude Tillier – 75012 Paris – France www.centraltest.com

Thus all the above are various jobs to be performed by a manager in his routine core which are affected by the following factors.

FACTORS AFFECTING MANAGERIAL EFFECTIVENESS

- **EMOTIONAL INTELLIGENCE:** Emotional intelligence is a relatively new construct stemming from the increased interest in emotions in the workplace. EI involves abilities, competencies and skills related to understanding of oneself and others, relating to peers and family members, and adapting to changing environmental situations and demands.
- **TOLERANCE TO AMBIGUITY:** The ability to tolerate uncertainty or ambiguity is how a person perceives, interprets and reacts to ambiguous situations due to lack of information or ambiguity can be stated as an individual's propensity to view ambiguous situations as either threatening or desirable(Budner 1962).
- **PERSONALITY:** Personality does not refer to a single trait or attribute but is a clustering of traits combined in limitless possible ways and permutations. The authors while listing the personal qualities said to be necessary for managerial effectiveness also include some specific personality traits like extraversion.(Hall and Lindzey 1978)
- **JOB SATISFACTION:** Job satisfaction is dynamic, as it can go as quickly as it comes. It is a positive emotional state that occurs when a person's job seems to fulfill important values, provided these values are compatible with one's needs. Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job experience.In short job satisfaction is a synchronization of what an

organisation requires of its employees and what the employees are seeking of the organisation.

- **COMPETENCE:** Competence is viewed as an ability, capacity or skill to perform a specific task. Wanger andMorse (1975) probably for the first time, made an attempt to study competence of managers.Recently a number of researchers have conducted studies on competence in work or jobcontext (Boyatzis 1982, Odewahn& Petty1980; Sekaram and Wagner, 1980, Shukla 1988).
- **CONFLICT RESOLUTION:** By and large, conflict is a part of life, be it in a work setting or personal sphere of theindividual. Pareek (1982), Monat and Lazarus (1977), Karabik, Baril& Watson (1993), Xie,Song&Sringfellow (1998), emphasized the significance of conflict resolution for managerialeffectiveness.
- **SELF EFFICACY** :Belief in oneself

Thus from all the above stated variables it can be said that there are enormous factors that affect managerial effectiveness and hence making a person or an individual less effective or more effective.

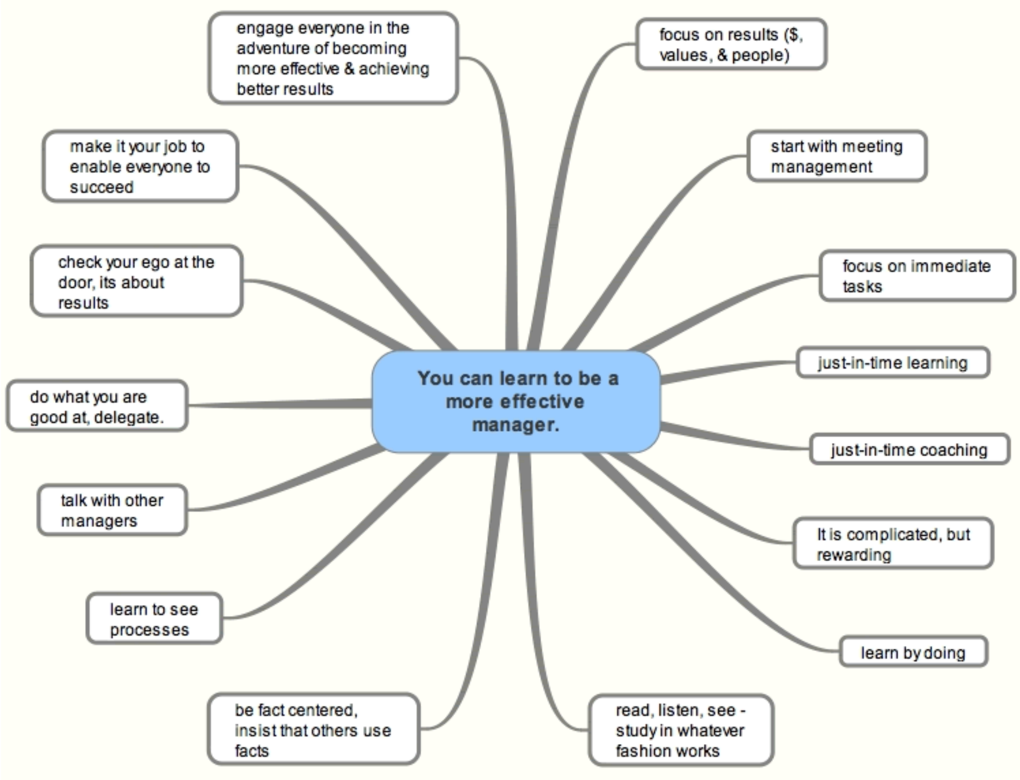
WAYS TO INCREASE MANAGERIAL EFFECTIVENESS

To be effective one must make the following positive steps to ensure survival and growth of the organization as well as individual.

- **Be courteous and respectful**. Avoid emphasizing differences in status, intelligence, financial responsibility, and other factors related to rank.
- **Radiate confidence**. If the leader communicates doubt through verbal or nonverbal cues, the staff is unlikely to comply with enthusiasm.
- **Use simple language**. use the simplest language possible making sure that person to whom things are communicated understand them, ask them to restate the instructions, and check later to make sure that it is being carrying out in the same manner as intended..
- **Make reasonable requests**. Test requests for legitimacy by consulting with coworkers above you or at the same level in the organization. Referring to formally approved policies, rules, and negotiated agreements can help legitimize requests.
- **Provide rationale.** Providing reasons for your request will help reduce the perceived status gap between you and your staff.

- **Use the chain of command**. Following established lines of communication decreases the possibility of message distortion and trouble at some point in the future.
- **Be open-minded**. Staff members who consider their leader a heartless automaton with no concern for their ideas or feelings are unlikely to respond to requests with enthusiasm.
- **Embracing change**. To be effective managers, recognize turbulence, flux, and ambiguity as facts of life. They know the environment will never "settle down." Many of these managers are energized by turbulence, because it creates opportunities. Some said they would soon be bored by a predictable, stable work situation.
- **Attending to external realities**. To be effective focus on external issues, such as changes in markets and technology. Many take it upon themselves to regularly meet with customers, suppliers, and consultants.
- **Expanding job responsibilities**. Highly effective managers envision opportunities and accomplishments and thus seek out and grab new responsibilities. They constantly think about how they can make things better. In effect, they're continually reshaping their jobs.
- **Creating expertise**. Highly effective managers, however, see their roles as developing experts and expertise throughout the organization. They promote specific skills and "deep talent" in everything from computers to business literacy. They encourage subordinates to find applications for new technologies, and promote mentoring and education programs to ensure professional vitality. They concentrate on helping people understand the business and emphasize the importance of widening information flow and building internal systems to pump more knowledge through the organization.
- **Acknowledge the corrosive effect of fear.** Effective managers keep high standards and exhibit a sense of urgency, they see their top priority as making it safer to challenge the process so long as it'll benefit organizational goals. They're also comfortable working with individuals with heterogeneous ideas and values. They see their role as defusing personal fears about confrontation, loss of influence, and being left behind by changes in technology and organizational structure. They use a variety of techniques, including open-door policies, supportive feedback, and training programs; but most important is their belief that the leader must reduce fear and prevent it from enervating the workplace and thwarting change.

- **Vision**. Effective managers make and share best bets about where the world is going, where the organization ought to go, and how all that might affect daily work. Effective managers are concerned to help others avoid terminal vision and managerial myopia. Accordingly, they invite discussion of changes in technology, markets, and the business environment.
- **Devise new ways**. Highly effective managers want people to devise new ways to do things and encourage them to "challenge the system" with an eye to improving efficiency, containing costs, and enhancing revenue. Once they outline the fundamental do's and don'ts, these managers get out of the way.



CONCLUSION

There is growing realization of the cross-cultural variations in the exact nature of relationships among relevant variables across cultures. The results indicated that the construct of effectiveness is an important concept and that there is some merit in understanding the construct of effectiveness in terms of the individual effectiveness. Thus effective managers do not dislike change, and prefer predictability, order and stability, they not just believe that turbulence in their firms is temporary or blame it on senior management, and prefer to wait until "things settle down" but recognize that high-impact change often involves a restructuring of operations, not just manipulation of superficial forms .They tackle big problems with combination of urgency, passion, composure, and confidence during tough times, not just focusing their time and attention on the routines of the internal organization. In summary, the tumultuous changes around us demand new behaviors and actions and managerial effectiveness is much more critical than we understand how our management style influences our effectiveness.

"When as a Manager you look at the personal growth as a motivator for your employees, it changes their outlook towards their work, in more than one way, you help them become more capable and that makes them see the meaningful purpose in coming to work and doing what they do" Sudakshana Bhattacharya

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INDUSTRIAL RELATIONS: THE INDIAN SCENARIO

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Abstract

Industrial Relations is a "set of functional interdependence involving historical, economic, social, psychological, demographic, technological, occupational, political and legal variables". Since it is a complex task to study the impact of all forces / factors, three significant factors i.e. trade unions, labour legislation and industrial democracy and the issues that emerge out of these which pose a problem to industrial relations have been taken into consideration. These themes revolve around the three actors of the IR systems i.e. the employees, the employers and the government.

Indian Industrial Relations is undergoing a change. It is witnessing the emergence of new forces. Some of the major issues concerning Industrial Relations in India have been examined. Industrial Relations, previously bipartite in nature, have become tripartite. In the early 1950's, Giri, the then Labour Minister had put forward the Giri Approach which emphasized the importance of voluntary negotiations between workers and their managements in resolving disputes. Gandhi's approach to labour relations was also based on the moral principles of truth, non-violence and voluntary arbitration of disputes. The situation has changed since then. After independence, the Government with its concern for accelerated economic development and distribution of social justice is gradually playing a vital role in the shaping of labour-management relations and problems. The tripartite concept of industrial relations has also undergone radical changes with the changes in the expectations of people under the influence of a welfare state envisaged for India. Indian Industrial Relations needs to widen its horizon to concern itself with the larger social and national interests. When these social and national interests play a role then only the Industrial Relations become a national responsibility.

Keywords: Industrial Relations, Trade Unions, Labour Legislation, Employees, Employers

Introduction

Over the years with rapid industrialization of India, a massive organized sector employing a large workforce has come to occupy an important and visible part of India's economic life. The industrial way of life has brought in its wake a host of concerns and issues, which have led to periodic discussions. Hence, a set of relationships in a totally different work context has been established. As organisations grew and many new organisations were established, people who developed and contributed to their viability created a new work environment. Hence a new industrial culture has to be taken into account.

Industrial Relations – Background

Industrial Relations play a crucial role in establishing and maintaining industrial democracy. In India, it has passed through several stages. A number of factors – social, economic and political – have influenced Industrial Relations in India.

In the pre-independence days, workers were 'hired and fired', as the principle of demand and supply governed industrial relations. The employer was in a commanding position, and the conditions of employment and wages were very poor. When these conditions continued despite the efforts of leaders, it paved the way for revolutionary movements. However, even till the end of the First World War, the Trade Union Movement had not emerged. There were hardly any laws to protect the interests of workers except the Employers and Workmen (Disputes) Act, 1860, which was used to settle wage disputes. After the First World War, the Industrial Relations concept assumed a new dimension in the sense that workers now resorted to violence, and employers to lock outs. There were numerous strikes and disturbances during 1928-29. As a result, the government enacted the Trade Disputes Act, 1929, to ernhance the early settlement of industrial disputes. This was based on the British Council Courts (BIC) Act, 1919. The Trade Disputes Act, 1929, differed from the BIC Act in that it did not provide for any standing machinery for the settlement of disputes. However, it was found that neither the Central Government nor the State Governments made adequate use of this law.

In 1938, in order to meet the acute industrial unrest prevailing then, the Bombay Government enacted the Bombay Industrial Relations (BIR) Act. For the first time, permanent machinery, called the Industrial Court, was established for settling disputes. This was replaced by the BIR Act, 1946, which was amended in 1948, 1949, 1953 and 1956. Soon after the Second

World War, India faced many problems, such as rise in the cost of living, scarcity of essential commodities, high population growth rates, massive unemployment, increasing turbulent industrial relations situation, etc.

Personnel Management had been an area taken for granted, perhaps 'undermanaged' by proclaiming it along with a variety of other functions or having junior level executives to handle this function, in terms of reporting facts and figures to the accounts department for their monthly payroll, or handling discipline proceedings for furnishing data. The top management usually dealt only with major crisis situations. The industrial relations function was not given the importance it deserved, both in terms of manpower as well as in terms of continuity of action or thought.

Besides the pressure created by the emergence of new enterprises, socio economic issues also started exerting pressure. Employment in the organized sector, especially in the government and public sector, created a new middle class with stable incomes and security of tenure. With this relative affluence, the standard of living, particularly of those living in the urban-metro areas, was showing a change for the better. Also, increased awareness, particularly on the part of the younger generation, through better education an increased media exposure, made them drive for more.

The Government has a major role to play, as a leading actor in Indian Industrial Relations (IIR). It has played a dual role – one as the initiator of the policies and the other as an employer, or owner, by setting up an extremely large public sector. Having embarked on a path of rapid industrialization to take the nation out of poverty and into an era of progress and employment, India has achieved and reached levels which other developed nations have taken several hundred years to attain. On the IR front, the concern, for the weaker partner in industrial progress, i.e. the employee, prompted the government to enact a variety of labour laws, to set the base of minimum wage standards and safety and protect the employees. These laws not only covers rights and privileges but also guaranteed certain levels of income and conditions of work environment. All this has been initiated immediately after independence, whereas in the developed countries, labour legislation and government controls were slower to evolve. However, in India, efforts have been made to remove some of the appalling conditions as they are completely out of tune with the changed times, combined with the Indian Government's own socialist policies, manifested in its concern for the welfare and well being of workers. All this has been achieved at a substantial cost.

Being in a nascent role, the role of IIR is still evolving towards a degree of maturity in learning to deal and cope with each other in a bipartite relationship, where mutual problems are being sorted out. In such a situation, it is not only the ability to respond quickly that is a pressing need, but the ability to plan and think ahead of alternate strategies to cope with the internal demands and the changed environment, in which the organization finds itself. It is the planning function for the intermediate period that is going to be crucial, or else the response from the organization will be ad hoc to a set of unanticipated and difficult set of demands. Therefore, two factors are being stressed. Firstly, the development of bipartite relationships within the organization, i.e. between the Personnel department and the Unions and secondly, the need to develop the Human Resource Department such that it can plan strategies for the future both in terms of anticipated demands from Unions and plans / schemes to be put forward by the management. The latter aspect is the *proactive* role. This will to some extent reduce the adhocism that is evident in several situations, where there is a certain degree of ‘pandering’ to demands, in order to have a control over the situation and which will not worsen the situation. The planning function will also help to institutionalize relationships and demands, as there will be a built-in need for consultation, dialogue and mutuality of interests being stressed. The lack of institutionalization has led to periodic outbursts of all kinds including in many cases to violence, which many observers feel is due to exasperation, as the environment now is such that results are needed and that too fairly quickly, or there is a visible attempt or a movement towards results. In situations where awareness has been brought about, a fair amount of success in inculcating responsibility has been observed. This could lead to the creation of a desired ‘work-ethic’ where a better integration of goals would be possible, i.e. between the individual who has a need to find meaningful work given his skills and abilities and the organization which has to be concerned with its viability.

An important variable in effectively managing human resources is that of the structure and location of the Personnel department, based on the assumption that the personnel functionary himself has the necessary initiative and positive orientation to the function. A lower level positioning has indicated a range of functions, which is more ‘house-keeping’ oriented, record keeping compliance with labour laws and so on. The personnel functionary – being so positioned at third or fourth level has not been able to exert the desired influence or create a concern with other line or service departments’ heads that are positioned in the first or second levels.

In the second type of structure, the influence of the personnel department is a little more, as the personnel functionary is in a second-level position, but usually subordinate to the production head. In such situations, the organization is usually more concerned with getting its return on investment (ROI) on the new plant and facilities it has set up. Therefore, in such a situation, the concern is to keep the production line ‘going’ – without work stoppages and supply of adequate and suitable manpower. The IR strategy in such cases is a ‘fire-fighting approach’; if a problem crops up, defuse it and come to an immediate solution so that the wheels of production do not grind to a halt. This is a short-run approach at the group level – management and unions. The two structures discussed above can be classified as reactive types.

The third type of structure is perhaps a more ‘reactive’ type where the personnel function is at par with other functional heads at the top level – where there is a better integration between the personnel function and other functions. Being at peer level, the leverages available to him are the same as that of other functions. Involvement in Top Management Strategy formulation puts pressure to formulate personnel and industrial relations strategies to meet future growth needs, based on skillful analysis of the present situation and scanning for the future.

Much has been talked about political involvement and this is a reality that has to face and lived within a parliamentary democracy, where political parties do try to get a following in the labour sections of the community. These groups are vocal, articulate and therefore a useful adjunct to furthering their interests. However, individual loyalties and a greater amount of personalization has become the order of the day, but this will slowly evolve towards systems and ideologies once these are crystallized in the larger society. The body ‘Politic’ itself is divided on caste, communal and regional bases, each throwing up its own leader to protect its interests. The political parties are also trying to integrate these various subgroups, yet the pressures and leverages remain, with options to shift out elsewhere in different groupings or under a new personality (leadership).

Grievance machinery and discipline are characterized by many observers of industrial relations as the twin pillars of industrial relations. Both are needed not merely as communication channels but to further organizational goals and viability. Effective management of industrial relations needs both and not just one of the two pillars. Discipline is very much a managerial function, abrogation of it does not lead to good industrial relations, but only where impartiality is seen and accepted, will such a system work.

Finally, the emerging concerns are of a different order. Many observers have spoken about the saturation level of worker earnings. There have been cases when a worker receives an expected level of income; he abstains from work because that level of income is commensurate with his perceived level of income satisfaction to meet his needs. Therefore, the pressure from such workers for enhanced money wages alone is relatively less. In some cases, leisure or pursuit of some other interest is of greater interest to him. There are many cases of individuals 'moonlighting' or pursuing other jobs, own business, studies and travel depending on their inclination and connections.

A five-day week, particularly in urban metros, amongst the white-collar category is now common. It not only gives time to pursue hobbies, which otherwise does not get attention owing to lack of time during weekdays, or to spend time with one's family, but also to take rest and recuperate from the daily grind of commuting and working. Again, paradoxically one has to devote time to household chores, as in a labour-surplus economy, household chores are no more preferred by wage earners, and if they do it, it is by sufferance and a better organization opportunity is forthcoming. An employee therefore is getting to accept the multiple occupational roles, and devote time to his differing roles and interests. Work and organizational life is no more the central theme. Employee Relations in India is thus a complex and diverse phenomenon.

Today, the Indian economy has opened up to face global competition and there is already a rush of foreign capital and industry into this country. This change in the economic environment has affected the entire gamut of structures, styles, and contentsofallthosewhohaveastakeintheeconomicfirmamentofthiscountry.

Theyear1991heralded fourteen tire Indian subcontinent changes that were unprecedented and unheard of inpost-independent India. Too many crucial economic decisions were push ed through the government by too few and too fast-decision that had the greatest ever impact onthesocial, economic ,industrial, political and even on the day-to-day life of the average Indian. From aCRP —controlled, regulated, andprotected- economy ,India madea shift to the LPG- liberal ,privatized ,and global economy. This paradigm shift had its greatest impaction the Indian industry.

