

NEW RESEARCH IN HUMAN ESOURCE MANAGEMENT & EMPLOYMENT WELFARE

VOLUME - 2

Chief Editor

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Chapter - 1

Women Entrepreneurship in Micro, Small and Medium-Scale Enterprises in India

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Abstract

Despite challenges, women in India have contributed meaningfully to poverty reduction and economic development of the state. Women entrepreneurs are engaged in different sectors of the economy. About 37% are in agriculture, 26.8% in trade, 18.5% in services and 4.8% in entertainment. However, there was no significant difference ($p > 0.05$) between skilled and unskilled women entrepreneurs in their contributions to improved economy of the state (improved family income, improved standard of living etc.) But their contribution to level of patriotism was below cut-off point. There was no significant difference ($p > 0.05$) between women entrepreneurs in factors militating against their performance in MSMEs. Factor such as financial/start-up capital, cultural/religious barriers, legal problems, competition and poor infrastructure significantly militate against the performance of skilled and unskilled entrepreneurship in the state. This calls for strategic support from government, private organizations and individuals to enable women perform optimally and contribute more to the economic development of India.

Keywords: Women Entrepreneurship, Micro, Small and Medium-Scale Enterprises.

1. Introduction

There is no doubt whatsoever that the micro, small and medium – scale enterprises (the principal catalyst of entrepreneurship) constitute the real fabric of a nation's economy (Onuoha, 2007). In spite of the enormous importance of this sector to the national economy with regards to job creation and the alleviation of abject poverty among impoverished women in Nigeria,

the degree of attention and strategic support provided to the sector is inadequate.

History shows that economic progress has been significantly advanced by pragmatic people who are entrepreneurial and innovative, able to exploit opportunities and willing to take risks (Hisrich, 2005).

Significant numbers of enterprises were owned by men (ILO, 2006). In other words, it was not common to see women-owned business worldwide especially in developing countries like Nigeria. The idea and practice of women entrepreneurship is a recent phenomenon.

In Nigeria, women constitute more than 50% of the Nigerian population and out of this; only about 35% of them are involved in entrepreneurship which can be under the form of micro, small, medium and large enterprises (Odoemene, 2003). The contribution of women to economic development is well documented. Yet there exist several barriers to the full optimization of women's economic potential (Microfinance Africa, 2012). The Micro, Small and Medium Enterprises (MSMEs) are globally acknowledged as the oil to lubricate the engine of socio-economic transformation of any nations.

A recent publication by the Global Partnership for Financial Inclusion highlights that in developed countries, women are starting business at a faster rate than men, and are making significant contribution to job creation and economic growth. The same is true of transition economies, although the comparable rate of growth is slower.

Women-owned businesses are one of the fastest growing segments of small businesses in Nigeria with an increase from approximately one million businesses in 1982 to 1.5 million in 1990. Before 1980, women owned about 6% of all Nigerian business. Today women own nearly 30% of all businesses, 50% of all retail businesses, and 10% of all service companies (Kirkwood, 2009). This statistics however, still indicate a relatively lower entrepreneurship rate amongst the female working population.

Sharing this similar view were Scherer, Brodzinski and Wiebe (2010) whose finding revealed that males tended to have a strong impact on shaping a person's preference for entrepreneurship than females. The difference in preference on entrepreneurship was attributed to one's self efficacy and expectation of entering an entrepreneurial career.

Many women lack experience, either personal or vicarious, related to successful accomplishment of entrepreneurship tasks. This explains why women tended to have lower self-efficacy and career entry expectation for

entrepreneurship. Thus, they might perceive the lack of the necessary personal and vocational resources to engage in the venture initiative process.

Some researchers have attempted to study the relationship between education and entrepreneurial success. According to Bates (2000), highly educated entrepreneurs were likely to create firms that remain in operation.

In sub-Sahara Africa, some measure of success has been achieved in South Africa, Botswana and Mauritius. The success achieved in each of the above named countries is mostly attributed to support to micro, small and medium enterprises (MSMEs) in terms of policy, respect for the basic rights and needs of women, the availability of resources such as finance, good infrastructure, skills and appropriate technology and an enabling macro-environment for attracting international investors. Small businesses and enterprises constitute the only livelihood available to the majority of impoverished women in Nigeria. Women depend on MSMEs as a sources of livelihood essentially because government fails to meet their requirements for survival and entrepreneurship aspiration.

More than half of all women entrepreneurs in Nigeria often face gender related challenges relating to establishing new businesses as well as operating or expanding existing businesses. Women are disadvantaged due to culture, religion, tradition and education. For instance, many women face difficulty in raising credit finance from banks as well as borrowing via informal networking.

This study is aimed at analyzing the contribution of women entrepreneurs to the economic development, and factors that affect their performance in MSMEs not to contribute a lot to the poverty alleviation of women in India.

2. Definitions

Entrepreneurship

Entrepreneurship may be defined as the ability to use the factors of production – land, labour and capital – to produce new goods and services. Entrepreneurship may also be defined as managerial process of organizing, operating and assuming the risk of a new business venture.

MSME (Micro, Small and Medium Enterprises)

The first difficulty in discussing MSMEs is one of definition. The working definition varies among countries, industrial group and from one financial institution to another. Generally, in determining what should be a micro, small or a medium – scale business, many different criteria have been used: number of employees, assets values, sales volume, financial strength, number of locations, relative size and so on (Onuoha, 2007).

According to European Union (EU) 1992 classification, MSMEs were as follows

- 1. Micro enterprises - firms with 0-9 employees.
- 2. Small enterprises - firms with 10-99 employees
- 3. Medium enterprises - firms with 100-499 employees

Table A: African Entrepreneurship and Leadership Initiative (AELI) Classification of industry (2008) in as follows

S/N	Classification	Total Cost (Excluding Cost of Land)	Number of Employees
1.	Micro/cottage industry	N1.5-3.0million	1-30
2.	Small-scale enterprise	N30.0-60.0million	31-150
3.	Medium-scale enterprise	N60.0-250.0million	151-350
4.	Large-scale enterprise	Over N250.0million	Over 350

Source: African Entrepreneurship and Leadership Initiative (AELI) Classification of industry (2008).

Statement of the Problem

Women formed more than half (50.72%) of the population of India. But they have not been utilized well to contribute meaningfully for the economic development of the state. One of the reasons might be the problems of women entrepreneurs in MSMEs. This is supported by empirical evidence. For instance, (Gemechis 2007) and ILO (2009) stressed that entrepreneurs are surrounded by a number of challenges. These include education, managerial skill, access to loan, technical skill etc. This forces women entrepreneurs in MSMEs not to contribute meaningfully to poverty reduction in the state. This study specifically emphasis on factors that affect the performance of women entrepreneurs in in India.

Objective

- 1. The study is aimed at assessing the major factors that affect the performance of women entrepreneurs in MSMEs and their contribution to economic development in India.
- 2. Assessing the major characteristics of women entrepreneurs in MSMEs.
- 3. The support given to women entrepreneurs in MSMEs by government and private institutions.
- 4. Assessing the relevance of women entrepreneurs in economic development of the state.

3. Methodology

In this study, survey research design was adopted. Data was gathered from 400 small businesses and enterprises selected from the three senatorial districts of India.

The collection of data was done using structured questionnaires, personal interview and observations. The 400 small businesses and enterprises were managed by women entrepreneurs selected randomly from the India. The women were classified into two groups – skilled and unskilled women. Research questions were answered using mean graded on a five point Likert scale ranging from “strongly agree” to “strongly disagree” (5=Strongly Agree, 4=Agree, 3=Undecided, 2=Disagree, 1=Strongly Disagree) and the hypotheses tested on 0.05 alpha level, using t-test analysis.

Table 1: Business sectors and number of women entrepreneurs (n=400)

S/N	Business Sectors	Number of Women Entrepreneurs	Percent (%)
1.	Agriculture	148	37
2.	Trade	107	26.8
3.	Services	74	18.5
4.	Hand-craft	52	13.0
5.	Entertainment	19	4.8
	Total	400	

From table 1, it is shown that out of 400 women entrepreneurs in MSMEs selected, agriculture alone account for 37% women entrepreneurs. Other sectors account for 26.8% (trade), 18.5% (services) and 4.8% (entertainment).

Research Question 1

What are the contributions of women entrepreneurs to poverty reduction and economic development in India.

Table 2: Weighted means and ranking of the contribution of women entrepreneurs to poverty reduction and economic development in India.

S/N	Contributions of women entrepreneurs to poverty reduction and economic development	Skilled women entrepreneurs		Unskilled women entrepreneurs	
		Means	Ranking	Means	Ranking
1.	Improved family income	3.7	2nd	3.6	2nd
2.	Improved standard of living	3.6	3rd	3.5	3rd
3.	More employment opportunities	3.1	7th	3.1	7th
4.	Improved family nutrition	3.2	6th	3.2	6th
5.	Increased gross domestic product	2.8	8th	2.9	8th

6.	Decrease in unemployment	3.3	5th	3.3	5th
7.	Availability of more goods and services	3.8	1st	3.7	1st
8.	Improved family health	3.5	4th	3.4	4th
9.	High level of patriotism	2.4	10th	2.4	10th
10.	Increased in internally generated revenue	2.7	9th	2.6	9th

The cut of point = 2.5

Table 2 indicates the contribution of women entrepreneurs to poverty reduction and economic development by ranking in India.

Availability of more goods and services ranked first, followed by improved family income, decreased in unemployment and improved standard of living while level of patriotism ranked last with weighted mean of 2.4.

Research Question 2

What factors militate against the success of women entrepreneurs in India.

Tables 3: Weighted means and ranking of factors militating against the success of women entrepreneurs in India

S/N	Factors that militate against the success of women entrepreneurs in India	skilled women entrepreneurs		Unskilled women entrepreneurs	
		Means	Ranking	Means	Ranking
1.	Poor finance/start-up capital	3.9	1st	3.6	1st
2.	Cultural, religious/ traditional barriers	3.8	2nd	3.5	2nd
3.	Lack of entrepreneurial experience	3.3	6th	3.2	5th
4.	Poor education	2.7	8th	2.6	9th
5.	High level of competition	3.5	4th	3.3	4th
6.	Household chores	2.6	9th	2.8	8th
7.	Poor infrastructure/business environment	3.2	7th	3.1	6th
8.	Poor motivation	3.4	5th	3.0	7th
9.	Marketing problems	2.4	10th	2.3	10th
10.	Legal problem	3.6	3rd	3.4	3rd

The cut of point = 2.5

In table 3, the respondent agree in their ranking of the factors that militate against the success of women entrepreneurs in India that poor access to finance/start-up capital is ranked first, followed by cultural, religious/ traditional barriers, high level of competition, poor motivation, legal

problems, lack of entrepreneurial experience, household chores, poor infrastructure/business environment, poor education and marketing problems in that order.

Table 4: Weighted means and t-test of the responses of skilled and unskilled women entrepreneurs regarding their contribution to poverty reduction and economic development

S/ N	Contributions of women entrepreneurs to poverty reduction and economic development	skilled women entrepreneur means	Unskilled women entrepreneur Mean	t-value	Remarks
1.	Improved family income	3.7	3.6	0.97	NS
2.	Improved standard of living	3.6	3.5	1.52	NS
3.	Improved family health	3.5	3.4	1.01	NS
4.	Improved family nutrition	3.2	3.2	1.04	NS
5.	More employment opportunities	3.1	3.1	1.06	NS
6.	Increased gross domestic product	2.8	2.9	1.03	NS
7.	Availability of more goods and services	3.8	3.7	0.94	NS
8.	Increased in internally generated revenue	2.7	2.6	1.66	NS
9.	High level of patriotism	2.4	2.4	1.47	NS
10.	Decrease in unemployment	3.3	3.3	1.32	NS

N₁= 220, N₂=180, df=398, t-crit=1.96, Average t-cal=1.21, S=Significant, NS=Not Significant

Hypothesis 1

There is no significant difference in the mean responses of skilled and unskilled women entrepreneurs regarding the contributions of women entrepreneurs to poverty reduction and economic development in India.

Table 3 indicates no significant difference in the mean responses of the women entrepreneurs in all their identified contributions to poverty reduction and economic development of India, with t-value of 1.96. The hypothesis was therefore retained.

Table 5: Weighted mean and t-test of the responses of skilled and unskilled women entrepreneurs regarding factors militating against the success of women entrepreneurs in India

S/N	Factors that militate against the success of women entrepreneurs in India	Skilled women entrepreneur means	Unskilled women entrepreneur mean	t-value	remark
1.	Poor finance/start-up capital	3.9	3.6	1.09	NS
2.	Cultural, religious/ traditional barriers	3.7	3.7	1.01	NS
3.	Lack of entrepreneurial experience	3.3	3.2	1.11	NS
4.	Poor education	2.7	2.6	1.66	NS
5.	Legal problem	3.6	3.4	1.06	NS
6.	Poor motivation	3.4	3.3	1.03	NS
7.	Household chores	2.6	2.8	1.19	NS
8.	High level of competition	3.5	3.4	1.04	NS
9.	Marketing problems	2.3	2.4	1.82	NS
10.	Poor infrastructure /business environment	3.2	3.1	1.05	NS

N₁= 220, N₂=180, df=398, t-crit=1.96, Average t-cal=1.19, S=Significant, NS=Not Significant

Hypothesis 2

There is no significant difference in the mean responses of skilled and unskilled women entrepreneurs regarding problems militating against their success in MSMEs in India. The t-value in all the identified items were less than the critical t-values leading to the retention of the null hypothesis.

4. Discussion of Analysis

From the analysis of business sectors that women entrepreneurs engaged (table 1) it was shown that more women entrepreneurs are in agriculture business having 37% above other sectors. This can be attributed to the fact that agriculture plays a pivoted role in family support, employment/income generation. It requires little or no capital to start agribusiness. Even women in other business sectors are in one way or the other involved in agribusiness (eg own poultry farms, vegetable farms, plantain etc.).

Market women form a large chunk of women entrepreneurs in India with 26.8% below agriculture. The large number of women entrepreneurs in agriculture and trade can as well be attributed to the support given to women in these sectors by the state government. Other business sectors identified for women entrepreneurs in India are services (18.5%), hand-craft (13.0%) and entertainment (4.8%).

In hypothesis one, the analysis of data indicated no significant difference in the mean responses of skilled and unskilled women entrepreneurs regarding their contribution to poverty reduction and sustainable development of India.

In all the identified contributions, the calculated t-values were less than the critical t-value of 1.96, leading to the retention of the null hypothesis. The implication here is that women in India contribute significantly to poverty reduction and economic development of the state. This is confirmed in the weighted mean and ranking of factors (table 2) where the mean values of the groups are above the cut-off point of 2.5.

The finding is supported by the works of other researchers. Adeyemi (2007) found out that Nigerian women generally, are hard working, enthusiastic and contribute significantly to sustainable national development. The finding is in line with Birley (2009) whose study revealed that Nigerian women entrepreneurs impact meaningfully on national development through their business contributions. The author concluded that women needed specific opportunities to develop their business in order to impact more on the national economy.

In hypothesis two, the data analysis showed no significant difference in the mean responses of both skilled and unskilled women entrepreneurs regarding the problem militating against their success in business in India. The calculated t-values were less than the critical t-value of 1.96 in all the identified factors. This led to the retention of the null hypothesis.

This means that women entrepreneurs in India are confronted with series of problems that hinder their success in business. This is confirmed in table 3 with the weighted means of all the identified factors being above the cut-off point of 2.5.

The impact of these factors however, on the success of women entrepreneurs in the state should not be undermined.

These findings are in agreement with World Bank (2005), ILO (2003), Samiti (2006), and SMIDEC (2004) which addressed that women entrepreneurs in MSMEs are affected by a number of economic, social/culture and legal/ administrative factors.

5. Conclusion

The contribution of women to poverty reduction and economic development is well documented. Yet there exist several barriers to the full optimizing of women's economic potential especially in their entrepreneurial skills in MSMEs.

In India, women in small enterprises have contributed significantly to improved family income, improved standard of living, decrease in unemployment and increase in internally generated revenue. However, several barriers like access to financial/start-up capital, culture, religion/traditional barriers, poor education and lack of infrastructure etc hinder full optimization of women economic potential.

These findings are supported by the works of other researchers. For instance, Adeyemi (2007) found out from a study that Nigerian women entrepreneurs are enthusiastic, hard working and contribute meaningfully to sustainable national development. Women, moreover, need specific opportunities to develop their businesses in order to impact more on the economy.

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Chapter - 2

A Study on Recent trends in Leadership Management

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Abstract

In the Recent trends in Leadership Management we will learn about the most common and classic management and leadership style and see how they evolved over time. While reading we will probably stop and think that's my company and likely you will be right. We will learn about the underlying reasons why companies have organizational structures, what are the benefits of different leadership management styles, what kind of leadership styles produce what results. Most of the subjects discussed in this article will be familiar to you from an own organization, school books or news. There are real-life examples from people and companies who have used modern management styles and there is an interesting part from the MGM case study where the reader can see the impact of management and leadership styles in an organization's success. It is essential to be aware of the new management and leadership trends in a world that is changing constantly, and this article is a good start to spark the reader's interest on the subject.

Keywords: Leadership management style, organizational structures.

Introduction

Working life has become more and more complex every day and it takes a good part of our lives considering we spend at least 8 hours a day, 5 days a week, working. Organizations have management, and most of us are working for a boss, manager or a supervisor. Some of us work in industrial factories, some of us in small startup companies, and some in SMEs. While the management styles differ, all of them has a management that is based on a theory. In this article, we will learn about the most common and classic management and leadership style and see how they evolved over time. While reading, we will probably stop and think "I know this", "That's my company!" and likely you'll be right. We will learn about the underlying reasons why companies have organizational structures, what are the benefits of different management styles, what kind of leadership styles produce what results.

Leadership Style

In this part, we will discuss several leadership styles that are widely adopted in the global organizations.

Lewin's Leadership Style

Kurt Lewin (September 9, 1890 – February 12, 1947) was a German-American psychologist, known as one of the modern pioneers of social, organizational, and applied psychology in the United States (Wikipedia.org, 2017). The Lewin's Leadership Styles Framework dates back many years - to the 1930's, in fact - but it is still relevant today because it divides leadership styles up into three easy to remember groups. While these groups might not necessarily capture all of the subtlety that is contained within a given leader or manager, they do a good job of highlighting the overall approach (Free-management-ebooks.com, 2017). In 1939, Lewin and his team identified three leadership styles in terms of decision making: Autocratic, democratic and laissez-faire. All three will be introduced in the article.

Although it was founded in the 1930s, Lewin's leadership styles framework is still relevant in today's world because it groups the leadership styles under three different titles. According to Lewin, any of these could be best approach for a given job. It is essential to pick the right leadership style for the right task. It is up to the manager's judgment which one to go with.

Autocratic Leadership

Autocratic style leadership is when the leader makes decisions on his/her own without discussing with others. In this style, the leader thinks that his/ her decisions are ultimately correct and doesn't feel the need to hear others' opinions on the matter. The leader sets the objectives, gives the instructions and expects the job to be done. This type of leadership style may work when the task does not require any contribution during the decision-making process however there are good and bad sides of it. It will be beneficial when managing a group of inexperienced employees where more supervision is required however it may create discontent among teams of experienced members.

Democratic (Participative) Leadership

Opposite of the autocratic leadership, in democratic leadership the leader includes the people in the decision-making process although this does not mean that the leader will not have the final word. In democratic leadership, the leader acts along with the team and encourage feedback and input from the team members. The leader will drive brainstorming and the best course of

action is selected, together. This process is much more collaborative than the autocratic style and increases the sense of belonging among the group as they have a say in the decision making. This style of leadership may work well with experienced teams who are used working independently however could cause chaos in an environment where there is a team of inexperienced members who are not able to perform on their own.

Laissez-faire (Delegative) leadership

Delegative style leadership allows the team members to take their own decisions and run the task. In this style, leader's management role is minimal. The leader monitors the progress and provide 19 feedback while leaving the team to decide how to proceed. The leader acts as a mentor providing guidance when needed and does not get in the way. This style works well with people who know how to do their thing and work well together. The team should always be aware of the fact that they are still responsible for the end results and they know when to ask for guidance otherwise it'd lead to a disaster.

All of three leadership styles are absolutely different from each other and each style will work well if used for the right situation. A wrong style-situation pair will result in failure. There is no need to pick a leadership style and go with it all the time. As the situation and the need changes, so does the leadership style.

Statement of Problem

Leaders today face new challenges due to the speed of technological, social, and economic change. In a world of disruptive digital business models, augmented workforces, flattened organizations, and an ongoing shift to team-based work practices, organizations are challenging their leaders to step up and show the way forward. CEOs are being pressured to take a position on social issues; C-suite executives are being asked to work more collaboratively across functions; line leaders must learn to operate in networks of teams.

But our research shows that while organizations expect new leadership capabilities, they are still largely promoting traditional models and mindsets when they should be developing skills and measuring leadership in ways that help leaders effectively navigate greater ambiguity, take charge of rapid change, and engage with external and internal stakeholders.

Literature Review

Demographics, globalization and technological innovation have transformed many organizational practices. Leadership has become an increasingly important element in the success or failure of business

enterprises, and a scarcer resource. Leadership, and leadership development, are being transformed by trends that represent both ongoing evolution of market defined needs and the creativity of responses to them.

Research Methodology

The variables identified for this research are leadership style, leadership behavior and employees' job satisfaction. Hypotheses below are proposed for this study:

1. Transformational leadership has a significant influence on employees' job satisfaction.
2. Supportive leadership has a significant influence on employees' job satisfaction.
3. Directive leadership has a significant influence on employees' job satisfaction.
4. Participative leadership has a significant influence on employees' job satisfaction.

Objectives of Study

When so many organizations are busy navigating a new way of working that is unfamiliar, the priority might be less on innovation and more on simply staying afloat. However, that doesn't mean leadership trends fall to the wayside. In fact, many of them can be utilized to your advantage, strengthening your ability to successfully lead your organization through this disruption and boost overall morale, and ultimately, organizational success.

Method of Survey

Some 753 learning and Development (L&D) professionals and decision-makers responded to the 2021 Leadership Development survey between January 8 and February 8, 2021. Overall, in the last five years, they have collected data from more than 3,000 professionals. All were employees of companies that create and use leadership development services with their own employees; external providers of learning and development services were excluded from the results. The majority of respondents (56 percent) had management responsibility, with the largest groups having the title of Manager (29 percent) or Director and above (27 percent). More than half of the respondents (62 percent) operated only in the United States; the remaining were composed of global (22 percent) and multinational (16 percent) companies. Organizations were fairly evenly distributed in company size, ranging from less than 100 employees to more than 50,000, with the largest

group (61 percent) having 1,000 to 5,000 employees. As a whole, organizations spent \$1.97 million on training annually, approximately 27 percent higher than the \$1.55 million spent in the previous year.

Conclusion

In this article, we tried to give an overview of the evolution of management and leadership styles by touching on relevant theories and their applications. As the needs of the humans change and our practices evolve, organizations will begin shifting from autocratic leadership towards democratic and delegative leadership styles where individual satisfaction and success will be more important while preserving social satisfaction. For the young generation, job satisfaction and personal happiness is more important than pay or promotion which will force organizations to seek change in their management styles. Most of the globally successful companies already apply modern leadership styles, choose flat or matrix organizational structures and offer incentives to motivate and retain employees. In the future, teamwork, collaboration and collectivism will be more important where there is more we and less me. As humans get more and more important in the organizations, personalized career paths, learning and development plans will be used more often. Employees will have more control on how they perform their tasks and possible the "office" concept will slowly disappear and turn into meeting spaces where employees visit only when they need to see someone in person. Interest for transformational leadership will increase where individualized consideration, intellectual stimulation and inspirational motivation will take the stage. When we take a look at the past of management and leadership and today, it has transformed tremendously and will continue to do so as long as our needs change and organizations are willing to adapt.

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Chapter - 3

A Study on Employees Job Satisfaction in Retail Companies in India

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Abstract

In general, most of the people are not satisfied with their job. This may be due to various reasons. In most of the cases the clerical staff or ordinary labourer is having the opinion that the job and the wage which is given are not proportional. They are having the notion that their supervisors and the Manager both are fixed with responsibilities. Each and every individual must be satisfied with their job and do the work with satisfaction and try for promotion by way of showing their sincerity and hard work.

Keywords: Job satisfaction, retail companies, responsibilities.

Introduction

According to the need fulfilment theory, a person is satisfied if he gets what he wants. The more satisfied he is when he gets what is more important to him. Employee satisfaction is an internal part of motivation. There are a number of different definitions of the satisfaction. One comprehensive definition is that, It is generalized attitude, resulting from many specific attitudes in 3 arenas.

- a) Specific job factor
- b) Individual adjustments
- c) Group relationship

These factors can never be isolated from each other. For analysis event indications of their relative important in job satisfaction may be obtained through the use of statistical techniques. Job satisfaction is the favourableness or unfavourableness with which employees view their work. It result when there is a fit between the employee expectations of the job and the rewards the

job provides.

Primary Objective: To study the level of employee satisfaction of the employees in public limited companies in India.

Secondary Objective: The investigator through this study aims to find the satisfaction level of employees regarding: Welfare facilities, Job security, Salary and incentive schemes, internal relation and Managerial conditions.

