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<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Dr. Kalpana Kharade</td>
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<td>K.J.Somaiya Comprehensive College of Education, Mumbai</td>
</tr>
<tr>
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<td>Principal</td>
<td></td>
</tr>
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</tr>
<tr>
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</tr>
<tr>
<td>Dr. Mahabir Singh Bhati</td>
<td>Assistant Professor</td>
<td>K. M. College of Education, Bhiwani-127021, Haryana</td>
</tr>
<tr>
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<td>Head Department of Sociology, PGSR</td>
<td>SNDT Women's University, Mumbai</td>
</tr>
<tr>
<td>Dr. Dr. Johri Bhati</td>
<td>Assistant Professor</td>
<td>K. M. College of Education, Bhiwani-127021, Haryana</td>
</tr>
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</tr>
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<td>Principal, Dept Of Commerce</td>
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</tr>
<tr>
<td>Dr. Dr. Ashok Wagh</td>
<td>Assistant Professor</td>
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</tr>
<tr>
<td>Dr. Dr. Surinder Kaur</td>
<td>Assistant Professor</td>
<td>Post Graduate Government College Commerce, Dept Sector- 46, Chandigarh</td>
</tr>
<tr>
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<td>Associate Professor, P.G. Dept. of English, B.N.N College, Bhiwandi</td>
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</tr>
<tr>
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</tr>
<tr>
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<td>Assistant Professor, Government College of Commerce and Business Administration, Chandigarh</td>
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</tr>
<tr>
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<td>Assistant Professor, EEE Department, MIT Aurangabad, Maharashtra</td>
<td></td>
</tr>
<tr>
<td>Dr. Dr. Sukhbir Kaur</td>
<td>Assistant Professor, Department of Botany, Rajaram college, Kolhapur</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Position/Department</td>
<td>Institution</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Dr. Rajendra Pandurang Patil</td>
<td>Assistant Professor</td>
<td>M.H.Shinde Mahavidyalaya, Tisangi Tal-Gaganbavda, Dist-Kolhapur. 416206</td>
</tr>
<tr>
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</tr>
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<td></td>
</tr>
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</tr>
<tr>
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</tr>
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</tr>
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</tr>
<tr>
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</tr>
<tr>
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</tr>
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</tr>
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<tr>
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<tr>
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<tr>
<td>Name</td>
<td>Title and Affiliations</td>
<td></td>
</tr>
<tr>
<td>-----------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Dr. Rane A. R</td>
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<td></td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
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<td></td>
</tr>
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<td></td>
</tr>
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</tr>
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<td></td>
</tr>
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<td></td>
</tr>
<tr>
<td>Dr. Sewali Borah</td>
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<td></td>
</tr>
</tbody>
</table>
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## INDEX

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Title of the Research Paper</th>
<th>Author</th>
<th>Page no</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Will Machine Replace Human! Industry 4.0</td>
<td>A Mohan Muralidhar &amp; Talat Jahan Begum &amp; Rasmi Rekha Bhuyan</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Human Resources Accounting</td>
<td>Prof. Dr. Manisha Tryambake-Vhatkar &amp; Mr. Indresh M.L.</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>Basic Concepts, Benefits, And Types Of Good And Service Tax In India</td>
<td>Mr. Ulhas Mohan Bansode &amp; Dr. Ajinath Maruti Doke</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>Human Resource Management</td>
<td>Prof. Vinod Hanumant Awagade</td>
<td>14</td>
</tr>
<tr>
<td>5</td>
<td>Analysis Of The Changing Trend Of Retailing In Indian Market Special Reference To Maharashtra</td>
<td>Dr. Gavhane Jaishri Ramdas</td>
<td>17</td>