Emerging Issues:

Labour Legislation:

- In order to protect industrial workers, there are many labour laws in India which covers all aspects of labour. The problem therefore is not the lack of labour laws but that of implementing these. It has been found that their implementation has been unsatisfactory in public as well as private sectors. Several studies undertaken by the Government have revealed the importance of a better implementation of labour laws. These lapses in their implementation are owing to the lack of a fuller understanding on the part of the management of the provisions of the labour laws. The enactments are so worded that it is difficult for any person without a legal background to understand them fully.
- Another problem with regard to labour legislation is that in the absence of an all-India code, labour laws have a tendency to overlap and become repetitive.

Several attempts have been made by the Government, through its five-year plans, to implement the various labour laws in a satisfactory manner. The National Commission on Labour has also made recommendations for the better implementation of labour laws.

Worker’s Participation:

Workers’ Participation is yet another issue which has been taken up under the broad category ‘Indian Industrial Relations’ because this concept of workers’ participation emerged with the framework of the tripartite system of labour-management relations in India – the three major ‘actors’ of Indian labour - management relations being the government, the employers and the employees. The issue of workers’ participation has great relevance in the Indian industrial relations scene because it emerged as a measure for promoting harmony between labour and management.

In India, worker-participation schemes had their beginning after Independence. To meet the situation of tensions, industrial strife and deteriorating economy prevailing then, the government had to remodel its industrial relations systems. The principle of voluntarism developed by Mahatma Gandhi was one of the solutions put forward. The basic theme behind this principle was that the parties concerned with industrial relations directly, i.e. the workers and the employers, should make voluntary efforts to resolve the conflict between them. Another solution proposed was to create co-operation / co-partnership between the workers and their employers. It resulted in the formation of Joint Management Councils (JMC's). The Industrial Disputes Act, 1947, provided for the setting up of Works Committees (WCs) in all undertakings employing over 100 workmen. The main objective of WCs was to resolve conflicts at the plant level so that it leads to good labour-management relations.

Industrial Disputes:

Sr No.	Causes	1973	1975	1977	1980	1982	1985	1987	1992	1995
1	**Personnel and Retrenchment**	24.3	29.8	23.0	24.3	24.4	23.1	16.4	15.5	12.5
2	**Wages & Allowances**	34.1	32.0	31.2	28.4	27.3	22.5	26.1	24.6	27.2
3	**Bonus**	10.3	8.0	15.2	7.3	4.7	7.3	4.2	4.2	5.6
4	**Indiscipline & Violence**	5.7	8.9	8.8	8.9	12.0	16.1	15.7	21.1	21.9
5	**Leave and Hours of Work**	1.5	2.9	2.2	2.2	1.9	1.8	0.2	1.7	1.2
6	**Others**	24.1	19.0	19.5	28.9	29.7	29.2	36.7	34.9	31.6

Percentage Distribution of Disputes by Cases

Source – Pocket Book of Labour Statistics, 1997

Future of Industrial Relations in India

The future of Industrial Relations in India can be reviewed from reports of the Commissions constituted by the government for this purpose. From these, certain issues are emerging which are posing challenges to the three 'actors' in the system.

i. The first is the issue of strengthening collective bargaining by trying to determine a sole bargaining agent for negotiations. The State of Maharashtra has already passed a law for the creation of a sole bargaining agency in every unit and industry. Collective bargaining is advocated where the parties involved have a fuller understanding. This will help to arrive at a speedier settlement of disputes, between themselves.

ii. The second issue relates to the gaps that are occurring as a result of the variations that occur in Central and State legislation as far as labour matters are concerned. In India, labour falls under the Concurrent List though NCL has made a recommendation will go a long way in solving some of the problems that India's legislation process is facing.

iii. Another issue is that workers' participation in management. India has already experienced the working of many forms of worker – participation schemes but none of them seems to have made any headway. The reasons for the failure of these schemes need to be probed into.

The three 'actors' in the system need to take into account the effect of their actions on the consumers and society in general, owing to the growing inter-linkages between industry and its environment. They have to evaluate and decide on the appropriate alternatives in terms of the 'strategy' they are going to adopt in managing the personnel and industrial relations functions. The environment is fast changing and the pressures from various groups involved are starting to get more vocal and intense. The strategy chosen for the attainment of the goals will have to depend on the objectives, values, structures available and the environment in which they have to operate.

Conclusion

In conclusion, it need stobementioned that *ceteris paribus*,IRinfuturemaymoveinthe direction of comradeship between the two mainIRprotagonists—management and trade union. With the terms of debate- ready showing signs of drastic change,IR in future will be governed by at totally new set of parameters. There is gradual realization by both the partners that to survive, both have to surrender their sectional interests at the altar of the super ordinate interest of the economy. Only time will tell if both really join hands to face and fight the phantom of the marketforces the have unleashed a terror of insecurity and extinction to gather with the bright hopes of revival and growth.

I sum up with a very prominent quotation:

"Its strategic importance extends beyond the limited frontiers of union – management relationship and overlaps with the future prospects for Indian democracy on one hand, and the basic concepts and assumptions of economic development on the other. The set of strategic choices must be made in the midst of economic and political difficulties that the country is undergoing."

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GLOCALISATION: SUCCESS MANTRA OF GLOBALISATION

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Abstract

The concept of glocalization is derived from that of globalization and localization signifies that companies should not only think globally but also act locally while addressing business functionalities including branding, marketing, advertising and product promotion. Recently, many multinational giants have successfully penetrated into emerging markets due to their product or service quality but there are cases where companies have failed to earn profits due to lack of glocalization strategies.

The concept of glocalization is particularly important to the food industry because of the seamless challenges this industry faces due to the typical differences that exist in the food habits of people belonging to various regions/religions/cultures across the globe. There are numerous examples of companies doing extremely well in their local markets, but when they go global, they fail completely. One of the reasons that can be cited is not adhering to the challenges put forward by cultural and regional differences. Like some animals are considered sacred in one region and are consumed heavily in some others. The glocalization strategies also should take into account various cultural and religious issues like McDonalds and Pizza Hut both modified their menu to take into account the religious beliefs of Hindus and Muslims in India, by not serving beef and pork.

This is a research paper focuses on multinational food giants and identifies suitable strategies for establishing themselves and gaining market share in a diverse country like India. In this paper I will more focus on how McDonald and Pizza hut enter in a foreign market in spite the differences in culture and eating habits.

Keywords- glocalisation, culture, localization, strategies, multinationals, strategies

1. INTRODUCTION

Globalization. Think global, act local. Think local, act global. Glocalisation.

Along with the development of market economy and globalization, the corporations as the social economic entities, have become more and more important to promote a nation's economic development. According to the previous research results in the field of management, corporate culture is proved to play a crucial role in determining a corporation to be successful or not. However, the reality is that many companies spend much time on specific business and make no effort to care about building their companies'corporate cultures. People around the world are similar as well as different, they are similar since they share common characteristics, and at the same time they are different since each one of them have been born and brought up in different cultures having different set of values. According to Naylor (1997), all human beings are fundamentally the same, but culture makes them different and distinguishes them from other groups by creating and developing their "own version of culture" to meet their needs, desires and goals.

Glocalisation combines the words "globalisation" and " localisation" to emphasise the idea that a global product or service is more likely to succeed if it is adapted to the specific requirements of local practices and cultural expectations. The term started to appear in academic circles in the late 1980s, when Japanese economists used it in articles published by the *Harvard Business Review*. For the sociologist Roland Robertson, who is often credited with popularising the term: 'glocalisation means the simultaneity – the co-presence – of both universalizing and particularizing tendencies' (Robertson, 1997, p. 4). Globalization and localization together can start an internationalization process based on the"globalization of the local product" and the "localization of the global product" without refusing each other or being in contradiction. The local product is positioned in the global market and is accepted if it will have the necessary characteristics to satisfy specific niches of global market and the global product if it will suit those local markets which want it aimed at them and therefore locally modified.

The indication highlighted by the scenario will have a double way of development.

localization of the production market: here a company highlights the territory, the uniqueness and the typical characteristics of productions and products.

localization of the outlet market: the company accepts that some local aspects of the outlet market are seriously considered (requests of the consumer-utilizer, of the distributive system, of the communication and promotion aimed at specific areas or niches), in the niches reached by the local products and in the local markets reached by the global products the enterprises must take the local characteristics into serious consideration if they want to reach them in the better way.The localization will be able to give a remarkable contribution to the economic development.

RESEARCH METHODOLOGY

My research paper is based on the secondary information. The information has been collected from different sources like internet, magzines, journals and several books .It is descriptive study. The paper is structured in the following manner

1.Introduction

2.Glocalisation is changing power of globalization

3.Entry strategies of Mcdonald and Pizza hut

4.Comparative analysis on the basis of SWOT analysis

5.Conclusion

2. GLOCALISATION IS CHANGING POWER OF GLOBALISATION

The localization will be able to get a series of important aims maintenance of a unique and typical productive standard availability in the time of an exclusive productive know how cognitive, structural, managerial and economic chances availability of knowledge and unique competitive advantages; interaction between producing enterprise and localization of production and outlet market; cognitive chances deriving from the local context of the production and outlet market; possibility of integration in a productive system.

From the localization can derive chances and expertise, that if the enterprises are able to exploit well can give a valid contribution to improve their competitiveness.

The glocalization opens new horizons to local and global enterprises, in particular to the small and medium ones seriously interested in facing the “glocal way”. To grow in the global market, but also in the local markets the enterprises must be able to take the offered chances deriving from the relation/integration.Globalization and localization; for many small and medium companies thanks to the glocalization the local characterization will not be any more a limit, but on the contrary a competitive advantage with which they can face strategically the global market, in particular the special niches located in this market and interested in differentiated products, as the glocal products are.

The technology will give a big help to marketing and sale to understand and to act strategically in the new market. Localisms and globalisms of course will be near as several local markets will have many occasions to know global products and segments of the global market to know local products. In particular the small and medium enterprises thanks to communication and telematics will be placed in the happy condition to access the global market with their local products and therefore to receive a valid contribution for his internationalization process.

3. ENTRY STRATEGY OF McDONALD AND PIZZA HUT IN INDIA

The McAlooTikki one of the most famous burger is actually Indian. Due to a largenumber of vegetarians in India. McDonalds had no choice but to launch vegetarian menu andthey launched it. That became so successful that they are launching the burger in othercountries too now. The Indianised menu is not just restricted to McDonald but to every largefast-food MNC chain operating in the country. Also McDonalds and PIZZA HUT introduced Home Delivery Concept for India. Teenagers’ visit McDonald’s and the pizza hut as the menu is affordable, and there is internet access in some restaurants.

Globalized strategies involves marketing of standardized products using standardized marketing mix in the same way everywhere. Localized strategies on the other hand, involves marketing strategies for a specific region according to its cultural, regional and national uniqueness .

3.1 McDonald’s

McDonald's Corporation is one of the best users of glocalization. Each of its restaurants, in more than 100 countries, offers McDonald's branding, but the actual menus vary to meet the local culinary tastes and dietary requirements. McDonald's restaurants in India offer mostly chicken, lamb and vegetarian dishes since many Hindus don't eat beef. Walk into an Israeli McDonald's and you can order a kosher Big Mac (minus the cheese). Various global television networks adapt their programming to better suit particular markets.

Although McDonald's is often cited as a clear example of standardisation, the president of McDonald's International has insisted that the company is ‘as much a part of local culture as possible’ (quoted in Ritzer, 2004, p. 179) and its standard menu has been glocalised to accommodate local foods. In the British case, this reflects the country's fondness for Indian food with offerings such as ‘McChicken Korma Naan’. Burger King, Wimpy and other hamburger outlets have also offered their own versions of Indian meals. Thus, the original glocalisation of Indian food for the British market has itself become the input for a new wave of glocalisation.

McDonald's has also glocalised the way in which its restaurants are used. In Beijing, the menu is the same as in the USA, but the restaurants are presented as local places to linger, often for hours, over a snack. It organises children's birthday parties and employs female receptionists who deal with children and talk to parents. Indeed, in Japan, Taiwan and other East Asian outlets, customers have quietly but stubbornly transformed their local McDonald's into a local – or ‘glocal’ – establishment (Ritzer, 2004, pp. 179–80). In this respect, the expectations mediated by ‘local rules of practice’ have enabled a reinterpretation of an ostensibly ‘universal’ product and service.

McDonald's opened its first restaurant in China and now has over 400 outlets. Nevertheless, when Chinese people walk into McDonald's they take their traditions with them! Whereas many Western customers view McDonald's restaurants as the source of a quick and cheap meal, the Chinese typically make an occasion of going to McDonald's.

3.2 Pizza Hut

Pizza hut a look at their menu shows us how many special exclusive Indian pizzas they have for vegetarians they a host of Paneer offerings and for Non-vegetarians the Kabaab and Chicken Tikka Pizzas.

Pizza Hut is one of the flagship brands of Yum! Brands, Inc., which also has KFC, Taco Bell, A&W and Long John Silver’s under its umbrella. Pizza Hut has 143 stores across 34 cities in India. Pizza Hut ensures that they have presented the best alternative to dining out. Pizza Hut is currently leading the food chain industry by providing a convenient service to a variety of venues. Pizza Hut also has complete control over their vision. Currently located in 90 countries and territories (Pizza Hut, 2006), they continue to focus on globalization. Pizza Hut believes (Pizza Hut, 2006) that they have a corporate responsibility to develop a workforce that is diverse in style and where everyone makes a difference. In concerning themselves with how they differentiate from their competitors, Pizza Hut has an emerging new e-business and a superior focus on the product and service they provide to the customers and employees.

During the past four decades Pizza Hut has built a reputation for excellence that has earned. Pizza hut a look at their menu shows us how many special exclusive Indian pizzas they have for vegetarians they a host of Paneer offerings and for Non-vegetarians the Kabaab and Chicken TikkaPizzas.The respect of consumers and industry experts alike. Building a leading pizza company hasrequired relentless innovation, commitment to quality and dedication to customer service andvalue.Through the strength of their heritage, our culture, our people and franchisees, they arelooking forward to even more success in the decades ahead.

Pizza Hut has also standardized its operations and vegetarian preparations are done separately with non-vegetarian preparations.
In addition to Italian toppings, new chicken , lamb korma toppings have been added.
Recently a new “Great Indian Treat”has been launched which has local Indian toppings.
New Curry Pizzas along with international pizzas with Indian flavourshave been launched.

5. COMPARATIVE ANALYSIS ON THE BASIS OF SWOT

5.1SWOT ANALYSIS OF McDONALD’S

Strengths

•Strong Brand, strong recognition

•Growth afforded by franchisee model allows McDonald's to retain control of brand while building a corporation with significant capital infusion from franchisees.

•Fast food model-standardized food preparation methods ensuring standardizedquality, centralized procurements leading to higher profits.

Weaknesses

•Perceived lower food standards due to fast food model.

•Profit margins can become slim due to customer's expectation of "inexpensive menu" and higher food costs.

Opportunities

• New global markets continually opening.

•Economic downturn may force people to opt for less expensive "fast food", ratherthan restaurant quality.

Threats

•**Nutritional issues**- People are becoming more aware of the quality of the food theyeat, and more people are looking for "organic", natural and vegetarian alternatives.

•**Obesity**- Fast food is continually blamed for obesity in children and adults.

•**Price factor**-A lengthy recession could hurt fast food chains when price chains begin to offercompetitive price menus with the perception of better quality.

5.2 SWOT ANALYSIS OF PIZZA HUT

Strengths

•Strong Brand, Quality product.

•Growth afforded by franchisee model allows pizza hut to retain control of brand while building a corporation with significant capital infusion from franchisees.

•Fast food model-standardized food preparation methods ensuring standardized quality, centralized procurements leading to higher profits.

Weaknesses

Perceived as fast foods are not good for health.

•Profit margins can become slim due to customer's expectations of "inexpensive menu" higher food costs.

Opportunities

• New global markets continually opening.

•Economic downturn may force people to opt for less expensive "fast food", rather than restaurant.

Threats

•**Nutritional issues**- People are becoming more aware of the quality of the food they eat, and more people are looking for "organic", natural and vegetarian alternatives.

•**Obesity**- Fast food is continually blamed for obesity in children and adults.

•**Price factor**-Alengthy recession could hurt fast food chains when price chains begin to offer competitive price menus with the perception of better quality.

6. CONCLUSION

Glocalization strategies need to deal with adaptation to specific taste requirements ofvarious regions. Every culture distinguishes itself from others by the specific ways It is very important as every region has different taste requirementstand one food item may be popular in one region and completely rejected by someother region, for example spicy food of India may not be liked by Chinese people.

•The glocalization strategies also should take into account various cultural andreligious issues like McDonalds and Pizza Hut both modified their menu to take intoaccount the religious beliefs of Hindus and Muslims in India, by not serving beef andpork.

•The end product should be appropriately modified so that it is according to theregion's specific demands. This makes the product offering to be accepted bycustomers readily as they associate themselves with the brand and the product like"The Great Indian treat" of Pizza Hut was adopted successfully by the Indian public.

•Not only the food item has to be modified in terms of its ingredient or the cookingprocess to suit the taste buds of the local population but it also needs to beappropriately named so as to appeal the locals. For example, within India many southIndian dishes are now having hybrid names in north India: American Dosa, ChineseDosa, Fried Dhokla, Fried Idlis etc.

•Another factor that MNFEs need to address is the modification in the process for theproduct or service development or production. This is a very important factor takeninto consideration by McDonalds and they separated the burger preparation processesfor Vegetarian and non-vegetarian burgers. This also helps the company to gain trustof consumers as well as the employees.

•Glocalization strategies also include marketing strategies and campaigns used. Likeusing actors and celebrities of the region in the advertisements. McDonalds and PizzaHut both have used this tool effectively as their advertisements and campaigns haveBollywood actors and themes.

•Glocalization helps in connecting with the consumers of that region on an emotionallevel andalso leveraging its global position. This is the most important aspect thatleads to the success of the company.After doing analysis it has been found that in the global business environment culture plays very important role in their success. Adoption of local culture of the country gives success.

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“EVALUATION OF WORKPLACE STRESS AND ANALYSIS OF ITS IMPACT ON PERFORMANCE LEVEL OF EMPLOYEES.”

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Abstract

With the increase in globalization and Multi National Company culture, the expectation of organizations has lead to increase in the amount of efforts which may lead to certain amount of dissatisfaction. With this increase in the amount of efforts and dissatisfaction, the employee ends up into a situation called as stress. These exceeding stress levels have led to an increase in the attrition rate because of problems of long working hours, the long shift, clients with expectations, unsatisfied bosses, deadlines, performance, multi-tasking, lack of a perfect work-life balance, which contribute to increase the employee stress levels. The main aim of this study was to determine the impact of workplace stress on employee performance.

For this study only secondary sources of data was utilized and an analysis was done to study the impact of stress. At different hierarchies, the stress levels were studies at various parameters such as Workload, Role conflict, Under load, Supervision, Career Development, Physical Environment, Repetitive work, Work Family conflict, Co worker, organizational climate and staff development, job environment and adaptation, work overloading, role conflict and vagueness, mental reaction, behavioural reaction, physical reaction and overall job performance as the parameters to study impact of stress.

The study shows a negative impact of stress on employees. Thus, there exists a relation between stress and performance is proved through this study.

INTRODUCTION

Stress management is an interface that disturbs a person's healthy mental and physical wellbeing. It occurs when the body is required to perform beyond a normal range of capabilities Stress and performance are related to each other and they definitely have an impact on organizational performance.