Research Methodology: Methodology gives the specific methods used in studying. The details of the sample size, sample selection, population, sampling techniques and area of study, data collection and tools of analysis are given below.

Research Design: Fundamental to any study is the research design. The research design gives the conceptual structure with which study is conducted. It consists of the blue print for the collection, measurement and analysis of the data. The research design used in the study is the Descriptive design.

Operational Design: The data collected through inventory was classified under specific headings. The data was then analysed using simple percentage.

Population: All the employees of the selected public limited companies in India are considered as the population for the study.

Sample Size: Normally sample size refers that number of units' selected for a particular study. But in this study though the entire population (employees) have been taken, it is better to point out in number. Therefore, the sample size is 110 employees.

Sample Design: The sample design is a definite plan for obtaining a sample from a given population. The sample design to use must be decided by the researcher taking into consideration the nature of the enquiry and other related factors.

Statistical Techniques: In this study, the simple percentage analysis and t-test have been applied. The simple percentage depicts easily to understand the people under various categories and in order to test the significance in this study t-test is applied.

Data Collection: For collecting the necessary primary data the researcher used a structured inventory with 35 statements. The secondary data was collected from company's reports / records.

Tools of Analysis: The analysis used in present study is Tables; charts are used for better interpretation of data.

Tools for Data Collection: In order to understand the employees'

satisfaction a list of questions pertaining to survey (known as questionnaire) is prepared and distributed to all the employees of the unit. A request is made to the informants through a covering letter to fill up the questionnaire and to return.

Limitations: While carrying out the project work and obtaining the relevant information, the following difficulties were encountered.

1. Some employees are not ready to give correct information, so that the researcher directly reports to the top management
2. Time available for collecting data from the respondents was a limiting factor.
3. The respondents don't have the pertinence to fill the questionnaire.

Analysis and Interpretation

T-Test

	Years of experience	N	Mean	Std. Deviation	Std. Error Mean	T-significance
Job contents	Less than one year	6	1.2619	.16701	-.982	.328
	More than 1 year	105	1.3374	.18385		
Welfare Facilities	Less than One year	6	1.7083	.57915	.873	.384
	More than 1 year	105	1.5310	.47875		
Motivational Factors	Less than one year	6	1.2500	.38730	-.625	.533
	More than 1 year	105	1.3238	.27501		
Employment Conditions	Less than One year	6	1.2500	.38730	-.625	.533
	More than 1 year	105	1.3238	.27501		
Internal Relation	Less than One year	6	1.2917	.29226	-.850	.397
	More than 1 year	105	1.4310	.39452		
Managerial Conditions	Less than One year	6	1.2917	.29226	-.850	.397
	More than 1 year	105	1.4310	.39452		
Recognition and Social Status	Less than One year	6	1.7083	.62082	2.132	.035
	More than 1 year	105	1.3357	.40405		

Interpretation: In the above table the t-value for the mean difference between the employees with less than 1 year experience and more than one year experience in different factors of employee satisfaction except in recognition and social status ($t=2.132$)($p<.05$) is not significant. The employees who joined the company recently is satisfied over their recognition and social status when compared with the employees who have more experience.

Findings

1. 63.64% of the respondents strongly agree in work perfectly and sincerity.
2. 72.73% of the respondents strongly agree in improvement in performance in future.

3. 54.55% of the respondents strongly agree in the opportunities for advancement in career.
4. 68.18 % of the respondents strongly agree in the people helping the colleagues at work.
5. 86.36% of the respondents strongly agree in the loyalty to the company.
6. 68.18% of the respondents strongly agree in improving his skills from the present job.
7. 72.73% of the respondents strongly agree in the job suitable for skill and knowledge.
8. 63.64% of the respondents strongly agree in the canteen and drinking water.
9. 59.09% of the respondents strongly agree in company's proper safety and measure.
10. 68.18% of the respondents strongly agree in proper ventilation and lighting.
11. 86.36% of the respondents strongly agree in rest rooms.
12. 70.91% of the respondents strongly agree in the satisfaction regarding the company policies.
13. 72.73% of the respondents strongly agree in good salary.
14. 70% of the respondents strongly in work environment is conducive.
15. 80% of the respondents strongly agree in job security.
16. 89.09% of the respondents strongly agree in scope for advancement.
17. 78.18% of the respondents strongly agree in recognition and appreciation for work.
18. 70.91% of the respondents strongly agree in work hours.
19. 79.09% of the respondents strongly agree in shift and leave system.
20. 80.91% of the respondents strongly agree in good incentive system.
21. 63.64% of the respondents strongly agree in salary package.
22. 61.82% of the respondents strongly agree in supervisor encourages the work.
23. 59.09% of the respondents strongly agree in the discussion with supervisors.
24. 79.09% of the respondents strongly agree in the co-operation of subordinates.

25. 57.27% of the respondents strongly agree in the satisfaction of relationship between the supervisors.
26. 86.36% of the respondents strongly agree in the appreciation.
27. 80.91% of the respondents strongly agree in the supervisor's encouragement.
28. 70.91% of the respondents strongly agree in the participative management.
29. 81.82% of the respondents strongly agree in the management implementing the employee's suggestion.
30. 79.09% of the respondents strongly agree in the effectiveness of settling the disputes.
31. 57.27% of the respondents strongly agree in the proper grievance handling procedures.
32. 72.73% of the respondents strongly agree in the employee's thinks he's regarded as a good worker.
33. 66.36% of the respondents strongly agree in the employee feels that the job has earned him recognition.
34. 86.36% of the respondents strongly agree in the one's idea about his organisation that it is a very famous one.
35. 89.09% of the respondents strongly agree in the amount of people who are proud for working in the organisation.

Suggestions

1. The organisations must, carryout more counselling programmes to
 - a) Improve superior subordinate relationships.
 - b) To solve employee problems and grievances.
2. The companies can set up proper salary and incentive schemes to satisfy the employees
3. The companies may provide a conducive work environment for its employees.
4. To motivate the employees the companies may provide better scope for advancement in their career.
5. The companies should reorganizations and appreciate hard working employees and motivate them to do better.
6. The companies can also initiate few socially responsible and environment friendly programmes for its employees to attain self-actualization.

Conclusion

The present study on employee satisfaction in selected companies made an attempt to evaluate the level of satisfaction among the employees. The study included employees from different departments with different age group and various years of experience.

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Chapter - 4

Wellness Programs for Employees

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Abstract

In today's business environment, management of employees of university setup has become one of the most challenging elements to consider. To sustain a competitive advantage, highly skilled employees who are perfectly aligned and motivated in the institute are essential. However, happiness becomes essential for these types of employees. Research on measuring the happiness and general wellbeing of faculty at university setup has become an important component for the management team when introducing new plans and future policies related to cultivating a positive teaching and learning environment. It is a well-established practice to measure the happiness of people of the country but use of happiness index to measure the happiness at work place in university setup is rare. In this study we have measured happiness amongst employees of the Ganpat University using the validated scale of employee happiness. The dimensions of employee happiness at the university are used as independent variables for explaining the employees' happiness with respect to their nature of work. Therefore, we have investigated the factors which are contributing in employee's happiness at a university, such as life satisfaction, interpersonal relationship, self-affirmation and physical and mental health. All the measures were taken from validated studies and found reliable. Survey approach was adapted using self-administered questionnaire to achieve the research objective. 362 participants were selected by convenient sampling technique. Data collected by personal (face to face) interview and online survey (email) method. Analysis included hypothesis testing regarding which constructs explains the most in defining employee happiness with the help of multiple regression and subsequent multivariate analysis. Research findings illustrate the important factors contributing in increasing employee happiness at work place. Findings also help the top management of the university in policy making. Specifically, for the Indian university, the concept is in infant stage so there is huge scope for further research in this knowledge.

Key words: Wellness Programs, Employees

Introduction

Wellness programs are designed to support employees in understanding their health risks and adopting healthy behaviors to decrease these risks. These programs can include health risk management (screening for elevated cardiovascular disease risk factors such as elevated cholesterol and blood pressure), behavioral health like smoking cessation, substance abuse and psychological counseling, and primary care promotion and lifestyle management especially on weight loss, fitness and nutrition. Such programs aim for decreases in more costly health care utilization including emergency room visits, hospitalizations, surgeries and specialist visits as well as reductions in absenteeism, increases in productivity and better quality of life. Corporate and worksite wellness programs can be described as employer' sponsored services designed to promote or maintain the good health of employees. Although such programs differ widely in scope, they can be readily distinguished from corporate health care programs, which typically focus on employee assistance and health insurance. In contrast corporate and worksite wellness programs focus on promoting healthy behaviors and correcting employees' poor health in ways that also enhance the operation and productivity of the organization. Worksite wellness programs can include a broad spectrum of activities, from smoking cessation to physical fitness centers (Society for Human Resource Management, 2008). Wellness programs have been introduced to worksites worldwide to try and improve the health and well-being of employees. Although the overarching purpose of worksite wellness programs is to provide a positive return on investment by reducing absenteeism and lowering health insurance premiums, the altruistic benefit has been the creation of a healthier workforce, which translates into a healthier population. While this is a successful merger between the financial demands of corporate policy and goals of public health, not all employees have benefited equally from this union. In particular, the needs of employees with disabilities have not been addressed in worksite wellness programs.

Statement of Problem

On the surface, these programs seem like win-wins, but crafting a workplace health and wellness program means defining health and wellness. When companies do that, they open the door to discriminatory health judgments. (For example, a tobacco cessation program will target smokers, and a FitBit competition can alienate non-walkers). These decisions can negatively affect employee engagement. A HR department's time would be

better spent improving their benefits package instead of implementing a one-size-fits-all program that fits no one.

Here are Some Specific Problems with Wellness Programs

They Use Faulty Metrics to Measure Health

Traditional programs use metrics that are not always accurate. For example, biometric screenings are a popular feature of most wellness programs and include calculating a person's body mass index (BMI) to determine obesity, but research suggests that BMI is an ineffective measurement of healthy weight.

They are All Stick, No Carrot

Masked as “perks,” wellness programs are often a way to shift health costs onto employees. Employers often promote these programs and their financial incentives as optional, but in some workplaces, there's a non-participation fee: higher health premiums. Penalizing employees who don't sign up for a wellness program sends the wrong message to your workers.

They Compromise Health Privacy

Corporate wellness programs bring health privacy concerns to the forefront. Under new U.S. Equal Employment Opportunity Commission rules, companies can require employees to share health data to obtain a financial incentive as part of a program – or pay higher premiums. This heavy-handed approach puts older workers who might have serious medical conditions in an uncomfortable position.

No One's Sure They Work

Wellness program success is all over the map. Some cases show they don't reduce health costs or improve employees' health. Half of employers who offer wellness programs don't formally evaluate them, according to an employer survey by the RAND Corporation. Most employers said their programs reduced health costs, absenteeism and health-related productivity losses, but only 2 percent could provide actual savings estimates. Also, often these programs aren't communicated effectively: most nonparticipating employees would consider joining their company's wellness program if they knew more about it.

Literature Review

The study is based on two motivational theories explaining the behavior of employees as they are provided (or otherwise) with the employee wellness programs. Maslow (1943) suggests that human needs can be classified into

five categories and that these categories can be arranged in a hierarchy of importance. These include physiological, security, belongings, esteem and self-actualization needs. According to him a person is motivated first and foremost to satisfy physiological needs. As long as the employees remain unsatisfied, they turn to be motivated only to fulfill them. When physiological needs are satisfied they cease to act as primary motivational factors and the individual moves “up” the hierarchy and seek to satisfy security needs. This process continues until finally self-actualization needs are satisfied. By Maslow this psychological needs forms the basic need for survival and this may include food, warmth, clothing and shelter. When people are hungry, or do not have shelter or clothing, there are more motivated to fulfill these needs because the needs become the major influence on their behavior. But on the other hand when people do not have a deficiency in those basic needs (psychological needs), their needs tend to move to the second level where it is equally seen by Maslow as the higher order of needs. The second level is seen as the security needs which tend to be the most essential need to people at this level. This is expressed in safety in the employee’s job, health and family. The third level of needs by Maslow was the social needs. When feeling secured and safe at work, employees will now place job relations as their focus that is trying to build up a good friendship, love and intimacy. Next up the ladder are the self-esteem needs which presents the recognition to be accepted and valued by others. The highest or last level of Maslow’s need is self-actualization needs.

Research Methodology

The study suggest to using a mixed design of descriptive and correlational so as to explain what exists in the sampled organizations as well as to test the correlation between the wellness programs implemented and the expected results of reduced Medicare costs, reduce absenteeism, employee burnout and stress and job satisfaction. Stratified sampling is proposed to be used to identify the categories of respondents including managers, employees themselves at various cadres in the workplace but use purposive sampling to identify the specific respondents of each stratum. Most studies adopted a descriptive research design covering particular samples of the target population. Stratified random sampling was done and data collected using semistructured questionnaires, a technique with good results especially when the target population is diverse and large. However, it provides challenge of having to rely on another sampling technique in order to specifically identify the respondents. Case study was used by RAND (2013) and recruited sites that had well-established programs and that differ along the following the criteria of company size, type of employer (heavy industry, retail, services, and

government), the origin of the wellness program origin (“home-grown” versus offered by a health plan or vendor) as well as the region of the country. This was a well elaborate technique as it studied organizations where the wellness programs had been established and also compared the origin of the program as to whether it was implemented by the employer or was established by health service providers. The case study was therefore suitable as it obtained data from specific organizations with employee wellness programs. Data was collected through semistructured interviews with key informants, focus groups with program participants, and direct observation. The techniques were appropriate as they provided a mixture of feedback with each approach corroborating feedback or responses from the other approach. However, questionnaires could also have been appropriate as to collect more responses since the target population was large. Individual interviews with wellness program coordinators, wellness program staff, human resource representatives, accountants, worker representatives and senior executives were done.

Objectives of Study

1. Positive wellbeing may reduce turnover and its associated costs
2. There’s evidence improved wellbeing gives a clear return on investment
3. Good wellbeing is critical to effective interpersonal relationships
4. Poor wellbeing makes time and energy our master
5. Positive mental wellbeing encourages creative outperformance
6. Investing in wellbeing positively impacts your brand

Conceptualizing and Operationalizing Studies of Organizational Culture: When embarking on a research enquiry, it is generally accepted that the phenomenon being investigated has a bearing on the formulation of the research problem, the consequent design of the research, and its implementation. Here, four considerations are discussed, namely: the theoretical position or school of thought assumed by the researcher; the nature of the organization culture phenomenon itself; the context within which the phenomenon is manifested; and the researcher’s value position and area of interest in relation to the phenomenon.

Method of Survey

1. Encourage Personal Growth

Offer growth opportunities for your employees. Have a conversation with them individually to ask what skills they would like to develop both personally

and professionally. Then, offer your support to help your team members reach them.

When employees know you care about their development, they respond. It builds trust, commitment, and many other benefits.

2. Organize Regular Social Activities

Employers can actively encourage employees to have time away from their desks or work areas through organized activities and interaction in the workplace. When implemented properly, effective team building activities are excellent for employee wellbeing. Team building exercises can help colleagues unwind, have some fun and build connections. Some ideas include days out, book clubs, sports teams, or a weekly team breakfast.

Find different reasons to celebrate achievements too. Hold annual ceremonies to recognise employees for their hard work, host employee appreciation days once a month or take your team out for a nice lunch after achieving a company goal.

3. Provide Wellbeing Resources for Employees

Share your resources through internal marketing channels to promote awareness. This could be mental health awareness training, self-help tools and signposting to additional support such as employee assistance programmes and employee counselling services.

4. Offer Training to Managers so They can Support Employee Wellbeing

Perhaps now more than ever, managers are aware of both their own and their team's mental health. The skills, knowledge and most importantly confidence help them to support their team and approach situations sensitively with employees who may be struggling.

Support can go a long way to help someone cope during difficult times. If you have noticed a change in a person's behaviour or if there is something that is causing concern, then training can help you reach out and talk to employees about mental health.

5. Develop a Data-Led Approach

Use data to develop an evidence-based strategy to support workplace wellbeing. This gives a real insight into the wants and needs of employees, highlights areas for improvement, and helps HR understand the impact of different working practices on mental health.

Data Analysis

As a result of the global pandemic, employee wellness has now taken center stage for companies. Businesses are realizing that poor physical and mental health among their employees can have real monetary consequences. In the US alone, poor employee health costs businesses up to \$530 billion annually as a result of low employee productivity and higher payouts for employee health benefits.

The pandemic has also exacerbated mental health issues, leading to employee burnout and low morale. One report states that 30% of short-term and long-term disability claims in Canada were due to mental health issues.

Well-structured employee wellness programs can help companies take a proactive approach and save on costs in the long-term. They can improve productivity, boost morale and significantly reduce attrition. Data analytics can hold the key to developing personalized and effective employee wellness programs.

In the US alone, poor employee health costs businesses up to \$530 billion annually as a result of low employee productivity and higher payouts for employee health benefits.

Here's how employee wellness solutions are integrating data science algorithms to improve outcomes in your organization.

Analyzing data can help you understand current employee health trends.

Before devising a new employee wellness program, it's important to understand where most of your employee health costs are currently going. Data science algorithms can help identify commonly recurring health issues and the most prevalent health risks among employees.

For instance, you might discover that a significant portion of employees has health risks like obesity or excessive alcohol consumption. In this case, you might include employee fitness programs or programs to encourage moderate consumption of alcohol.

There are numerous sources of data that can help you gain these insights. Many organizations conduct an annual employee health checkup that can help identify underlying conditions and risk factors. Self-reported employee surveys are another great source of information. These surveys can also get employees more involved in their own health as they can include questions on what employees want to be included in the wellness programs. While sourcing this data, however, it's important that employers protect the identity of its employees. Many countries have regulations limiting how much personal

health information employers can access. Ensuring that all data and responses are anonymized can help avoid potential regulatory challenges.

Conclusion

The implementation of these wellness programs are thought, from various studies, to help in enhancing employee job satisfaction, boost morale and motivation and ultimately enhance employee performance and productivity. However, the studies have not been able to provide substantive perspectives of these wellness programs. In Kenya, little work has been done in this area with most studies focusing on employee welfare including Kemboi *et al.* (2013) and Mokaya and Gitari (2013) on Employee recreation. Many organizations though have sought to implement wellness programs within their workplace including Kenyatta University, Safaricom, Deloitte and Touche, Serena Hotels, Sameer Africa among others.

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Chapter - 5

Ethical Leadership

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Abstract

Leadership styles vary across the vast Indian sub-continent and are in a state of flux and change. The norms are influenced by ancient mythology and by imprints of world-wide movements of political liberalism, socialism and economic globalization. But through all these styles, one discerns basic values which are universal and can be intuitively grasped by multi-national managers. The paper describes the various sources of leadership understandings in India and relates them to Western traditions, notably to Aristotle's 'virtue ethics'.

Keywords: Leadership style, Multinational managers

Introduction

Why has the development of leadership skills become such an important issue? To answer this question, we have to ask why *leadership* has become such an important issue. Leadership, in the sense referred to here, is more than management and administration. It entails the ability to motivate others and to inspire collective effectiveness. It also involves an ability to understand and respond to an ever-more complex *environment*—whether it is the corporate environment in which a team operates, or the global market in which a corporation competes.

The environment in which organizations do business has changed, and continues to change with increasing rapidity. This means that leaders themselves must possess a different and much wider set of skills than in the past—with a far greater emphasis on adaptivity, and the ability to embrace, understand, and respond to complexity. And leaders have to be prepared to expend as much effort understanding the external environment in which they compete, as they do taking charge of the internal structures of governance and

operations. The changing environment has made leadership of this new sort an increasingly essential resource for any organization that hopes to stay ahead of the curve or even to simply keep up with it.

Statement of Problem

The most common definition of a “leadership problem” is a “leader problem”—a problem stemming from the person or people in charge, such as managers, chairpersons, or team leaders. Are they not doing their jobs? How can they improve their effectiveness? Do they need to be replaced? It is reasonable to examine what the individuals with formal authority in the group are or are not doing that is contributing to the group not achieving results. However, the quick leap from “leadership problem” to “leader problem” can create tunnel vision. Leadership involves far more than the person who holds the leader title. It is a social process that enables individuals to work together as a cohesive group to produce collective results—results they could never achieve working as individuals. Central to the process are the interactions and exchanges between the formal leader and group members, and among group members themselves. The process is influenced by the beliefs and values of the individuals involved, the quality of relationships in the group, formal structures and procedures, and the group’s informal routines. To diagnose the source of problems in this process, one needs to take a whole system rather than an individual leader perspective. Formal leaders are an important part of the system, yet they are only one component in the multifaceted and dynamic process of leadership. How do you assess the effectiveness of a group’s leadership process? The most useful place to start is with the immediate outcomes the leadership process needs to produce. When the leadership process in a group is effective, it generates three crucial outcomes: direction, alignment, and commitment (DAC).

Literature Review

The literature review suggests that there are three main categories of the task-focused ethical leadership that should be studied including transactional, initiating structure and boundary spanning. Transactional leaders always praise and reward their subordinates when they meet and exceed the required job expectations.

The Literature review examines the theoretical, empirical and meta-analysis development in leadership literature. Substantial effort has gone in to clarify different dimensions of leadership, by generating considerable attention on the organizational and social research of leadership theories, styles, and behaviors.

Research Methodology

The research includes meetings with the great leaders. It also includes preparation of the questionnaire to be answered by above people for knowing the advantages and disadvantages. The views of the above parties were recorded in the research as per the questionnaire set by us.

Objective of Study

Leadership that is ethical has objective of study for a variety of reasons, for customers, employees, and the company as a whole. Leadership skills are crucial to help create a positive ethical culture in a company. Leaders can help investors feel that the organization is a good, trustworthy one. Customers are more likely to feel loyal when they see leaders in place in an organization. Good press is likely to come when there are ethical leaders in an organization. Partners and vendors will similarly feel they can trust and work well with an organization when they see leadership that is ethical displayed.

In the short-term, ethical leaders can help boost employee morale and help them feel excited about their management and their work. It can increase positivity and collaboration in your organization and make everyone feel happier to be at work.

In the long-term, ethical leadership can prevent company scandals, ethical dilemmas, and ethical issues. It can also help organizations gain more partnerships and customers, which can lead to more money at the end of the day. Loyal employees are also a crucial element of long-term success for a business.

At the end of the day, Leadership with ethics and ethical principles have major short-term and long-term benefits for organizations and individuals alike.

Method of Survey

Three instruments designed to directly measure ethical leadership include the Ethical Leadership Survey (Brown *et al.*, 2005), the Perceived Leader Integrity Scale (Craig & Gustafson, 1998), and the Ethical Leadership Work Questionnaire (De Hoogh & Den Hartog, 2008).

Data Analysis

Using data from different areas of a company helped leaders make good decisions in how best to use their team. Effective managers harness data to come up with new strategies to make sure their employees stay engaged. The benefits of data analytics also extend to an increase in workplace diversity and inclusion.

Conclusion

There is a clear pattern of circumstances and responses to the emergence of leadership as an important organizational concern and of leadership development as an organizational strategy. Demographics, globalization, intensified competition, and the growing complexity of the economic and technological environment have imposed these on business. The changing environment has made successful corporate governance far more complicated and imposed a shift in strategies; stable hierarchies are giving way to more dynamic, egalitarian, and collective strategies; leadership is increasingly less focused on organizing subordinates and increasingly more focused on understanding and responding to challenges by means of consensual, collective strategies.

Leadership is a resource which it is impossible to have too much of in the current economic climate, and organizations have progressively sought to develop leadership potential at every level. The shape of this transformation has been greatly influenced by the entry of a new generation of employees into the workplace—a generation whose social attitudes and whose exposure to both information technology and network-based endeavors together represent perhaps the greatest inter-generational shift ever in workplace demographics and culture.

As organizations respond to the more demanding environment, and as effective leadership itself becomes an increasing element in market competition, the only possible conclusion is that workplaces will undergo even more profound transformation, and that leadership development will become an increasingly important element of corporate strategy.

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Chapter - 6

A Study on Relationship between Employee Benefit Management and Employee Retention

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Abstract

The purpose of this look is two-fold. Specifically, the first motive is to explore the hypothesis that the enrichment of worker advantage control and the development of process attitudes mediate the link between family-pleasing rules and worker retention. The second objective is to research the gender gap within the above-cited model.

Scope of the Study

The main of this study is to understand about the employee retention and employee ratification and moreover this study describes the behaviour of employee in the organisation and strategies used by employees. The main mediator outcomes so far have been identified as the enhancement of worker advantage control and the enhancement of process delighted point. There has not been a gender disparity in the retention method, except for the wide variety of worker advantage control practices and corporate tenure's additional research on global comparison, research of organization, longitudinal research etc turned into pointed out.

Objective

The Various Objectives of My Research are as Follow

- To examine the impact of employee benefit and employee retention.
- To know the factor of employee benefit and employee retention.
- To suggest on employee benefit manager in order to employee retention.

Research Methodology

The Research Approach: Survey Method.

The Research Instrument: Questionnaire.

The Respondents: The Managers & Employees of various organizations. A concise questionnaire was prepared keeping in mind the information specifications.

Keywords: Relationship, Employees, management, human resource.

Introduction

The Employee retention management is a key concept for the progress of an organisation which can be known as the entire human resource management policies for retaining the current or high-performing employees within organizations for long periods of time, enabling them to exercise or develop their capabilities. The consequences of an organization's failure to retain high-performing employees are very dangerous in long term.

First of all, resignation increases short-term costs, such as the money spent on hiring, training of other employees, employees restructuring and decrease in production. If the overall workload will remain the same, the short-term burden on the remaining employees will increase and is likely to have a bad effect on their motivation. In the long run, the organization-specific understanding, knowledge and know-how that long-time employees possess will be lost. In this sense, the retention of employees, especially the high performers, is an important issue for organizations. Critical competition is strong presently to secure competent human resources. Greater employment variability boosted by increased job variations further build up the competition for securing talented, high-performing individuals as well as those who will become the future core employees for organizations. This trend is marked even in times of economic recession. Viewing the same phenomenon from a different perspective, organizations today are at greater risk of losing capable human resources to other organizations.

Let us first don't forget the results of an organization's failure to hold the excessive appearing personnel, i.e., their resignations. First of all, resignation will increase short-time period charges consisting of the cash spent on hiring, employees reshuffling, education/education of different personnel, and reduced production. Assuming the general workload stays the identical, the short-time period burden at the last personnel will boom and is probably to have an unwell impact on their motivation. In the lengthy run, the organization-precise knowledge, skills, and information that lengthy-time personnel own may be lost. In this sense, the retention of personnel, in particular the excessive performers, is an essential difficulty for companies.

On the other hand, the current big reputation of pleasant paintings patterns and the idea of Labor-lifestyles stability have advocated each companies and

people to take a hobby in balancing their paintings (Labor) and personal lifestyles, and this fashion additionally exists with inside the context of more emphasis being positioned on girls' roles in companies. Employees' intellectual fitness is any other extensive difficulty in mild of growing instances of melancholy mentioned at workplaces. Closely tied to such current traits in organizational human aid control is the idea of worker advantage control. Employee advantages encompass diverse measures supplied via way of means of companies to their personnel and their households for enhancing worker welfare, that have end up called an 'intra company welfare gadget.' The representatives of the statutory welfare measures encompass coverage schemes for fitness, pension plans, employment, and workmen's twist of fate repayment. This proves that worker advantage control or enhancing worker welfare has now no longer lessened in importance.

How do such current traits in worker advantage control have an effect on worker retention, Since across the 1960s, worker advantages for Indian companies had been an important idea, simply as essential as education and improvement, withinside the retention control.

It is especially positive that after in comparison with competition within side the same industry, the first-rate of fitness-associated worker incentives and the fee of worker advantage prices over the complete employees' cost, in other words, both the amount and first-rate of worker incentives negatively affected the resignation fee. So, how are the family-friendly workplace and work-life balance ideas, or the new directions in employee benefits, associated with worker retention? 'Family friendliness' become an idea which first became popular in Europe and the us with inside the 1980s, that means a piece fashion that takes into attention the 'worker's duty to his/her own circle of relatives.' This idea advocates the want to be bendy and alternate personnel' paintings fashion to healthy their own circle of relative's circumstance, and the newly followed measures had been regularly called 'own circle of relatives-pleasant practices.'

Batt and Valcour (2003) noted that flexible working hours, but no longer childcare, contributed to low withdrawal cognition. In other words, previous research failed to reveal a unified end as to the impact of own circle of relatives-pleasant practices on retention. Nonetheless, it's miles profitable to observe that simplest the impact of own circle of relatives- pleasant practices on retention become detected, without those practices always having an instantaneous impact on companies' monetary overall performance. In the existing look at, the writer analysed the worker advantage control and, in particular, the retention outcomes of own circle of relatives-pleasant practices

via way of means of first putting in place the subsequent First of all, it's miles primarily based totally on human aid coverage version (Morishima 1996) in strategic human aid control. If you count on that the guidelines and practices are associated with each other inside a human aid control gadget, one could see this version as a configurational method that examines the concept that the coverage-and-exercise inner in shape improves organizational overall performance.

In inspecting the connection among worker advantage packages and retention, any other version become tested in regard to the impact of economic worth (an goal factor) of worker inventory alternatives packages and the sensation of collaborating in organization control through this (a subjective factor), which might also additionally cause with cognition and real spontaneous resignation via way of means of manner of multi-step awareness, i.e., pleasure with the gadget, basic task pleasure, and organizational commitment.

Prior Research on Gender Variations Ended in Theoretical Fashions

1. A task version wherein gender is no longer a consideration and
2. A gender version which asserts variations because of gender difference the predominance of those fashions varies with the look at target. This indicates the equalization of labour attitudes among women and men as more and more girls make significant advancements.

On the other hand, one study that tested the connection between employee benefits and retention identified a gender gap withinside the resignation sample and concluded that a pension gadget had an excessive retention impact on guys and that the lack of fringe benefits does not have an effect on girls' retention as substantially as guys' (Mitchell 1982). This finding, however, is constrained to the examination of character structures and does not address the general worker advantage control exercise, its guidelines or worker perception. Thus, the position gender variations play withinside the courting among worker advantages and retention has now no longer been proven clearly.

Measurement Instruments

Family-Friendly Policies

In order to measure family-friendly policies closely related to employee benefit management, this study set up its own 1–5 Likert scale of four items. Considering that the purpose of the questionnaire was to ask employees about

policies of their organization, the questions focused on childcare, family care, and so on for the sake of brevity. Examples of the items in the questionnaire included efforts to encourage employees to take child- and family care leaves and support to enable employees on temporary leaves due to child- or family care to smoothly return to their former position.

Employee Benefit Management Practices

We used the number of introduced employee benefit management systems as an objective intermediary factor in our multi-step process model of retention. As there was a prior study which reported that the number of introduced family-friendly practices had no impact on the resignation rate the said number was not only limited to the introduction of family-friendly (work-life balance) practices but also covered the introductions of various practices related to employee benefits.

Job Attitude

This study used job satisfaction as a subjective intermediary factor in our multi-step process model of retention. This factor has been analysed by many studies as a representative measure of workers' job attitude together with organizational commitment. This was also a factor implicated in intermediary effects in prior studies on the relationship between employee benefits and retention. In measuring job satisfaction, individual job satisfaction concerning individual aspects broadly relating to workers' duties, such as work itself, human relations and working conditions, and overall job satisfaction, based on all such elements were measured separately.

Retention

Past personal surveys on retention adopted objective indicators (resignation behaviour and organizational tenure) and a subjective indicator (withdrawal cognition) as indicators of retention. Also included were organizational tenure as an objective indicator and withdrawal cognition as a subjective indicator. This was done this was done this was done with a focus on objective indicators as guidelines when planning specific Human Resources policies. Many prior studies measured withdrawal cognition using the Likert scale. However, it has been pointed out that the Likert method and the rating method forming the basis of the Likert method have some defects.

Methods

- Meeting all the raising demand of employees.
- Use family involvement programmes.

- Continuous feedback on performances.
- Employee compensation.
- Provide efficient carriers planning and development.
- Offer competitive pay package and all social security benefits.

Discussion and Implications

The findings of this have made a positive contribution to retention control research. In Indian businesses, collectively with schooling and development, worker gain control has been emphasised as a sub-machine in human useful resource control conducive to worker retention. However, in retention research primarily based totally at the strategic human useful resource control idea approach, which sees human useful resource control from systematic and macroscopic viewpoints, worker gain control changed into hardly ever taken into consideration as such an element. As summarized below, it could be stated that the findings of this have a look at proved its significance.

First, it changed into observed that even as process pride, a subjective factor, contributes to decrease withdrawal cognition, a subjective indicator of retention, the range of brought worker gain practices, a goal factor, contributes to longer organizational.

It may be stated that this has a look at confirmed comparable dispositions with earlier research on organizational behaviours. In addition, the range of brought worker gain practices helped to decrease withdrawal cognition, and in a few relationships, goal signs pass the border among subjectivity and objectivity and make a contribution to subjective retention.

Conclusion

This observe May also have had a few obstacles as mentioned below. First, this observation was confined to full-time personnel operating in India, which may preclude generalization of the observer's findings.

However, as a minimum those findings may also cause clarifying the retention method of organizational personnel withinside the context of Asian studies. It is was hoping that surveys withinside the West with special cultural backgrounds and in addition comparative surveys among Asia and the West may be carried out sometime in the future. Second, this research analysed best the statistics acquired from private surveys. In order to higher recognize family-pleasant rules and the range of the brought worker advantages greater precisely, a cross-stage evaluation surveying the groups' Human Resources Department and linking their outcomes with private statistics acquired from

their personnel is preferable.

It now stays as a brand-new mission for the future. Nevertheless, it might be hard to put in force this sort of survey due to the fact it'd require cooperation from many groups and their personnel. Meanwhile, as with this observe, it's also important to accumulate greater goal human useful resource control statistics via way of means of carrying out private surveys. Last but not least, this observation no longer reflects performance but the topics of the observation varied greatly across occupations, departments, and groups, it was not possible to measure their performance against.

Results

An objective indicator of retention, was significant but low. Therefore, it may be appropriate to set up both indicators separately. The same was true for the relationship between the number of employee benefits introduced and job satisfaction. The reliability of family-friendly policies was verified.

To Recognize the Intermediating Effects of the Practices and Job Attitude, the Following Three Relationships Should Be Assumed

1. Family friendly policies affect retention.
2. Family-friendly policies affect the practices and job attitude, and (3) the practices and attitudes of the workplace affect retention.

Last, a simultaneous analysis of several groups by gender to explore any differences in the relationship among the intermediary factors in the multi-step retention process model of employee rewards.

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Chapter - 7

Impact of HR Automation in Organizations: Integration of Automation in the Space of Human Resources in India

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Abstract

The current trends surrounding technological advancement at the Workplace 4.0 have gained tremendous momentum over the past few years with the onset of the global pandemic in 2020. Recent scientific research and development of innovative automation scope opens a space for gradual integration of digitalized tools and applications in an organizational background. Rapidly developing possibility of Human Resource (HR) automation is primarily associated with improving the efficiency and productivity of the workforce; its progressive establishment increases every day. The purpose of this study is to discuss the impact, benefits, and current challenges of automation in a business workplace through the experience of the workforce. The study discusses a detailed understanding of the uses and main trends of HR automation as well as investigate an intersection of automation and human resources from a future contextual view. The paper uses both qualitative and quantitative research methods. The analytical data, contextual literature study, interpretation from various relevant institutions and international organizations are also provided.

Keywords: Digitalization, Automation, HR Technology, Workplace 4.0, Productivity

Introduction

With a rapidly changing business environment where uncertainty is alarmingly increasing, especially with the Covid-19 pandemic announcing a major disruption that widely affected business organizations around the world, the challenge was to adapt to the current situation where the HR department has shown significant flexibility in shifting its roles and responsibilities from administrative to strategic focused. There is only room for faster and better decisions by managers which has led to massive investments on implementing

information technology in HR functions to tap the maximum potential of human capital for business excellence. Technology augmented innovations have very steadily replaced the human in HR and everything is increasingly being dealt with algorithm and analytics for ease in data interpretation as the measure of success has shifted in terms of efficiency and scalability. Digital transformations mandate every organization to embrace a new work design in the direction where HRs need to keep customizing a few discretionary functions to avoid productivity loss. Data on sourcing to recruitment, talent workforce and analytics, predictive behavioral technologies, performance management, compensation management have provided valuable business solutions and facilitated impactful insights in making effective decisions in this cut-throat era to maintain the competitive edge. The present world is drifting into high technological infrastructures following complex processes like data storage and data control, which is seemingly an aid for advanced management of all HR systems by constantly improving the quality of work and decisions, process enhancement, saving time, and being cost-effective. Automation will not only increase workforce efficiency but also better the ability of unconventional thinking and creativity skills powered by tactical knowledge (Shenton, *et al.*, 2011). Information technology has been considered as a potential tool that managers use in human resource functions to increase the capability of the organization (Tansley & Watson, 2000). HR Automation aims to streamline administrative/executive processes, reduce errors, and cancel the need for repetitions (Ngai & Wat, 2006). However, the question largely remains is the trend of automation making businesses today lose the human touch relevance in the organizations? Will the organizational culture allow such a transition? Humans are an integral part of HR in business as the department is embedded with people, minds, and emotions. As the technological transforms wrap the world, the HR department needs to be part of such a change embracing robotic automation in search of a promise into greater competency and efficiency (Papageorgiou, 2018). But is the shift in focus from traditional HR function to digitalized augmented function a massive invasion or an integrative narrative that dictates that humans and automation can co-exist?

Objectives of the Research

- To discuss major need and main trends for identifying the usability of significant advancement in the field of HR Automation that influences superior standards of efficiency.
- To enlist various benefits/opportunities and challenges in HR Automation domain in order to realize simplification of HR processes.

Research Methodology

The data has been collected from secondary sources such as journal articles, websites, magazines, other periodicals, etc.

Review of Literature

A study by the University of Southern California's Center concluded that HR automation benefits the organizations as follows: 20 percent higher return on investment, 20 per cent higher return on assets and 13 per cent higher return on equity. The piece of remarkable study conducted by the Society for Human Resource Management found that 60 per cent to 80 per cent of an HR staff time is tied to repetitive administrative tasks. Much of this time is spent answering employee and manager questions and gathering information for reports.

A survey conducted by IOMA's on HR management and cost control took the sample size of 149 respondents (HR professionals) from different areas of HR processes and procedures of recruitment and hiring through web-based applications and intranet and they concluded that HR professional reducing cost control via web-based applications and intranet 62.8 percent and 54.7 percent respectively.

Keil Colchester has given notable suggestions to the organizations to go with implementation of web-based / cloud solutions rather than software-based hardware. You can choose any new software solutions not only to streamline your HR processes, but also to enhance your company role as a leader by establishing your company as a workplace of choice that put the value of people at its core. The Workforce Management shows that the software and technology still hold the key to increased productivity and efficiency-it can save employee's time, help them work smarter and require less people power.

Another remarkable study by Eric Krell concluded that HR professionals have to select such type of tool which would align company strategy; people strategy and business strategy integrate together. It has to enhance the development of company strategy, people strategy and business strategy as well. According to the study, IOMA research found that human resource (HR) managers are given a positive opinion on automation of HR and they expressed that automation improves the administrative and staff productivity.

HR Automation and its Technological Implications

HR Automation is the valuable process that aims at improving the efficiency and increasing the capabilities of the organization by reducing

stress and allowing focus on complex job tasks (Collier, 1983; Turnage, 1990; Spell, 2001; Lengnick-Hall & Moritz, 2003; Manyika, *et al.*, 2017). It is believed and experienced that automation is widely complementing and not competing with the HR department nor personnel. It is estimated that over half of the world's workload can be easily automated with significantly less difference in efficiency, without transforming the core or fundamental nature of work (Mann, 2020). It is viewed that HR personnel/managers who resist the use of automated tasks and processes lose an average of 12 hours in a week of their working hours (Peterson & Peterson, 1998).

Few Listed HR Systems Used in the Past Decades are

- Human Resource Information System (HRIS)
- Human Capital Management Systems (HCMS)
- Applicant Tracking Systems (ATS)
- Benefits Administration (BA)
- Learning Management System (LMS)
- Employee Self Service (ESS)

With drastic advancement in technologies and increasing technological impact with software in workspace are shifting the focus of the organizations in regards to the nature of work in great frequency and solidifying the foundations of employee agility rather than relying on periodic changes with conventional approaches of implementing work. The introduction of next generation automation technologies paves the road to systematic, dynamic, and decentralized way to acquire, identify, and match the right talent in a rather necessary redefined flow of online approach that ensures skills and competencies are kept intact.

Need for HR Automation in Workplace

Automation and technological implications in the field of HR are considered to be a major workplace disruptor when it comes to human resources by viewing it as a helpful enabler of consistent process executions, leading to greater efficiency, superior customer service, and significant ways to save costs of the organization.

As per studies, over 27 million Indians or about 7 percent of Indian workforce are in need of digital skills and training as technology impacts the way jobs are performed.

It gets relatively easier to get human resources operations to fall back on track by employing intelligent automation processes and improved

technologies by ensuring consistent techniques of people processes and providing them with the ability to manage the dynamic nature of efficiency.

Machine learning, cognitive tools, and robotic processes are examples of automation and artificial intelligence adoption that bring more efficiency to human resources but cause operational costs reduction.

As new workplace is transforming to be more agile, customized software platforms enable HR department to respond promptly to the changing needs of the environment encouraging remote projects, virtual leadership, digital training. Bots are used to perform a wider range of roles and tasks like drafting all the offer letters, designing job descriptions or setting up efficient payrolls and benefits system data analysis for improving the experience of the employees in the organization in a cost-effective manner. The compliance and accuracy improve and provides the company with a chance to allocate the employees with better and value-added tasks. A faster turnaround time leads to higher job offer acceptance rates are notices. The structure of the organization becomes collaborative with safe work design of environment.

Additionally, the acceleration of automation and artificial intelligence adoption shifts the need for skill sets including social, emotional, physical, and manual skills. These changes will help the workers to deepen their existing knowledge, skills and abilities or acquire new ones.

Benefits of HR Automation in Workplace

Organizations are able to work independently and interdependently through HR Automation by syncing all departments and domains to execute the tasks effectively by driving excellence in results.

- 1. Improves Efficiency:** It is widely believed that automation scales down the amount or valuable resources or inputs used in the organization and adversely affect employee job performance. However, with automation human resources can be utilized with higher collaborative value by implementing smarter provision of resources.
- 2. Enhance Productivity:** By reducing the monotonous nature of work and the frequency of manual labor in HR functions, automation enables the workforce to think, redirect, and invest time in decision making, boosts creativity which gives an edge of success to the organization.
- 3. Easy Documentation and Fewer Errors:** Due to automation the process of documentation of large data sets of several employees

since years together can be done smoothly with mere error involved (Limoncelli, 2018; Tillman, 2009).

4. **Leaner Operations and Lower Costs:** Through automation optimum utilization of data can be achieved, causing low cost of operations to be involved.
5. **Quality Hiring:** Bots are being used in several organizations to screen job applications and potential candidates with the proven intelligence in quality talent hiring by mapping the skills of the candidates to the requirements of the job.
6. **Time Saving:** Automation has created valuable space of time for employees to meet their growth as well as align organizational development and strategies to their need of self-development. It also provides opportunities to build strong work culture, better decision-making process, and set improved organizational structure (Nawaz & Gomes, 2014).

Challenges of HR Automation in Workplace

1. Integration into Current Processes and Architecture becomes challenging. Since HR automation software are used for specific processes, it might get difficult to integrate them in the overall IT infrastructure of the organization
2. Clarity on the significant amount of structured and unstructured data collected to mitigate ethical concerns should be discussed. It is difficult to take both cybersecurity and regulatory compliance into account. Code of confidentiality, privacy, and certain policies must be ascertained for implementation.
3. Customization of HR software becomes a major challenge since organizations belonging to different industries grow at a different stage with different needs that might not require a certain technological solution.
4. Employees may not feel comfortable in adopting to new methods of doing work with an apprehension in their mind of chances to lose their job. Hence, it becomes difficult to motivate employees with new technology been introduces since resistance is expected.
5. The regular flood of information and data makes it difficult for employees to track updates and locate different formats and mediums constantly to gather what is required.

HR Automation Trends in India

The past years have been an essential catalyst in driving major changes in employee and organizations with the global pandemic taking over innovative verticals to survive the crisis. Technology has gained primary focus for all organizations and throughout various team profiles since HR managers have to introduce all systems converted to technology solutions for smooth functioning of work with emerging models of Work from Home (WFH), Work from Anywhere (WFA), Hybrid Model (part home, part office), gig employment, and contingent employment.

- 1. Recruitment and Hiring:** Software supporting digital recruitment widens the pool of applicants to make the process of recruitment and selection faster and better to quickly find the best candidate for the position. It increases the reach and access to standardized and quality talent to make sure top-notch experience. Best recruitment automation software like finds a routine combination to ensure strategic decisions for application tracking, screening resumes, assessment or interviews, acceptance or rejection of offers, onboarding through displays of virtual reality or artificial intelligence, and determining salary structures.
- 2. Employee Onboarding:** Software can improve the process to allow hire orientation and promote best practices by sending important documents to everyone easily, notify employees the tasks and responsibilities that need to be accomplished, and set the familiar space in the office for new employees. User-friendly employee portals allow the employees to access dashboard containing information and employee records.
- 3. Data Analysis and Risk Management:** The analysis and comparison of different data is made easier with digital software. HR representatives are also helped by software for risk management, digitized data associated with risk elements by analyzing employee data through processing, creating, and collecting loads of tangible data.
- 4. Employee Training:** Instead of manual training scheduled that might not deliver, the use of simulators, electronic instructions, and digital technologies like apps, portals, and online webinars allow employees to train at their own pace. The usage of automation technology prevents confusion and future mistakes and enables employees to complete in-depth training to enhance their

competence, skills, knowledge, and abilities. Such training tools also manage future training scope or opportunities by monitoring current learning progress. The use of LMS tools helps to administer, track, report the deliver of several learning courses, training programs, and development programs to the workforce.

5. **Employee Benefits Management:** By designing and using software, the benefit processing of employees in the workplace can be taken care of through drawing easier retirement plans customizing to fit the needs of each individual, creating beneficiary packages by measuring all the improvement data available. Other benefits are: request time offs, updating of absence records, performance appraisal, log-in time sheets and many more.
6. **Performance Evaluation:** Tools and software including feedback tracking, performance review organization, and data collection that reflects features to rectify turnover trends and low performance issues and factors involved.
7. **Talent Management and Retention:** Gathering feedback about employee satisfaction rate and continue to predict key areas in need of improvement by identifying common pattern of behavior through low engagement rates and interest in long terms individual and organizational goals. It is assists in managing acquisition, performance, development, rewards, progression, and succession of workforce in terms of employee lifecycle.
8. **Payroll Management:** Software that gathers and validate inputs, calculate payroll followed by accounting, pay-out, and reporting. Through compensation management systems, employee can be paid on the basis of performance. All components of the worker's salary including the basic salary consisting of variable salary component, bonuses, or share packages are managed by software's intuitive user interface.

HR Automation in Action in India

Robotic Process Automation (RPA) platforms are capable of doing automated work through digital system and software interaction which is estimated to handle 60 percent of process activities in any organization. What makes it invaluable for modern business is its core function of repetitive automation of rule-based tasks. The RPA market is expected to grow steadily until 2024, despite the negative effect the pandemic has on the economy (Gartner). RPA will help gathering of data and managing such repetitive

responsibilities since everything gets automated. It will also help HR department to adapt to a whole new paradigm of automation in order to understand the work landscape in which human employees integrate their capabilities along with AI to improve the overall organization processes. It induces proficiency in L&D process execution, employee LTA management, detailing employee data, onboarding time, access to creation and termination, automated employee expenses (Aguirre & Rodriguez, 2017).

According to Workato, recruitment being an essential aspect of HR work, is currently automating 6 percent of all the tasks with growth noticed every year. LinkedIn conducted an interview in 2018 which stated 67 percent of HR agents claimed that automation in recruitment helps save time, reduced chances of overlapping interview dates, and smoothen major processes for candidates for selection since new ways of utilizing AI and automation makes the work easy and precise.

An explosion in AI automation is noticed across all levels with the increasingly complex and demanding business environment after global pandemic to modernize faster since it is considered a replication of human brains, as competent and better to translate various human interventions into automatic interface. AI automation can help organization through:

- **Real-Time Data:** HR can anticipate inquiries and issues through capturing data and automatically processing it to ensure the element of planning is taken care.
- **Personalized Approach:** Nowadays, employees need constant access to HR resources with personalized information based on their needs and expectations. AI intervenes for visual perception, speech recognition, language translation, and decision-making processes.
- **Empowered HR:** HR department can focus more on tasks that require human touch and ensure more work is done with fewer people due to introduction of automation.
- **24/7 Availability:** A source of constant support is provided through AI-powered chatbots without forcing HR agents to organize a round-the-clock schedule.

A switch to cloud environment will ensure more focus on employee engagement strategies, productivity, performance and wellness backed with strengthened decision-making process backed by data.

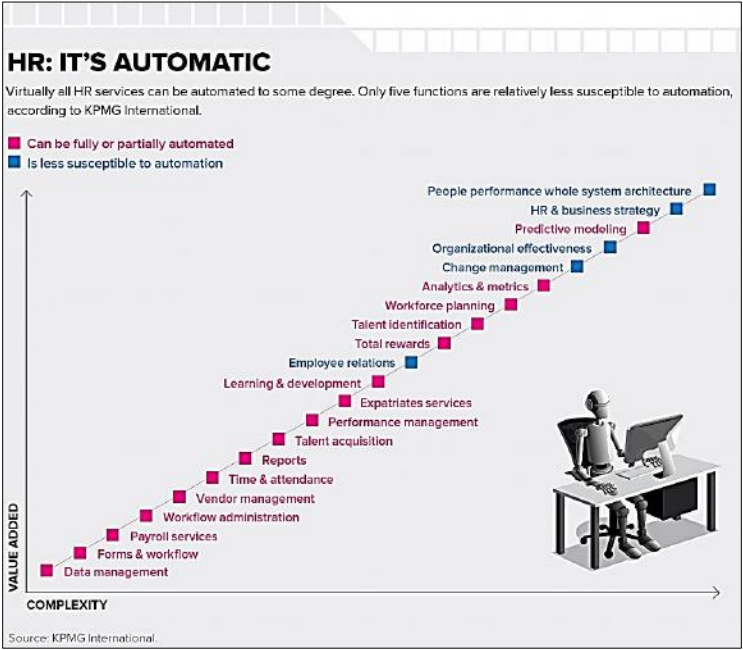
Machine learning facilitates machines to learn by themselves based on commands and instruction given or by pattern recognition. Since this can be

recognized as “conversational solution”, candidate experience can be multiplied if used in the right sense and direction as it eliminates errors and biases.