When an employee is experiencing any kind of stress, he or she is likely not to focus on the task and hence the performance level tends to be low. Stress is usually looked at from a very negative perspective but this need not be the case since there are some people who perform well under stress and consider it to be positive. Similarly Stress can also have negative effects on health thus leading to high absenteeism and in some cases reduced turnover. It varies from individual to individual and the level and type of stress.

Stress is associated with constraints and demands. The former prevents one from doing what one desires while the latter refers to the loss of something desired. These two conditions are necessary for potential stress to become actual stress.

The various dimensions of stress are: **[1]**

- Role Ambiguity
- Role Overload
- Lack of group Cohesiveness
- Role Conflict
- Feeling of Inequity
- Lack of leadership support
- Problem of coping with change
- Job Requirement-Capability mismatch
- Inadequacy of Role Authority
- Job difficulty

Job Performance

Job performance can be viewed as an activity in which the individual is able to accomplish successfully the task/ goal assigned to him, subject to normal constraints of the reasonable utilization of available resources. Job performance is defined as "the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviors and outcomes" **[2].**

Stress and Performance

Although several authors posit a negative linear relationship between stress and performance, other evidence suggests that this relationship is actually an inverted-U shape. This hypothesis suggests that individual performance on a given task will be lower at high and low levels of stress and optimal at moderate levels of stress. While at high levels of stress; arousal is too high to be conducive to task performance.

Importantly, in a recent study on the magnitude of stress at workplace, 54 percent of the respondents indicated that they "often" or "always" come home from work in a state of fatigue, and nearly 50 percent come in to work tired." **(HR Focus 81, no.11 (November 2004): 6).** Hence organizations should follow effective stress management practices which will help the employee, employer and the organization all at different levels.

LITERATURE REVIEW

Employee stress is an increasing problem in organizations. Most of the people say that they are stressed out because of greater workloads and greater number of hours and because of downsizing at their company **(Table 1).** Employees complain about the stress created in trying to balance work and family responsibilities which leads to reduced performance levels **[3].**

TABLE 1

A national sample of U.S. employees who find that their jobs are demanding increasing amounts of time and energy finds that they:

Feel Overworked	54%
Are overwhelmed by workload	55%
Lack time for reflection	59%

What is Stress?

Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important. **[4]**

Stress is not always necessarily negative in nature. In many cases it also has positive attributes where it enhances the performance level of an employee thus showing positive value. Many professionals see the pressures of heavy workloads and deadlines as positive challenges that enhance the quality and thus giving them Job satisfaction. **[5]**

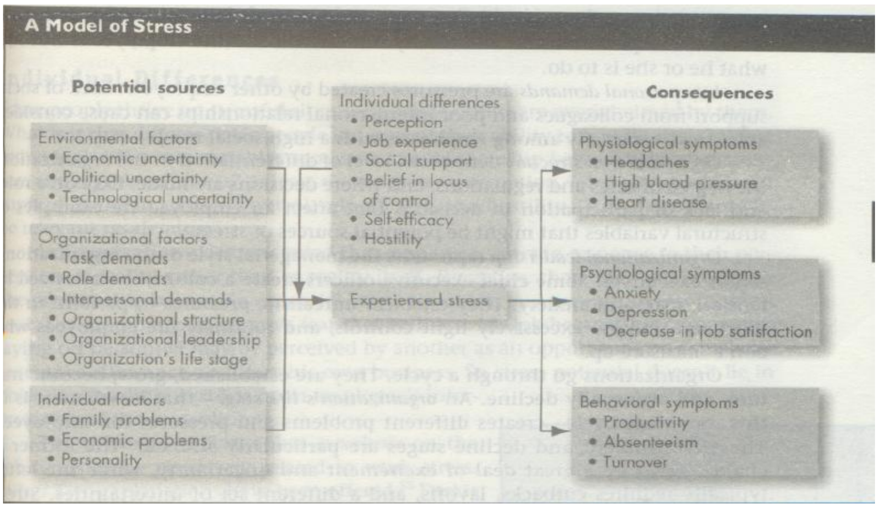
More typically, stress is associated with constraints and demands. The former prevents one from doing what one desires. The latter refers to the loss of something desired. When a person faces any counselling process at work related to job improvement, one feels the stress because of the confront opportunities, constraints, and demands.

Potential Sources of Stress

There are three categories of potential stressors and their relationship is mentioned in figure 1: **[6]**

- Environmental Factors
- Organizational Factors **[7] [8]**
- Individual Factors

FIGURE-1



Types of Stressors and their nature:

A fact that tends to be overlooked when stressors are reviewed individually is that stress is an cumulative phenomenon. Stressors can be categorized as Physicochemical stressors, Social stressors, Biological stressors and Mental stressors. **[9]**

Stressors are closely inter-related like the diagram below, especially, the mental stressors which work with other stressors to cause stress.

THE RELATIVE FIGURE, FIGURE 2

Physicochemical stressor Social stressor Biological stressor	→	Physical stress response

Social stressor	Biological stressor	Mental stressor
	|	
	Physicochemical stressor	
	|	
	Psychological stress response	
	|	
	Stress coping	

Source: http://library.thinkquest.org/20017/eh/study_el/study_4.html

These stressors are the major source for the depreciation of employee performance. In the researchers study, the researcher is going to concentrate on the sources of these stressors, their impact on performance of an employee as well as ways to reduce these stressors.

PERFORMANCE MEASUREMENT

Measurement is an important concept in performance management which provides scope for further success. To improve the performance of any employee, you have to know what their current performance is.

An appropriate performance measurement shall: **[10]**

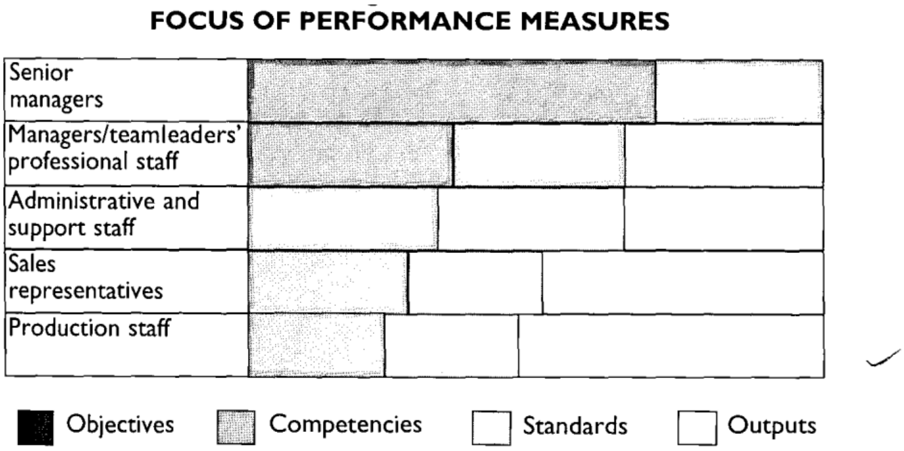
- Ensures that whether an employee has met organizational requirements.
- Justifies the use of resources by an employee.
- Provides standards for establishing comparison between two employees.
- Provides feedback for driving the employee performance level improvement effort.

Focus of performance measures

Three principles governing the development of performance measures as a means of increasing employee performance have been advanced **[11].**

The focus of performance measures is concerned with the achievement of objectives, levels of competency, and standards of performance and work outputs of an employee. The emphasis varies for different levels and categories of employees, as illustrated in Figure 3

FIGURE 3



(Armstrong, M. And Baron, A. (1998) 'Performance Management: The New Realities'. The Cromwell Press, Wiltshire.)

From the above table we can determine that with the employee role in an organization, stress level affects the performance levels of the employees. Thus impact of stress on performance can be seen. This table can be used to determine the stress levels from various focuses on employee's performance and help to measure their performance levels.

Methods of performance measure:

The following steps can be taken to develop employee measures: **[12]**

Review and revise organizational and business-unit measures as expected from the employee.

Identify employee measurement point's i.e. Process steps (milestones) and final output/ outcome.

Quantity - Unit output, percentage of actual to targeted output

Quality- quality control returns in variances outside limits, number of justifiable complaints against the employee

Productivity -output per employee

Timeliness — achievement of delivery deadlines, percentage of units completed on time, backlogs

These criteria can be used in order to determine the impact of stress on performance. This information for measurement purposes is obtained from performance data, competence (behaviour) analysis and benchmarking **[13].**

Other methods of measuring performance include Performance, Competency levels, Benchmarking, Strategic Relevance, Criterion Deficiency, Criterion Contamination, Reliability etc.

Different approaches to measure performance

There are a number of approaches to performance measurement like Performance appraisal, Job satisfaction level, Absenteeism, Turnover ratio, Motivation level of the employee etc.

EFFECTS OF STRESS ON PERFORMANCE:

When an individual experiences a stressor, the stressor will lead to a physiological response, one that can be measured by several indicators, such as elevated heart rate **[14] [15]**. As a result of the many stressors faced by working personnel, it makes sense to look more closely at how stressors affect individual functioning and performance. Although many authors posit a negative linear relationship between stress and performance, other evidence suggests that this relationship is actually an inverted-U shape. There is an observation on this hypotheses suggesting that certain types of operations may benefit from the presence of moderate stressors. Research findings suggest that when an individual comes under stress, his cognitive performance and decision-making may be adversely affected. Notably, under conditions of stress,

- Individuals are likely to screen out peripheral stimuli **[16] [17] [18].**

- Make decisions based on heuristics (rules of thumb or guidelines) **[19] [20]**

- Suffer from performance rigidity or narrow thinking **[21] [22]**

- Lose their ability to analyze complicated situations and manipulate information **[23]**

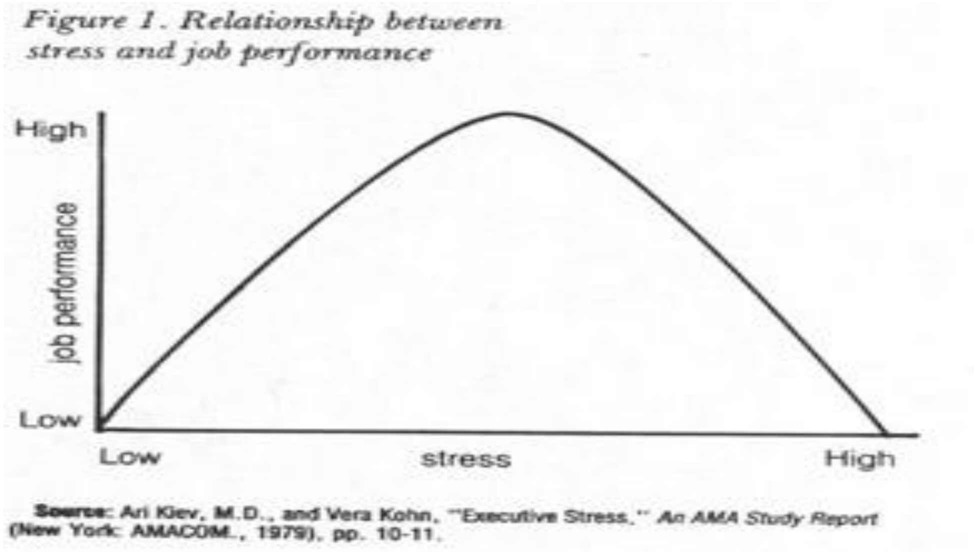
Also, researchers have found that task completion time may be increased and accuracy reduced by stress **[24] [25]**. In addition to effects on the individual, stress has also been shown to negatively affect group functioning. When stressed, individuals are likely to yield control to their superiors and to allow authority to become more concentrated in the upper levels of the hierarchy. Communication effectiveness may also be reduced **[26]**. Stress can also lead to “groupthink,” in which members of the group ignore important cues, force all members to adhere to a consensus decision — even an incorrect one — and rationalize poor decisions **[27]**.

In extreme cases, stress can lead to post-traumatic stress disorder (PTSD), a psychiatric illness that can interfere with life functioning. PTSD (post-traumatic stress disorder) has a variety of symptoms, including flashbacks, difficulty sleeping, and social isolation.

(Source: A Review of the Literature and Its Applicability to the Military; www.rand.org)

STRESS PERFORMANCE RELATIONSHIP

FIGURE 4



The above diagram, called as the "Inverted U diagram of stress performance relationship" states that in presence of low levels of stress, the performance levels of the employee increases. This also implies that a high level of stress places unachievable demands and restrictions on the employees, thus lowering their performance levels. The diagram also states that continuous moderate levels of stress can have a negative influence on the performance of an employee over the long term as the continued intensity of the stress wears down the individual and reduces his or her energy resources.

In spite of the popularity and intuitive appeal of the inverted-U model, it does not get a lot of empirical support. At this time, managers should be careful in assuming that this model accurately depicts the stress-performance relationship. **[28]**

In this dissertation the researcher will tend to focus on this relationship. The researcher will judge through organizational examples whether the stress levels reduce the performance or whether they have a moderate relationship between them by taking various organizational examples.

NEED FOR STRESS MANAGEMENT:

The problem of stress is sufficiently serious that it puts employees at risk, and is implicated in the development of the extreme condition of "burn out" **[29].** Stress management techniques proposed have varied across a wide spectrum of approaches, starting from managing the work environment to reducing external sources of stress, to managing the individuals' intrapersonal factors. Although there are several models of stress, the division between the external stressor and the distress response of the individual is common to all **[30]**. Stress management techniques can thus be divided into two sorts: environmental management, which attempts to arrange work environments to reduce the sources of stress; and those approaches that aim to support personnel to deal effectively with a variety of stressful situations. **[31]**

Models of stress management

Transactional model

The model conceptualizes stress as a result of how a stressor is appraised and how a person appraises his/her resources to cope with the stressor.

Health realization/innate health model

In this model, stress results from appraising oneself and one's circumstances through a mental filter of insecurity and negativity, whereas a feeling of well-being results from approaching the world with a "quiet mind," "inner wisdom," and "common sense".**[32] [33]**

Organizational approach to Stress Management:

Several of the factors that cause stress, particularly task and role demands, and organizational structure, are controlled by management **[34].** To overcome this stress, management can include improved personnel selection and job placement, proper training, use of realistic goal setting, redesigning of jobs, increased employee involvement, improved organizational communication, offering sabbaticals, and the establishment of corporate wellness programs.

These models of stress management are utilized when performance levels of employees drop down to a very high extent. These models can help to raise the performance levels with a view to bring the stress – performance curve to the optimum level.

MODERATING THE STRESS-PERFORMANCE RELATIONSHIP

Occupational stress can be defined as the "harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources or need of the worker" **[31]**

The occupational stressors can be categorized into four major groups.
Firstly, the working conditions, including shift and week-end work, inadequate remuneration, hours of work, discrimination and safety at the work environment are all occupational stressors. The second group includes relationships at work including quality of relationships with peers, subordinates and supervisors.
Thirdly, role conflict and ambiguity including ill-defined role, functions, expectations, and duties.
Fourthly, organization structure and climate affect stress levels. These include communication policy and practice, major changes in the workplace, culture of the organization, and lack of participation in decision-making.
The following study will be used by the researcher as a secondary data for analysis. The main objective of this research was to identify role of different contributing factors of job stress and to investigate level of stress on those factors among different departments of the organisation. Another objective was to find out how job performance is affected by job stress. The researcher will be analyzing the outcomes of this study and will be giving conclusions on whatever he understands from the same.

RESEARCH METHODOLOGY

Research Aim

The aim of the researcher is to find out what effect does stress has on the performance of an employee.

Research Question

What is the impact of stress on the performance of an employee?

Research Objectives

- To determine how stress affects employee performance

- To analyse sources of organisational stress
- To evaluate various methods of measuring performance
- To evaluate organizations view on performance and stress

Resource Generation

Methodology refers to more than a simple set of methods; rather it refers to the rationale and the philosophical assumptions that underlie a particular study. Through this chapter the researcher has also attempted to justify the methods used by him in the research work. Since only secondary sources of gathering data have been used for the studies, more focus is on the secondary sources of data.

Secondary research involves the summary, collation and /or synthesis of existing research rather than primary research, where data is collected from, for example, research subjects or experiments. Secondary data include both quantitative and qualitative data, and they can be used in both descriptive and explanatory research.

The various types of secondary data used for this study are as follows:

- Internal and Proprietary data
- Documentary Secondary data
- Survey Based Secondary data
- Multiple Source Secondary data
- Web sources
- Qualitative data
- Quantitative data

Research Hypotheses

1. "There is difference in level of occupational stress among the employees of different departments".
2. High level of stress adversely affects the performance of the employees.

Research Limitations

- Data collected might not match researchers need.
- Access of such data may be costly or difficult
- There is no real control over data quality.

ANALYSIS, RESULTS AND FINDINGS

Study:

Let us see one study conducted in Hi Tech organization in Taiwan let us first see the result and then we will analyze the study. The purpose of this study is to investigate the relationship of work stress and job performance among hi-tech employees and discuss its relevance to vocational education.

METHODOLOGY

Subjects

The present study targeted the hi-tech industry in Taiwan. The top 1,000 companies in the electron, semiconductor, information and communications fields were selected as the research population.

Instrument

A self-designed questionnaire was utilized as the research instrument .After a pilot study was carried out and principal components analysis was used to test the construct validity. For internal reliability, Cranach's á ranged from 0.60 to 0.89, showing a significantly high reliability.

Procedure and Statistical Methods

Adopting a stratified random sampling method for the study, 2,000 questionnaires were sent out, out of which 840 copies sent to electron companies, 720 copies to those in communications and information, and 440 copies to semiconductor companies. There were 447 respondents. The collected data was statistically analyzed with Windows software. The statistical methods included descriptive statistics, t-test, ANOVA, Pearson correlation and multiple regressions.

RESULTS AND DISCUSSION

Analysis of Work Stress

The work stress that hi-tech employees felt differs because of different personal attributes. This includes the following study results:

• Female employees felt more work stress from the organisational climate and staff development than their male counterparts;

• Employees with college educational background or working in administrational department encountered more stress from work responsibility and welfare than those working in other departments;

• Those who were unmarried and in an administrative management position carried a greater workload than others.

• Respondents who worked in southern Taiwan felt more stress from job responsibility and welfare and excess workload than those who worked in northern Taiwan ($F=3.70$; $F=3.83$, $p<0.05$).

On the whole, hi-tech employees' work stress levels seemed to be moderate ($M=2.17$). The highest work stress came from job responsibility ($M=2.69$), followed by physical reaction ($M=2.26$).

Analysis of Job Performance

It was found that hi-tech employees' job performance was impacted by certain personal attributes, including age, department, position, marital status, workplace and salary. Job performance was found to be higher than average ($M=3.86$), representing the perception that most employers contributed to better job performance. Regarding self-evaluated job performance, the dimension of active coordination was found to be the highest ($M=4.02$), followed by job enthusiasm, job familiarization, job quality, and job efficiency, respectively.

Correlation between Work Stress and Job Performance

There was a significantly negative relationship found between work stress and job performance ($R=-1.72$, $p<0.001$). Only work responsibility and welfare presented a positive relation with every dimension in job performance, especially job responsibility and job familiarization ($R=0.96$, $p<0.05$). Judging from this, work responsibility can be explained as stimulator and motivator. Moreover, it should be noted that, according to the matrix in Table

2, the columns of Organisational Climate and Staff Development and Mental Reaction presented strongly negative connections with all dimensions of job performance. The three kinds of work stress reactions indicate that all of the dimensions of job performance have a significantly negative relation with mental reaction. However, some elements of behavioural reaction significantly attained a negative relationship. This implies that employees tend to carry out mental reactions, apart from physical and behavioural reactions, in their job performance.

TABLE 2

Table 1: The correlation between work stress and job performance.

	Organisatnl climate & staff developmt	Job responsblty & welfare	Job environmt & adaptation	Job overloading	Role conflict & vagueness	Mental reaction	Behavioural reaction	Physical reaction	Overall work stress
Job familiarisation	-0.136**	0.096*	-0.128**	-0.068	-0.088	-0.173***	-0.016	-0.059	-0.114*
Job quality	-0.142**	0.072	-0.097*	-0.097*	-0.113*	-0.177***	-0.041	-0.116*	-0.138**
Active learning	-0.193***	0.059	-0.081	-0.079	-0.110*	-0.180***	-0.027	-0.074	-0.141**
Active coordination	-0.146**	0.093	-0.084	-0.064	-0.101*	-0.130**	-0.023	-0.077	-0.107*
Job enthusiasm	-0.262***	0.064	-0.132**	-0.073	-0.114*	-0.188***	-0.004	-0.121*	-0.179***
Job efficiency	-0.143**	0.000	-0.059	-0.177***	-0.113*	-0.209***	-0.015	-0.108*	-0.161**
Overall job performance	-0.209***	0.078	-0.119***	-0.114*	-0.130**	-0.216***	-0.033*	-0.113*	-0.172***

*p<0.05 **p<0.01 ***p<0.001

Major Predictors of Job Performance

Table 2 shows there to be a high prediction of job performance prevalent in work stress. It shows that mental reaction, organisational climate and staff development, job responsibility and welfare, and mental reaction provide the key reasons. Indeed, three of them could account for a variation of 11.9%.

Table 3 : Multiple regression of work stress to overall job performance.

	R	R^2	β	ΔR^2
Organisational climate and staff development	0.216	0.047	-0.243	0.047***
Job responsibility and welfare	0.293	0.086	0.277	0.039***
Mental reaction	0.345	0.119	-0.213	0.033***

***p<0.001

These results indicate that if hi-tech employees responded with less mental reaction, then they would experience less stress from the organisational climate and staff development. Likewise, if they felt more stresses from job responsibility and welfare, then greater job performance would be exhibited.

The productivity of the work force is the most decisive factor as far as the success of an organization is concerned. The productivity in turn is dependent on the psychosocial well being of the employees. In all organizations the employee is exposed to all kinds of stressors that can affect him in all realms of life. The workload, relationship with co-workers and repetitive work are identified as the major factors causing stress in this organization. It is concluded that there is moderate levels of stress with no significant difference in different departments. The growing importance of interventional strategies is felt more at organizational level.

Discussion

In study two, the researchers examined the relationship between work stress and job performance. Differences exist with regard to hi-tech employees' experience and work stress reactions due to personal attributes, like gender, education, department, position, marriage and workplace. The perceived work stress is under average. Significant relations were found to exist between work stress and job performance. These included organizational climate and staff development, job environment and adaptation, work overloading, role conflict and vagueness, mental reaction, behavioural reaction, physical reaction and overall job performance, which all had negative relations. The work stress of employees can impact strongly and adversely on overall job performance. Mental reaction, organizational climate and staff development, job responsibility and welfare reckoned for most of the reasons behind this, accounting for an 11.9% variation.

CONCLUSION

According to the Inverted U curve, the relation between stress and performance can be either positive, negative or stress can have no effect on the performance level of the employee.

In the Study it is seen that hi-tech employees' experience an average amount of work stress reactions. These are due to personal attributes, like age, gender, education, department, position, marriage and workplace and salary. Significant relations were found to exist between work stress and job performance. These included organizational climate and staff development, job environment and adaptation, work overloading, role conflict and vagueness, mental reaction, behavioural reaction, physical reaction and overall job performance, all of which had negative relations. The researcher of this study determined other inferences from the perspective of vocational education. In this study a strong negative impact of stress can be seen on performance levels of the employees.

STRESS AND DECISIONMAKING, PERCEPTION, AND COGNITION

Stress levels reduce the decision making process making it difficult for the individuals to analyze all options. Stress also leads to a decrease in performance by reducing the cognition and individual information process i. E. They employees need more time to perform the given task under stress.

STRESS AND GROUP FUNCTIONING

Along with individual effects, stress also affects the group functioning of an organization. Group-level stressors can involve any influence of the group on the individual that leads to increased tension or decreased functioning.

STRESS AND JOB SATISFACTION AND TURNOVER INTENTIONS

Moderate levels of stress imply high levels of performance thus leading to job satisfaction and organizational commitment reducing turnover. This is because moderate stress is perceived as stimulating and challenging, without being unbearable.

Other effects of stress include:

1. In the presence of time pressure the focus is only on fewer cues thus reducing performance
2. Increases stress levels lead to problems of burnout, exhaustion, and PTSD (post-traumatic stress disorder) again leading to ill health which will increase absenteeism and reduce performance level.
3. It also creates an impact on the mental health of a person and his social behaviour which will reduce group performance.
4. Stress also leads to decrease in effective in-group communication increasing vagueness within the group and affecting the performance.
5. Loud noise and sleep deprivation lead to use of heuristics and reduction in analytical capacity thus reducing the decision making capacity
6. Cardiovascular disease, muscle pain, decreased fertility, stomach or intestinal problems also increase in the employees leading to reduced performance.

Furthermore, as discussed previously, moderate levels of stress can actually contribute to heightened vigilance and improved performance on certain tasks. Also moderate stress levels which can be seen in study one with an increase in job satisfaction, organizational commitment and leading to better group cooperation.

We can see that stress have negative as well as some positive effects on the employee performance. Thus, it depends on the nature of the organization as to the levels of stress they the employees face which can affect their performance levels.

RECOMMENDATIONS

In the earlier chapters we have seen that stress levels determine the performance levels of employees. The stress levels can either have positive, negative or no effect at all on performance. If stress has a positive or nil effect on the employee performance level, the working conditions of the organization are considered to be good. But if there is a negative relationship between stress and performance, effective measures should be taken to reduce the stressors and to increase the stress levels of employees. This can be done in many ways:

Self-Efficacy:

Individual self-efficacy and perception of control over environment can reduce the negative performance effects of stress. Self-efficacy reduces the negative effects of work overload and long work hours on organizational commitment and psychological strain.

Training:

To reduce stress levels, the focus should be on a particular type of training i.e. Stress exposure training in which the individual is repeatedly exposed to a certain stressor and asked to perform a target task under that stressor.

The following table shows the outcomes of stress exposure training on employees:

TABLE 4:

Objectives and Outcomes of Stress Exposure Training

	Phase 1: Presentation of Requisite Knowledge	Phase 2: Skill Practice with Feedback	Phase 3: Skill Practice with Stressors
Objectives	Knowledge of typical stressors and reactions to stressors	Develop meta-cognitive skills, positive coping behaviors, relaxation techniques	Use Phase 2 skills while exposed to stressors
Outcomes	1. Increased perceived efficacy in dealing with stressors 2. Knowledge of effective strategies for coping with stress	1. Development of cognitive and problem-solving skills 2. Reduced negative attitudes toward self and stressors 3. Reduced physiological effects of stress 4. Successful coping skill performance	1. Reduced anxiety 2. Increased efficacy 3. Improved performance and control under stress 4. Successful application of skills while exposed to stressors

SOURCE: Johnston and Cannon-Bowers (1996), p. 227.
NOTE: Even though in this particular work the authors do not offer empirical evidence for the outcomes in the table, these outcomes are supported by a wide body of research on the effect of training on the stress-performance relationship. Some of this research is discussed in this chapter.

Leadership techniques:

To improve the group performance level, the initial step that should be taken by the organization is to teach efficient leadership techniques to the employee. This will lead to improve unit morale, efficiency and performance levels of group members.

Group cohesion techniques:

If group cohesion techniques are taught to the employees, negative effects of stress on group performance can be reduced and higher levels of cohesion will lead to more effective psychological coping and improved performance too.

Reduce Workload and repetition:

Employees should never be overloaded with work because the presence of high workloads and repetitive work.

Reduce Role Conflict and Ambiguity:

Role conflict takes place when an employee is forced to take on two different and incompatible roles at the same time. Thus role conflict should be minimised and roles should be properly defined before a particular work is given to the employee.

Healthy organizational climate:

The organizational climate should be healthy and co-operative with high morale, helping supervisors, better quality of work life, employee wellbeing, healthy employee engagement, reduced absenteeism all of which lead to better performance of the employees.

Levelling of Employees:

The employees should be selected and placed within roles with their educational qualification as the major criteria. This is because it will reduce the stress on employees who have fewer qualifications and have to work with more qualified co workers.

Job Responsibilities:

Responsibilities should be designed and imposed on the employees depending upon the results of performance measurement.

Some other techniques that can be used to reduce the impact of stress on performance are:

Performance Management

Performance management processes can also be adopted to reduce the effect of stress on performance:

1. Agreeing team and individual performance goals and development plans taking into account individual objectives;
2. Identifying performance enhancements for teams and individuals;
3. Enabling others to increase their contribution and level of responsibility;
4. Providing opportunities for staff to discuss problems affecting their work.
5. Implementing an appropriate career framework and guidelines;

Team building

1. Fostering of team relationships to achieve performance targets
2. Listening to the ideas and suggestions of team members;
3. Prioritizing team goals over individual interests;
4. Participating effectively in team goal setting;
5. Recognizing barriers to effective teamwork and team development and communicating them in a constructive manner.

Personality Test

First, a personality test should be conducted in order to determine the type of that individual's personality. Then according to his personality, his job should be designed and stress levels should be imposed.

CONCLUDING REMARKS BY RESEARCHER:

The stress anticipation conditions should not be implied on the employees. If the employees are able to anticipate the levels of stress, their performance levels are subjective to reduction. Because they have the stress showing effect at the back of their minds.

Since the stress resulting from job responsibilities and welfare is highest for employees, business enterprises should pay more attention to welfare.

Moreover, organizations should empower staff with the responsibility to lower work stress levels. Employees should be encouraged to treat stress as motivator, directing stress into positive job performance.

According to the study, females gained a greater sense of work stress from the organizational climate and staff development offered. As such, female employees should put more effort into regulating work stress. Furthermore, companies should encourage their female employees and reduce their sense of work stress wherever possible.

Employees should learn to face stress and manage it effectively. Correct stress management should start from improved health and good interpersonal relationships. An individual needs to maintain good level of personal health, and be able to express emotions and relax. The following methods can be used to reduce the stress levels in any organization depending upon the kind of stressors they face. Also these help to maintain a healthy organizational culture and also help to increase the performance level.

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A STUDY OF COMMITMENT LEVELS OF EMPLOYEES WORKING WITH SBI, NAGPUR"

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Abstract

Committed employees give a big contribution to the organization because they perform and behave on achieving organization's goals. The old work order of inherent job security and lifelong loyalty are gone. It has been replaced by an unspoken mutual commitment contract between employer and employee. The objective of the study was to identify three levels of employee commitment namely affective commitment, continuance commitment and normative commitment and examine the factors contributing to employee's commitment, nature of Organizational commitment.

The study is undertaken by preparing structured questionnaire filled by employees (class 1 - class 4) of SBI, zonal office Branch Nagpur. The findings of the study reveal that there is high level of commitment among the employees. The employees are committed to the organization because of their liking towards organization and not because purely pay benefits and non-availability of alternatives.

There are a number of areas where future research is likely to be of value. The areas that prove interesting are;

OC and public enterprises: - Is there a difference between the OC of employees in the public enterprises when compared to private enterprises, or employee-owned companies?

OC and the organization life cycle: - There is a need to know if there is a relationship between an individual's OC and the life cycle of the organization.

KEYWORDS: affective commitment, continuance commitment, normative commitment

INTRODUCTION TO ORGANIZATIONAL COMMITMENT

The integral part of any management process is to manage the people at work. A well-managed organization see worker as the root cause of quality and productivity an effective organization will always promote a sense of commitment and satisfaction among its employees.

The significance and importance of the concept of organizational commitment in terms of leading to beneficial organizational and desirable outcomes such as increased productivity, reducing absenteeism and turnover, has been documented by many studies such as those of Steers (1977); Porter et al. (1974); Reiches (1985) and Tett and Meyer (1993). One way to address issue of employee turnover is to understand the job satisfaction and commitment level of employees. Organizations often try to foster commitment in their employees to achieve stability and reduce costly turnover. It is commonly believed that committed employees will also work harder and be more likely to “go the extra mile” to achieve organizational objectives.

Research has consistently demonstrated that commitment does indeed contribute to a reduction in turnover. Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform.

Over the last ten years, the study of commitment has advanced in many different directions. A variety of disciplines have adopted the topic as a theme in their research and these have offered fresh and significant insights. These recent advances include new approaches to both the conceptualisation of employee commitment and the particular human resource practices intended to increase it.

As long as the organisation has been able to attract the right sort of employees and has provided a Suitable work environment, employee commitment will be largely influenced by the interactions that occur between colleagues and with their immediate and senior managers. The relationship between the organisation and the employee, therefore should be considered as being no different from any other type of relationship. Commitment is complex and continuous, and requires employers to discover ways of enhancing the work life of their employees.
The performance benefits from increased employee commitment include:

- Increased job satisfaction
- Increased job performance
- Decreased employee turnover

- Decreased intention to leave
- Decreased intention to search for alternative employers
- Decreased absenteeism

CONCEPT OF ORGANIZATIONAL COMMITMENT

We might think of commitment simply in terms of feelings of obligation or emotional attachment. However, in the last 15 years, a growing consensus has emerged that commitment should be viewed as a multidimensional construct. Allen & Meyer (1990) developed an early model that has received considerable attention. The three-component model they advocated was based on their observation that existing definitions of commitment at that time reflected at least three distinct themes: an affective emotional attachment towards an organization (Affective Commitment); the recognition of costs associated with leaving an organization (Continuance Commitment); and a moral obligation to remain with an organization (Normative Commitment).

TYPES OF COMMITMENT

- Affiliative Commitment

An organization's interests and values are compatible with those of the employee, and the employee feels accepted by the social environment of the organization.

- Associative Commitment

Organizational membership increases employees' self-esteem and status. The employee feels privileged to be associated with the organization.

- Moral Commitment

Employees perceive the organization to be on their side and the Organization evokes a sense of mutual obligation in which both the organization and the employee feel a sense of responsibility to each other. This type of commitment is also frequently referred to in the literature as Normative Commitment.

- Affective commitment

Employees derive satisfaction from their work and their colleagues, and their work environment is supportive of that satisfaction. Some researchers (e.g. Allen & Meyer, 1991) suggest that this is the most important form of commitment as it has the most potential benefits for organizations. Employees who have High affective commitment are those who will go beyond the call of duty for the good of the organization.

- Structural commitment

Employees believe they are involved in a fair economic exchange in which they benefit from the relationship in material ways. There are enticements to enter and remain in the organization and there are barriers to leaving. This type of commitment is also frequently referred to in the literature as Continuance Commitment.

 Three processes or stages of commitment

Mullins (1999:812) suggests three processes or stages of commitment:

- Compliance- where a person accepts the influence of others mainly to obtain something from others, such as pay; this is followed by

- Identification- in which the individual accepts influence in order to maintain a satisfying relationship and to feel pride in belonging to the organization; which leads to

- Internalization- in which the individual finds the values of the organization to be intrinsically rewarding and compatible with the personal values.

 The three pillar model of commitment

Martins and Nicholls in Mullins (1999:813) view commitment as by giving all of yourself while at work. This commitment entails things as using time constructively, attention to detail, making that extra effort, accepting change, co-operation with others, self-development, respecting trust, pride in abilities, seeking improvements and giving loyal support.

Martin and Nicholls formulated a model of commitment based on three major pillars, each with three factors, as shown in figure:

(I) A sense of belonging to the organization

This builds upon the loyalty essential to successful industrial relations. A sense of belonging is created by managers through ensuring the workforce is informed, involved and sharing in success.

(II) A sense of excitement in the job

Improved results will not be achieved unless workers can also feel a sense of excitement about their work which results in the motivation to perform well. This sense of excitement can be achieved by appealing to the higher-level needs of pride, trust and accountability for results.

(III) Confidence in management

The senses of belonging and excitement can be frustrated if workers do not have respect for, and confidence in, management leadership. This respect is enhanced through attention to authority, dedication and competence.

LITERATURE REVIEW

Eddy MadionoSutanto (sep1999) study that committed employees give a big contribution to organizations because they perform and behave on achieving organization's goals. Furthermore, workers who are committed to their organization are happy to be members of it, believe in and feel good about the organization and what it stands for, and intend to do what is good for the organization.

Julie E. DeLoria (2001) examined commitment levels of two groups of employees: core government employees and contract employees who directly supported the Federal Government.

The research identified each group's level of commitment to various work entities. These included: immediate government office, government organization, employer, and occupation. The focus was on affective commitment, i.e., an employee's emotional attachment to, and desire to maintain membership with, a work entity. A measure was also taken for socialization-related learning.

Findings indicated that both groups of employees did vary in commitment levels to various work entities. Government employees displayed the most commitment to the occupation and least to the immediate office. Contract employees also displayed the most commitment to the occupation but the least to the government organization.

Nazir A Nazir (2005) makes an attempt to ascertain the relationship between socialization, person-culture fit, and employee commitment. In other words, it seeks to determine whether the organizations high on socialization scores will experience high value congruency/person-culture fit and also whether high value congruency leads to employee commitment. This study was conducted on six banks including two public sector (banks 1 and 2), two private sector (banks 3 and 4), and two foreign banks (banks 5 and 6) located in Delhi. It used three well established scales organizational culture profile (OCP), organizational commitment scale (OCS), and socialization practices scale (SPS) to collect data from two separate groups of respondents through convenience sampling procedure. The main finding of the study was:

- Banks high on value congruency and socialization scores showed significant correlation between person-culture fit and normative commitment.

Namasivayam K, etal (Oct 2007) conducted a study on the employees of a large independently owned and operated hotel in India. Hierarchical linear regression analysis demonstrated that one of two sub dimensions of work family conflict, namely, family related roles interfering with work related roles (FIW) was negatively associated with job satisfaction.
Both direct and moderating relationships of three sub dimensions of organizational commitment were investigated and it was found that the affective component of organizational commitment has

stronger direct effects on job satisfaction than normative organizational commitment; continuance commitment had no effect. The study also revealed that employees' affective commitment moderates the effects of FIW on job satisfaction. The article concludes with implications for hospitality managers and future research directions. The following model was constructed by the author.

Dr. AbdulkadirKirmizi and OrkunDeniz (July 2009) study explores the different aspects of organizational commitment and its determinants for Information Technology (IT) professionals. The study employs Meyer and Allen's approach to develop a new instrument to measure organizational commitment and its determinants.

Meyer and Allen defined organizational commitment with three dimensions: Affective commitment, continuance commitment and normative commitment. An original questionnaire was prepared by the researchers and was applied to the IT professionals working in 10 Turkish private banks. The results showed that affective commitment is higher among IT professionals than the other types of commitment. Normative commitment is at the lowest level. IT professionals are working in organizations because they want to, rather than they need to or being compelled to by a moral obligation.

Abdullah and Muhammad Ismail Ramay (2012) aim of this study was to check the association of factors like work environment, job security, pay satisfaction and participation in decision making; with organizational commitment of the employees, working in the banking sector of Pakistan. The analysis showed positive correlations between the dependent and independent variables. The relation between job security and organizational commitment was the most significant, indicating that a secure job can yield higher level of commitment. Work environment also had a significant relation with organizational commitment, showing that a healthy and friendly work environment may enhance an employee's commitment towards his work and organization. Pay satisfaction and participation in decision-making had low correlations with organizational commitment. Age and tenure seemed to affect the commitment of employees, with higher commitment shown for higher age and tenure; whereas gender did not show significant change in commitment level of employees.