Data-driven decisions and analytics in relation to HR processes are of crucial important to the organization to look at all close possibilities of growth and success. Usage of analytics from automated software are leading indicators to outline the positive work environment. Comparison of various productivity metrics from gathered performance ratings and employee feedback determines the impact of different leadership style and engagement.

Simplified data collection from automated payroll system makes the tedious time-consuming aspect of the job easier. If HRIS (Human Resources Information System) is connected to the global payroll, the data validation need require cross-reference or re-checking of information with auto-generation of trigger notification of tasks completed and automatic paystub/pay slip generator.

A recent KPMG report found HR functions that can fully or partially automated. The following HR processes are relatively less receptive to automation-People performance whole system architecture, HR and business strategy, organizational effectiveness, change management, and employee retentions.



A drastic change in the work model to hybrid work schedules became the norm in a post-pandemic era. Around 79 per cent of executives permanently opted to allow their teams to split time between remote and office work. Organizations majorly depend on applications like ESS to constantly advise their team in regards to performance management techniques and learning systems when leading a hybrid team.

Analysis and Interpretation

1. **Automation Helps HR:** In order to analyze the mindset of the HR professionals towards the ongoing integration of automation in the space of human resources processes, it is observed that:
 - Organization structure and development can be predicted and controlled.
 - Automation helps HR in management of relevant big data which is a key to maintain data consistency, retrieval, analysis, storage, and transfer.
 - It ensured quality and standardized HR functions and services.
 - It reduces the operational heaviness of work by cutting cost economically, help them invest time more productively in core activities.
2. **HR Processes can be improved through Automation:** Diverse areas of HR department can drastically improve through automation with chatbots entering the workforce, database management, performance management, building training dashboards, and reducing prominent errors. The entire job is made easier where the HR focuses more on vital aspects of their tasks rather than process clarification.
3. **Human Connect Diminishes due to Automation:** It is observed that automation does induce in human connect being lost within the organization. However, the issues of biased decision making can be reduced with the existence of AI. It is also highlighted that there exists significant amount of resistance amongst employees to change with automation but when redundant activities are taken over through software interface, the overall satisfaction of the employees increase from transactional roles to transformational roles. However, many are of the opinion that there exist certain activities in the organization that cannot be carried out without human intervention—the cognitive abilities of individuals are much superior to any system that can streamline the direction and resources since we expect quality

improvement in such areas. Major traits and characteristics of emotion and empathy gain momentum with processes like coaching, mentoring, counselling can never be better performed by technological interventions because they are solely driven by humans.

4. HR Professional Should Carefully Utilize The Time Saved By

Automation: Many HR professionals are ready to welcome automated interventions in their daily life as it saves time by reducing supervision of majority of their mundane tasks. They need to shift their focus and plan out optimum utilization of their saved time towards employee engagement, grievance resolution, compliance drafting and many more. They should draw up their focus towards identifying training or developmental needs to get the workforce ready for future requirements. They look forward to increasing the overall organizational growth through improving business acumen, creativity aspect of work, and channelizing efforts towards career graph progression.

Conclusion

With ever demanding workplace and constant exponential increase in technological advancements, it is essential to design organization structure that can embrace and integrate such technological interventions. The research highlights how the transformation of digital interfaces impact and support HR functions majorly by effectively providing several growth opportunities to organizations. The driving of a complete automated environment is inevitable, especially after the global pandemic. Automated HR systems makes the access to large number of users and data easier that increases the reliable connectivity of all functional areas to manage in human resources. The implementation of web-based technologies in HR aims to lead organizations into a foresightful aspect of future workplace. Organizations must be prepared to be competent enough to face any challenges or crisis ahead by vitalizing the upgradation of technology and interfaces; and striking the correct balance of existence of right emotions and human quotient in the organization for consistent success and overall development.

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Chapter - 8

The Interactive Effect of Communication and Stress on Perception of Quality of Work Life

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Abstract

Communication competence is considered essential for communicators in an organization. Inadequate and incomplete communication creates stress among employees as regards to organizational role. Employees basically work for having a balance between organizational objectives and individual needs. High degree of perception of quality of work life leads to satisfied, and committed workforce. The present paper aims to discuss the interactive effect of communication and stress on perception of QWL.

Keywords: Quality of Work Life (QWL), Employee Stress, Communication.

Introduction

It is universally accepted by both management and practitioners and researchers that the success of any organization is highly dependent on how it attracts, recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees "quality of work life'(QWL) to satisfy both the organizational objectives and employee needs. The role and importance of a good quality of work life of employees in an organization are viewed with respect to effective communication which reduces stress while one is on the job or off the job.

We shall thus first enunciate the basics of both stress and communication and then try to correlate them in our endeavor to understand and discuss the importance of having effective quality of work life practices in organizations and their impact on employee performance.

Quality of Working Life is a term that had been used to describe the broader job-related experience an individual has. But it cannot afford to ignore off- the -job experiences. Non-working hours cannot be categorically detached from the working hours as an employee unconsciously carries the work experience to home. Hence it is the overall perception of QWL which makes an individual committed to the work place to give most possible performance.

Quality of work life (QWL) is viewed as an instrument of managing people. The QWL approach considers people as an „asset' to the organization rather than as „costs. It believes that people perform better when they are allowed to participate in managing their work and make decisions.

Quality of Life is the extent of relationships between individuals and organizational factors that exist in the working environment. Quality of work life is the extent to which workers can satisfy important personal needs through their experiences in the organization. It is focusing strongly on providing a work environment conducive to satisfy individual needs. It is assumed that if employees have more positive attitudes about the organization and their productivity increases, everything else being equal, the organization should be more effective. Successful organizations support and provide facilities to their people to help them to balance the scales as to what they perceive and what they receive.

The term quality of work life refers to the favorableness or unfavorableness of a total job environment for people (Davis and Newstrom 1985). The basic purpose is to develop jobs and working conditions that are excellent for people as well as for the economic health of the organization. The elements in QWL program include-open communication, equitable reward systems a concern for employee job security and satisfying careers and participation in decision making.

QWL programs usually emphasize development of employee skills, the reduction of occupational stress and development of labor management relations. Several researches have been conducted in this field. Sayeed and Sinha (1981) examined the relationship between QWL, job stress and performance. The results indicate that higher QWL leads to greater job satisfaction.

In an organization we have people with diverse background, varied cultural values, different skills and qualifications and contrasting experiences. In spite of all diversities, one thing which binds them together as a great asset is nothing but communication. The stress caused due to inaccuracy and inadequacy of communication may lead to sense of alienation.

This also puts a question on their loyalty for the company. Here comes the role of employee communication. Effective communication is thus, critical to the organization as it directly affects the organizational performance.

The work-related factors predominantly requiring the communication competence are the working environment, supervision, and participation in decision making

Effective communication enhances the capacity to convey information. It transmits information not only about tangible fact but also about emotions. When an employee transmits some information, he/she may intentionally or unconsciously be communicating his attitude or frame of his or her mind.

Communication competence is considered essential not only for managers rather addressee too. It is the specific skill and abilities that basically create an effective communication environment vis - a vis opens working environment.

Let us now understand the Different Kind of Organizational Stress

Stress arises from a lack of fit between a person and its environment, if the person finds it difficult to cope with the constraints or demands encountered (Harrison, 1976). Stress can result from an opportunity, threat or challenge when the outcomes of the episode is uncertain but important (Robbins and Sanghi, 2006).

The major stress experienced in the organization may be related to organizational role and ineffective communication which would otherwise help the employees know the organization better.

Organizational role (Pareek. 1993 pp 3-20) is defined by the expectations which the significant people in the organization have from the role occupant. Role integrates the role occupant with the organization. Role occupant performs certain functions in response to his/her role expectations. Many a times the employees do not know exactly as to what is really expected from them in order to balance the individual objectives and organizational objectives. In this kind of ambiguity, while performing in a role, occupant invariably faces a number of problems. Quality of defined organizational role, therefore, is a potential source of stress. Stress experienced in an organizational role is known as Organizational Role Stress (ORS).

What really employees need to be given information and knowledge about in order to comprehensively define and explain the work expected from him, are-

- Information about the organization with respect to its business, products or services, key persons to solve the problems along with organizational values and philosophies.
- Information about his/her job profile as to what is he /she expected to perform. Job specification and what are the skills and resources required for the same.
- Information about the team consists of supervisors, group leader and peers with whom one has to interact very often.

The knowledge about all the components, stated above inculcate in employees a sense of worth and belongingness with the organization. Effective communication produces confidence and make one realize that he /she will be given heed to, respected, trusted and valued by the organization.

There are different forms of communication like Information, advice, order, suggestion, persuasion, education, warning, moral boosting, motivation that are practiced every day in organizational life. They have to be essentially effective to create an amicable and free working environment contributing to better perception of QWL.

Table showing impact of effective communication

S. No.	Forms of Communication	Effective Communication	Outcome	Impact
1.	Information	Factual understanding about organization	Clarity about the nature and Objectives of organization	Effective mode of communication will definitely lead to reduce the tension and stress related to ambiguity of the situation and working environment where one has to perform to exist in the organization. Any communication practice based on the basics of effective communication will gradually minimize the different socio-psychological blocks on part of communicators. Experiences related to organizational role will be less stressed. A balance between organizational objectives and employee's needs, will lead to high degree of perception of QWL.
2.	Advice	Influence one's opinion and attitude	Change in Behavior for better results	
3.	Order	Complete instruction and direction in non-authoritative manner as per level of receiver	Task completion with minimum possible error.	
4.	Suggestion	Constructive suggestions	Better functioning	
5.	Persuasion	Influence feeling, attitude, or belief	Win over and convince others to avoid conflicting situation	
6.	Education	Leads to learning and capacity building	Skill up-gradation to meet the challenges	

7.	Warning	Makes an employee careful	Avoid unpleasant situation of lay off	
8.	Moral Boosting	Inculcates discipline, high spirit and confidence	Better performance especially in odd situations	
9.	Motivation	Develop an inner urge to make effort	Improved performance	

It is being observed that even though a company has a brand equity in the market, however, it fails to be the same in eyes of its own employees. The employees are not able to carry the image because they do not perceive the quality of work life as positive. The employee communication, thus, should aim towards having a common consensus about the organization in the minds of its employees. It should be promoting loyalty among employees, provide better quality of work life that satisfies their needs, and encourage employees to represent the company in a manner consistent with the image defined in the market. Moreover, the company should work towards promoting transparency and openness in employee communication.

Employee communication is directly linked with the success of an organization. Generally, effective employee communication is linked to productivity and morale of the employees. The effective the communication, lesser the organizational stress, the better is the performance. Employees, today, want to have access to concrete information.

Researches have revealed that effective communication has a positive impact on employee satisfaction, productivity, turnover, and morale. Research shows that employees are most highly motivated and make their best contribution to the business when there is full and open communication at work. It is also proved that where there is an adequate and free flow of information and ideas among employees, productivity is enhanced and ambiguity, duplication, and non performing conflict are minimized. Moreover, employee communication should not be seen as impersonal and a formality of dissemination of information among the employees. It should be considered to be an empathetic transfer of understanding and deeper feelings.

Thus, for all practical purposes, it can be concluded that the interactive effect of communication and stress plays an extremely decisive role on the perception of QWL. QWL programmed stressing effective communication will contribute to have efficient, satisfied and committed work force.

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Chapter - 9

An Empirical Study on Perception of Corporate Professionals towards Individual Work VS Group Work

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Abstract

In a wide variety of organizational settings, Organizations generate a number of possible solutions to a problem; Here we examine the effectiveness of two creative problem solving processes for such tasks - one, where the group works together as a team (the team process), and the other where individuals work alone. The concepts of teamwork have penetrated nearly every segment of the business world in recent decades as a sign of efficiency but most of the times teams doesn't produce the required results as the group members remain focused on their individual needs and give rise to group conflicts. This is why the reasons many corporate professionals like to work alone which makes them more authenticate, elated and give recognition to their individual efforts. What therefore seems relevant by the study is – “How the corporate professionals perceive themselves being a team member or an individual performer?” - "Which are better at performing tasks? - groups or individuals”.

Keywords: Creativity, Brainstorming, Innovation, Team, Group, Team process, Individuals, Efficiency.

Introduction

The value of the collaborative effort (teamwork) in business has gained significant popularity in the recent past. More and more businesses are introducing teamwork as a sign of efficiency in their production processes for improved quality. An obvious advantage of team work is the higher resources of a team as compared to the individual.

“A collection of individuals who have regular contact and frequent

interaction, mutual influence, common feeling of camaraderie, and who work together to achieve a common set of goals.”

Success depends on group work' - we can't reach this conclusion too hastily, Teams are not appropriate for all organizations or in all types of businesses. In reality, the teamwork approach does not always work well. Apollo Syndrome is a good example of this - where a team composed of highly intelligent people often performs worse than teams made of up of less capable members.

There are some corporate professionals who would like to work alone, especially (i) when group members are not cooperative, (ii) when task demands high degree of concentration, (iii) when individual performance has to be recognized, (iv) when an individual has to work at their own pace & (v) when the group members tend to escape from their work.

Individual Work VS Group Work

Registering a dramatic change, from the more overtly authoritarian structure of traditional firms to democratic style, companies have focused on group work for the following reasons.

“In order to be open to creativity, one must have the capacity for constructive use of solitude. One must overcome the fear of being alone.”
~Rollo May

Advantages of Being a Team Member

1. Varied cultures, age groups, gender, etc all add to the diversity of group which gives us varied perspectives and enhances the ideologies.
2. An individual may forget a particular piece of information, but as there are a number of people involved here, there is the combined memory of all members to recollect data.
3. As everyone has made some contribution to the decision, people tend to accept the collective decisions.
4. The members together come to a decision after much deliberation and discussions and so everyone has a better understanding of the course of action to be followed.
5. With so many people involved, more creative and innovative solutions to problems may emerge than an individual may have been able to develop.
6. There are a number of people involved, so no one person has to

shoulder the burden of work or of single - handedly making a decision.

Advantages of Being an Individual Performer

But working in groups is not always a pleasant job. Anyone who ever had to coordinate activities and come to decisions in conjunction with other people always like to work as an individual for the following reasons.

1. Working alone gives more autonomy and power to decide. It enables acting according to one's judgment without facing criticism.
2. Entire responsibility lies in one hand, Hence an individual can set his own standards.
3. Results in self-satisfaction and recognition of individual performance.
4. It helps an individual to connect with himself and assemble thoughts and ideas in a way that's unique to him.

Objectives of the Study

With The Backdrop, the Present Study Mainly Focuses on Achieving the Following Specific Objectives

1. To know how the corporate professionals perceive working in groups.
2. To study which is more productive – being an individual performer or a team member.
3. To identify the factors that determines the employee's perception to work alone.

Research Gap

The above research study spotlights the two different but related areas (i) performing individually & (ii) performing as a team member. Furthermore, study was undertaken to investigate the area having high perceived value according to corporate professionals i.e., whether they prefer to work individually or as a team member.

Literature Review

- Arthur Friedrich (2011) the value of a contributor decreases disproportionately with each additional person contributing to a single project, idea, or innovation.
- Cannon-Bowers, Tannenbaum, Salas, and Volpe, (1995) Individual competencies are those requirements that are needed for effective individual performance.

- Huey and Wickens (1985) the decomposition of teamwork competencies like, knowledge, skills, and attitudes, begins to open the door for understanding the relationship between human performance at different levels.
- Jeffrey Stibel (2011) Great individuals are not only more valuable than legions of mediocrity, they are often more valuable than groups that include great individuals.
- Katzenbach (1998) Individuals are more authentic when they work alone as they have complete autonomy in determining how a task should be done.
- Livingstone and Lynch (2000) the composition of the group is a key consideration when choosing group work.
- Napier & Gershenfeld, (1999) Group members remain focused on their individual needs and conflict in the group increases, and the group members blame others for failures.
- Robbins and Finley, (2000) Group work is used for many reasons: to manage a large cohort; to develop appropriate skills in collaboration; to simulate a real work environment; etc, and is considered by some to “lead to greater efficiency and effectiveness” whilst others believe that “teams are inherently inferior to individuals, in terms of efficiency”

Research Methodology

This present research study was done using primary data. The instrument used to collect the data was online survey with a Structured Questionnaire. The data was collected from 3 different companies’ ¹ and hence finally 106 employees were chosen as respondents through Convenient Sampling Method.

The required data was captured and appropriately analysed by divided it into three different parts.

Part A: Chi square test to find out the relationship between the underlying dimensions & the preference of the respondents.

Part B: Weighted Average Method & Ranking Method to know the factor which motivates the respondents to the highest resulting in their positive preference towards group work.

Part C: Simple Average Method to know which is more advantageous & effective whether it is being a team member or an individual performer.

Analysis and Interpretation

Table 1: Demographic profile of the Respondents

Demographic factors	Category	No. of Respondents	Percentage (%)
Gender	Male	68	64.15
	Female	38	35.85
	Total	106	100
Age	Below 25 yrs	60	56.60
	25 – 35 yrs	38	35.85
	35 – 45 yrs	02	1.89
	45 – 55 yrs	02	1.89
	Above 55 yrs	04	3.77
	Total	106	100
Marital Status	Married	36	33.96
	Unmarried	70	66.04
	Total	106	100
Educational Qualification	Graduation	50	47.17
	Post-Graduation	56	52.83
	Total	106	100
Industry	Service / IT Sector	92	86.79
	Manufacturing Sector	14	13.21
	Total	106	100
Income (p.a)	Below 2.5 Lakhs	54	50.94
	2.5 – 3.5 Lakhs	20	18.87
	Above 3.5 Lakhs	32	30.19
	Total	106	100

Table 1 Indicates That

- i) 64.15% of the respondents are male and the rest are female.
- ii) Majority of the respondents i.e., 56.60 are below the age group of 25 yrs, whereas 35.85% fall into the category of 25 -35 yrs rest are the respondents who are above the age group of 35 yrs.
- iii) Nearly 66.04% of the respondents are unmarried and the rest are married.
- iv) 52.83% of respondents are qualified with Masters Degree where as remaining 47.17% are only Under Graduates.
- v) Among the respondents 86.79% are the employees in service / IT sector, remaining 13.21 are engaged in manufacturing sector.

- vi) Majority of respondents fall into the income bracket of below 2.5 Lakhs p.a, 18.87% between 2.5 – 3.5 Lakhs remaining earn above 3.5 Lakhs p.a.

Part A

H₀: There is no significant difference between the respondents preference towards Group work that it is impacted by the factors like task definition, confusion, less co-ordination.

H₁: There is significant difference between the respondents preference towards Group work that it is impacted by the factors like task definition, confusion, less co-ordination.

Table 2: Reasons as To Why the Respondents Prefer Individual Work Rather Than Group Work

Parameters	O	E	(O – E)	(O – E) ²	(O – E) ² / E
Task not clearly defined	06	21.2	15.2	231.04	10.89
Time Consuming	20	21.2	- 1.2	1.44	0.07
Confusion in assigning the work	14	21.2	- 7.2	51.84	2.45
Less Co – ordination b/w team members	32	21.2	10.8	116.64	5.50
Non recognition of individual performance	34	21.2	12.8	163.84	7.73
Total	□ O = 106	□ E= 106			$\chi^2_{cal} = 26.64$

The above table shows that, there is a significant level of inclination of the respondents towards group work, Hence, H₀ is rejected at 4 degree of freedom & 0.05 of level of significance.

H₀: There is no significant level of relationship between level of Creativity and Innovation fostered due to individual work.

H₁: There is significant level of relationship between level of Creativity and Innovation fostered due to individual work.

Table 3: Level of Relationship between Level of Creativity and Innovation Fostered Due to Individual Work

Parameters	O	E	(O – E)	(O – E) ²	(O – E) ² / E
Strongly Agree	10	21.2	- 11.2	125.44	5.91
Agree	40	21.2	18.8	353.44	16.67
Neither Agree nor Disagree	38	21.2	16.8	282.24	13.31
Disagree	18	21.2	- 3.2	10.24	0.48
Strongly Disagree	0	21.2	- 21.2	449.44	21.2
Total	□ O= 106	□ E= 106			$\chi^2_{cal} = 57.57$

The above table shows that, there is a significant level of inclination of the respondents towards group work, as (i.e., 57.57 > 9.488)

$$\chi^2_{cal} > \chi^2_{tab}$$

Hence, H₁ is accepted at 4 degree of freedom & 0.05 of level of significance.

H₀ = There is no significant level of inclination towards group work.

H₁ = There is significant level of inclination towards group work.

Table 4: Preference of Corporate Professionals towards Group Work

Parameters	O	E	(O – E)	(O – E) ²	(O – E) ² / E
Group Conflict	06	17.7	- 11.7	136.89	7.733
Social Loafing	18	17.7	0.3	0.09	0.005
Shared Responsibility	62	17.7	44.3	1962.49	110.88
Role Ambiguity	08	17.7	- 9.7	94.09	5.34
Feel Secured	06 12 06	17.7	- 5.7	32.49	1.84
Total	□ O= 106	□ E= 106			$\chi^2_{cal} = 125.80$

Here as the cell frequencies are less than 5, Pooling Method of Chi square distribution is used. The above table shows that, there is a significant level of inclination of the respondents towards group work, as (i.e., 125.80 > 11.070)

$$\chi^2_{\text{cal}} > \chi^2_{\text{tab}}$$

Hence, H_0 is rejected at 5 degree of freedom & 0.05 of level of significance.

Part B

Table 5: Motivating factors for Corporate Professionals to prefer Group work

Parameters	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total Score	Rank
Working in a team boosts self-confidence & self esteem	46	44	06	08	02	442 (25.67)	II
Best way to reach their goals is thr' team work	26	48	22	04	06	402 (23.34)	IV
Working in a team makes employees fell more authentic	34	48	18	04	02	426 (24.74)	III
Brain storming in a group is more effective than Brain storming alone.	54	36	08	06	02	452 (26.24)	I

In the above table, different motivating factors favoring group work were given a weighted average.

Starting from Strongly Agree to Strongly Disagree following the weights 5 – 1 respectively.

The overall view of the above table indicates that, Brain storming is one of the very important factor which motivates the respondents to prefer group work as it has highest ranking with 26.24% followed by self-confidence & self-esteem with 25.67%. Authenticity stands in the third position with 24.74%. Finally group work as the better way to reach individual goals with 23.34%.

Part C

Table 6: Comparative Analysis between Individual work & Group work

Parameters	Individual work	Group work
Supports improved productivity & Quality assurance	24	82
Decision is most effective & efficient	26	80
More Advantageous	24	82
Total	74	244

Calculation of Average No. of Respondents Favoring Individual Work Vs. Group Work.

i) Individual work = $74/3 = 24.6$

ii) Group work = $244/3 = 81.3$

The above table of comparative analysis indicates, that Group work is more advantageous & effective in terms of Decision making, Higher productivity & Improved Quality than Individual work as more no. of respondents (i.e., 81.3) prefer Group work as a best way to reach individual goals and finally succeed in their professional life.

Findings

Based On the Summary of the Analysis & Interpretation of the Above Data, the Following Findings are compiled

1. Majority of the respondents are Male & fall into the category of below 25 yrs.
2. Most of them are post graduates employed in service / IT sector thereby earning below 2.5 Lakhs p.a
3. Reasons as to why the respondents prefer to be an individual performer is –
 - a) Confusion in the work assigned
 - b) less coordination between team members
 - c) Non recognition of individual performance.
4. Respondents who agree as well as disagree in their opinion that the level of relationship between level of Creativity and Innovation fostered due to individual work are in equal no.
5. Majority of the respondents have positive preference towards being a team member as it results in shared responsibility.
6. It is the Brainstorming session followed by self-confidence & self-

esteem that will be boosted up in group work which motivates the employees to the higher extent to prefer group work.

7. Its nearly 81.3% of respondents out of 106 who prefer group work & only minimal no. (i.e., 24.6%) who prefer to be an individual performer.
8. Both the individual work as well as group work both has its own pros & cons.

Suggestions

Success behind these concepts of individual work or group work entirely depends upon the employees, as to how they would behave when they are a team member or an individual performer & what kind of attitude they hold towards these concepts.