K.Ashwathappa reported three kinds of organizational commitment: Affective commitment, Continuance commitment, normative commitment.

Affective commitment: is an employee's intension to remain in an organization because of a strong desire to do so.it consists of three factors-

- A belief in the goals and values of the organization.
- A willingness to put forth efforts on behalf of the organization.
- A desire to remain as a member of the organization.

Continuance commitment: is an employee's tendency to remain in an organization because the person cannot afford to leave. Alternative to leaving the organization is probably securing a less lucrative job or remaining jobless.

Normative commitment: is a perceived obligation to remain with the organization. Individuals who experience normative commitment stay with the organization because they feel they should do.

RESEARCH METHODOLOGY

Objectives of the Study:
- To understand the concept of employee commitment
- To identify the level of Affective commitment
- To identify the level of Continuance commitment
- To identify the level of Normative commitment

Hypotheses:
H0: Level of employee's commitment is very Low.
H1: Level of employee's commitment is very High.

Sampling Design:

Sampling Design Type:	Simple Random Sampling
Sampling Unit:	Nagpur Region
Sampling Frame:	Class 1 to Class 4 employees
Sample Size:	80

Data Collection:
Primary Data
Basic sources from which primary data was collected are as follows:
1. Structured Questionnaire
2. Depth Interview Method

Secondary Data
1. Text Books
2. Articles from Magazines & Newspapers
3. Research papers published.
4. Websites

Instrument Design:
The instrument design used was Structured Questionnaire. Primary data was collected through questionnaire consisting of 21 questions. These items were grouped under 3 Variables. Reliability Test was conducted through Statistical Package of Social Sciences (SPSS 17).Let we see the three variables in detail:

i. Affective commitment construct: This factor included 8 items pertaining to the employee's commitment level. Questions on career with SBI, enjoy discussion about organization with outside people, feeling of organizations problem as own, attachment to any other organization, feeling of a member of family, emotional attachment, organization as a personal meaning, strong sense of belongingness towards organization are included.

ii. Continuance commitment construct: This head included 8 items. The questions were on disruptions in life due to leaving present organization, staying with job is a matter of necessity and desire, leaving job would not be too costly, reason for not leaving is scarcity of alternative jobs, leaving would require considerable personal sacrifice.

iii. Normative commitment construct: Under this factor, 6 items were included out of which one Question was omitted after pilot study as it was not of high significance. Questions on tendency of switching from one organization to other, belief about loyalty towards an organization, switching organization is ethical, a sense of obligation to remain with the organization, Strong belief of remaining loyal to one organization.

Reliability Testing:

The cronbach's alpha value in the present study is coming in the first range which is excellent which means internal consistency is maintained.

Reliability Statistics

Cronbach's Alpha	N of Items
.725	21

TEST STATISTICS

- The Likert scale (1-strongly disagree, 2-disagree, 3-uncertain, 4-agree, 5-strongly agree) is been used.

- As the sample size is more than 30 therefore "z-Test" is used.

- Assumed mean is taken as 3, as in questionnaire 3 is considered as uncertain and any value below 3 is unfavorable and any value above 3 is favorable.

- Hypothesis testing will result into either accepting the hypothesis or rejecting the hypothesis.

- The study is based on two taledtest with level of significance (Alpha) as 0.05.

- The Z values are calculated for three levels of commitment separately

  - Z value for Affective Commitment = 28
  - Z value for Continuance Commitment = 8.18 and
  - Z value for Normative commitment = 7.45

- Thus, Null hypothesis is rejected and Alternate hypothesis is accepted for the study.

SUGGESTIONS

1. Create opportunities for employees to achieve their personal goals. If a competent employee wants more responsibility, perhaps to increase his chances for promotion, the manager should redesign the employee's job to make it more meaningful and challenging.

2. Take steps to retain employees. Let employees know their work is appreciated.

3. Institute various loyalty programs.

4. Create a rich employment environment. Host employee events such as picnics and holiday parties.

5. Allow employee innovation. It would enhance the organizational growth & productivity.

6. Communicate openly and often. Most employees appreciate transparent management because it keeps them informed of executive decisions that may affect their jobs.

7. Treat the employee with respect and consideration. The employees must feel that they are valued and appreciated.

8. Organization should consider implementing following practices as:

- Flexible work schedule
- Personal time-off programmes
- Job-share arrangements

CONCLUSION

1. We conclude that affective commitment, continuance commitment and normative commitment levels are high amongst employees.

2. This indicate that employees are committed to the organization because of their liking towards organization and not because purely pay benefits and non-availability of alternatives.

3. We can conclude that high levels organizational commitment is important amongst employees in any organization.

4. The study reveals levels of commitment and its related factors like job related factors, personal characteristics, work environment, compensation and benefits etc. all these are beneficial for an organization.

5. This study shows positive result as, maximum no. of employees are committed towards their organization which helps the organization to be more productive.

6. Organisations take positive steps to create commitment among the workforce by treating employees fairly and by maintaining trust.

7. Commitment is a two way process which the organisation itself has to initiate.

8. Long-term employment relationships are becoming scares while shorter term-contractual relationships are becoming more prevalent as the trend increases, this area of research will continue to grow in importance.

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STUDY OF WORK LIFE BALANCE WITH REFERENCE TO ABHIJEET GROUP, NAGPUR

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Abstract

Work life balance is a broad concept. The term simply means maintaining a balance between your professional and personal life and not sacrificing either of them. Work includes an individual's aims, ambitions and career. Life includes giving time to family members, pleasure, leisure time and spiritual development. Employees with more difficult, demanding jobs and less supportive workplaces experience, substantially higher levels of negative spillover from work into their lives off the job-jeopardizing their personal and family well-being.

Quantitative tools such as structured questionnaire have been used extensively for hypothesis validity and filled by 50 employees of Abhijeet Group Nagpur. The study conducted to examine how employees contribute to the organization by managing four quadrants of life (organization, work, self, family). The study revels proper Work Life Balance leads to efficiency and effectiveness, the study also revels the issues regarding Work Life Balance and provides ways to Solve them, and the findings are like if employees get the maximum support from family members they will able to manage their work and personal life.(work life balance).

Keywords: Family, Organization, Self, work, WLB

INTRODUCTION:

Work life balance is a concept arises for proper prioritizing between "work" (career and ambition) and lifestyle (health, pleasure, leisure and family). The expression "Work Life Balance" was first used in the United Kingdom in the late 1970's to describe the balance between an individual's work and personal life. In the United States this phrase was first used in 1986.

Three major components of work life balance were assessed

- Time balance (equal time devoted to work and family)
- Involvement balance (equal involvement in work and family)

- Satisfaction Balance (equal satisfaction with work and family)

The working environment has seen a drastic change in India since a few decades. Earlier the job timings were restricted to 9 to 5. The work was fixed and there existed no additional responsibilities than the assigned work for the month. But now the scenario has changed entirely with globalization. Gone are the days of 9 to 5. Instead of 8 hours a day, the working hours are around 12 to 15 hours per day. The industries are also located on the outskirts of city where the time required for travelling has also increased. Technological advancements are a boon for work. But, slowly they have become a bane for the employees during their personal time. Getting phone calls, SMS and official emails have compelled employees feel as if they are working even at home or on a holiday. Thus, the concept of work life balance emerged. Human resources are the biggest asset of any company. Since a long time now, the companies have started realizing the value of human resources and that it is directly related to the profits of the company.

Bratton and Gold (2003) gives a broader definition of Work Life Balance, where it describes it as the need to "balance work and leisure family activities".

Work foundation defines it "Work Life Balance is about people having measure of control over when, where and how they work. It is achieved when individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and the society".

If employee is able to strike a balance between his personal and work life then he will stay in high spirits. If he has all the basic necessities of life, has a sound social network and enjoys a respectable position in the society.

Balance is a must in all aspects of life. It is just like walking on a narrow bridge, as long as we keep ourselves well balanced, we will keep walking towards our destination. It involves time management, concentration and coping up with situations in the right spirit. The best way to maintain balance is to have time management. If we try and finish off the work in stipulated time frame, there will be no overburdening of work and thus resulting into better management of work and personal life; thus resulting in a perfect work life balance.

Work life balance is a broad concept. The term simply means maintaining a balance between your professional and personal life and not sacrificing either of them. Work includes an individual's aims, ambitions and career. Life includes giving time to family members, pleasure, leisure time and spiritual development. It deals with the proper balance between the 2P's, i.e. Personal life and the Professional life. It can be achieved by proper prioritization of **Work** (career & ambitions) and **Life** (family, leisure, pleasure, spiritual development, self) Work Life Balance has different phases. The first phase is when the employee is single and enters the organization for a rewarding career. The focus areas are growth & the goals are more individual oriented. During this period, the individual does not share any major responsibilities. The second phase is the most important phase of an employee's life. The roles are now multifold. Each role requires equal attention. At one side, their careers are at high growth and the conscientiousness required is elevated. The employee enters this phase after marriage and as the family extends. The third phase continues till the employee is working in the organization. This phase is more secured as far as the career graph is concerned. But, when it comes to the family front, the roles have grown deeper wherein, the needs and desires of children have increased.

At the core of an effective are two main concepts. They are daily **'Achievement'** and **'Enjoyment'.** Achievement and enjoyment are two sides of the same coin. We cannot have one without the other. Trying to live a one sided life is the reason for many successful people that they are not happy or completely happy or nearly that happy they should be. The word enjoyment also takes into its ambit happiness, celebration, pride, satisfaction and sense of well-being, love and all the joys of living. It has been found that those who are able to strike the right balance not only enjoy their job but also return home with zeal and satisfaction. This gives them more energy from within to work in the desired manner.

The right balance changes from when we are single to when we marry and further changes when kids become a part of the family. Work life balance is different from individual to individual. Personal life also gets demanding if you have a kid, elders at home, financial problems or some issues in your closed one's life. All these things can affect your work as well. This may come in form of absenteeism, lack of concentration at work, creating a feeling of stress. Responsibilities at one front can force an individual to ignore the other.

COMPONENTS OF WORK LIFE BALANCE:

Work-life balance is the ability to experience a sense of control and to stay productive and competitive at work while maintaining a happy, healthy home life with sufficient leisure. It's attaining focus and awareness, despite endless tasks and activities competing for your time and attention. There is a huge discussion about the components of work life balance. As it is a subjective one, the interpretations are many. Through the literature review and detailed study following components of work life balance have been identified:

1. **Time Balance –** It includes devotion of time equally to home and work. Jeffery, et al (2003) evaluated this component by recommending that it is important for an employee to spend quality time as per the situations at home & work both. The term quality time has been given importance as it happens that employees are physically present at either of the places but are not present mentally with their work or family members.

Effective time management involves making optimal use of day. Time management is enhanced through appropriate goals. It entails knowing what you do best and when, and assembling the appropriate tools to accomplish specific tasks.

2. **Involvement Balance –** Jeffery, et al (2003) enumerated this component. They rightfully mentioned that if the employee is involved equally at home & workplace. For individuals who invested substantial time in their combined work and family roles, those who spent more time on family than work experienced a higher quality of life than balanced individuals who, in turn, experienced a higher quality of life than those who spent more time on work than family.
3. **Satisfaction Balance –** Same is the case with satisfaction also. If the both ends are met in proper synchronization, the employee will be satisfied which in turn will lead to higher satisfaction for him and the surrounding. Work satisfaction would lead to higher productivity. At the same time, good family life will contribute to his happiness and content. So the concept of enjoyment would emerge.
4. **Self-Management –** Managing one's self is very difficult task. We have already discussed about the 4 quadrants of life of a human being. Self is one of the quadrants. Managing self requires some time to be spent with it, which we call at personal time or space. You need to take good sleep, eat nutritious food.
5. **Stress Management –** Modern day stress seems to be more widespread than ever and many of the reasons are obvious, such as more work by less people, financial insecurity, performance driven, juggling home & work priorities, downsides of cyberspace technologies, depressing state of affairs. Stress is when you try to please everyone at the same time and all the time. Stress management is an important component which will contribute towards work life balance.
6. **Change Management –** Change is the only thing that is constant. Adapting change leads to happy personal life and successful careers.
7. **Technology Management –** Technology has been created to assist human beings and not for abuse. With top end phones, employees are online for the entire day. But what when you are at your home? You need to separate this time. Stop overusing technology and start managing it.
8. **Leisure Management –** Leisure management is nothing but taking out time for fun and relaxation. A time off is required by all. Go for a holiday on weekends with family or friends; take out some time to carry out a hobby or a sport. Research says that those people who are involved in creative activities have cool minds.

LITERATURE REVIEW:

Many researchers have identified work life imbalance as the major cause of job dissatisfaction (Hughes and Bozionelos, 2007), physiological and psychological illness of the employees (Thomas and Ganster, 1995; McNaughton, 2001) and job turnover (Ghiselli et al., 2001; Blomme et al, 2010).

RajnishRatna (2010) observed that work life balance diminishes as age increases. Imbalance exists majorly due to relationship with management and colleagues, roughly 72%. This was found to be the major cause for imbalance others being working environment, self, health & family and last friends and family. Unmarried women below the age of 26 years had no responsibilities of dependents on them and hence had little problems with work life balance.

Report given by ACAS (March 2007) on flexible working discusses various kinds of flexible working options and their effects on the lives of employees. Plans for more flexible free childcare and extending the rights of parents with children aged up to 16 have been hailed as milestones in the drive for a more family-friendly workplace. Yet many parents are reluctant to ask for flexible working, and instead phone in sick when child care arrangements break down.

The research conducted by EEO (Equal Employment Opportunities) Trust, New Zealand gives a different approach to work life balance. Dr. Mervyl McPherson (2007) has given links of work life balance with productivity, workplace culture and employee engagement. According to him, productivity and discretionary effort can be increased only if there is a presence of supportive work – place culture at all a level in the organization.

Fiona Scheibl (1999) ascertained a Cobb-Douglass production function model (which is modified to allow for productivity effects by incorporating the contracted flexi time variable). It is used to estimate the net effect of flexible work schedule on productivity. It was seen that flexibility increased productivity by 10%; the authors concede that the relationship could be indirect, i.e., it could be that the climate within firms that provide flexi time encourages greater productivity through other human resource practices.

A study of 12 leading British employers found that long hours increased absenteeism and staff turnover, also reduced staff morale and productivity thereby reducing the right balance.

S Preethi Priscilla (2011) asserted that the demands of workplace are ever increasing and highly dynamic. In this research paper, the needs of work life balance, stress, unethical practices, disturbed families and organization elated factors were discussed. Also, the role of HR department in letting the employees achieve work life balance was laid down. Techniques for stress management so as to achieve balance were reiterated. Following equation as put forward by the researcher: Time Management + Stress Management = Work Life Balance

SandhyaTaneja& Dr. B.S. Rathore (2011) attempted to facilitate managers to evolve strategies and policies for WLB in order to retain talent and to facilitate academia to share work life balance issues and strategies with future managers. Seven related issues namely; long working hours, presenteeism, role conflict, child care and dependent care, work overload and work intensification, coping skills, lack of comprehensive policies have been discussed in length so that a proper strategy could be thought of for WLB.

Thomas Kalliath Paula Brough (2008)In this article six conceptualization 1) Multiple roles 2) Equity across multiple roles 3) Satisfaction between multiple roles 4) Fulfillment of role salience between multiple roles 5) A relationship between conflicts 6) Perceived control between multiple roles. In this research the work life balance refers to all activities in the work and non-work domains.

Ken Roberts

Work life balance- the source of the contemporary problem and the probable outcomes. A review and interpretation of the evidence. The purpose of this article is to consider why work-life balance has become a major issue, and the likely outcomes of the widespread dissatisfaction with current work schedules.

It reviews international evidence on the hours of work and time use, and the academic literature on the employee's attitudes towards their hours of work, and perception and complaints about work life imbalance. An outcome is unlikely to be general downward trend in hours worked on account of the substantial opportunity costs that often be incurred by the employees and because some (mainly middle class) employees have access to a number of effective coping strategies.

Research conducted by Kenexa Research institute (KRI), A division of kenexa has evaluated how male and female workers perceive work-life balance and found that women are more positive than men, in how they perceive their company's effort to help them balance work and life responsibilities. The report bases on the analysis of the data drawn from a representative sample of 10,000 US employees.

Fine-Davis et al (2004) A study that quantitatively and qualitatively assessed attitudes to work life balance and different workplace policies with particular, reference to differences in the perspective of men and women who were working parents. Research was conducted in Ireland, France, Denmark and Italy. It is noted that the new 'mother friendly policies' are usually defined as a basic package of maternity/parental leave plus access to day care.

Objectives:

1. To study work life balance of employees.
2. To examine how employees contribute towards organization by managing four quadrants of life.
3. To discuss the implications of Work Life Balance and try to find out how to strike the right balance.
4. To study various practices followed for work life balance by the organization.
5. To study the issues regarding Work Life Balance and provide ways to achieve it.

Hypotheses:

H0 (Null Hypothesis):-There is no Work Life Balance present in the organization

H1 (Alternate Hypothesis):- There is proper Work Life Balance.

Research Design:

A structured questionnaire was prepared. The data was collected from 50 employees of Abhijeet Group wherein 4 parameters such as family, organization, work, self.

Sampling Design:

Sampling Design Type:	Simple Random Sampling
Sampling Unit:	Abhijeet Group Corporate Nagpur Region
Sample Size:	50

Data Collection:

1. *Primary Data:*
    a. Questionnaires
2. *Secondary Data*:
    a. Research Papers Published in Journals & Conferences (Please refer to references)
    b. Magazines.
    c. Books.

Data Analysis:

In statistics, Cronbach's Alpha is a coefficient of internal consistency. The value of alpha is between 0 and 1. In global scenario, the alpha value should be more than 0.5. But, in India it is recommended that the value should be between 0.7 and 0.9. It is said that the value of alpha should not be above 0.9. Thus, the alpha value obtained in study is 0.717 which is in the acceptable range.

Reliability Statistics

Cronbach's Alpha	N of Items
.717	18

TEST STATISTICS

- The sampling technique used is simple random sampling and sample size is taken as 50.

- *The LIKERT SCALE* (1 - 5) is been used where (1- strongly disagree, 2-disagree, 3- uncertain, 4-agree, 5-strongly agree).
- As the sample size is more than 30 therefore z-test is been used.
- Hypothesis testing will result into either accepting the hypothesis or rejecting the hypothesis.
- Hypothesis: Two tail test is been taken were level of significance is (0.05).
- Assumed mean is taken as 3, because in questionnaire 3 is considered as uncertain and any value below 3 is unfavorable and any value above 3 is favorable.
- Z values for all the four quadrants were calculated and the values are

  Z value of 1st quadrant (organization) is 2.35
  Z value of 2nd quadrant (work) is 5.08
  Z value for 3rd quadrant (self) is 7.8
  Z value for 4h quadrant (family) is 9.12

Therefore Null Hypothesis (H0) is rejected and Alternate Hypothesis (H1) is accepted.

SUGGESTIONS:

Following are the suggestions that need to be implemented from the side of employer and employee:

FOR THE EMPLOYER:

1. Policies with respect to leaves should be relaxed for all.
2. If possible, work from home facility should be provided to employees.
3. Each company should have a designated HR department for the welfare of employees.
4. As the working environment plays an important role in the life of an employee, the employer should keep the environment good and conducive.
5. Health Programmers should be conducted at regular intervals.
6. Speaking in broader terms, the management of the organization should be open minded towards employees. If this happens, the employees will be more loyal and they would achieve work satisfaction which in turn will increase the productivity of the employees.

FOR THE EMPLOYEE:

1. They should prioritize their work in the form of sticky notes, diaries or by maintaining a work log.

2. Time management is of the essence when it comes to maintaining work life balance. They should try to be mentally present at work and home both when they are there.
3. As the stress related diseases are increasing, They should avoid taking stress and live a cool life. Meditation, yoga, workouts, spending some time with self, taking a break is some of the techniques that can be used.
4. The employee should identify the key roles and prioritize accordingly.
5. If you do not have work life balance, you can be successful but not happy. Focus on 4 quadrants – **Work, Family, organization &Self.**
6. Try to maintain discipline in life. If you do so, it is more or less done deal for work life balance.
7. Get interested in things other than work and make time for them. Catch a movie, work out or pursue a hobby.
8. Make sure that you try spending time for something enjoyable and not stressful.
9. Switch off completely when you are spending time with your family.
10. Make work enjoyable so that you can take time to stop and smell the roses.

CONCLUSION:

- We can conclude that the respondents are in a position to strike work life balance in Abhijeet Group.
- Proper Work Life Balance leads to greater efficiency and effectiveness.
- Employees have equal involvement in Work and Family life

To sum up, a major contribution of this study is that it can be applied easily to married women working in various sectors and professionals as well. The suggestions are also drawn on the basis of the data collected which are given to the employers and employees both. The study has endowed insights and implications for the better management of human resources.

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"STUDY OF OCCUPATIONAL HEALTH DISEASES OF IT PROFESSIONALS"

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Abstract

This project is to study the occupational health diseases encountered by IT professionals. From the previous studies it was found due to the nature of work in most IT companies employees suffer from problems like heart diseases, carpel tunnel syndrome, Vitamin D deficiency, stress from job, back pain, eye problems, etc

For the purpose of this study some IT companies in Nagpur and Bengaluru were selected to know what are the problems faced by IT professionals in these cities specifically.

This study was focused to know about how hours of work are related to extremity of health diseases and how breaks at regular intervals during work can reduce health problems.

The study showed that problems eye problem, neck pain and back pain are directly dependent on the number of working hours, whereas other problems do not have any relation with the number of hours an employee works. It was also found that problems like headache, back pain and shoulder pain reduces when employees get more breaks. But problems like neck pain and finger pain do not have any relation with the number of breaks during a day.

Keywords: Breaks during day, No. of working hours, Occupational health disease

Introduction to Occupational health diseases in IT sector:

Between monitoring networks, configuring applications, and managing technology projects, IT professionals spend massive amounts of time in front of the computer screen. And because IT emergencies can occur at any time, workers often have to monitor IT systems outside normal business hours.

About 40% cannot sleep and an equal number are obese, 50% suffer from gastritis and 12% are infertile. That is the statistics emerging out of an independent survey conducted on IT and IT-enabled services sector employees in Chennai, by a private firm- the Anti-Ageing Clinic.

Some of the common diseases found in IT professionals are thrombosis, heart diseases, cancer, carpal tunnel syndrome, vitamin D deficiency, bacterial infections, anxiety, stress & depression, insomnia, Cervical Spondylitis, Obesity and many more.

In this study focus was on the 6 commonly found problem i.e. headache, eye problems, neck pain, back pain, finger pain and shoulder pain.

Slouching in an office chair for hours at a time can cause serious aches and pains, especially in the lower back. Over time, bad posture can permanently damage the spinal structure, leading to severe, chronic pain.

Eye strain, dark circles and redness is caused if distance between eyes and the monitor is less, the rays coming from it affects the eyes badly. Computer Vision Syndrome or Dry Eye Syndrome is a common problem in which the eyes are red, itchy and constantly irritating. The simple reason is the screen, its radiation and resolution. If the problem is severe, a person sees very small particles where the eyes are moved. Due to the continuous working on keyboards and mouse employees also suffer from problems like finger and shoulder pain mainly due to the sitting and working posture.

LITERATURE REVIEW:

C Kesavachandran et al (2006) opine that workers in BPO working with visual display units are reported to have various health and psycho social disorders. For many ITES operators, the work consists mainly of activities that use telephone and computer, with the objective of developing standardized and continuous actions of marketing or to manage communication with clients, public or government agencies. In spite of the growth of the number of centers of ITES, a modernization of processes and organizational planning in these new work environments, did not take place. The result was an increase of the turnover, absenteeism and occupational diseases. The stress factors, the working conditions and the ergonomic stature of the employees in this sector are causing several psycho-social and health problems. Call center workers have to listen, watch and talk, all at same time, without a break. The odd timings and nature of work by sitting in a chair for 9 hours a day, reading pre-scripted conversations on the phone endlessly and often to irate customers from across the globe, make the job more stressful.47% of female call operators stated that they answered more than 140 calls daily, 59% of them stated they had little work control, 69% indicated that fast pace was an issue and 47% stated that their work was a source of stress. Among the male operators, 8% stated that the number of daily calls handled exceeded 140, 23% stated they had little work control, fast pace was an issue for 15 and 15% also stated that work was a source of stress. The complexity of the tasks was a result of the diversity of customers attended and of the services and procedures requested. Twenty percent of data processors were dissatisfied with their jobs. Twenty- one percent were dissatisfied with the help/support from supervisors and 12% were dissatisfied with the help/support from colleagues.The food habits and nutritional assessment conducted by Choudhary among computer professionals, reveal skipping of breakfast (36%), skipping of meals (28%), changed food habits (48%), vegetarian food habits (45%), consumption of alcohol of more than 150 ml/day (1%) and excess caffeine intake (18%).Sleeping disorders were observed among 83% compared to the industry average of 39.5% and voice-loss among 8.5% as against 3.9%. Other health problems are ear problems (8.5%), digestive disorders (14.9%) and eye- sight problems (10.6%). Increased risk of fore arm pain was associated with use of a mouse device for more than 30 hours per week and with keyboard use more than 15 hours per week. The study conducted on computer professionals by Parekh, showed that the symptoms increased with duration of span of computer use and with use of improper furniture. There is a need for implementation of the programs that include the concepts of ergonomics, health education, training of personnel to prevent and overcome the morbidity, as well as psycho-social problems among workers in ITES.

S.R. Shrivastava and P.S.Bobhate conducted a study aimed to estimate the prevalence of various health problems among the software professionals and to study its association with their working environmental conditions It was found that the proportion of visual, musculoskeletal and stress was found to be 67%, 63% and 44% respectively. It was also found that visual symptoms increased with increase in working hours on computer. Statistically significant association was found between subjects with visual and musculoskeletal complaints using antiglare screen and soft keypads and those not using them respectively. IT professionals faces a tough time tackling the occupational health problems requiring a multidisciplinary action. Since it was observed in the study that use of antiglare screen, cushioned chairs and soft keypads had resulted in lowered health problems, application of ergonomics and better technology is also required. There is also an immediate need to sensitize the management of the organizations employing computer professionals about their problem and enforce suitable preventive measures.

Branda Pinto et al (2004) found that the most effective and cost efficient method to solve a health problem is to find its root cause and change the conditions, which give rise to the problem at its source. Action to prevent the health hazards will increase employee’s productivity and decrease long term costs incurred by having to deal with illness, absenteeism and public discontent. Hence giving the workers a good environment to work, wherein the worker will be happy, and healthy giving in his best for better productivity of the company. It is therefore logical and reasonable to assume that any attempt to deny labor an active role in improving the working conditions is counterproductive not only for an individual company but for industry and society as a whole.

RESEARCH METHODOLOGY:

Objectives of Study:

- To study occupational health diseases encountered by IT professionals.
- To suggest measures to reduce effect of these diseases.
- To suggest measures to reduce occurrence of these diseases.

Hypothesis of the study

- Hours of work is related to extremity of health diseases.
- Breaks at regular intervals during work reduce health problems

Sampling:

Sampling Design Type:	Simple Random Sampling
Sampling Unit:	Nagpur & Bengaluru
Sampling Frame:	IT Professionals
Sample Size:	92

Data collection:

- **Primary data:**
  - Structured Questionnaire
  - In Depth Interviews of HR personnel (6 in number)
- **Secondary data:**
  - Magazines
  - Research journals
  - Internet

DATA ANALYSIS:

I. *Demographic data*

1. **Age**

   From the study it was observed that 66 IT professionals out of 92 are between the age group of 20 - 30.

2. **Gender**

   In the study conducted, 54 respondents were males and 38 females in the sample size.

II. ***Hypothesis validity***

Hypothesis 1 -Hours of work is related to extremity of health diseases.

To understand how working hours affect the condition of health hazards for IT professionals One Way Anova test was conducted on the data.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Headache	Between Groups	3.312	12	.276	1.123	.354
	Within Groups	19.417	79	.246		
	Total	22.728	91			
Eye	Between Groups	3.040	12	.253	1.005	.038
	Within Groups	19.917	79	.252		
	Total	22.957	91			
Neck	Between Groups	5.342	12	.445	2.122	.024
	Within Groups	16.571	79	.210		
	Total	21.913	91			
Back	Between Groups	3.030	12	.252	1.138	.042
	Within Groups	17.524	79	.222		
	Total	20.554	91			
Finger	Between Groups	1.972	12	.164	1.534	.130
	Within Groups	8.463	79	.107		
	Total	10.435	91			
Shoulder	Between Groups	2.307	12	.192	1.052	.411
	Within Groups	14.432	79	.183		
	Total	16.739	91			

It was found though hours of work directly relate to occupational health diseases; only back pain, eye problems & neck pain were highly significant to the working hours. In the present study, it was found that head ache, shoulder pain and finger pain were not very significant to number of working hours. Thus, there is relation between working hrs and health hazards. However, in the study; only 3 health hazards are encountered by IT professionals. Thus we can conclude that the extremity of problems like eye problem, neck pain and back pain is directly dependent on the number of working hours, whereas other problems do not have any relation with the number of hours an employee works.

Hypothesis 2 -Breaks at regular intervals during work reduces health problems

When numbers of breaks are increasing from 1 to 2 and more than 2 during a day, number of respondents saying yes about suffering from a particular problem decreases in case of headache, back pain and shoulder pain. But number of respondents saying yes increases with an increase in the number of breaks in case of neck pain and finger pain. Whereas there is no major change when number of break increases from 2 to more than 2 in case of eye problem.

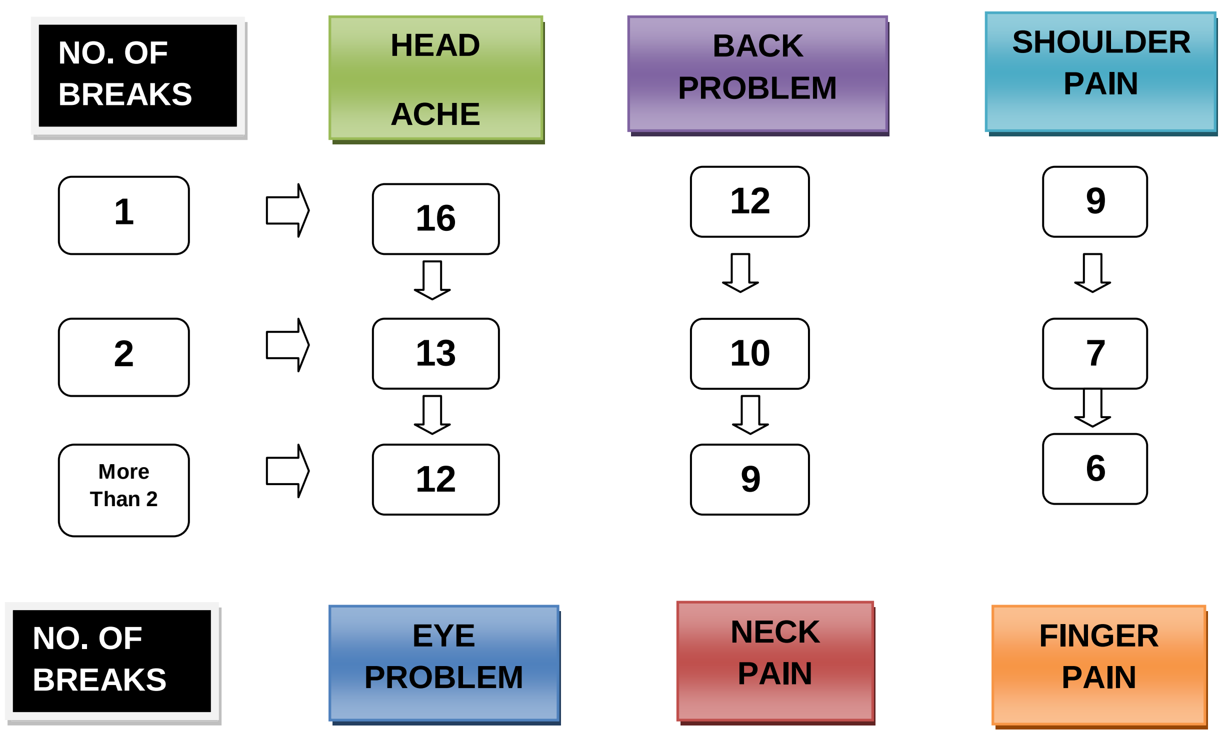
From this we can conclude that problems like headache, back pain and shoulder pain reduces when employees get more breaks. But problems like neck pain and finger pain do not have any relation with the number of breaks during a day. And from the study no relation was found between eye problems and number of breaks because an employee is ought to have eye problems like eye ache, redness, etc as soon as he starts working on computer. To avoid this problem screen guards should be used for monitors and employees should move their eyes from time to time away from the screen to make the eyes relaxed.

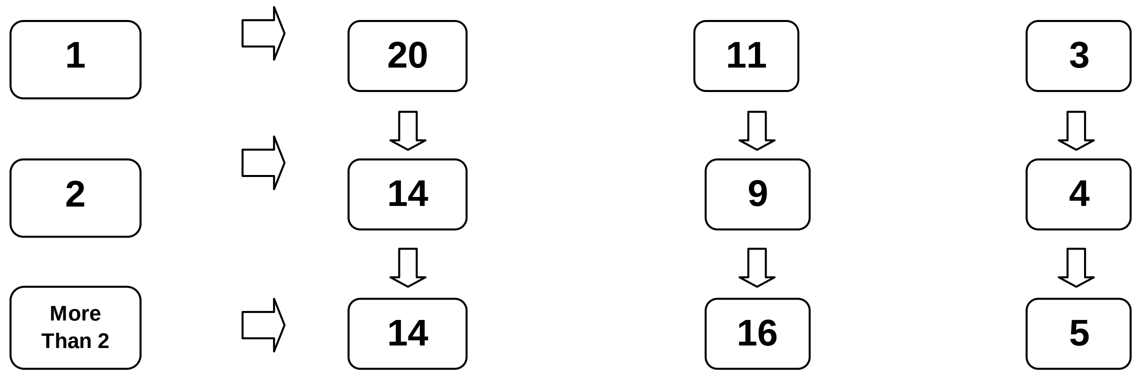
In our study though the occupational problems like headache, back pain, neck pain , finger pain, shoulder pain and eye problem were identified but only headache, back pain and shoulder pain were found to be relevant to the number of breaks during a day and whereas other problems are not related to number of breaks for IT professionals.

Thus, the hypothesis that breaks at regular intervals during work reduce health problems is validated.

HYPOTHESIS 2 – Breaks at regular intervals during work reduces health problems.

NO OF BREAKS	HEADACHE		EYE PROBLEM		NECK PROBLEM		BACK PROBLEM		FINGER PAIN		SHOULDER PAIN	
	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO
1	16	24	20	20	11	29	12	28	3	37	9	31
2	13	10	14	9	9	14	10	13	4	19	7	16
3	12	17	14	15	16	13	9	20	5	24	6	23





III. Other major findings

1. In the study conducted it was observed that maximum number of employees work for 8 hours in a day. (63% of respondents i.e. 58 of 92 samples)
2. In the study conducted it was observed that maximum employees have one break during a day then followed by three breaks in certain it companies.
3. From the study it can be said that maximum IT professionals in organization where study was conducted get a break of 30-45 minutes and that is mainly the lunch break that is the longest followed by other small recreational breaks during the working hours.
4. From the study it can be clearly seen that 11% of the respondents, i.e. 10 from a sample size of 92, only do some exercise during the break whereas around 89% of the employees do not go for any kind of exercise.

5. HEAD ACHE

PROBLEM	YES	NO
Headache	45%	55%

PROBLEM	DAILY	WEEKLY	MONTHLY
Headache	54%	24%	22%

6. EYE PROBLEM

PROBLEM	YES	NO
Eye problem	52%	48%

TYPE	EYE ACHE	DRYNESS	REDNESS	ITCHINESS
No.of respondents	26	16	12	12
*Note-15 employees suffered from more than 1 problem.				

7. NECK PAIN

PROBLEM	YES	NO
Neck pain	36	56

PROBLEM	DAILY	WEEKLY	MONTHLY
Neck pain	28	3	5

From the study it was observed that those employees who do not have neck pain for maximum of them sitting posture is either satisfactory or comfortable.

8. BACK PAIN

PROBLEM	YES	NO
Back pain	31	61

PROBLEM	DAILY	WEEKLY	MONTHLY
Back pain	21	5	5

Sitting posture for back pain

From the study it was observed that those employees who do not have back pain for maximum of them sitting posture is either satisfactory or comfortable.

9. FINGER PAIN

PROBLEM	YES	NO
Finger pain	12	80

PROBLEM	DAILY	WEEKLY	MONTHLY
Finger pain	10	-	2

Keyboard position

From the study it was observed that those employees who do not have finger pain for maximum of them keyboard position is either satisfactory or comfortable.

10. SHOULDER PAIN

PROBLEM	YES	NO
Shoulder pain	22	70

PROBLEM	DAILY	WEEKLY	MONTHLY
Finger pain	16	3	3

Mouse position

From the study it was observed that those employees who do not have shoulder pain for maximum of them mouse position is either satisfactory or comfortable

11. Usually work on

From the study it was seen that 23% of employees work on laptop whereas 77% employees work on desktop.

12. Company provides work from home

From the study it was observed that 33 employees got the facility of working from home from their company whereas 59 employees do not have.

13. Employees prefer work from home

It was seen that 33 employees prefer work from home whereas 59 employees do not prefer work from home out of a sample size of 92.

14. **Work culture and work environment**

STATISTICS

		WORK CULTURE	WORK ENVIRONMENT	HEALTH DISORDER	WORK PRESSURE	ODD WORKING HOURS	MONOTONOUS
N	Valid	92	92	92	92	92	92
	Missing	0	0	0	0	0	0
Mean		4.01	4.10	2.51	2.20	2.24	2.34
Median		4.00	4.00	2.00	2.00	2.00	2.00
Mode		4	4	2	2	2	2

It was observed that for work culture and work environment employees were highly satisfied. They were found uncertain in case of whether they are suffering from any health disorder due to work, and they disagreed that the work pressure is excessive or there are odd working hours and neither the work is monotonous.

15. From the study it was seen 32 employees said that their company provides health check up whereas 60 employees said that their company does not provide health check up.

16. In the study it was seen that 28% of employees get monthly health checkup in their organization whereas 72% get monthly health checkup.