In Light of This Fact I Would Recommend the Following Suggestions to the Corporate Professionals

1. Colleagues at their work centre should be well behaved, civilised & possess a character of good conduct with respect to the initial step of Gel - up with the other employees, working together towards the progression & contributing for the welfare of the company – if the team work has to succeed.
2. In a Team work, there are few essential points to be kept in mind.
 - a) Difference of opinion may arise amongst employees in terms of ideas, innovation, discovery & as on. Each one should be given a chance to exhibit their talent, capabilities which are beneficial to the organisation. All should adhere to their consent after a discussion amongst them based on judgement. (Right or wrong)
 - b) Under estimating, rejecting or refusing will lead to conflicts & create an unhealthy environment. Hence the Team Lead (TL) should be very cautious about these things.
 - c) All should be treated uniformly by avoiding the feeling of inferior or superior complexities which may arouse amongst working in a cluster of employees.
3. Finally, “Unity is strength” - holds good, only when all the team mates give up their ego, arrogance, being adamant, unfaithful to each other, concealing the facts that needs to be shared, grudge, envious & so on which can never form a healthy, inspiring, well-built, & a friendly team.

Infect, each & every employee should show & take their personal interest, dedication, determination towards their work assigned to them. Employee-Employer relationship should also be in good terms.

Conclusion

Differing personalities, tension for resources, conflict are all part and parcel of organizational life. If you want a high performance team it is imperative that you provide each and every person in the team with the skills to hold challenging and difficult conversations, to negotiate differences, to provide performance improvement feedback. In case if you expect to be an individual performer see to that you handle all the responsibilities well, without giving any chance for others to win over you or else blame you. Because.

“Coming together is a beginning. Keeping together is progress. Working together is success”

~Henry Ford

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Chapter - 10

Empathetic Leadership: How Leader Emotional Support and Understanding Influences Follower Performance

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Abstract

This article presents a theory of empathetic leadership and its initial test. Empathetic leadership provides a model of how leader understanding and support improves follower behaviours and affective states. For this article, we explored the link between empathetic leadership and follower performance. Specifically, we tested the causal processes by which empathetic language influences follower performance. These processes include follower job satisfaction and innovation. Findings support model hypotheses and provide preliminary causal support for the model.

Keywords: Leadership, empathy, innovation, job satisfaction, job performance

Introduction

Empathy is the ability to understand and be sensitive to another person's feelings, thoughts and actions. An empathetic leader has a genuine interest in co-workers' lives, challenges and overall feelings. They interact with others in a way that leaves teammates feeling valued and respected for their personal and professional worth. Empathetic leaders have excellent communication and active listening skills and they inspire employees to improve their own communication skills. Empathy allows a leader to understand employee behaviours and individualize strategies for increasing work efficiency and productivity. It is a key element of servant leadership, a management style in which you focus on your team's growth and well-being to put their needs first. The theory is that instead of employees serving the leader, the leader serves the employees. Empathetic leadership means having the ability to understand the needs of others, and being aware of their feelings and thoughts. Unfortunately, it has long been a soft skill that's overlooked as a performance

indicator. Empathetic leadership means having the ability to understand the needs of others, and being aware of their feelings and thoughts. Unfortunately, it has long been a soft skill that is overlooked as a performance indicator.

Empathetic leadership incorporates a desire to assist others and work together. As you gain insight into situations and obstacles your team members may face, you're more likely to want to help them find solutions. When empathy is introduced into decision-making, it increases cooperation. Employees feel they are part of a group working as a team, supporting each other, and sharing the same goals.

Empathy can help you emotionally connect with team members and identify their personal interests. Good relationships may increase team members' happiness at work and their ability to adapt and communicate. Empathetic leaders can develop relationships by taking time to ask questions regarding how an employee feels and providing thoughtful responses. Remembering employee names and interests can show you care for employees, which may strengthen your bonds.

Recognizes, predicts and understands how to meet the emotional needs of team members Promotes employee unity and cultural diversity Desires to understand what team members are experiencing Has a genuine interest in what team members feel and say Uses active listening to gain perspective and compassion.

It doesn't mean you have to agree with their point of view, but- it means that you're willing to understand and appreciate it.

Statement of Problem

In recent years, researchers have found that misplaced empathy can be bad for you and others, leading to exhaustion and apathy, and preventing you from helping the very people you need to. Worse, people's empathetic tendencies can even be harnessed to manipulate them into aggression and cruelty. Where empathy can go wrong. Empathy is rarely a bad thing. But empathy can get out of balance when everyone shares the same perspective. Signs you may need more empathy. As a leader, you influence the emotions of your people. And emotions are a powerful driver of human behaviour. Get more on good leadership. Dealing with personality types. It's all about perspective.

Literature Review

The purpose of this literature review is to discuss how empathy and leadership is being presented by popular press. More and more are

professionals turning to online resources like magazines and common publications that is readily available anywhere. This literature review will highlight key themes found in the articles found from specific business magazines. Articles in this section were selected based on three popular online resources for leaders, namely, success magazine. Forbes Magazine, and Inc. Magazine. All of these sources were selected based on their popularity as well as volume of content around empathy and leadership. When searching these mediums' websites. The words "empathy" and "empathy and leadership" were used to retrieve articles. It is important to note that the articles presented in this literature review are considered popular press.

Research Methodology

The first stage in Design Thinking is often named the "empathise stage" the following four stages are: Define, Ideate, Prototype and Test. In the Empathise stage, it is your goal as a designer to gain an empathic understanding of the people you're designing for and the problem you are trying to solve. Learn to read the subtle nuances in communication, change of tone, pauses and skipping back over point. Learn to read the subtle nuances in communication, change of tone, pauses and skipping back over points. Learn to read the subtle nuances in communication, change of tone, pauses and skipping back over points. Listen to what is not being said, to what's being avoided or covered up. Subtly know when to encourage more expression or to lead the conversation or story in a beneficial direction. Know what to ask and how to ask it- and when the person might be ready to be asked.

Objectives of Study

Empathetic leadership means having the ability to understand the needs of others, and being aware of their feelings and thoughts. Unfortunately, it has long been a soft skill that is overlooked as a performance indicator. While empathy is necessary for almost any relationship, be it professional or personal, it is not always productive. Leaders may find themselves prioritizing one individual's well-being over others in their team. Even worse, certain individuals may start taking advantage. In turn, this may cause friction between colleagues in addition to resentment toward superiors. With this in mind, leaders must ensure that they are mindful of their emotional responses.

Method of Survey

The majority (88%) of respondents feel that empathetic leadership creates loyalty among employees toward their leaders – revealing that empathy could be the secret sauce to retaining and finding employees in the face of "The Great Resignation." State of empathy in the workplace.

Employees feel that the companies they work for are talking the talk, but not necessarily walking the walk, when it comes to empathy and support in the workplace. In fact, almost half (46%) of employees feel that their company's efforts to be empathetic toward employees are dishonest. Similarly, two in five (42%) employees say that their company doesn't follow through when it makes promises.

Employees Describe an Empathetic Leader as Someone Who is Transparent and Fair, and Follows through on Actions. The Top Five Qualities Employees Look For In an Empathetic Senior Leader Are

- Open and transparent (41%)
- Fair (37%)
- Follows through on action (37%)
- Encourages others to share their opinion (36%)
- Trusted to handle difficult conversations (34%)
- Participating in training/communication workshops about having open discussions (36%)
- Having regularly scheduled one-on-ones (45%)
- Providing opportunities to give
- Anonymous feedback (42%)

Data Analysis

A leader that shows empathy to his/her team will have a team that demonstrates empathy trust from the inside out.

This is why empathy is so important in the workplace. An empathetic workplace leads to employees who feel safe and taken care of within their organization, and therefore feel a sense of trust and belonging within the team.

All these qualities are fundamental in order to achieve a highly effective, motivated, and productive company.

Five Traits That Define an Empathetic Leader

An Empathetic Leader Is...

1. Approachable
2. Makes employees feel taken care of
3. Involves others in the conversation
4. Flexible

5. Motivates and empowers their team

Empathy is both a skill and a trait.

It has been shown that empathy has a genetic basis. This means that within the empathy spectrum, there are people who are naturally more empathetic than others, because of their biological and genetic predisposition.

Conclusion

Empathy is defined as understanding the emotional needs of others and using this comprehension to make better decisions and communicate more effectively for the betterment of the person and organization. Empathy has been a topic of expansive and current interest for popular press writers. Organizations are starting acknowledge how empathy may help leaders progress. This paper reflects on the types of messaging that popular press is providing leaders and provides arduous and methodical review of the empirical research evidence of how empathy can benefit leaders.

The results of this rigorous review suggest that there is a limited amount of elevated empirical evidence to put forward that the findings, and by extension, popular press articles, and publications may not providing leaders with accurate information about empathy. Additionally, this stresses the uncertainty that articles published by popular press are not evidence-based. More research needs to be conducted around what effects empathy has on leaders and the impact it can have on an organization.

To conclude, though many academics suggest that empathy is important for leaders to foster in order to reach objectives and better the bottom line, more research needs to be conducted. Leaders need to be mindful of where they get their information and be sure to be critical about popular press declarations of empathy in leadership. The best knowledge a leader can use is evidence-based and supported by elevated research studies.

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Chapter - 11

A Study on Talent Management on Quess Crop. Ltd.

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Introduction

Talent Management (TM) is an integrated process of ensuring that an organization has Continuous supply of highly productive individuals in the right job at the right time”.

Talent management is also called human capital management.

Talent management is an integral part of human resource management. Talent management can be defined as a deliberate approach implemented to recruit or hire, develop, and retain people with required aptitude or skills to meet the present and future goals or needs of the organization.

It is the creation and maintenance of a supportive and pro-people organizational culture. Talent management is, therefore, the commitment of an organization to recruit, develop, retain the most talented and qualitative employees available in the job market.

Talent management has become almost an inevitable management process in modern days. Due to tough competition in every sphere of business world today, organizations are vying for the best people from the job market.

However, attracting the best talent from the job market is not everyone's cup of tea. It requires a lot of competence, expertise and experience on the part of the organization to recruit the best in the industry. Major part of the Human Resource Department is devoted to talent management, which is mostly dedicated to the purpose of recognizing, sourcing, and poaching best talent.

Talent Management starts with identification of the appropriate skilled people required for the organization and then there is proper selection of people with requisite potentials and skills in desired job.

After identification and selection of the right kind of people, Talent Management implements competitive compensation that may include attractive pay-package, periodical increment, health insurance, paid leaves,

etc. for the employees. The selected workforce is provided with training and regular refreshment programs so as to match the emerging requirements of the organization.

Need of Talent Management

1. To align workforce with business needs.
2. To identify the right skills for the right job requirement specified by business.
3. To establish high level of productivity-Evoskills

Empowerment

Vision/visionary leadership

Ownership

Strategic goals

Knowledge

Incentive

Long term focus

Level five leadership (L1-highly capable individual, L2-contributing team member, L3-competent manager, L4-effective leader, Executive)

Skill development

4. Employee satisfaction-cognitive, emotional and social
5. To fast-track talent development which prepares for future leaders.

Significance of Talent Management

The basic purpose of talent management is to recruit, develop, and retain best talent in the organization. The HR Department always endeavors to ensure that employees with the right skills and qualities stay with the organization for a long time.

The Most Important Functions of Talent Management are as follows

- Establishing a high-performance workforce.
- Attracting individuals with high potential and retaining them through proper training and refreshment.
- Increasing the productivity of the organization.
- Proper time management, as untrained and unskilled workforce lead to wastage of time and commitment of errors, which is not costeffective.

- Retain talented and high-performing employees.
- Ensuring growth and innovation in the organization.
- Developing skills and competencies in employees.

A requisite pool of qualified and talented employees can simplify the process of achieving the organizational goal and help focus on issues that really matters in the interest of the organization. Therefore, the overall purpose of talent management is to maintain a skilled and efficient workforce for the organization.

In modern-day organizations, the importance of talent management is second to none. Unless an organization has the required talented workforce, it cannot succeed in attaining its goal even if it possesses other factors such as natural resources, infrastructure, and technology. In fact, it is people who take an organization to its next levels of success.

Benefits of Talent Management

Talent management is integral to modern businesses and is one of the crucial management functions in an organization. Here, we have listed down the major benefits that Talent Management has to offer –

- It helps the organization fulfill its vision with the help of efficient and promising talented people.
- Talent management also assists the organization to build a talent pool comprising a list of talented people to meet future exigencies.
- It makes the organization more competitive and progressive.
- It paves the way for future leadership.
- It helps automate the core processes and helps capture data for making better decisions.
- Automates repetitive tasks like creating salaries thereby releasing time and resources for making strategies and more critical decisions.

Benefit for Organization

The Following Points Explain how Talent Management can be Beneficial for Organizations

- Enhances individual and group productivity and capacity to compete effectively in a complex and dynamic environment to achieve sustainable growth.
- Assists in hiring quality workforce.
- Establishes better match between jobs and skills.

- Helps retain top talent thereby reducing the cost of hiring new recruits.
- Helps in understanding the employees better.
- Keeps employees engaged constructively.
- Effective use of available man-hours.
- Helps develop leaders for tomorrow within the organization.
- Helps in evaluating employee's readiness to take up new roles.

Benefit for Employees

The Following Points Explain how Talent Management can be Beneficial for Employees

- Promotes long-term association with the organization.
- Persistent and higher productivity of employees.
- Keeps the employees motivated which helps in career development.
- Helps the employees get job satisfaction from their work.

Thus, talent management can be beneficial for both organizations as well as individual employees.

Characteristics of Calibration in Talent Management

The Characteristics of Calibration in Talent Management are as Follows

- Rank employees objectively – It removes inconsistency and manager bias from your succession process to improve decision making.
- Identify top performers – Analyze employees on a two-dimensional grid of ratings, such as performance versus potential.
- Compare talent side by side – Evaluate talent across teams on dimensions such as work experience, education, competency, leadership skills, geographic mobility, and more.
- Streamline processes – Simplify your overall talent allocation processes, increasing the efficiency for everyone involved.
- Empower HR – Reduce the time required to manage calibration and succession processes, allowing more time for strategic activities.

The Focus of Talent Management

Individuals Get Motivated by Different Value Propositions. To Keep The Workforce Motivated, Organizations Today Must Adopt Certain Practices Which Are As Follows:

1. Capacity to learn [measured as Learning Quotient (LQ)] Enhancing an individual's capacity to learn improves the person's awareness towards his work.
2. Capacity to think [measured as Conceptual Quotient (CQ)] Enhancing an individual's capacity to think helps the person not only learning for a higher level, but also improves Creativity, Analysis and Judgments
3. Capacity to relate [measured as Relationship Quotient (RQ)] another important capacity for an individual is to be able to relate to his learning and thoughts. This comprises of Listening, Empathizing and Trusting.
4. Capacity to act [measured as Action Quotient (AQ)] Action is an individual's ability to enact his intentions - ability to organize his time and resources in order to convert intentions into reality. Implementing includes focus on the right process. Performing under pressure is another component which talks about ability to work under any circumstances.

Purpose of Talent Management

The purpose of talent management is to identify, recruit and hold on to people who drive the success of your organization. It's a top priority, strategic process for forward-looking People Companies who understand that their company performance depends on their workforce. Performance and talent management is a key function of the modern HR department.

These People Companies go out of their way to nurture and develop the talent that powers their growth and effectiveness. Talent doesn't only mean individual high performers; it can also be people whose behavior and characteristics are particularly influential in motivating and empowering their colleagues. Collaboration and social skills can be as important as intellectual caliber or productivity. People companies focus on creating a working environment that responds to and rewards talented employees, so they'll remain committed and loyal. They invest in nurturing talent and supporting employees to sustain strong company performance and underpin future business growth.

Challenges of Talent Management

1. Higher Total Compensation Demands

Employees constantly feel pressure to provide well for themselves and for their dependents. When they feel their compensation isn't fair, they won't hesitate to speak up about the situation. In a recent survey, employees stated

that pay is the most important contributing factor to their overall job satisfaction. This creates a difficult situation for any human resources manager, whose job includes keeping employees satisfied while keeping costs low. When it comes to employee retention, it's up to HR to decide who is worth keeping and who isn't.

2. Tightening Talent Market

When the unemployment rate skyrocketed back in the late 2000s, employers were easily able to find talented new recruits because the pool of applicants was huge. Now that it's fallen to less than 5 percent in some countries, however, it's much more difficult to find new personnel. If you don't have the resources to offer the highest compensation package, your company might consider other appealing job perks like flexible hours or remote positions.

3. Unappealing Company Culture

Younger employees (millennials, in particular) expect a different work environment than their predecessors did. Most recent grads aren't happy to sit at a desk, fulfill their job duties, and go home at the end of the workday. They're looking for jobs that offer perks like a relaxed, open communication policy; flexible scheduling; and meaningful job tasks with clear objectives. Companies that don't meet at least some of these demands will be hard-pressed to find suitable employees.

4. Increased Employee Turnover

HR managers are constantly battling against a high employee turnover ratio. The Center for American Progress states that, on average, a company will pay approximately one-fifth of an employee's salary on recruitment costs to find a suitable replacement. This number is typically much higher for jobs that require a high level of education or specialized training. Obviously, this means that employee retention is incredibly important for the overall success of a company. High employee turnover could quickly affect an otherwise healthy bottom line.

5. Lack of Leadership

According to the Society for Human Resource Management, top executive positions are experiencing the highest level of turnover. This creates a unique problem for HR: a lack of leadership within the organization. To combat this problem, HR managers should talk to the current leaders to develop a plan for training new executives as old ones are replaced. It's a tough task to undertake, but the future of the company may very well depend on these proactive measures.

Company Profile

QUESS CORP LIMITED is located in Bengaluru, Karnataka, India and is part of the Management, Scientific, and Technical Consulting Services Industry. QUESS CORP LIMITED has 245,946 total employees across all of its locations and generates \$1.50 billion in sales (USD). (Employees figure is estimated). There are 191 companies in the QUESS CORP LIMITED corporate family.

Quess Corp Limited (Quess) is India's leading business services provider, leveraging our extensive domain knowledge and future-ready digital platforms to drive client productivity through outsourced solutions.

They provide a host of technology enabled staffing and managed outsourcing services across processes such as sales & marketing, customer care, after sales service, back office operations, manufacturing operations, facilities and security management, HR & F&A operations, IT & mobility services, etc.

Research Methodology

Objectives

- To understand the entire procedure of talent management
- To understand the need of talent management
- To study the accuracy and quality of work of employee by talent management procedure
- To suggest possible improvement in talent management

Research Methodology

Research methodology is a way to systematically solve the research problem. It is a science of studying how research is done scientifically. It is necessary for the researcher to know not only the research method/ techniques but also the methodology.

It is the specific procedures or techniques used to identify, select, process, and analyses information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability. The methodology section answers two main questions: How was the data collected or generated? How was it analyzed?

- a) Data Collection:** The data has been collected from the two main Sources of data namely:

- Primary Source of data
- Secondary Source of data

Primary Source

Primary source includes the data that is collected from working professionals and respondents. The required information is collected in the following ways

- Administered a structured questionnaire.
- On the basis of observation
- By interacting with the concerned employees.

Tools Used for Data Collection are as Follows

- Discussions (Unstructured Discussions)
- Questionnaire (Structured Questionnaire)

Unstructured Discussion

Under this method of data collection, the researcher personally interviews the respondents to gather the information. The respondents are asked to present their views and opinions about the topic under discussion. The opinions of the respondents are used as the primary source of information for preparing the study report.

Structured Questionnaire

It is usually associated with the self-administered tools with items of the closed or fixed alternative type. The respondents feel greater confidence in the anonymity of questionnaire than in that of any interview. It places less pressure on the subject of immediate response. These were the reasons for choosing questionnaire as one of the tools for data collection.

The Questionnaire Consists of Two Types of Questions

Close-Ended Questions: The close-ended questions consist of multiple choices, which offer the respondents with a choice of specific answers.

Open-Ended Questions: An open-ended question is a question where no choices of answer are given the respondent and the respondent is given freedom to respond according to his wish.

Secondary Source

Secondary source is that information that is obtained from those sources other than direct sources and the information is collected through the mentioned ways.

- Magazines and Journals.
- Textbooks published on Human Resource Management.

Type of Research

- Descriptive research
- Exploratory research

Sample Selection

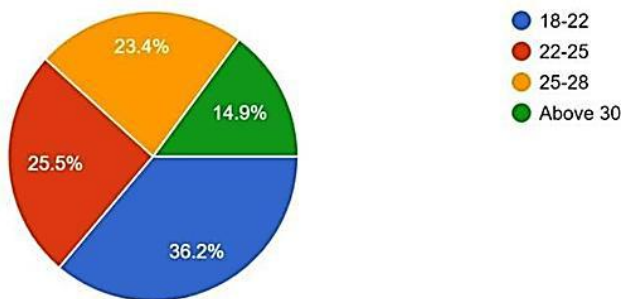
A sample is known as the sub-unit of population which shares the similar features. The number of units in the sample is known as the sample size.

In this study a sample size of 50 was selected based on the random availability and reach of respondents to fill questionnaire. Here, in this context a sample refers to the employees of all sectors covered by the study.

Data Analysis and Interpretation

Age:

47 responses

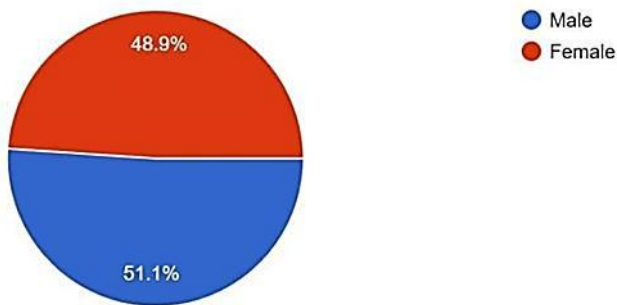


Age	Number of Responses	Percentage
18-22	17	36.2%
22-25	12	25.5%
25-28	11	23.4%
Above 30	7	14.9%

Interpretation

The above table shows that 36.2% of the respondents belong to the age group of 18-22, 25.5% of the respondents belong to 22-25 years, 23.4% of the respondents belong to 25-28 years and 14.9% of the respondents belong to above 30.

Gender:
47 responses

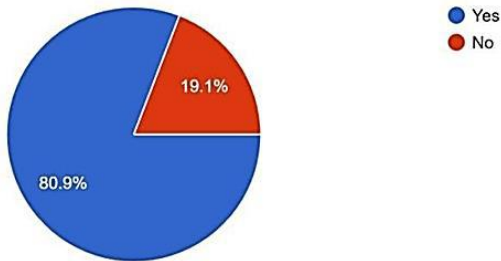


Gender	Number of Responses	Percentage
Male	24	51.1%
Female	23	48.9%

Interpretation

The above table shows that 51.1% of the respondents belong to the Male and 48.9% of the respondents belong to the female.

Does your organization have any specific talent management initiatives in place?
47 responses



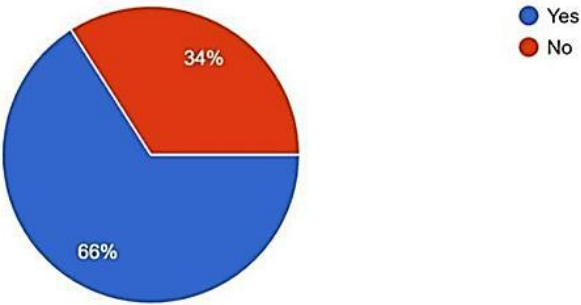
Preference	Number of Responses	Percentage
Yes	38	80.9%
No	9	19.1%

Interpretation

The above table shows that 80.9% of the responses have chosen that they have specific talent management initiatives in the organisation and 19.1% as no.

Are talent management initiatives a top priority in your organization?

47 responses



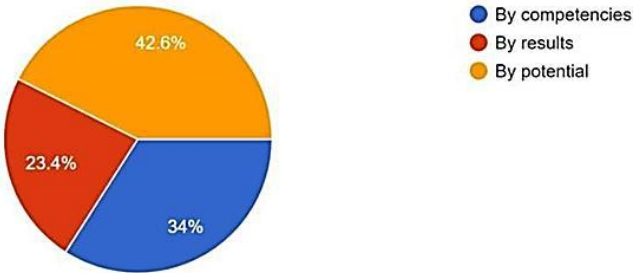
Preference	Number of Responses	Percentage
Yes	31	66%
No	16	34%

Interpretation

The above table shows that 66% of the responses chose that they have top priority for talent management initiatives and 34% has chosen no.

How does your organization identify talent?

47 responses



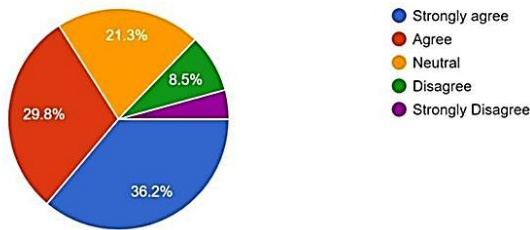
Identification	Number of Responses	Percentage
By competencies	16	34%
By results	11	23.4%
By potential	20	42.6%

Interpretation

The above table shows that 42.6% of the respondents are chosen by potential in the organisation. 34% are chosen by competencies and 23.4% are chosen by results.

Do you think talent management program helps to identify the strength and weakness of the employees?

47 responses



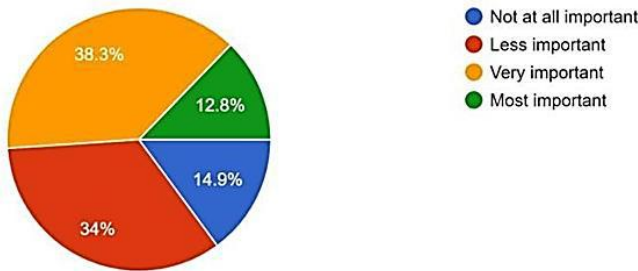
Preferences	Number of Responses	Percentage
Strongly agree	17	36.2%
Argee	14	29.8%
Neutral	10	21.3%
Disagree	4	8.5%
Strongly disagree	2	4.3%

Interpretation

The above table shows that 36.2% responses strongly agree that talent management programs help to identify the strength and weakness of the employees. 29.8% as agree, 21.3% as neutral, 8.5% as disagree and 4.3% as strongly disagree.

How it is useful for your performance

47 responses

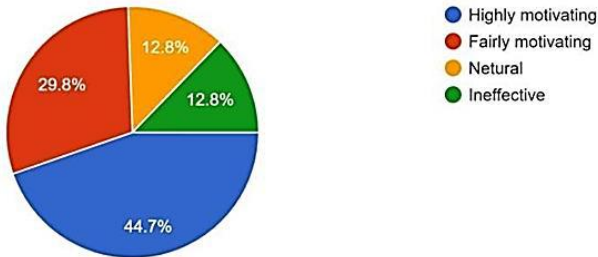


Importance	Number of Response	Percentage
Not all important	7	14.9%
Less important	16	34%
Very important	18	38.3%
Most important	6	12.8%

Interpretation

The above table says that 38.5% of the respondents find that the talent management is very important to improve the performance. 14.9% as not all important, 34% as less important and 12.8% as most important.

To what extent in talent management program motivating the work environment?
47 responses

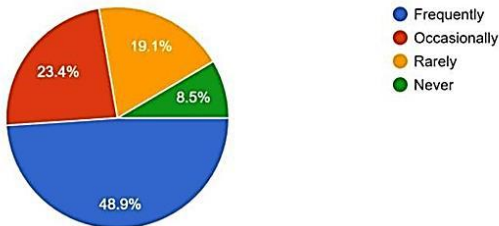


Preference	Number of Responses	Percentage
Highly motivating	21	44.7%
Fairly motivating	14	29.8%
Netural	6	12.8%
Ineffective	6	12.8%

Interpretation

The above table shows that 44.7% of the respondents are highly motivated by the talent management program. 29.8% as fairly motivated, 12.8% as neutral and 12.8% as ineffective.

In your opinion does Talent management program helps to win co operation and team work?
47 responses



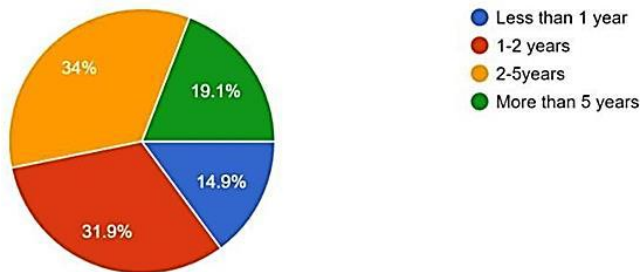
Preference	Number of Responses	Percentage
Frequently	23	48.9%
Occasionally	11	23.4%
Rarely	9	19.1%
Never	4	8.5%

Interpretation

The above table shows that 48.9% of the respondents think that talent management programs help to win cooperation and teamwork frequently. 23,4% as occasionally.19.1% as rarely and 8.5% as never.

How long you have working in the organization?

47 responses



Interpretation

The above table shows that 34% of the respondents have experience of 2-5 years in the organisation. 31.9% as 1-2 years, 14.9% as less than 1 year and 19.1% as more than 5 years’ experience in the organisation.

What changes have taken place in the organisation as a result of talent management program?

47 responses



Changes	Number of Responses	Percentage
Change in motivating strategy	9	19.1%
Restructure of organization on individual objective	15	31.9%

Improvement in the management employee relationship	8	17%
Making changes in dissatisfaction areas	9	19.1%
No decision taken	6	12.8%

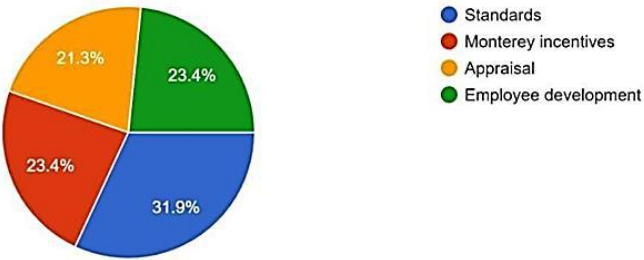
Interpretation

The above table shows that 31.9% of the respondents chosen that restructure of organisation on individual objection has taken change in the organisation. 19.1% as change in motivating strategy, 17% as improvement in the management employee relationship, 19.1% as making changes in dissatisfaction and 12.8% as no decision taken.

Preference	Number of Responses	Percentage
Standards	15	31.9%
Monterey incentives	11	23.4%
Appraisal	10	21.3%
Employee development	11	23.4%

According to you which areas improved due to this program?

47 responses



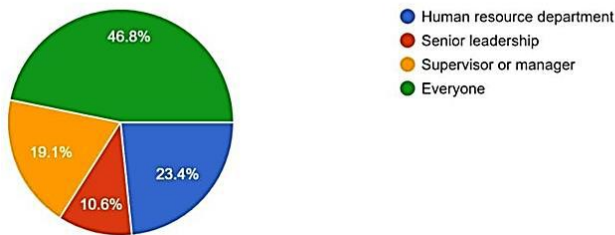
Interpretation

The above table shows that 31.9% of the respondents chose that standards areas have been improved by the talent management program. 23.4% as monetary incentives and employee development and 21.3% as appraisal.

Department	Number of Responses	Percentage
Human resource department	11	23.4%
Senior leadership	5	10.6%
Supervisor or manager	9	19.1%
Everyone	22	46.8%

Who is responsible for talent management program and it's employee engagement In your organization?

47 responses

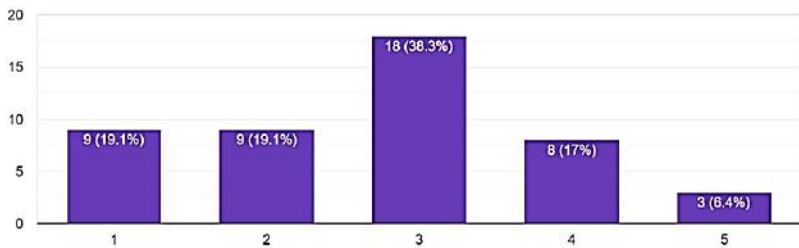


Interpretation

The above table shows that 46.8% of the respondents chose that everyone is responsible for the talent management program and its employee engagement in the organisation. 23.4% are human resource department, 19.1% as supervisor or manager and 10.6% are senior leadership.

How it becomes effectively to identify employees potential for advancement?

47 responses



Effectivity	Number of Responses	Percentage
Highly effective	9	19.1%
Effective	9	19.1%
Neutral	18	38.3%
Disaffective	8	17%
Ineffective	3	6.4%

Interpretation

The above table shows that 38.3% of the respondents are neutral about the identification of employees potential for advancement. 19.1% are highly effective and effective, 17% are disaffective and 6.4% are ineffective.

Findings

- From the above data 36.2% of the respondents are from the age group 18-22.
- From the above data 51.1% of the respondents are male.
- From the above data 80.9% of the respondents chosen that they have specific talent management initiatives in their organization.
- From the above data 42.6% of the respondents chosen that talent is identified by competencies in their organization.
- From the above data 36.2% of the respondents strongly agree that talent management program helps to find out the strength and weakness of the employees.
- From the above data 38.3% of the respondents says that it is very important for the improvement of the performance.
- From the above data 44.7% of the respondents highly motivated by the extent of talent management program in the work environment.
- From the above data 48.9% of the respondents chosen that frequently they do talent management program to win cooperation and teamwork.
- From the above data 34% of the respondents has experience of 2-5 years in the organization.
- From the above data 31.9% of the respondent's restructure of organization on individual objective has taken place in the organization because of the talent management.
- From the above data 31.9% of the respondent's standard areas has been improved due to talent management program.
- From the above data 46.8% of the respondents chosen that everyone are responsible for talent management program and its employee's engagement in your organization.
- From the above data 38.3% of the respondents are neutral about identification of employees' potential for advancement.

Suggestions

- Organization should make research to avoid talent drain
- HR department should interact and expose inbound employee
- Perform various task to motivate for work to motivate employee for work, because various employee cannot work with motivation, they just do it, because organization pay for them.

- The organization should develop a powerful performance management system
- The organization should also identify the talent by results of the employees in their organization

Conclusion

In this study, Talent management followed a Quess Crop Limited was evaluated and found to be good. Talent management is an opportunity for HR professionals to develop their areas of expertise and in their areas. A strong HR community helps create a strong public service. The talent management is to be better understand our people in the HR community so we can support professionally and career development and align individual needs and goals with the business plan.

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Chapter - 12

Leaders Role for Flat Organizations

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Abstract

Although it may be argued that the goal of flattening the organization is to empower employees with a higher level of involvement and decision-making abilities, several cases provide evidence of the emergence of highly restrictive control structures in the “flattened” organization. This phenomenon is not a necessary outcome of an attempt to flatten the organizational hierarchy, however. There is also evidence that the organizational hierarchy can be “successfully” flattened. What is not clear in the current literature is a theoretical basis to explain the tendency for highly restrictive control structures to emerge after a change toward flattening the organizational hierarchy. This essay attempts to address this issue by examining the emergence of disciplinary structures in flattened organizations, looking at cases of various structural changes and, finally, elaborating the basis for a developmental theory of the spiral resulting in the emergence of unintended and oppressive control structures in the flattened organization.

Keywords: Flat organization, organization structure

Introduction

- Flat organizational structure is an organizational model with relatively few or no levels of middle management between the executives and the frontline employees. Its goal is to have as little hierarchy as possible.
- In other words, it means that an organization has few (if any) levels of management between the workforce and the highest-level managers. The absence of middle managers places more authority, such as decision-making functions, at the worker level.

Statement of Problem

- In a flat organization, the ease of connection and ability to make

decisions without having to defer to a manager can lead to quicker and more spontaneous decision-making. But the lack of management also means that decision-making is not always transparent, and that makes it hard to know who's got the power.

- May lead to higher turnover with a Rate of more than 10%: It's normal for employees to aspire to higher levels where they get more responsibility and more benefits. In a flat organization, that kind of expectation is put away. Eventually, some employees leave because they see no way to advance their careers.

Literature Review

- The following concepts discussed are themes that emerged during the course of my research. The topics of trust and credibility are focused on in relation to the concepts and the influence on flat organizational growth. The discourse contained in this section can be utilized to evaluate small businesses and the functionality of current management strategies.
- Organizational Structure.
- The overall structure of organizations often determines what type of management style is possible to practice effectively (Lavoie, 2015). Businesses who operate under a flat structure may face challenges pertaining to their leadership dynamic. Flat organizations are defined as "structures featuring less layers of management. In flat organizational structures, employees are empowered and expected to take responsibility for a range of traditionally managerial decisions in their daily routines" (Ingram, 2009).
- A challenge facing management in flat organizations is their span of control. Span of control is defined as the scope of involvement an individual or an organization has in regards to ongoing projects or a team they oversee. Leadership in flat organizations often find themselves pulled toward assisting their staff and overseeing all aspects of production. The motivation behind managers is a dedication to the organization and the desire to help all employees find success. Often times, the practice of a traditional management style is associated with micromanaging. The practice of micromanaging can have adverse effects on trust in the organization. Micromanagement can cause slow production, frustration in employees, and a gap in the trust between staff and leadership. Positive intention is not enough to make micromanaging effective,

there must be recognition of staff needs from management's perspective. Flat organizations are often noted to be family like in their relationships. Familial relationships are defined as having few boundaries in terms of professionalism, with an increased sense of trust, and transparency. These staffs are small, work closely together and typically have fewer boundaries than in a large-scale organization.

Research Methodology

- An in depth literature review was conducted to determine common themes inside the scope of flat organizations in regards to trust and credibility. With the use of two written texts and a variety of online peer reviewed articles, a compilation of research was established. The articles utilized are all post 2006, written prior to the economic recession in the year 2008, and in post recovery in the years after. The method of selecting articles was defined by analyzing articles that had a significant focus on transparency, credibility, and trust in flat organizations. These texts looked at aspects of business downsizing and growth, the marketing of products and services as well as the differences between small and large organizations.
- All the articles touched on the need, for or lack thereof, of trust in a work environment. Two selected texts were chosen for research in regards to credibility and trust in the workplace. First, *The Speed of Trust* by Stephen Covey (2006) focuses on trust and the role it plays at work and in work-based relationships. By exploring relationships and the importance credibility plays when examining superiors, and how leaders must be consistent in their transparency, this text was an ideal fit for my research. The second text, *The Leadership Challenge* by Kouzes & Posner (2002) provides an in depth look at various aspects of being a leader. Through discussion of leadership styles, recognition, goal setting and organizational alignment, hence it provided insight on leadership as a whole.
- **Objective of study:** A flat structure elevates each employee's responsibility inside the organization and eliminates excess management layers to improve coordination and communication. Fewer levels between employees improve the decision-making process among staff. The lack of need for middle management boosts the organization's budget.
- And to have better interpretation of the objective of management in

terms of its organizational alignment on how it affects the leadership as whole and the overall business in longer run.

Methods of Survey

- Use goals to inform employee performance reviews. Employees should always have goals that drive their performance. Defining individual objectives is even more important when team members don't have a manager assigning projects and sharing frequent feedback. Goals also remove the guesswork when completing an employee's performance review. The CEO can consider if the team member has met their objectives or is making significant progress toward them. If an employee isn't on pace to hit a target, the CEO should consider why. Is it a performance issue or have shifting priorities and other external factors affected where they devote their time and effort? Take advantage of 360-degree feedback. You can take a lot off the CEO's plate and ensure everyone gets an accurate evaluation by using 360-degree reviews. Typically with the 360-degree format, employees are reviewed by their manager, peers, direct reports, and colleagues from other departments. It's simpler in a flat organization. All the employees who sit on the same level on the org chart evaluate each other.
- 360-degree feedback is an excellent way to supplement the primary performance reviews completed by the CEO. It brings in the perspectives of the people employees work alongside so evaluations are accurate and thorough. Employees in flat organizations often collaborate on a daily basis so it only makes sense to ask their peers if they're a solid team player. Employee performance reviews are a must in flat organizations. Flat organizations are a unique alternative to the typically org chart consisting of multiple management levels. While employees are empowered to manage themselves, it's still important to step back and evaluate performance from time-to-time. Ensure every employee has clearly-defined goals and is giving a consistent effort to deliver outstanding results.

Data Analysis

- Flattening (or delayering) of hierarchies within an organization has been called for by much recent literature. In theory, flattening is supposed to help push decisions downwards to enhance customer and market responsiveness and improve accountability and morale.
- In general, they are flexible and better able to adapt to changes. Faster

communication makes for quicker decisions, but managers may end up with a heavier workload. Instead of the military style of tall structures, flat organizations lean toward a more democratic style.

- Advantages - Less layers leads to better communication more autonomy and responsibility for employees. Employees may feel more motivated, therefore being more productive.
- Disadvantages - Lack of progression opportunities higher workloads for manager. Managers have more subordinates.

Conclusion

- Although the flat structure provides high employee satisfaction, it is not practical for all organizations. The structure that an organization adopts needs to suit its size and goals. Some structures are not feasible due to size, location and resources, but companies should be willing to adapt as their environment changes. By not changing and adapting organization structure to meet demands, companies are putting themselves at risk for ineffectiveness, and missed opportunities to take advantage of employee's skills and innovations. Also companies to examine and better research and development on the above mentioned points, which helps organization to frame a better structure for itself to strive for succession.

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Chapter - 13

A Study of Faculty Job Satisfaction and Its Impact on Student Satisfaction in Management Institutes of Nashik District Affiliated to University of Pune

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Abstract

Most of the higher educational institutes throughout the country are suffering from acute shortage of faculty. The effect of high faculty attrition is borne by students for no fault of theirs. Teaching has also become an unattractive profession today for which young talents prefer other hefty paid salaried jobs and career options. Thus objective of this research paper is two folded; firstly to identify factors of faculty job satisfaction and student's overall satisfaction in this knowledge economy, and secondly to examine the role of faculty job satisfaction in generating student satisfaction. Chi square test was used to test the hypotheses; to determine the association of faculty's job satisfaction level with faculty's salary and also with students' overall satisfaction level. Results indicate that in today's fast changing economy, faculty members thrive for professional growth and development, not just salary; to secure better positions in future. The findings of this research paper also propagate the concept of Human Sigma within educational context, stating that a contented faculty is a source of students' satisfaction, but for this faculties need to be retained and satisfied.

Keywords: faculty job satisfaction, faculty retention, human sigma, management institutes, student satisfaction.

Introduction

Today more than ever before in human history, the wealth or poverty of a nation depends on the quality of the higher education (Malcolm Gillis, 1999). India has one of the largest Higher Education (HE) systems in the world. There are three principle levels of qualifications within the degree

structure of Indian HE system; the bachelor/undergraduate level, master's/post-graduate level and doctoral/pre-doctoral level; also included are diploma courses at undergraduate and post graduate level. Management institutes a part of higher education system, determine the career paths of the youth and in turn the future of the country. Students, parents, teachers, staff and society in general are the stakeholders of these institutes. Faculty members, the core eighty percent human resource of any management institute, have the potential and power to transform the future generation of our country.

The most important information to have regarding an employee in an organization is a validated measure of his/her level of job satisfaction (Roznowski and Hulin 1992). Behavioural and social science research suggests that job satisfaction and job performance are positively correlated (Bowran and Todd 1999). A better understanding of job satisfaction and factors associated with it is helpful to guide employees' activities in a desired direction. Job satisfaction, for example, is significantly linked to factors like employee motivation and performance (Ostroff, 1992), employee absenteeism (Hackett & Guion, 1985) and turnover (Griffeth, Horn, & Gaertner, 2000) and even positively influences organizational citizenship behavior (Organ & Ryan, 1995). Satisfaction is a relevant measure because many studies have demonstrated that other factors being equal, satisfied individuals are likely to be willing to exert more effort than unsatisfied individuals (Bryant, 2006; Özgüngör, 2010). The same holds true for satisfied faculty members and students as well in education institutes. The importance of this research paper is two folded; firstly to identify factors of faculty job satisfaction and students overall satisfaction in this knowledge economy, and secondly examines the role of faculty job satisfaction in generating student satisfaction.

As employee turnover continues to be a serious business predicament, the concept of job satisfaction assumes significance not only for contemporary business scenario but also for educational sectors that are facing acute shortage of qualified and competitive teaching work force. Faculty job satisfaction levels seem to have direct bearing on the institutional as well as the student development and an understanding of job satisfaction, retention and employee turnover aspects of the faculties would help policy makers understand a very important organ of the society, responsible for future of the nation and generation.

According to the Department of Higher Education, Ministry of Human Resource Development MHRD, educational sector has witnessed a tremendous increase in its institutional capacity since independence. Over the years, the number of management institutes for higher learning has increased

tremendously; but this growth in number of institutes and enrollment of students has not been supported by proportionate growth in number of faculties. Most of the higher educational institutes throughout the country are suffering from acute shortage of faculty, not to mention good faculty members. To face faculty crisis, educational institutes opt for ad hoc, part time or visiting faculties who teach only for a few couple of hours. These faculties are least committed towards the institute; as they work in multiple places to make a living. They are thus frustrated and not motivated. Ironically, the effect of high faculty attrition is borne by the students for no fault of theirs. There is need to identify the issues associated with faculty job satisfaction and retention and pave out proper solutions for the same. In an attempt to increase the Gross Enrolment Ratio (GER) in higher education to 21% by the end of the 12th five year plan period from the current 13.5%, MHRD has formulated an action plan to achieve this target. Raising the GER would entail an additional enrollment of over 26 million in higher education and almost one million school teachers by 2020. For faculty attraction and retention, the ministry is mulling Human Resource Planning and Management (HRPM) centers at the university level to assess teacher requirement and plan their professional growth research and faculty development programmes such as seminars, training, workshops, incentives and award schemes. It is being suggested that a concerted strategy to retain best talents in universities for faculty positions and preparing secondary teachers be formulated.

The most important product of educational institutions is a qualified and satisfied student; the second concept under study in the research. Students' satisfaction surveys are important in ascertaining whether colleges and universities are fulfilling their mission. Satisfied students are more likely to be committed and continue their studies (as measured by a higher retention rate) than unsatisfied students, who are likely to be less willing to regularly attend classes, and are more likely to quit their studies (Jamelske, 2009; Borden, 1995). Institutes have assessed students' satisfaction for many reasons. Some have measured the levels of student satisfaction in order to examine accountability reporting and self-improvement process across departments and colleges; others have examined student satisfaction to determine if satisfaction ratings of college programs and services are associated with the satisfaction of the overall college experience. Still others have investigated student satisfaction items related to issues such as student retention and attrition.

Significance of the Study

Most of the research on job satisfaction is related to industrial or business organization; and even if faculty job satisfaction has been studied earlier,

unfortunately not much attention is drawn towards studying the influence of having satisfied faculty upon student satisfaction level in education institutes. The following key benefits highlight the significance of this research effort:

1. Deal with faculty shortage: In order to survive, management institutes have to face several challenges and faculty crisis is perhaps the most critical. The current and predicted shortages of competent faculty members can go from „concern“ to „crises“ in coming decades. Faculty job satisfaction can improve faculty retention rate and arrest attrition rate.
2. Sustain Quality of education: Quality faculty is must for quality education. Quality is not inborn, it needs to be inculcated & practiced, which in turn calls for continuous training and commitment on part of the faculty members. A satisfied faculty will take initiative and keen interest towards training programs in true sense.
3. Student satisfaction: Faculty members working for the cause of higher education need to be retained with the view to providing top class education and satisfaction to the students.
4. Organizational commitment: Better job satisfaction will provide current faculty members a reason to continue with the institute and stay committed.
5. Image building of the institute: Satisfaction and retention of qualified faculty is an important factor in maintaining the identity and professional climate of a management institute and to improve its reputation in the market.

Attract fresh talent towards teaching profession: Teaching has become an unattractive profession today for which young talents prefer other hefty paid salaried jobs and career options. Faculty retention strategies can improve the image of teaching as a profession and thereby make it an attractive career option for the youth of the country.

Nashik is deemed "the third most industrialized city of Maharashtra after Mumbai and Pune", mainly due to extensive industrial development in recent times. Today, Nashik is rated as one of India's fastest growing cities. The city is gaining preference as an educational hub, becoming students' alternative option to technical and management education; next to Pune. Thus the number of management institutes recognized by Pune University in Nashik district today has gone upto to 36. Despite of increased job opportunities in management institutes, faculty shortage remains central issue. Hence Nashik district was chosen as the study area for this research work.

Keeping in view all the above mentioned factual and doubtful factors associated with the study, a detailed study of various factors of faculty job satisfaction and specifically its impact on students' satisfaction level deserves a strong rationalization. The findings of the study will be of enormous use to the management as well as faculty of management institutes, in general. The report of this study may be useful for management institutes to develop work environment and culture that would allow higher levels of faculty job satisfaction and retention to enhance overall student satisfaction. On other hand, faculty members will become more aware of their expectations from the job. It will foster a better understanding between the management and faculty members so as to achieve institutional objectives in the long run.

Literature Review

Three theoretical frameworks of job satisfaction can be identified in the literature (Green 2000). Framework one is based on content theories of job satisfaction. Content theorists assume that fulfillment of needs and attainment of values can lead to job satisfaction (Locke, 1976). Framework two is grounded in process theories of job satisfaction. Process theorists assume that job satisfaction can be explained by investigating the interaction of variables such as expectancies, values, and needs (Gruneberg, 1979). Framework three is rooted in situational models of job satisfaction (Thompson & McNamara, 1997). Situational theorists assume that the interaction of variables such as task characteristics, organizational characteristics, and individual characteristics influences job satisfaction (Hoy & Miskel, 1996). Locke and Lathan's (1976) defined job satisfaction as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Many experts believe that job satisfaction is not only an indicator of overall individual well-being (Diaz-Serrano and Cabral Vieira, 2005), but also a good predictor of intentions or decisions of employees to leave a job (Gazioglu and Tansel, 2002).

Teacher job satisfaction is often cited and rendered important in both research on teacher attrition and teacher retention (Roach, 1991; Voke, 2002; Stockard & Lehman, 2004). Researchers and scholars have tried to understand the high teacher turnover rate among beginning teachers by investigating the reasons and causes behind both teacher retention and teacher attrition (Connolly, 2000; Ingersoll, 2003; Ingersoll & Smith, 2003; Howard, 2003; Inman & Marlow, 2004; Heller, 2004; Stockard & Lehman, 2004). It must be taken into account that the source of job satisfaction is not always salary; but also the job content and context, that generates from working environment, management style, interpersonal relationship and organizational culture. Non-

salary incentives like early promotion, research allowances, more frequent leaves of absence, and reduced teaching loads (Bowen & Sosa, 1989) can also help recruit and retain faculty without raising salaries. Hughes (1991) in his research found professional growth as fundamental motivators and component of teachers career development that gives them effectiveness and satisfaction in teaching. Teacher job satisfaction is frequently associated with burnout, work quality and professionalism. A study by Gill (1992) reported that six of the top seven reasons for faculty departing were intangible benefits such as research opportunities; higher compensation levels increased the retention of assistant and associate professors, but had no effect on retaining professors. For the purpose of understanding how higher education institutions can retain women faculty members, Wenzel and Hollenshead (1994) studied attitudes of tenured women faculty and identified blocked career opportunities, receiving disrespectful treatment, insufficient personal or financial support, mismatched personal and institutional goals as negative aspects of the university work environment that influenced faculty attrition. Likewise, Lynn (2002) supported the idea that educational leaders should provide professional learning and growth opportunities in order to motivate teachers and to enhance their performance.