CONCLUSION:

It can be concluded that number of working hours has an impact on various occupational health diseases. The study showed that problems eye problem, neck pain and back pain are directly dependent on the number of working hours, whereas other problems do not have any relation with the number of hours an employee works. It was also found that problems like headache, back pain and shoulder pain reduces when employees get more breaks. But problems like neck pain and finger pain do not have any relation with the number of breaks during a day. And from the study no relation was found between eye problems and number of breaks.

The following can be concluded from the study

- Big companies are working towards maintaining proper work environment and ergonomically designed work stations to reduce occupational hazards for the employees. However, these steps should also be taken by small IT companies in Nagpur to increase productivity of employees and to maintain their good health.
- Employees should be aware and take precautions to reduce impact of health hazards.
- Companies can take measures to avoid occupational health diseases like recreational activities like sports can be organized.

Future scope of study:

- The study can be extended to other IT companies across the globe.
- The study can also be extended to find the relation between ergonomics and health diseases of IT employees through quantitative analysis.
- The study can also be extended to make a comparative study between measures taken by IT companies in different cities and its impact on occupational diseases.
- The study can also be extended to find the relation between nature of work in an IT company and occupational diseases encountered by the employees.

SUGGESTIONS:

Suggestions for employees:

- Employees should have proper nutritious food and avoid junk food
- Employees should exercise regularly to avoid health diseases related to work.

- Continuous exposure to screen should be avoided and to give some relaxation to eyes one should move his eyes away from screen after 10-15 minutes and does some other activity like reading a document or other work.
- Employees should prevent themselves from overworking to reduce impact of occupational hazards because most IT companies pay employees on incentive basis so employees tend to overwork.
- Employees should take care of their lifestyle habits.
- In metro cities, the problem of vitamin D deficiency has started. Nagpur is also an upcoming metro region. In order to avoid this disorder, IT employees should take small breaks during work and go out in the sun for a while.
- The employees should use sanitizers and antibacterial wipes to avoid bacterial infections from electronic devices like keyboard, mouse, etc.
- The employees should limit computer use during non-working hours and at home.
- The employees should try not to carry work to home after working hours.

Suggestions for organizations:

- Company should provide regular health checkup.
- It was noticed most companies provide yearly health checkup but to control occupational diseases companies should provide health check up on a more regular basis like quarterly so as to monitor health more effectively.
- Employees should work on ergonomic keyboards.
- Employees should not work for consecutive weeks on night shift. Shift rotation should be provided o them.
- It was observed in the study that health checkup was provided only by big companies. Small organizations should also take efforts to maintain the employees' health. In order to do so they can have tie up with hospitals and sponsor the checkup of employees at least if they cannot organize it within the campus.
- Ergonomics should be taken into consideration by all organizations to design the work stations and make work comfortable for employees thereby reducing the chances of occupational health diseases.
- Employees should be made aware about the precautions they can take to reduce health diseases.
- There is a bill already in the parliament to take the IT sector under legal provisions. Before that is done, the companies can try and make their organization ergonomically and environmentally problem free.

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THE STUDY OF EMPLOYEE WELFARE POLICIES AND CORPORATE SOCIAL RESPONSIBILITY UNDERTAKEN BY JSW ISPAT STEEL LTD. KALMESHWAR - THE CASE STUDY

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Abstract

To attract, motivate and retain good employees, organization need to define what employees want from employment relationship. Employee needs is to consider Total Reward which is everything an employee perceives resulting from working for the company. Benefits are core elements of Total Reward system. Benefits include health, education, welfare plans and retirement plans provided by the organizations.

The concept of employee welfare is flexible and elastic and differs widely with times, regions, industry, country, social values and customs, degree of industrialization, the general socio-economic development of the people and the political ideologies prevailing at particular moments. It is also according to the age group, socio-cultural background, marital status, economic status and educational level of the workers in various industries.

Corporate social responsibility (CSR) is convinced that it 'pays off' for the firm as well as for the organization's stakeholders and society at large. **Co**rporate social responsibility is the continuing commitment by the business to behave ethically and contribute to the economic development while improving the quality of life of the workforce, their families and the society at large.

It is when the companies decide to voluntarily contribute for the betterment of society and a cleaner environment. It denotes the responsibility of an organization towards environment and society in which it operates.

INTRODUCTION

JSW ISPAT steel ltd is steel, tin sheets manufacturing organization having about 800 employees approximately working for the company. This makes the company eligible to comply with the various laws like the factories act, minimum wages act, and various laws related to employee welfare.

I selected this topic to study the various welfare measures undertaken by the company towards the welfare of its employee. As nowadays there is a dearth of skilled employees, the company has to find out measures to retain the skilled employees in the company so as to avoid on training and recruitment cost on new employee. The employees if leave the organization and join the competitor the organization may have to face loss of human capital that will harm the organization, and one of the reason that employee may leave the organization can be the welfare measures provided by the organization. Thus we can say that welfare measures act as important factor in any organization.

At the end of the project I wills also suggest some welfare measure to the company for further improving the welfare of its employees which is important as the employee are working continuously in hazardous working conditions.

Since it is a manufacturing company it generates a lot of wastes from the production of tin and iron sheets hence it has a great responsibility towards the society therefore it is necessary that the company undertakes good CSR activities and it s also necessary to involve the employees in it as it brings in it a sense of belongingness and loyalty. By doing the CSR activities it also improves the goodwill of the company for the stakeholders as well as the employees.

I have chosen this topic to study the various CSR activities done by the company and to know the level of employee involvement. Although company does a number of activities but there is a lot that can be suggested to the company.

REVIEW OF LITERATURE

INTRODUCTION TO EMPLOYEE WELFARE

Welfare is comfortable living and working conditions. Employee welfare means the efforts to make life worth living for workman.

People are the most important asset of an organization, and the accounting profession has to assess and record the value and cost of people of an organization. Once this is accepted, the need for measuring the value for recording it in the books of accounts arises. The value of human assets can be increased substantially by making investment in their training and welfare activities in the same way as the value of repairs/overhauling, etc.

While the cost on training, development, etc., can be recorded separately and to be within the eventual, the expenditure on welfare activities can be added to the investment and the returns judged. Unlike other assets which have depreciation value as year passes by, value of human assets appreciates with passing years. The value can depreciate by aging process which is generally hastened up by worries, unhealthy conditions, etc. once this process is slowed down, or at least if the employee is made to feel µyoung in spirits the value of this asset appreciates considerably.

Employee welfare is a comprehensive term including various services, benefits and facilities offered to employees & by the employers. Through such generous fringe benefits the employer makes life worth living for employees.

Welfare includes anything that is done for the comfort and improvement of employees and is provided over and above the wages. Welfare helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration. The welfare measures need not be in monetary terms only but in any kind/forms. Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families.

Employee welfare entails all those activities of employer which are directed towards providing the employees with certain facilities and services in addition to wages or salaries.

The very logic behind providing welfare schemes is to create efficient, healthy, loyal and satisfied labor force for the organization. The purpose of providing such facilities is to make their work life better and also to raise their standard of living.

The important benefits of welfare measures can be summarized as follows:

- They provide better physical and mental health to workers and thus promote a healthy work environment

- Facilities like housing schemes, medical benefits, and education and recreation facilities for workers families help in raising their standards of living. This makes workers to pay more attention towards work and thus increases their productivity.

- Employers get stable labor force by providing welfare facilities. Workers take active interest in their jobs and work with a feeling of involvement and participation.
- Employee welfare measures increase the productivity of organization and promote healthy industrial relations thereby maintaining industrial peace.

- The social evils prevalent among the labors such as substance abuse, etc are reduced to a greater extent by the welfare policies.

The concept of labor welfare is flexible and elastic and differs widely with times, regions, industry, country, social values and customs, degree of industrialization, the general socio-economic development of the people and the political ideologies prevailing at particular moments. It is also according to the age group, socio-cultural background, marital status, economic status and educational level of the workers in various industries.

AGENCIES INVOLVED IN EMPLOYEE WELFARE

- Central government

The central government has made elaborate provisions for the health, safety and welfare facilities under factories act 1948, and mines act 1942.these acts provide for canteens, crèches, restrooms, shelters etc.

- Stated government

The government in different states and union territories provide welfare facilities to the workers. State government prescribes rules for the welfare of the workers and ensures compliance with the provision under various labor laws.

- Employers

Employers in India generally look for welfare work as fruitless and barren though some among them indeed had done pinioning work.

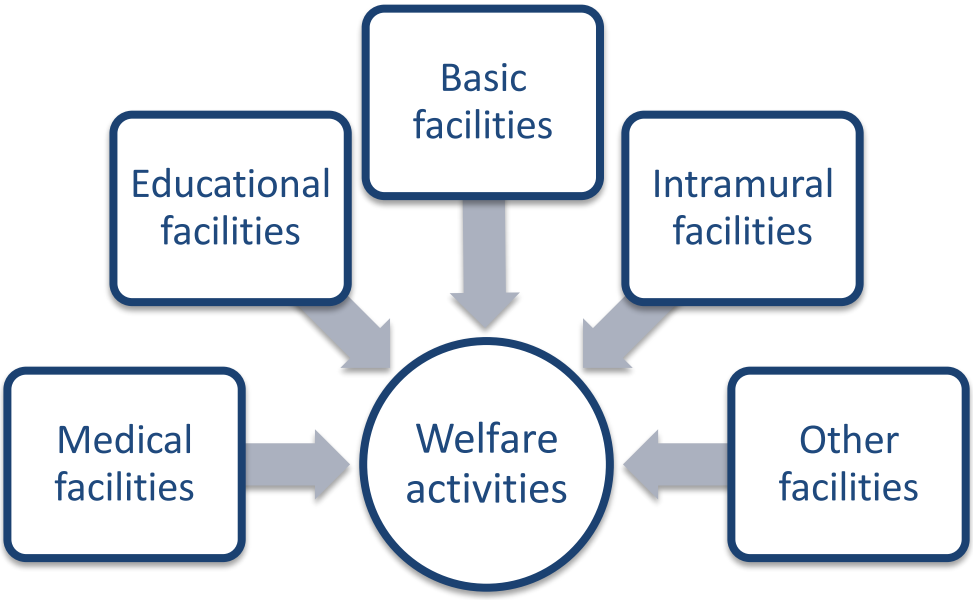
- Trade unions

In India trade unions have done little for the welfare of workers but few sounds and strong unions have been pioneering in this respect.

- Other agencies

Some philanthropic, charitable social service originations like Sevasadan society, YMCA etc.

THE VARIOUS WELFARE ACTIVITIES CARRIED BY THE ORGANIZATION ARE:-



The MEDICAL FACILITIES are:-

1. Routine check up
2. First aid
3. Reimbursement on medical bills
4. Ambulance service

The EDUCATIONAL FACILITIES are:-

1. Reimbursement of Tuition Fee
2. Scholarship
3. Educational loan
4. Education system at school

The BASIC FACILITIES are:-

1. Housing
2. Super bazaar

The **INTRAMURAL FACILITIES** are:-

1. Drinking water
2. Seating arrangement and lighting
3. Spittoons
4. Washrooms and restrooms
5. Canteen

The **OTHER FACILITIES** are:-

1. Sports
2. Insurance policy
3. Uniforms provided by the company

Various other employee welfare schemes that have been formulated are:

• Family Help Groups, run by spouses of employees.

• Recreational Centers.

• Departmental get-togethers.

• Cricket and Football Tournaments.

• Felicitation of meritorious children of employees.

• Mediclaim/hospitalization schemes etc.

The Company has a full-fledged Medical Centre at its Dolvi Complex for providing round-the-clock medical assistance to its employees.

Specialist Doctors visit the Medical Centre, every fortnight, for rendering medical help.

Health check-ups are carried out, periodically, for all employees.

INTRODUCTION TO CSR

According to Carroll, “CSR encompasses the economic, legal, ethical and discretionary (philanthropic) expectations that society has of organizations at a given point in time.”CSR has emerged as the business issue of the 21st century and has been studied for over 50 years. To this day academics do not have a consensus on its definition (Wood, 1991; Carroll, 1991).

Bowen’s definition of social responsibility of businessmen was ‘it refers to the obligations of businessmen to pursue those policies to make those decisions, or to follow those lines of relations which are desirable in terms of the objectives and values of our society (Carroll, 1999).

CSR is taking the responsibility to empower people both socially and economically.

CORPORATE SOCIAL RESPONSIBILITY IN INDIA

‘Wealth is not to be earned for the purpose of self-indulgence or for satisfaction of greed. Wealth should be treated as the citizen’s instrument for helpfulness. The world is not just helpfulness but helpfulness combined with a sense of duty’ said Thiruvallvar, India’s ancient sage, in his work Kural, which is considered as one of the best guides to the art of living.

India has a long rich history of close business involvement in social causes for national development. In India, CSR is known from ancient time as social duty or charity, which through different ages is changing its nature in broader aspect, now generally known as CSR. From the origin of business, which leads towards excess wealth, social and environmental issues have deep roots in the history of business. In India, CSR has evolved to encompass employees, customers, stakeholders and sustainable development or corporate citizenship. The spectrum of CSR includes a number of areas as human rights, safety at work, consumer protection, climate protection and caring for the environment, and sustainable management of natural resources. From the perspective of employees, CSR activities include providing health and safety measures, preserving employee rights and discouraging discrimination at workplace. This helps in fostering a healthy environment within the company.

We cannot see the woods for trees when we are bombarded with the imperatives of CSR. The entire media appears to come down on those companies who are not known much for CSR. Corporations, it appears, are sometimes forced into CSR because insiders and strategy consultants tell them that it is in vogue, and it is a very good strategy. The CSR activities of the company make those CEOs who pout the mantra of ‘giving back to society’ highly visible. CSR is precisely that, that is, to share one’s wealth with others. For modern corporations, wealth and welfare go hand in hand. Corporations are no exceptions to morality. They cannot have a separate set of morale rules. Corporations with CSR show that they are conscious about the community they live in. Since they have both collective manpower, as well as economic strength, they could take up leadership roles in society and become motivators for the people in the common mission for a better life for all. Thus, CSR make companies realize the common good.

CLASSIFICATION OF SOCIAL RESPONSIBILITY

Responsibility towards itself

It is the responsibility of each corporate entity run business and to work towards growth, expansion and stability and thus earn profits. If the corporation is to achieve social and economic ends, organizational efficiency should be boosted up.

Responsibility towards Employees

Employees are the most important part of an organization. Following are some of the responsibilities which a business entity has towards its employees-

- Timely payment
- Hygienic environment
- Good and impartial behavior
- Health care through yoga
- Recreational activities
- Encouraging them to take part in managerial decisions

Responsibility towards shareholders

It is the responsibility of corporate entity to safeguard the shareholders' investment and make efforts to provide a reasonable return on their investment.

Responsibility towards state

Out of the profit available, the state is entitled to a certain share as per the income tax laws. Utmost transparency has to be exerted regarding the profit &loss account and the balance sheet.

Responsibility towards consumers

The Company should maintain high quality standards at reasonable prices. It should not resort to malpractices such as hoarding and black-marketing.

Responsibility towards environment

It is the responsibility of the organization to contribute to the protection of environment. It should produce eco -friendly products. Moreover, industrial waste management must be taken care of.

The Various CSR activities carried out at Kalmeshwar region are:-

- In June 2011 they provided water kiosk at the kalmeshwar town which continued to be operated for the public at large of kalmeshwar town and the near by villages.
  The **purpose** was to Provide clean drinking water facility in theindustrial region like kalmesshwar which helped in enhancing the goodwill on the company.

- In the month of August the company celebrated 81st birth anniversary of Founder Chairman, Late Shri O P Jindal.
  The **purpose** of the celebration was to provide Pashu Ahar and donation of various other essential and needed materials to the people and Educational institutes near by that lead to the appreciation of the gester of the organisation which helped the weaker and needed sections of society and Educational and other Intitutes.

- In September 2011 they provided tin sheets to build the roof, of the shed of Shri Hunman temple at kalmeshwar. The total number of sheets provided were 36 and the sheets cost upto Rs. 1800 approx.
  The **purpose** of providing roof of the shed of Shri Hunman temple was to support the religious work carries out by the local community at large.

- On 1st October 2011 on the account of senior citizen day medical chek up camp was organised for senior citizens of Kalmeshwar in coordination with care hospital Nagpur, the **purpose** being To help the senior citizens and provide mediacal assisstance
- Later in the month of october the stalls of diwali greetings and other materials were put up by the students of the Prerna School of mentally challanged children, the purpoae being to extend the financial help to the school and to admire their creativity of the mentally challanged students.

- In the month of January sports event named JSW ISPAT annula sports-2012 was organised with aim of promiting sports and increasing participation in the various sports event like carrom, long jump, 100 mtrs race etc.
  As the part of the sports event a gym as well as ladies club named “Akansha” was also inagurated
- Later on Republic day the winners of the events were rewarded and feliciatation of “employee / team of month” was done and other cultural programs were also arranged.

- In the month of Feburary the members of “Inspire cultural foundation” were send to the Sitjori forest by the organisation which provided them scrap plastic drums to collect the waste and the garbage that was littered during the “Fare/ Yatra” giving the message for “Forest Conservation” to the public.

- In the monthof March the company under took the project on developing the garden of Governmnet Rural hospital with the aim of providing clean and soothing surroundinds to the patients.
- In the same month company also arranged for lunch at “Matroshi Vrudhashram” and also distributed grain, fruits and stationeary items in the village of Ladai with impacted increase in the literacy level of the area and it was improved the pubilc relation in the local residents.

- The company developed the “Kosan Metal Road” from Railway Yard to Main Road and handed it over to Nagar Parishad. This development of road lead to the coordial relation between the company and the local governmnt authority.

<u>RESEARCH METHODODLOGY</u>

Research can be defined to be search for knowledge or any systematic investigation to establish facts. The primary purpose for applied research (as opposed to basic research) is discovering interpreting, and the methods and systems for the advancement of human knowledge on a wide variety of scientific research of our world and the universe. Research can use the scientific method but need not do so.

Redman and Mory defined research as “Systematized effort to gain new knowledge”.

Methodology includes a collection of theories, concepts or ideas as they relate to a particular discipline or field of inquiry.

Methodology refers to more than a simple set of methods; rather it refers to the rationale and the philosophical assumptions that underlie a particular study relative to the scientific method. This is why scholarly literature often includes a section on the methodology of the researchers. This section does more than outline the researchers’ methods. It might explain what the researchers’ ontological or epistemological views

RESEARCH DESIGN

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

The preparation of research design facilitates researches to be efficient as possible yielding maximal information.

The function of research design is to provide for the collection of relevant evidence with minimal expenditure of effort, time and money.

Research purpose may be grouped into four categories:-

i) Exploration
ii) Description
iii) Diagnosis
iv) Experimentation

PERIOD OF THE STUDY

The period of the study is from January 2013 to March 2013.

OBJECTIVES OF THE STUDY

- To study the existing employee welfare facilities of the organization.
- To study the satisfaction level of the employees.
- To study the corporate social responsibility undertaken by the organization.

HYPOTHESIS

- Welfare activities improve job satisfaction of employees.
- Corporate social responsibility improves the goodwill of the company.

SAMPLING DESIGN:

Universe

Universe is population. The first step in developing any sample design is to clearly define the set of objects, technically called the 'Universe'. Universe can be finite or infinite. In the present study, the universe is finite.

Sampling Unit

Sampling unit can be a geographical one or as per social units. In the project, we have taken **'JSW ISPAT Steel limited Kalmeshwar Region'** as the sampling unit.

Sampling Frame

It is also known as source list from which sample is to be drawn. The sampling frame is 'the employees working in JSW ISPAT Steel limited Kalmeshwar region'

Sample Size

The sample size taken for the present study is of 50.