The Emerging Directions in Global Education (EDGE) survey report 2009, on „Faculty Recruitment and Retention-The Issues and Challenges“ throws light on the challenges involving faculty recruitment and retention in India. The survey reports that average attrition rate in academic institute was about 25 percent per annum. Compensation along with other employee benefits were the two major professional reasons for the faculty to leave the institute, whereas job security is another additional factor in case of private institutes. Factors like family living locally and availability of school in the locality are given more importance by the private institute faculties. According to students“ view 60 per cent of the faculty exit during the academic year which badly affects their studies. This trend was much higher in case of private institutes as compared to their government counterpart. Students also opined that availability of better compensation and career option and lack of growth opportunities in the existing institutes resulted in faculty exit. Strategies suggested by the report for faculty retention were promotion based on performance, faculty freedom, encouraging research programme, training, opportunities for career growth, transparent appraisal system and housing facility. The report finally concludes that introducing innovative HR tools in line with the corporate sectors may help in bringing down the attrition rate to some extent.

College students' satisfaction has been conceptualized by researchers in various ways as "satisfaction with college experience" (Elliott & Healy, 2001; Peters, 1988; Billups, 2008), "satisfaction with quality of instruction" (Aman, 2009), "satisfaction with advising" (Corts, Lounsbury, Saudargas, Tatum, 2000; Elliott, 2003; Olson, 2008; Peterson, Wagner, and Lamb, 2001), "satisfaction with assessment" (Kane, 2005; Ross, Batzer, & Bennington, 2002), "satisfaction campus-wide" (Benjamin & Hollings, 1997), and "satisfaction with an academic department" (Corts *et al.*, 2000). Quality in higher education means enabling students to achieve learning goals and academic standards in effective educational environment (Venkatraman, 2007). Research has proved that faculty has a major impact on students' learning (Hill, *et al.* 2003) and is the main strength in an educational institution (Gary, 2005). Quality in teaching and learning can only be enhanced if the faculty members are satisfied and content (Chen, 2006). In order to make students understand the value of their education and make them satisfied with their overall experience, satisfied faculty members are needed. A study by Peng and Samah (2006) that attempted to discover factors of education service contributing the most to students' satisfaction level, identified lecturer and faculty as significant affecting factor. Faculty will be effective and competent in achieving the desired learning outcomes, provided they are satisfied with their profession. When students are satisfied with their faculty and institute; they are likely to become more involved with their studies and give better results.

Objectives of the Study

The primary research objective of this study was to provide more practical data on the job satisfaction levels of faculty and its influence on students' overall satisfaction level.

1. To establish the importance of having satisfied faculty members and its role in overall students' satisfaction level.
2. To identify and understand various factors affecting faculty job satisfaction, retention and attrition in management institutes.
3. To identify factors affecting students' performance and satisfaction level in management institutes.
4. To suggest appropriate measures to improve the faculty satisfaction rate of management institutes, through the final study report.

Hypotheses for the Study

Hypothesis H1: In management institutes faculty job satisfaction is positively associated to faculty's salary.

Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. Hypothesis H1 is based on assumption that if faculty positions become less economically attractive, the level of dissatisfaction could rise substantially. As faculty compare their salaries not only to those in other professions, but also to other faculties, inside and outside of their institutions; salary becomes an important determinant of job satisfaction.

Hypothesis H2: In management institutes high level of faculty job satisfaction is positively associated with high level of students’ satisfaction level.

The assertion made in this paper is that there exists a relation between faculty job satisfaction and student satisfaction; that influences student performance, learning and motivation. If faculty members stay dissatisfied and disinterested with their jobs, it is apparently going to have direct consequences on students. To grasp the complexity of students’ satisfaction, it is not enough to know only the degree to which students are satisfied, but to understand the factors that contribute to their satisfaction. Most scholars agree that the relationships between students and faculty are vital to student success in college (Kuh, Kinzie, Schuh, Whitt, & Associates, 2005). In this study, student satisfaction is conceptualized as “overall satisfaction with faculty and institute related factors”.

A score of seventy percent and more on respective satisfaction scales was considered as high level of satisfaction for the purpose of this study.

The conceptual framework proposed for this research study is shown in fig 1.

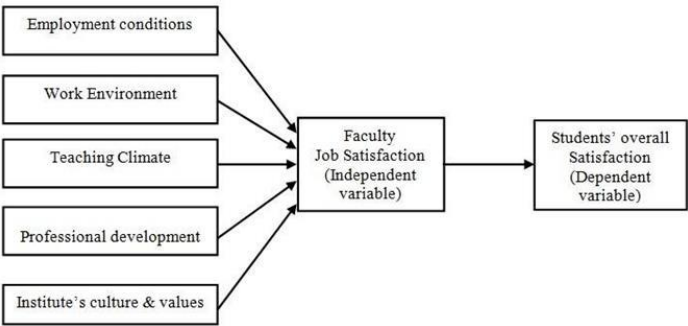


Fig 1: Conceptual framework of faculty job satisfaction and student satisfaction.

Research Methodology

Survey Instrument: The primary data for this study was collected from two important sources of management institutes; the faculty members and

students. Non probability convenience sampling technique was adopted. Two separate self completion questionnaires were designed, based on earlier studies; one for faculty members and the other for students. A pilot study was carried out to test the reliability of the self developed scales and as the scales showed high reliability they were considered as good measures for main phase study.

Independent Variable: The independent variable „faculty job satisfaction“ was measured on five factors employment conditions ($\alpha=0.81$), work environment ($\alpha=0.77$), teaching climate ($\alpha=0.80$), professional development ($\alpha=0.79$) and institute’s culture and value ($\alpha=0.74$); in all covering 28 items. Five-point Likert rating scale was used with „5“ indicating „highly satisfied“ and „1“ indicating „highly dissatisfied“ conditions. For the purpose of this study a score equal to or more than seventy percent was considered as high job satisfaction. Faculties were also asked to rank order six factors important from their retention and attrition point of view.

Dependent Variable: Students’ overall satisfaction, the dependent variable was measured on two factors using a self designed scale. First factor related to faculty ($\alpha=0.78$), with items like faculty’s concern for students, competent and knowledgeable faculty, quality of interaction between faculty and students, faculty’s expectations from students and so on. The second factor of satisfaction related to institute ($\alpha=0.76$), campus interviews, availability of academic advisors or counselors, amount of financial aid/scholarships available, additional training in form of workshops & seminars, reputation of the institute. To test hypothesis H2, students were asked to rank following factors „self interest and competency“, „faculty leaving during an academic year “faculty retention throughout the completion of course“, „facilities provided by institute“ and „family support“ in order of its impact on their performance and satisfaction level. To understand faculty members’ perception about factors influencing students’ performance and satisfaction, they were also asked to rank order above five factors.

Results and Findings

The survey was conducted in management institutes of Nashik district affiliated to University of Pune; profile of the respondents included working professors, assistant professors, lecturers and students.

Findings Related to Faculty Members

- Out of the 100 questionnaires distributed; 48 faculty members responded (48% response rate) by returning completely filled

questionnaires. Demographics of the respondents showed that 63% were female faculties. 76% of the respondents represented young faculty belonging to 26-35 years age group. Their level of experience showed that 42% had teaching experience of less than 1 to 2 years and only 2% had served more than 15 years. A high 58% of faculties were working on contract basis. 65% of faculty members were found pursuing a PhD degree; probable reason being e that achieving a PhD degree is now linked with promotion by University Grants Commission (UGC) of India.

- A substantial 78% of faculty members were dissatisfied with their jobs. High level of dissatisfaction was exhibited for professional development (M=2.33) and employment conditions (M=2.47), see Table 3. The major issues of concern were time provided for research work, availability of research support & facilities and promotion policy. Respondents opined that they can't carry out research activities with full efficiency in presence of high workload and non-teaching activities. Faculty members when asked to rank factors that had significant impact on their intention to leave current position, the leading ones were „no future growth“, job security“ and „lack of support & freedom (see Table 1).
- Faculty members were found somewhat satisfied with “teaching climate” (M=3.76), see Table 3, while respondents were contended with quality of students, availability of teaching aids, reputation & progress of the institute; they were not much satisfied with participation in decision making and freedom to choose subjects to be taught. Empowerment and recognition proves to be key motivators for job satisfaction. On exploring faculty retention factors, results identified, career advancement & promotion (rank 1) as the foremost important factor, followed by „salary and leave benefits (rank 2) and then „co-operation & support“ (see Table 2).

Table 1: Ranking of Attrition factors by Faculty

Rank	Attrition Factors
1	No future growth
2	Job security
3	Lack of support & freedom by the director
4	Low Salary
5	Isolation/ Poor relationship with colleagues
6	Personal/ Family reasons

Table 2: Ranking of Retention factors by Faculty

Rank	Retention Factors
1	Promotion & career advancement
2	Salary and leave benefits
3	Co-operation & Support from higher levels
4	Working conditions
5	Good relations & communication with colleagues
6	Family support

It seemed faulty members were hesitant to give their opinion about the work environment ($M=3.07$), refer Table 3, and chose to remain neutral for matters like support from colleagues or seniors, relationship with HODs/director and infrastructure. As main concern of most faculties was completing their PhD; less guidance or support in this regard can lead to more job dissatisfaction. Above mentioned findings clearly indicate that faculty members feel strong need of professional development culture, which is an important contributor in their retention and job satisfaction.

Table 3: Mean Scores of factors affecting Faculty Job Satisfaction

Factors	N	Mean (M)	SD
Employment conditions	48	2.47	0.98
Work Environment	48	3.07	1.02
Teaching Climate	48	3.76	1.23
Professional development	48	2.33	0.94
Institute's culture & values	48	3.24	1.15

Findings Related to Students

250 questionnaires were distributed to students of which 147 students responded (59% response rate).

61% students were pursuing MBA course while the rest had taken up MMM, MPM and MCM courses.

- 64% students showed high levels of dissatisfaction with faculty related factors, consistency of instructional quality, faculty's concern for students and faculty retention. However students (73%) seemed somewhat satisfied or at least neutral with other institute related factors like additional training in form of workshops & seminars, extra and co-curricular activities, infrastructure and reputation of the institute.
- When we observe ranking of factors influencing students''

performance and satisfaction (refer Table 4); it appears that faculty and students share only one factor „family support“ out of five. While students attach great importance to faculty attrition, faculty members seem to have underestimated its impact on students. Striking is the difference in importance attached to the factor „faculty retention throughout the completion of course“. Faculty members appear to view it differently, ranking it fourth against students ranking it as the top most factor influencing their overall satisfaction level. According to students when it comes to their performance and results, „faculty leaving during an academic year“ is more significant than their own interest and competency. However, same issue is being viewed differently by faculty, as they consider students“ interest and competency responsible for students“ performance. On the whole there appears to be remarkable difference in the perceptions of faculty members and students regarding factors influencing students“ performance and satisfaction.

Table 4: Comparison between student ranking and faculty ranking.

Influencing Factors	Effect on Students“ performance		Effect on Students“ overall satisfaction	
	Ranking by student	Ranking by faculty	Ranking by student	Ranking by faculty
Student’s self-interest and competency	2	1	4	2
Faculty leaving during an academic year	1	3	2	3
Faculty retention throughout the completion of course	3	4	1	4
Facilities provided by institute	4	2	3	1
Family support	5	5	5	5

Hypothesis Testing

Chi square test was used to test both the hypotheses; to determine the association of faculty’s job satisfaction level with faculty’s salary and also with students“ overall satisfaction level.

Hypothesis 1: In management institutes faculty job satisfaction is positively associated to faculty’s salary.

The computed value of chi square (χ^2) at degree of freedom (df) equal to one and 5% significance level was 0.82. This value being much lesser than the table value 3.841, null hypothesis was accepted; indicating no positive

association between faculty job satisfaction and faculty's salary.

Hypothesis 2: In management institutes high level of faculty job satisfaction is positively associated with high level of students' satisfaction level.

For hypothesis H2 the computed chi square (χ^2) value 6.00 was greater than the table value 3.841 at degree of freedom (df) „1“ and significance level alpha 0.05. Hence null hypothesis was rejected. This signifies a positive association of faculty job satisfaction with students' overall satisfaction level.

Conclusions

It can be concluded that salary is not primary but the secondary determinant of job satisfaction for faculty in today's knowledge economy. This is in agreement with a Fuhrmann (2006) study which stated that although money is an influential factor at every stage but it is not necessary that money alone can increase motivation of every worker. There are intangibles (for instance growth & development, recognition and feedback) that are primary motivators for the workers inspiration to perform effectively. Salary does not always provide adequate recognition or ensure contentment (Nienhuis, 1994). Some research suggests that perceived equity of pay may be a more important determinant of commitment and satisfaction than basic level of pay (Mowday, 1982). Lack of professional development, time and support provided for research activities were factors responsible for highest dissatisfaction. In this fast changing economy, faculty members today thrive for professional growth and development to secure better positions in future. As most respondents were working on contract basis, the assurance of permanent job and job security could also compensate for lower pay.

The findings of this research paper propagate the theory of „Human Sigma“ as developed by Fleming and Asplund (2007) in educational settings. It proves a strong positive correlation between employee (faculty) satisfaction and customer (students) satisfaction. Employee and customer experiences need to be managed together, not as separate entities. The internal customer satisfaction would always be a precondition to orientation and satisfaction of the external customer (Shaney, Banwet & Karunes, 2008). The findings also demonstrate difference in views of faculty and students concerning factors influencing students' performance and overall satisfaction. Students perceive both, faculty attrition during academic year as well as during the course as factors hampering their performance or satisfaction. A satisfied faculty is a source of students' satisfaction but for this they need to be retained and satisfied.

Limitations

The major limitation of this study is that it may not be appropriate to generalize its findings, owing to the small sample size and study area being limited only to Nashik district. Also the data obtained through questionnaires were all self-reports from the participants hence the findings may be subject to response consistency effect.

Future Research

For further research a model which focuses on faculty need for professional growth and research opportunities is proposed; as these can achieve faculty satisfaction. A study on how to retain and attract talented faculty, especially the growing percentage of women faculty in other cities and states of India will be significant. Further research on the relationship between faculty satisfaction and students' satisfaction in educational institutes can be of great importance to attract students in face of growing competition. Despite its limitation this study introduces the concept of Human Sigma in educational context and keeping in mind this concept is really in its infancy in education environment, the scope for future research and developments in this regard is enormous.

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Chapter - 14

Launching More Female Leaders

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Abstract

Fortune's latest list of Fortune 500 companies showed a record number of female leaders: 41 women are leading companies, holding 8.1 percent of CEO spots. Records are being broken as well. This is the first time that two Black women are CEOs.

“And for the first time, two Black women – Roz Brewer from Walgreens Boots Alliance and Tashunda Brown Duckett from TIAA – are serving as CEOs at the same time. Additionally, Jane Fraser at Citi Group is making history as the first woman to helm a major U.S. bank, and Karen Lynch at CVS Health is making history as head of the highest-ranked Fortune 500 company ever led by a woman. The \$268 billion health care company ranks No. 4 on this year's list,” CNBC reporter Courtney Connley says.

While this shows great improvement, there's room for more.

“We continue to see steady progress in the Fortune 500, with a handful of women and two [new] women of color being elevated into CEO roles,” says Lorraine Hariton, CEO of the global gender equality firm Catalyst.

An Australian study found nearly a 5 percent increase in market value for companies with at least 10 percent of women on their boards, which turned out to be an average increase of \$78.5 million. For companies with more females in key management positions that percentage increased to 6.6 equating to \$104.7 million in market value. Priestley, A. (Jun, 2020). ‘Women bosses bring profits: Company values soar \$80million under female CEOs, world first study shows. Retrieved from Smart Company.

Key Words: Female leaders, Female CEOs.

Introduction

Having female leaders in positions of influence to serve as role models is not only critical to the career advancement of women, but stands to generate broader societal impacts on pay equity, changing workplace policies in ways that benefit both men and women, and attracting a more diverse workforce.

The value of gender diversity—particularly in the workplace—is widely acknowledged. Women bring different perspectives and approaches to business, resulting in a more inclusive workplace and often better performance for the company. Yet today, only 21 women are at the helm of Fortune 500 Companies. To understand Americans' views and personal experiences about gender equality in the workplace, The Rockefeller Foundation gave a grant to Global Strategy Group to conduct a national study of American adults. This national poll of 1,011 adults age 18 and older, carried out online from April 20-26, finds strong convictions among Americans about the importance of having women in leadership positions, but concludes that businesses are falling short. Having female leaders in positions of influence to serve as role models is not only critical to the career advancement of women, but stands to generate broader societal impacts on pay equity, changing workplace policies in ways that benefit both men and women, and attracting a more diverse workforce.

Women's lack of representation in positions of leadership is broadly acknowledged throughout the business world. Women hold just 4% of the leadership positions in Fortune 500 companies—worse even than women's current representation in the Senate (20%—an all-time high). Americans are taking notice, and they don't like what they see—businesses, plain and simple, are falling short in terms of women's representation in positions of influence. One-quarter of Americans (24%) say there are no women in leadership positions at all within their companies, and only one-third (34%) say their workplace puts a high priority in having women in leadership positions. Those findings are strikingly at odds with Americans' views of gender equality in the workplace. Americans, men and women alike, unequivocally agree that men and women are equally qualified to lead businesses (96%), and say that it is highly important to them that women and men have the same opportunities for career advancement (82%).

Statement of Problem

Many CEOs who make gender diversity a priority—by setting aspirational goals for the proportion of women in leadership roles, insisting on diverse slates of candidates for senior positions, and developing mentoring

and training programs—are frustrated. They and their companies spend time, money, and good intentions on efforts to build a more robust pipeline of upwardly mobile women, and then not much happens.

The problem with these leaders’ approaches is that they don’t address the often-fragile process of coming to see oneself, and to be seen by others, as a leader. Becoming a leader involves much more than being put in a leadership role, acquiring new skills, and adapting one’s style to the requirements of that role. It involves a fundamental identity shift. Organizations inadvertently undermine this process when they advise women to proactively seek leadership roles without also addressing policies and practices that communicate a mismatch between how women are seen and the qualities and experiences people tend to associate with leaders.

A significant body of research shows that for women, the subtle gender bias that persists in organizations and in society disrupts the learning cycle at the heart of becoming a leader. This research also points to some steps that companies can take in order to rectify the situation. It’s not enough to identify and instill the “right” skills and competencies as if in a social vacuum. The context must support a woman’s motivation to lead and also increase the likelihood that others will recognize and encourage her efforts—even when she doesn’t look or behave like the current generation of senior executives.

The solutions to the pipeline problem are very different from what companies currently employ. Traditional high-potential, mentoring, and leadership education programs are necessary but not sufficient. Our research, teaching, and consulting reveal three additional actions companies can take to improve the chances that women will gain a sense of themselves as leaders, be recognized as such, and ultimately succeed.

Literature Review

The purpose of this paper is to provide a review of the literature on women’s leadership in higher education in the last 20 years. This literature review employed a systematic review of 64 articles published worldwide with 28 articles specifically published in Australia, Canada, New Zealand, the United Kingdom, the United States and Vietnam. The aim of the study is to determine if there are any differences in barriers and enablers of women leaders between the developed countries chosen for this study and Vietnam in higher education and how the countries are progressing towards gender equality. The study concluded that most of the research in women’s leadership in higher education had been done in the US and Canada, with a dearth of literature on women’s leadership in higher education in Asia, and only six

studies have been done in Vietnam till 2019, with only two studies done before 2017. The findings suggested that women leaders in developed countries and Vietnam still face almost the same challenges as in the past but, with family support, these challenges are becoming less in Vietnam. Mentor support was found to be an enabler in other developed countries which was missing in Vietnam. Vietnam is gaining importance in research in women's leadership in higher education, which may be due to an increased female labour participation rate and higher growth in gross domestic product rates. The future of women leaders seems to be bright, especially in Vietnam, due to higher female educational attainment. There is a small number of literature review studies on barriers and enablers in the field of women leaders in higher education comparing developed nations and a developing country. Hence, the current study aims to fill this gap to provide an overview of the difference between the enablers and barriers faced by women leaders between developed countries and Vietnam.

In most organizations, women are underrepresented in top positions. Many aspects of Women's Leadership are studied in the literature for underrepresentation of women leaders. This study aims to analyze and consolidate the insights about those aspects of Women's Leadership, which gives them a stable and secure position in the organization, beyond the unseen walls of gender discrimination. These aspects are barriers, enablers, strengths and weaknesses of Women's Leadership. The research method used for the study is a systematic literature review method. Peer-reviewed, scholarly journal articles and book references between 1990 and 2021 identified from the Scopus and Web of Sciences databases are considered for the study. The result showed much uniformity in the 'Women's Leadership' phenomenon, globally. This research found that Women's Leadership studies are mostly conducted in areas such as social sciences, business and management, medicine, education, etc. It also found that most women-leadership-related studies are conducted in developed countries where the percentage of women leaders is comparatively higher than in other industries. Still, women leaders in both developed and developing countries face similar barriers during their careers. The gender gap and the glass ceiling they have to break are some of the issues experienced by women in any organization. Organizational bias, lack of assertiveness and poor networking also pose barriers to Women's Leadership. Yet, there are some enablers for Women's Leadership, such as mentoring, good training programs and workplace culture. However, maintaining a work-life balance, working under pressure and excluding informal communication are considered as limitations for Women's Leadership. Strengths, such as high emotional intelligence, empathy,

democratic leadership style, sincerity and ability to make decisions under critical circumstances benefit the organization. This study will help to get an integrated and consolidated theoretical review of different aspects of Women's Leadership in the organization. Moreover, the study can help to implement various organizational policies to increase the percentage of women in leadership roles.

Research Methodology

Attitudes about the role of women in society may have changed dramatically, but women are still perceived as being less suited than men for managerial positions. And unless the root cause of this problem is addressed, the notorious glass ceiling will remain firmly in place, and women's participation in leadership over the next 30 years will remain low. Prohibiting women from advancing to top managerial positions in organizations can lead to losing a great leadership potential and millions of dollars in profit.

This research is exploratory in nature and uses a questionnaire as a tool to collect primary data from a conveniently selected sample of Lebanese employees and managers. The questionnaire aims to assess the attitude and preconceptions about female managers. The researchers will use the results of this research to enhance Lebanese managers' knowledge on discrimination and assist them to overcome preconceptions about female managers, and benefit from the latter true capabilities.

The Survey Design

The survey tool used in the current research project is a systematic and structured questionnaire that is divided into three sections.

1. Section one is designed to assess respondents' awareness about women in managerial positions. In this research survey, questions one to eleven are awareness dimension oriented.
2. Section two is designed to assess the respondents' attitudes and opinions, covering parameters like female managers' characteristics, expectations, acceptance...etc. In this survey, questions twelve to twenty-two are attitude and behavior questions.
3. Section three is designed to assess respondents' demographics. In this survey, questions twenty-three to twenty-eight have demographic dimensions.

Objectives of Study

The Objective of the Questionnaire

The Main Objective of This Research Is To

1. Identify the percentage of women occupying top managerial positions in the firms of the respondents.
2. Identify how the respondents view women in managerial positions (in terms of productivity as compared to their male counterparts).
3. Identify the preference of respondents to male or female leaders in their workplace.
4. Identify any stereotypical ideas that respondents may have about women in the workplace.
5. Identify any discriminatory behaviors against women in the workplace.
6. Draw conclusions about what women should do to overcome the barriers that keep them from reaching managerial positions within their organization.

Method of Survey

Survey research is the most common and widely used tool for quantitative market research. Surveys are used to gather insightful data from the target audience for our market research or consumer research.

Here, a formal list of questionnaires is prepared & deployed to the female respondents for them to share their feedback/opinions. Researchers use a non-disguised approach so that the participants of the survey know exactly what they are answering.

When administered correctly, surveys provide meaningful insights in the form of quantitative or qualitative data. This data is then analyzed by organizations to make accurate decisions.

Types of surveys

- **Online Surveys**

Online surveys include a set of structured questions that the female respondents complete through the internet. This is generally done by filling a form. Online survey tools are becoming increasingly popular because it is an apt way to reach out to the participants, it is less time consuming and is also cost effective as compared to traditional paper-and-pencil surveys. The data collected can also be stored in the database and be used for later evaluations by experts. This is a feasible survey method for the female respondents to take at any time and at any place.

- **Paper Surveys**

This survey uses traditional paper and pencil methods to collect data. Many researchers believe paper surveys to be outdated methods of conducting surveys. However, they come in handy when used for field research. These surveys can be conducted in areas where computers, laptops and smartphones aren't available.

However, these surveys are expensive and time consuming. They also use up human resources and can be exhausting to conduct. Even this method is also very feasible method for especially respondents like females. The papers will be provided by the office staff itself to the female respondents to complete the survey and can be submitted there itself.

- **Telephonic Surveys**

As the name suggests, telephonic surveys such as survey software are conducted over the telephone. Respondents are asked to answer questions that are relevant to the research topic. The questions are asked by the researcher. A lot of success of these surveys depends on the number of people answering the phone and investing the time answering each and every question. The office people make calls to the female respondents, and take the survey by asking the questions to the respondents through phone calls. This process actually takes times, because making calls to each and every female respondent to take the survey isn't so easy.

- **One-To-One Interviews**

One-to-one interview method includes the researcher gathering information directly from the female respondent. This is a qualitative research method. The questions framed and asked by the researcher depend upon their knowledge and experience. Relevant questions lead to deeper insights from the interview. Interviews last anywhere around 30 minutes to a few hours. Though this is a time taking process, I felt it to be very effective procedure to interact with their female employees working in the organization. This survey procedure gives more knowledge upon their employees.

Data Analysis

In the United States, 47% of the workforce is women, which means we are essential to the economy. Unfortunately, suppose you were to assess people filling leadership roles in companies across America. In that case, you'd have no idea that women account for nearly half of all professionals because we simply aren't represented. It's a shame, too, because aside from this trend being entirely unfair for women, it's also a disadvantage to businesses.

You don't have to look too hard to find studies that show how much working women, explicitly working moms, are doing. Even though 71% of moms with children under 18 years old work outside the home, housework and childcare duties still disproportionately fall on our shoulders. It's evident that women have incredible endurance for employment, are skilled in everything from organization and strategy to crisis and conflict management, and have what it takes to lead.

Still, regardless of all we have to offer, and how much we contribute to society, the vast majority of leadership roles continue to be held by men. For some reason, people continue to underestimate women—and it is a big mistake on their part.

Conclusion

Overall, while much has been gained and accomplished for aspiring women leaders, many have been sidetracked by a lack of confidence, encouragement, connections or opportunities from childhood and later.

The above literature and findings indicate that women in today world can excel in any profession. The positive nature of the society and the environment can help women to achieve work – life balance and give a wider chance for women to achieve higher goals in their life. With the advantages of technology, higher education and good support from the family women can prove that they are no longer inferior to men and they require the same incentives and perks, courage and support to have a better gender equality.

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Chapter - 15

The future of Work-Life in India

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Abstract

Recent global pandemic has unexpectedly brought a change in the way of working for hundreds of millions of employers and employees. This abrupt change has given us a once in a lifetime opportunity to redesign our work methods and the techniques used to run our organizations. The aim of this paper is to study how Indians are dealing with remote working. We study the reasons for feasibility and non-feasibility of telecommuting in India. Recent research examines if Indians wish to go back to the traditional mode of working at offices and studies the obstacles faced by them in working from home. The results indicate that Indian households do not provide an appropriate work environment while at the same time people also desire to avoid everyday commuting to offices. Overall, we conclude that the future of work in India will involve working from co-working stations which need to be built in each and every locality of our country. The objective is that co-working stations offer a professional set-up where employers and employees of different companies share an office space and it acts like a partnership between work from home and traditional office culture by bringing an office work environment near your home.

Keywords: Employer, Employee, Remote Working, Telecommuting, Commuting, Co-working

Introduction

A handful of new terms like coronavirus, pandemic, quarantine were added to the vocabulary of every Indian with the beginning of the year 2020. These words turned our lives upside down before we could barely understand their meanings. Coronavirus, also called SARS-CoV-2 was first detected in a human body in Wuhan City, China, in December 2019. The report of the first coronavirus patient in India was made on 30th January 2020. A lockdown was enforced in the month of March to prevent the spread of the virus and citizens were urged to live in isolation and quarantine to keep themselves safe.

This pandemic had a huge and deranged impact on India's growing economy. This safety came with the cost of an unbalance created in every individual's everyday life. The lockdown forced citizens to shut down factories, restaurants, pubs, cafes, salons, markets, flights, malls, colleges, schools etc. hindering all economic affairs which compelled millions of office-goers to work from home.

Normally, employees are expected to work in an office. An organization runs in a physical workplace and the employees are made to complete their occupational tasks at the office itself. This traditional method of working is prone to change due to the digital progression in the world. With the everyday advancement in the software domain and the business processes and possibilities has risen where employees are no longer bound to being office-goers in order to be good at their jobs. Rather telecommuting or working from home could be equally efficient. This situation of covid-19 is giving these new modes of working a chance at becoming the new normal. A lot of companies switched from discussing if a digital workplace was possible to it being the one and only feasible choice.

Is Work From Home A New Concept?

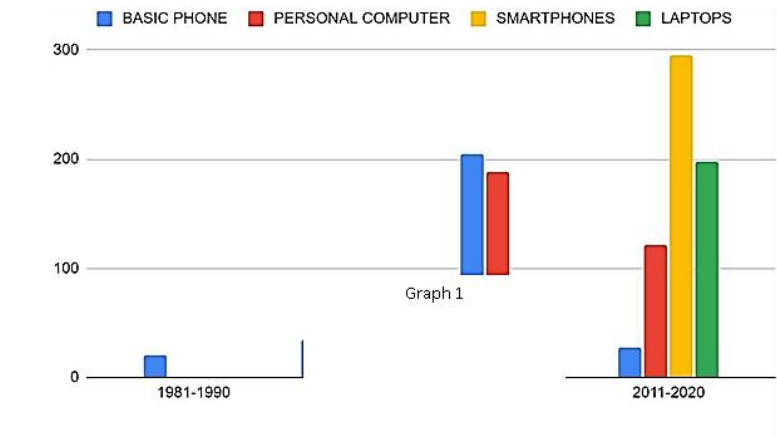
Work from home had become a widely accepted concept way before the coronavirus came into existence. The backstory of working from home goes way back in history and it precedes the origination of workplace culture. The furtherance of this concept in the last decade eventually is a comeback of a long-used and profound working method.

Accommodating work in living space was a native way of living for everyone before the onset of the Industrial Revolution. With the beginning of the Age of Industrialization, a demand for mechanization and building of manufacturing plants arose which created a need for daily commuting to work places on work schedules. Afterwards in 1972, a physicist named Jack Nilles decided to work in isolation for one of NASA's projects and then he devised a new term, "Telecommuting" in order to explain what he was doing. Telecommuting is a practice where workers can prevent commuting to and from work. Arduous efforts have been made to obtain an accurate perception of telecommuting. The evolution of telecommuting moved collectively along with the development in the field of technology. The growing advancements in the digital world helped connecting to workplaces which in turn pushed telecommuting towards becoming more and more uncomplicated, unchallenging and effortless.

Technology in India

In order to provide an estimation of the technological growth in Indian households over the years, we conducted a survey for over 300 households. They were asked questions regarding electronic devices and the years in which their family bought these devices. The graph shows the statistics and gives us a chance to imagine how our country is adapting to technological adaptations.

Decades	Basic Phone	Personal Computer	Smartphones	Laptops
1981-1990	25	0	0	0
1991-2000	40	10	0	0
2001-2010	210	180	30	10
2011-2020	50	130	290	195



The increase in the usage of personal computers in the last two decades made working at home a big possibility with home computing. The cost and size reduction of these appliances over the years made it achievable to try working from outside the office building.

The level at which a country tends to adapt to digital upgrades helps in deciding it’s feasibility rate for working remotely. In the last four decades India has shown a substantial growth in digitalizing. Henceforth the growth is reflected in the viability of telecommuting in India.

Opportunities and Obstacles

Pros of Work from Home

1. Time Won’t Be Spent Recklessly Commuting Every Day

Moving back and forth towards your workplace as a daily routine cannot be an amusing idea for most individuals. Based on our survey, the average

time taken to commute one way to an office place by a working Indian is 35 minutes and it could go up to a maximum of 90 minutes every day. In case you are a resident of a metropolitan city like Delhi, Mumbai, Kolkata, Hyderabad and Bengaluru, it won't be surprising if you get stuck in peak traffic for hours. And the story never ends with traffic, horrid and dangerous pollution, unpredictable weather condition and an undependable public transportation structure adding to the distress.

If an individual's ill-luck obliges her to use public transportation, she would have a high probability of facing the following constraints:

Selection of the right transport

Keeping a check on its latest scheduling Face an agonizing crowd

Approximating the exact time to reach the destination ticketing system

Safety hurdles

And unexpected roadblock troubles.

An entrenched truth is that traveling either by public or private transportation could steer a fairly good amount of suffering and stress.

2. Productivity Will Increase by a Great Amount

The home provides a noiseless environment which magnifies an employee's concentration, focus, diligence and creativity. Workplaces are known to be enormously distracting. One more reason for the increased productivity is the fact that people stayed engaged in their work for longer hours. The frequency of them taking breaks and the duration of those breaks were reduced.

3. Improved Work-Life Balance

The phrase Work-Life balance depicts the conception that a person requires to distribute her time in fairness and equivalence betwixt work, chores, time with family and self-interests.

A balanced intersection of work and life provides a great many optimistic consequences, which include reduced stress levels, lesser fear of fatigue and an immense feeling of well-being. This balance is beneficial for both employees and their employers.

Never seek to design a flawless plan for a day, instead seek to design a practical one. There would be a few days when you might need to concentrate more on your office work while on other days you might end up with a lot of time and zeal for your personal life. The balance is supposed to be accomplished over time and not every day. Working from gives you the

chance to attain this balance with flexible working hours and the proximity to your loved ones and home.

4. Hiring the Best Irrespective of Their Location

Exceptional humans construct the prime power for an organization. Ability, expertise and brilliance are what ultimately make a company grow, evolve, expand and succeed. The quest to discover the right hire is cutthroat in today's world. Therefore, when working from home employers have the freedom to hire a candidate irrespective of their habitat location.

5. Reduction in the Number of Workers Resigning from Their Jobs

Content and satisfied employees will not quit under ordinary circumstances. Working from home makes the majority of workers happy. So, it decreases the probability of them leaving.

6. Can Prevent Absenteeism

The meaning of absenteeism is greater than just missed working days. It refers to the conduct of the employees that reflects on their declined potential to be productive.

Situations like emergencies at home, urgent needs of the family, sick day leaves and other unplanned day-offs compute the entire complication. Work from home abates the time spent on commuting and decreases the number of days strayed to chores, errands and obligations to the kin. Employees are enabled to fix their schedule according to their personal choices which helps them in being productive.

Cons of Work from Home

1. Society and Teamwork Deficit

A crucial and natural fact is that humans are social beings. Therefore, working alone for prolonged hours facing a screen and a lack of human interaction could be difficult for most people over a long period of time. A direct connection to an individual's colleagues, friends, managers and teams makes them feel more connected to their organization and boosts their loyalty to it.

2. Home fails to provide a satisfactory work environment.

In India, housing is a problem. According to our survey, only 6% of Indians have access to a whole room to conduct their work activities. Small homes and big families could make work from home an absolute disaster. Several things could make home a place where a person could be highly distracted, be it child care, someone watching television around you, family

members talking to each other etc. Employees need to prepare themselves mentally to be productive in their work, waking up and having a place to go and work gives an individual clarity. Every worker needs the correct work environment to perform to her utmost capabilities. Employees could lose awareness of the bridge between working hours and personal time. Few of them could end up working excessive overtime and exhaust themselves and others could end up procrastinating and regularly missing deadlines.

Research Design

Objectives of the Research

- To study the feasibility level of co-working spaces in India
- To access the Opportunities and Challenges faced in Work From Home
- To analyse the acceptance of this mode of Work-Life Balance among the working class individuals.

Research methodology

The study is mainly based on primary collected from 300 Corporate Employees from IT and Banking sectors through administered questionnaire collected through Google forms.

And, additional data has been taken from secondary sources like

- Articles
- E books
- Websites

Analysis and Interpretation

Do Indians Wish to Go Back to Offices or Continue Working From Home?

Our survey suggests that 55% Indians feel more mentally collapsed and exhausted since March 2020. Over 50% employees are saying that they are constantly under stress because of no distinction between job life and personal life. They are also highly distressed due to the lack of social interaction and feeling of loneliness. 28% of the workers in India experience a sense of detachment from their coworkers. Despite these challenges 90% of Indians do not want to go back to their offices and wish to avoid the time loss in everyday commuting. So, this dilemma leaves Indian Companies with two options for the future of working in India, the hybrid work place model or working in Co-working stations.

The Hybrid Workplace

The hybrid workplace is a job framework which is a combination of work from home and work from office. This work model encompasses improved independence and privilege to decide the time and place of working. Flexible work schedules enable an employee to fit their personal and professional according to their convenience. It seems like the ideal work model as it is the best cooperation between amiability and autonomy.

This arrangement allows workers to have the power to select their workplace on any day be it office or their home. Employees will have to be present in the official workplace on the days decided by them or their employers and on other days they could complete their tasks from their place of living.

Due to a limited number of workers attending offices on a daily basis, organizations can afford having their office space smaller, they could save rental funds and also money spent on office supplies, the total cost savings could be in millions.

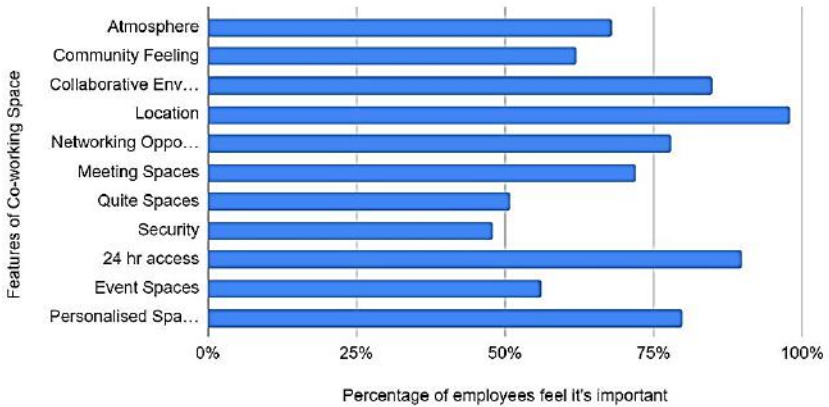
Co-Working Station

Co-working spaces involve having a desktop and a work area for a flexible number of hours. This space is meant to be shared by employees of different organizations irrespective of their type of company or occupational differences. The individuals coworking could interact among themselves or have their peace of working in isolation according to their need.

It is an economical way of sharing a workspace which is ideally imagined to be close to your home to provide you the perks of working from home along with providing you with the professional set up for working which offices used to provide. Therefore you get to work in a social working environment without having to commute long distances everyday

Features of co working stations	Percentage of employee feel it's important
Atmosphere	65%
Community Feeling	60%
Collaborative Environment	85%
Location	98%
Networking Opportunities	78%
Quiet Spaces	51%
Security	47%
24 Hr Access	88%
Event Spaces	60%
Personalised Spaces	80%

Percentage of employees feel it's important vs. Features of Co-working Space



Maximum No of Employees feel that the location of these Co working spaces is the most crucial feature.

Conclusion

Post pandemic India will need a new mode of working to get workers to be happily productive. Before and during the coronavirus pandemic employees were either made to work in offices which were very far off from their homes or they were forced to manage employees their job work at their homes. Now both these working models had their benefits and limitations, but both were unable to make employees content with their work environments or the efforts they had to put into reaching their workplace.

Our country is not yet completely acquainted with the working models which could be the possible solution to all our misery, these are The Hybrid Workplace model and Co-working Spaces. The objective is that co-working stations offer a professional set-up where employers and employees of different companies share an office space and it acts like a partnership between work from home and traditional office culture by bringing an office work environment near your home.

The Hybrid Workplace arrangement allows workers to have the power to select their workplace on any day be it office or their home. Employees will have to be present in the official workplace on the days decided by them or their employers and on other days they could complete their tasks from their place of living. Indian Organization should focus on these two new work models and make it the future of work.

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Chapter - 16

A Study on Women Entrepreneurship in the MSME Sector of India

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Abstract

In the 21st century, Micro, Small, and Medium-sized Enterprises (MSMEs) serve as economic growth specialists in India and around the globe. Micro, Small, and Medium-Sized Enterprises (MSMEs) play a crucial part in the economic growth of a nation. The importance of micro, small, and medium-sized enterprises (MSMEs) to the industrial growth of a nation is well acknowledged. These businesses account for around ninety percent of the global economy. In Indian society and social sciences, there has long been a presumption that only men may engage in entrepreneurship. Now, though, the situation has drastically shifted. There has been a shift from housewives to businesswomen in women's roles.

Keywords: Entrepreneurship, challenges, empowerment, women entrepreneurship

1. Introduction

In a developing nation like India, micro, small, and medium-sized companies (MSMEs) play an essential role. Because they contribute to the creation of jobs, the betterment of income distribution, and the growth of rural economies, small and medium-sized businesses are deemed to be of great importance. MSMEs provide an excellent venue for the development of women's entrepreneurial skills. They are an excellent venue for the development of women's entrepreneurial skills. In India, the importance of women entrepreneurs to the nation's development is becoming increasingly apparent. The Industrial Policy Resolution of 1991 has also emphasised the importance of developing women's entrepreneurship through specialised

training programmes. Women entrepreneurs are women or groups of women who establish, organise, and run a business.

Women-owned businesses play a key role in society, encouraging others and creating additional employment possibilities around the nation. Sustainable growth of women entrepreneurs is required for the country's balanced development. Both push and pull factors have an impact on female entrepreneurs. Pull factors include desires for autonomy and independence, personal pleasure and accomplishment, or the pursuit for a challenge, challenging/rejecting gender stereotypes, the market gap, etc. Push factors include unhappiness with the job market, the need for a higher income, unemployment, the desire for a better life or higher earnings, monetary incentive and motivation from government/assistance programmes, the allure of high-profit margins, etc.

The Ministry of Micro, Small, and Medium Enterprises is the apex executive authority in India for the design and administration of rules, regulations, and legislation pertaining to micro, small, and medium enterprises. The Micro, Small, and Medium Enterprises Development Act of 2006 classifies Micro, Small, and Medium Enterprises into two categories.

1. **Manufacturing Enterprises:** Enterprises engaged in the manufacturing or production of goods regarding any industry included in the first schedule to the industries (Development and Regulation Act 1951) are defined in terms of investment in plants and machinery.
2. **Service Enterprises:** The service-providing or -rendered enterprises are defined in terms of equipment investment.

A female entrepreneur serves multiple purposes. They should investigate the possibility of launching a new business, assume risks, bring new innovations, coordinate, administer, and manage the enterprise, and provide effective leadership in all facets of the enterprise. Women entrepreneurs are rapidly expanding in the economies of nearly all nations. Increasing societal awareness of the role and economic standing of women has resulted in a rise in women's untapped business potential. Women's participation in commercial initiatives is mostly motivated by their business knowledge, proficiency, and compliance.

2. Literature Review

Several studies demonstrate the expansion and performance of the MSME sector in India. In addition, numerous scholars evaluate the importance of

female entrepreneurs in India. In India, there is a dearth of study on the opportunities and obstacles experienced by women entrepreneurs in the MSME sector. The primary objective of this study is to evaluate the growth and performance of women entrepreneurs in India's MSME sector.

Vijaykumar and Jaya Chitra evaluated the role of women entrepreneurs in India in their study. Women's entrepreneurship is increasing relevance in India as a result of economic liberalisation and globalisation, according to the report (Sahoo, 2020).

This study shows the significance of MSME's contributions to the gross domestic product, exports, and employment creation (Upadhyaya, 2021). SMBs represent 30% of India's gross domestic product. In 2018-19, 48% of India's overall exports will be comprised of products tied to MSMEs. (Upadhyaya, 2021). The estimated number of workers in the country's unincorporated non-agricultural MSMEs is 11 crores (Upadhyaya, 2021). It also describes how state and central level policies in the form of incentives, regulatory clearances, and labour laws can facilitate ease of doing business for the MSME sector, which can contribute to India's economic development. (Upadhyaya, 2021).

This study determined that an increase in female entrepreneurship signals progress for women's rights and an improvement in their economic and social standard of living. (Gandhi, 2013). Women's enterprise and women's empowerment are synonymous (Gandhi, 2013). Similar to their male counterparts, female entrepreneurs are catalysts for job creation, innovation, and a substantial contribution to the nation's gross domestic product (Gandhi, 2013). An economy flourishes when women have the same opportunities as men. Innovation functions as a catalyst or tool for entrepreneurship (Gandhi, 2013). Despite these social obstacles, Indian women stand out from the crowd and are praised for their achievements in their various industries (Gandhi, 2013). The restructuring of the social fabric of Indian society, as evidenced by the higher educational level of women and their diverse ambitions for a better standard of living, necessitated a change in the lifestyle of Indian women (Gandhi, 2013).

3. Research Methodology

The study used descriptive research design. Simple random procedure is used to collect the data. Developed a questionnaire survey for data collection and collected the data in Bangalore urban region.

4. Sample Size

A sample of 25 respondents are taken to undergo the survey. The demographic data includes only women entrepreneurs.

5. Objective of the Study

1. To explore the growth and performance of the MSME sector in India
2. To assess the opportunities and challenges faced by women entrepreneurs in the MSME sector of India.
3. To study the government initiatives for women entrepreneurs in India

6. Method of Survey

Structured questionnaire created in Google form and collected the data.

7. Research Approach

Percentage analysis was used to analyse data obtained. Descriptive analysis was used to interpret results.

8. Data Analysis

According to the 73rd round of the National Sample Survey (NSS) in 2015-16, approximately 20% of Indian MSMEs are owned in whole or in part by women; this is lower than the global average of 33%. In India, lending institutions reject women entrepreneurs at a rate of 19 percent, which is more than twice the rate of 8 percent for men.

Women entrepreneurs are essential to a nation's economic prosperity, which can only be achieved through promoting equality and expanding opportunities for women in all aspects of life.

In India, inequalities and a large gender gap persist in business, despite the fact that numerous international research studies have demonstrated that female-founded and cofounded businesses perform better than those managed by all men.

In essential business-related abilities, such as teamwork, problem-solving, and orientation, women do better than men. In recognition of the immense untapped potential of women, the Government of India has taken numerous policy initiatives for mainstreaming women and providing them with a level playing field so that they can contribute to the economic growth of the nation.

9. Suggestions & Limitations

Better educational facilities and schemes should be extended to women

folk from the government part. Adequate training program on management skills to be provided to women's community. Encourage women's participation in decision-making. In Banks and financial institutions, special cells may be opened for providing easy finance to women entrepreneurs these cells should be manned by women officers and clerks. Further finance may be provided at concessional rates of interest. Women entrepreneurs should be encouraged and assisted to set up cooperatives to eliminate middlemen. These co-operatives will pool the inputs of the women enterprises and sell them at remunerative prices. Imported raw materials may be made available to women entrepreneurs on a priority based. Steps may be taken to make family members aware of the potential of girls and their dual role in society. At the same time, there must be a change in negative social attitudes toward women. Honest and sincere attempts should be undertaken by the government and social organizations to increase literacy among females. In rural areas self-employment opportunities should be developed for helping women.

Women entrepreneurship development programmes should be promoted to foster the creation of manufacturing or service microenterprises and supported by more than just the government; women entrepreneurs must be required to receive assistance from key banking and financial institutions and other assistance agencies. As a result of the involvement of these support organisations in their activities, both the trainers and female entrepreneurs would have greater confidence in their efforts among females. Self-employment opportunities for assisting women should be promoted in rural areas.

Limitations of the study: Due to the use of secondary data, there is restricted access to information in this study. However, using primary data would have been more accurate and reliable, but the pandemic prevented the primary survey from being conducted.

10. Conclusion

To conclude that Micro, Small, and Medium-Sized Enterprises contribute to the growth and development of the Indian economy. Women entrepreneurs who were traditionally confined to their homes can now manage both their families and their businesses in modern society. The government has taken a number of steps to promote the growth of women entrepreneurs, despite the fact that they face a number of obstacles and difficulties on the path to becoming successful business owners.

Utilizing the full potential of female entrepreneurs may stimulate innovation, economic expansion, and the development of new jobs. Women

who are self-employed should be encouraged to take on part-time or full-time employment so that they have more time for their families, can pursue other interests, and actively participate in decision-making bodies.

There should be training, coaching, and consulting institutions aimed specifically or mostly at female entrepreneurs. Start-up programmes are essential for women, especially those re-entering the workforce. Efforts to increase the prevalence of entrepreneurship should emphasise the special targeting of women.

For women to have equal access to services, equal opportunity policies should be implemented. There is a need for a network of other businesses in order to create business and obtain informal guidance. Relevant business support efforts ought to provide encouragement and assistance. Empowering women entrepreneurs is essential for achieving sustainable development goals, and bottlenecks impeding their growth must be eliminated to enable full participation in business. Women have demonstrated that they are unrivalled in terms of their contribution to the growth of the economy and their willingness to engage in activities that were once considered the domain of males. Women's entrepreneurship must be inculcated with the traits and abilities necessary to adapt to shifting global trends and challenges, as well as to sustain and pursue excellence in the entrepreneurial arena. In conclusion, it can be stated that women entrepreneurs and MSMEs in India have a long way to go, and their success is crucial to the growth of the Indian economy. Men should be promoted in campaigns to increase entrepreneurial activity.

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