Sampling Technique

The sampling technique used is **'Simple Random Sampling'** method.

DATA COLLECTION METHOD

Data:

"Data is the information or material collected for studying a particular topic". It comprises of raw material that is converted into information and then knowledge is derived from it.

Data collection:

"Data gathered from surveys, or input from several independent or networked locations via data capture, data entry, or data logging is called data collection

SOURCES OF DATA

Primary Source of Data:

Primary data is known as the data collected from the first time through field survey. Such data are collected with specific set of objectives to assess the current status of any variable studied. In this project primary data has been collected from following method

- Face to face interview
- Questionnaire

Secondary Source of Data:

Secondary data means that data already available i.e., they refer to the data which have already been collected and analyzed by someone else.

Methods used for collecting secondary data were;

- Internet
- E-journals
- Books
- Literature provided by the company

DATA ANALYSIS

Collected data from the questionnaire was coded and data tabulation was done. Data analysis was done through average analysis. And accordingly graphical representation was made.

HYPOTHESIS VALIDITY

Hypothesis is considered as the principal instrument in research. It is an assumption or supposition that we try to prove or disprove through application of techniques. 2 hypotheses were formulated to state the employee welfare and corporate social responsibility undertaken by the organization and the suitable tests were applied to check the validity of hypotheses.

CONCLUSION

EMPLOYEE WELFARE

- Employee welfare measures are advocated to maintain a strengthen manpower both physically and mentally.

- The study of various welfare measures brings in to light that the present measures taken by the company.

- The improvement in working condition are suggested to improve effectiveness of the employee welfares measures like canteen facility, drinking water, spittoons, rest rooms and housing facilities which in turn would build the morale and increase the productivity of the employees.

- The company also provided group insurance policy to all its employees inside as well as outside the factory premises. The company also has a medical policy for the family members of the employees of up to Rs. 2 Lakh.

- The company has an in house doctor who is the resident of Kalmeshwar and is available to the company as and when required.

CORPORATE SOCIAL RESPONSIBILITY

- All the employees are aware of the corporate social responsibility that is undertaken by the organisation.
- The employees are satisfied with the level of the involvement in the activities.
- In initiatives of the individual employee is also considered by the organization if the idea is innovative and beneficial to the society.
- They are doing a various activities for development of nearby area near the Kalmeshwar region.
- The company has not identified any budget for its CSR activities even after being a steel manufacturing company generating a lot of waste.

SUGGESTIONS

WELFARE ACTIVITIES

- Housing facility can be improved.
- Adequate number of first aid appliances can to be provided.
- The Number of spittoons provided at the work place is not sufficient, so the company can increase the number of spittoons which keeps the environment clean.
- Employees can be provided with the individual locker facility within the premises of the organization.
- The company can organize mock drills at regular intervals for the employees.
- According to the surveys done it is said that some welfare measure provided on the basis of designation of the employee are necessary so, the company can take a step towards it.

CORPORATE SOCIAL RESPONSIBILITY

- The company must fix a budget for CSR activities as it is made mandatory by the government to spend up to 2 percent of its profit and also create awareness among the employees regarding the various CSR policies and laws made by the government.

- Increasing the involvement of employees while undertaking any CSR activity.

- Since it is manufacturing industry and there is lot of waste generated the company must go for some activities that will benefit the environment like tree plantation, can install auto cleaning devices in the chimney which will filter the toxic gases.

- They can have small scale water purifier within the premises and can recycle and reuse the used water.

The company can reward the best innovative idea coming from the employees to further increase the participation of the employees in the CSR activities of the company and this brings sense of loyalty towards the company and also improves the goodwill of the company.

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STUDY OF APPLICABILITY OF REVERSE MENTORING IN STATE BANK OF INDIA AND BANK OF INDIA, NAGPUR

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Abstract

In present days of rapid technological development and changing needs of the customers, it has become mandatory for all organizations be it IT companies, Manufacturing businesses, or banks, all have to make sure that the top management employees are well aware of the developments are very comfortable in using new technology and learning new things to adapt to the changing demands. The concept of reverse mentoring says that the old and experienced employees can learn from their juniors who are more techno-savvy and have updates from the technological knowledge. Such new employees can upgrade the knowledge of their seniors and make them more effective and useful. The juniors also gain a lot from the experience of their seniors. The banks are the organization that needs to maintain a lot of public relations and have to keep a clear check on the changing needs and demands. The experienced employees of the banks can take this knowledge from their juniors. For this concept to be applicable it is necessary that there should be minimum communication gap between the juniors and the seniors. It is equally important that the seniors have the keenness towards learning at the age of 40-60 years from the juniors. The research paper on the topic "Study of applicability of Reverse Mentoring in State Bank of India and Bank of India, Nagpur "shows that the employees of the banks are very much ready to adopt this concept on having some ground rules set.

INTRODUCTION TO REVERSE MENTORING

Based on the old paradigm, mentoring, where a senior person (in terms of age, position or experience) mentors a junior, reverse mentoring places the junior person as the mentor to a senior colleague. The key to success in reverse mentoring is the ability to create and maintain an attitude of openness to the experience and dissolve the barriers of status, power and position.

Reverse mentoring can re-energize older employees, keep younger workers engaged and improve relationships between the different generations in the workplace. For example, junior mentors can help managers understand how to motivate and retain young workers. They can also share first-hand knowledge of a younger customer base — critical for companies aiming to tap the youth market.

For reverse mentoring relationship to be beneficial, several factors must be in place:

- Defined expectations.
- Agreed upon rules.
- Willingness to learn
- Trust
- Transparency.

Here are suggestions on how to start a reverse or reciprocal mentoring relationship:

- Find a compatible partner
- Set expectations
- Get your boss's OK
- Be open to suggestions and criticism
- Make it more than just about technology
- Give as much as you get
- Experiment with approaches
- Don't stereotype

THE FUTURE FOR REVERSE MENTORING

As employers look for ways to better manage their increasingly age-diverse workforce, reverse mentoring just might be the start of something big.

The practice could pave the way for a new standard of open dialogue in business stretching far beyond technology. Ideally, learning and information sharing would cross all lines of seniority and responsibility. Call it mutual mentoring.

After all, advancing yourself in today's volatile economy is all about continuous learning. And what better way to learn than by creating a 360-degree dialogue with all generations?

By developing these qualities the success of the reverse mentoring program can be ensured. But it requires a lot of motivation as both the parties must understand the importance of implementing this program. Junior executives must understand that senior executives are much more wise and experienced and this program should maintain the ego of the senior executives intact.

Reverse mentoring relationships shouldn't be restricted to people of the same gender or who have similar backgrounds – because there's much we can learn from people who are different from ourselves

HOW COMPANIES HANDLING REVERSE MENTORING

There are examples of companies who have used and handling concept of reverse mentoring successfully

- **GE**: General Electric describes their senior management technology training program in terms of reverse mentoring. The process requires senior managers including Welch to spend time learning from Internet or technology experts from within the company. This learning includes basic Internet skills, discussing important trends management is not aware of, and other similar activities.

- **Proctor and Gamble**: is a corporation that has been showcased for its successful implementation of reverse mentoring in a variety of ways. For example, a staff scientist who holds a Ph.D. in toxicology mentored a Chief Information Officer (CIO) in the area of biotechnology to increase his awareness and knowledge of the relationships between business and science (Solomon, 2001; Greengard, 2002). Another Proctor and Gamble program that has been acknowledged by the public is the Mentor Up program which pairs mid-level female managers with upper-level male managers to improve cross-gender communication.

- **Lovely professional university**: also adopting the concept of reverse mentoring by taking suggestions of students who ranked top positions and from teachers about changes in current running programs and take into considerations about their innovative ideas of upgrading student's knowledge.

- **Nokia**: As the telecom giant transforms itself from a devices company to one that provides complete mobile solutions, its top management learns vital lessons through "reverse mentoring". Mr. Jasmeet Gandhi who is employee of Nokia company is acting as mentor and give very valuable ideas to company. He is part of a brand of "gurus", junior employees all, that decodes cutting edge technology, social organization, competition and roadmap. Each guru is a domain expert.

• Wharton School of Business requires older MBA candidates with long resumes to partner with younger, full-time students. The exchange of information goes both ways.

REVIEW OF LITERATURE

Reverse mentoring at work: fostering cross generational learning and developing millennial leaders:

Wendy M, 2012, this article tells that reverse mentoring is an innovative way to encourage learning and facilitate cross-generational relationships. It involves the pairing of a younger, junior employee acting as mentor to share expertise with an older, senior colleague as mentee. The purpose is knowledge sharing, with the mentee focused on learning from the mentor's updated subject or technological expertise and generational perspective. In addition, there is an emphasis on the leadership development of the mentors. Reverse mentoring is situated in the mentoring literature as an alternative form of mentoring, with unique characteristic sand support functions exchanged that distinguish it from other developmental relationships. A model is developed that focuses on key variables to consider and how reverse mentoring may benefit individuals and organizations. Generational differences are also presented, and the ways in which reverse mentoring capitalizes on millennial capabilities and preferences are highlighted throughout. Finally, theoretical and practical contributions are discussed in the article, including essential components for creating a reverse mentoring program.

Public relations practitioners' use of reverse mentoring in thedevelopment of powerful professional relationships:

Betsy A. Douglas J. Swanson, 2012, this article highlights the value of reverse mentoring and acknowledges it in other disciplines. There is almost a complete absence of any scientific studies addressing mentoring or related issues in the public relations workplace. This article is a result of a survey of practitioners who undertook this survey to bridge that gap in the literature. Findings show that public relations practitioners of all experience levels, working in a variety of different workplace environments, are mostly ignorant about reverse mentoring. Among respondents who had personally participated in reverse mentoring, however, most classified it as 'very successful' or' successful'. Ideas for best practices and future directions for reverse mentoring are offered.

Reverse mentoring: how to tap into the millennial generation:

Knowlton N., Feb 2, 2010.The author correctly observes, Millennial can "easily translate their social skills into the business environment – turning social media skills into customer communication skills Business owner are hungry for knowledge of how to generate online leads and gain more prospects through innovative techniques using social media. The article enlightens us that for discovering talent in reverse mentoring, it’s important to determine two things:

1. What you have to offer that young people would want to know in return; and
2. Be specific and realistic about what you want to know. Spread the word out there about what you’re looking for to see who might be a good, *mutually beneficial* match for your needs. Reverse Mentoring is economical, smart, and done correctly, is guaranteed to produce results.

ADOPT REVERSE MENTORING TO ENHANCE SKILLS:

Soumya n, July 14, 2010the article on reverse mentoring printed in the newspaper the Hindu talks about how the process of reverse mentoring can add to the knowledge of the mentees without making them waste their time at the training centre. The article says that the mentee is aware about the knowledge that he needs to gain from the mentor and does not waste time in identifying the problem. Reverse mentoring is generally implemented when organizations are carrying out a major technological makeover or when the age gap between the senior employees and junior employees is considerable. However, it is not limited to sharing the latest technology. It extends to cover developments in the industry, subject matter advances, newer perspectives and approaches. the article highlights that the Fresh graduates come carry with them knowledge and skills built on latest thinking in the specific field. Their approach to work and work culture is less rigid. So bringing in organizational changes is easier with them around. Young employees, well accustomed to the ‘trial and error' style of learning promote experimentation and risk taking, which are necessary for innovation. Taking advantage of increased access to information, they redefine what can be achieved and how it could be done. The article also advances the limitations of the reverse mentoring system. The senior executive may not feel comfortable with the idea of learning from his junior. There could be an ego clash and many such other negative aspects had been brought out.

RESEARCH METHODOLOGY

RESEARCH PROCESS

- **FORMULATING THE RESEARCH PROBLEM**

The research problem undertaken for study is to see whether the concept of “Study of applicability of Reverse Mentoring to the SBI and BOI of Nagpur” would work or not. The banking sector is a vital part of the Indian economy and has a high number of senior members who lack the knowledge regarding the recent trends and the study will see the applicability of the reverse mentoring to overcome this problem.

- **LITERATURE REVIEW**

"The review of literature is a task that continues throughout the duration of the project". For working on this project the literature has been reviewed in the newspapers, e-journals, and articles on the implementation of reverse mentoring by various companies.

- **RESEARCH DESIGN**

PERIOD OF THE STUDY

Theperiod of the study was from January 2013 to March 2013.

OBJECTIVES OF THE STUDY

- To understand the concept of "Reverse Mentoring".
- To check the applicability of Reverse Mentoring in SBI and BOI of Nagpur.
- To study the perception of employees towards Reverse Mentoring

HYPOTHESIS-

- Reverse Mentoring can be applied in BOI and SBI of Nagpur.
- Reverse Mentoring helps in improving the confidence of the mentors in the process.
- Reverse Mentoring helps to bridge the gap between the senior and junior employees

SAMPLING DESIGN:

- **UNIVERSE**

A universe is a set of infinite or infinite objects or persons to be studied to complete a research. In the present study, the universe is finite i.e. the **employees of the State Bank of India and Bank of India of the age group of 40-60 years.**

- **SAMPLING UNIT**

Sampling unit can be a geographical one or an individual, or a state, or a particular company, etc. In this project, we have taken **'employees of SBI and BOI of Nagpur of age group 40-60 years'** as the sampling unit.

- **SAMPLING FRAME**

It is also known as source list from which sample is to be drawn. It contains of all the names of all items of a universe (in case of finite universe only). The sampling frame is '**employees of SBI and BOI of Nagpur of age group 40-60 years'**.

- **SAMPLE SIZE**

The sample size taken for the present study is of 92.

- **SAMPLING TECHNIQUE**

The sampling technique used is **'Deliberate Random Sampling'** method. This method is also known as purposive or non-probability sampling. This method involves purposive and deliberate selection of particular units of the universe for constituting a sample which represents the universe.

- **DATA COLLECTION**

There are two types of data collection methods:

- Primary data
- Secondary data

PRIMARY DATA:

- Structured Questionnaire
- In Depth interview

SECONDARY DATA:

- Literature received from banks
- Research papers
- Articles in newspapers and business magazines
- E-journals.

RELIABILITY TESTING-

In statistics, Cronbach's Alpha is a coefficient of internal consistency. The value of alpha is between 0 and 1. The following table represents the range and the level of internal consistency.

Cronbach's alpha	**Internal consistency**
α ≥ 0.9	Excellent
0.8 ≤ α < 0.9	Good
0.7 ≤ α < 0.8	Acceptable
0.6 ≤ α < 0.7	Questionable
0.5 ≤ α < 0.6	Poor
α < 0.5	Unacceptable

The Cronbach's alpha value in the present study is coming in the first range which is Excellent which means internal consistency is maintained.

Reliability Statistics

Cronbach's Alpha	N of Items
.785	12

DATA ANALYSIS:

Collected data from the questionnaire was coded and data tabulation was done. Data analysis was done by using Average Analysis Method.

HYPOTHESIS VALIDITY-

Hypothesis is considered as the principal instrument in research. It is an assumption or supposition that we try to prove or disprove through application of techniques. 3 hypotheses were formulated to state whether reverse mentoring can be applied in BOI and SBI of Nagpur Region.

<u>DATA ANALYSIS AND INTERPRETATIONS</u>

Through the use of a structured questionnaire, an indepth interview was carried out and on that basis following interpretations were drawn-

- Through the survey it was observed that in both the cases many of the employees were unaware of the concept. Some employees had heard about it but were not very clear about it. A very number of employees were well-aware about the concept of reverse mentoring.
- Through the interview it became evident that barring one person in SBI all the other employees of SBI and BOI have cordial relations with their subordinates. Some of the employees strongly agree to it stating the relations with their subordinates are very good.
- Most of the employees in both the banks have no communication gap with between them and their subordinates except a few who are either uncertain or disagree to the statement in SBI. In BOI all the employees have no communication gap between them and their subordinates.
- The survey showed the positive attitude of the employees of the banks towards learning at this age. Only one employee in the both the banks say that they are not ready to learn new things at this stage or is uncertain about the activity of learning at this stage.
- Most of the employees of the banks were readily available to learn from their subordinates baring the two in SBI and BOI. Some of them in BOI seem to be very keen for this activity
- The interaction of the seniors and subordinates through the use of reverse mentoring activity can bridge the gap between them due to constant and meaningful interaction. The employees of SBI are highly agreeing to the idea.
- Equal number of employees in both the banks agrees that it can improve the confidence of the employees. Some of them it can improve the confidence to a great level. Only a few of them are uncertain or disagreeing to it.

- Most of the employees in both the banks agree that it can increase the knowledge of the seniors with respect to new trends. But both the banks have employees who feel that it will not. Some of them feel that it may or may not.
- Many employees in SBI feel that it can be applied in SBI but a few employees of BOI feel that it can be applied to BOI. In both the banks considerable number of employees are uncertain about it. A few of them in both the banks feel that it can be applied. Some employees also disagree to it.
- The employees of SBI feel that the concept would be effective if implemented but a very few of them in BOI feel that it would be effective if implemented. In BOI. A high chunk of the employees are uncertain in both the about its effectiveness. Only a few employees strongly agree to the statement.
- The employees of SBI are very much agreeing to the statement as compared to the employees of BOI. Most of the BOI employees disagree to doing this activity informally.
- The employees of both the banks feel that the establishment of ground rules is very much necessary to conduct reverse mentoring. But some of the employees at the SBI and BOI are uncertain or disagree to it.

FINDINGS AND CONCLUSIONS

From the study, the projectee concludes the following-

- The employees falling in the age group 40-60 years are GEN X, who are very value-oriented but are very receptive to new things and trends. .Most of the employees knew about the concept of reverse mentoring.
- The employees giving positive response regarding no communication gap between them and their subordinates shows that they are able to gel with the GEN Y to a great extent.
- They are ready to learn from their subordinates, provided the ground rules are set appropriately.
- They also believe that the concept of reverse mentoring will not only increase their knowledge but also bridge the communication gap between them and their juniors.

- It is also evident that most of the employees of SBI feel that the reverse mentoring can be applied in SBI and will also be effective. However, they wish to first test the concept of reverse mentoring through an informal way.
- Employees of BOI are ready to have the system of reverse mentoring in a formal way where the norms of reverse mentoring are clearly laid down.
- Employees of BOI feel that the reverse mentoring system will be effective.

SUGGESTIONS TO SBI

The projectee gives the following suggestions to the SBI-

- Since there is no communication gap between the employees of the bank, the concept of reverse mentoring can be very fruitful and effective.
- The bank can set ground rules regarding the hours of meeting and the authority that can be exercised by the mentor on the mentee only limited to the reverse mentoring period.
- At the initial level, the reverse mentoring activity should be implemented informally as most of the employees feel so.
- Even though SBI has efficient training centers all across the country, this activity will save them considerate amount and time as the employees will not have to stop their work for small problems.

SUGGESTIONS TO BOI

The projected gives the following suggestions to the SBI-

- As most of the employees were aware about the concept of reverse mentoring and also show positive response towards no communication gap and receptiveness towards learning from subordinates, the concept can be implemented.
- The bank can implement the concept initially on a selected positive control group of employees or in a particular department for a time period of 2 - 3 months and analyze the results thoroughly. On the basis of the result further actions can be taken.
- To add to it, a satisfaction survey on the positive control group can be used.
- Many of the employees in the BOI feel that the activity cannot be done informally, clear and strict ground rules should be set so as to gain the effectiveness of the activity.

- This would save the company the cost of training and also delay in decision making and completion of work procedures as most of the senior employees hold the top ranks in the banks, they need to be aware of the new trends and recent developments in the field of customer expectations.

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