</tr>
<tr>
<td>6</td>
<td>A Study Of Contribution Of Lions Clubs International In Human Resource Development.</td>
<td>Prof. Revati Gaurav Deshkar &amp; Prof. Sandeep Kondiba Lokhande</td>
<td>20</td>
</tr>
<tr>
<td>7</td>
<td>The Role Of Human Resource Management In Organisational Ethics</td>
<td>Prof. Balaji Kantilal Nagare</td>
<td>25</td>
</tr>
<tr>
<td>8</td>
<td>Human Resource Management Practices Inorganized Retailing In India</td>
<td>Prof. Rupali Avinash Ghorpade &amp; Dr. Prajakti Bakre</td>
<td>29</td>
</tr>
<tr>
<td>9</td>
<td>Recent Trends In Commerce And Human Resource Management</td>
<td>Dr. Deepak Mahadev Bharti</td>
<td>34</td>
</tr>
<tr>
<td>10</td>
<td>A Study Of Recent Trends In Human Resource Management In Changing Competitive Environment</td>
<td>Dr. Vijay M. Raut &amp; Dr. Shridhar. M. Kolhe</td>
<td>38</td>
</tr>
<tr>
<td>11</td>
<td>Implementation Of Green HRM Practices For Sustainable Development In Indian Organizations</td>
<td>Dr. Shesherao S. Devnalkar</td>
<td>43</td>
</tr>
<tr>
<td>12</td>
<td>Recent Trends In Human Resource Management</td>
<td>Prof. Bhairavnath B. Mote</td>
<td>48</td>
</tr>
<tr>
<td>13</td>
<td>Emerging Trends In Human Resource Management</td>
<td>Dr. Balaji S. Rajole</td>
<td>52</td>
</tr>
<tr>
<td>14</td>
<td>Training And Development: An Important Function Of Human Resource Management</td>
<td>Dr. Sandeep Panari</td>
<td>55</td>
</tr>
<tr>
<td>No.</td>
<td>Title</td>
<td>Authors</td>
<td>Page</td>
</tr>
<tr>
<td>-----</td>
<td>----------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>15</td>
<td>Role Of Human Resource Management In Multinational Organizations</td>
<td>Dilip Vithal Badave &amp; Dr. Mrs. S. N. Mane</td>
<td>59</td>
</tr>
<tr>
<td>16</td>
<td>Human Resource Management</td>
<td>Prof. Mhaske Vijaykumar Namdev</td>
<td>63</td>
</tr>
<tr>
<td>17</td>
<td>Human Resource Management In Travel And Tourism Sector Of Rural India</td>
<td>Prof. Deepali D. Gore</td>
<td>68</td>
</tr>
<tr>
<td>18</td>
<td>Human Resource And Total Quality Management In Higher Education</td>
<td>Prof. Sonali A. Gholap</td>
<td>70</td>
</tr>
<tr>
<td>19</td>
<td>Workforce Diversity And Its Impact On Organizational Culture: A Literature Review</td>
<td>Ms. Priyanka Darekar &amp; Dr. Vijayshri Mehta</td>
<td>74</td>
</tr>
<tr>
<td>20</td>
<td>A Study Of Industrial Relation</td>
<td>Prof. Pravina Sanandan Waghmode</td>
<td>83</td>
</tr>
<tr>
<td>21</td>
<td>A Study On Human Resource Accounting Considering Human Resource As An Asset</td>
<td>Dr. Vijayalaxmi G. Nemmaniwar</td>
<td>90</td>
</tr>
<tr>
<td>22</td>
<td>गृह उत्पादन व्यवसायातील रोजगार संघीय आवास</td>
<td>विनोद दाजीसाध एण्यिसे डॉ. एन.बी.शेराख</td>
<td>94</td>
</tr>
<tr>
<td>23</td>
<td>Best Practices Of Talent Management In The Banking Industry</td>
<td>Prof. Snehal H. Borkar</td>
<td>98</td>
</tr>
<tr>
<td>24</td>
<td>Less Proportion Of Women Compared To Men In Engg. Industry</td>
<td>Dr. E. J. Jagtap &amp; Pradnya V. Dhamankar</td>
<td>102</td>
</tr>
<tr>
<td>25</td>
<td>Training - Concept &amp; Methods</td>
<td>Dr. Sharad Ranganath Darandale</td>
<td>107</td>
</tr>
<tr>
<td>26</td>
<td>Study Of Industrial Relations In India During Reform Period</td>
<td>Prof. Dr. Rajendra A. Rasal</td>
<td>110</td>
</tr>
<tr>
<td>27</td>
<td>मानवी विकास निर्देशक आणि भारत एक विश्लेषण</td>
<td>प्र. नितीन गोरखनाथ वामन</td>
<td>115</td>
</tr>
<tr>
<td>28</td>
<td>Human Resource Management And Employee Engagement Process In Indain Industry</td>
<td>Prof. Shyam Kamble</td>
<td>120</td>
</tr>
<tr>
<td>29</td>
<td>Human Resource Challenges And Strategies Adopted By Indian Automobile Industry</td>
<td>Dr. Shubhangi V. Bhalekar Dr. Vandana V. Pimple</td>
<td>125</td>
</tr>
<tr>
<td>30</td>
<td>Entrepreneurship Through Vocational Degree Course “Beauty Therapy And Aesthetics”</td>
<td>Prof. Rupali Rasale</td>
<td>129</td>
</tr>
<tr>
<td>31</td>
<td>Employee Job Satisfaction: A Case Study On The Outsourcing Services Of AXA BS Private Ltd.</td>
<td>Dr. Abhay Patil</td>
<td>134</td>
</tr>
<tr>
<td>Page</td>
<td>Title</td>
<td>Authors</td>
<td>Pages</td>
</tr>
<tr>
<td>------</td>
<td>----------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>32</td>
<td>A Study Of Self - Employment Opportunities Generated Through Direct</td>
<td>Prof. Ashwini Suhas Walhekar &amp; Prof. Santosh Balasaheb Khalate &amp; Dr.</td>
<td>142</td>
</tr>
<tr>
<td></td>
<td>Selling Industry In</td>
<td>Vandana V. Pimple</td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>Analysis Of Mudra Yojana’s Impact On Functioning &amp; Management Of Retail</td>
<td>Sonali Shivaji Gogawale</td>
<td>148</td>
</tr>
<tr>
<td></td>
<td>Sector</td>
<td></td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>A Evaluation Tools Of HRM - Performance Appraisal</td>
<td>Prof. Gaikwad Sujata Jaywant &amp; Dr. H. M. Jare</td>
<td>152</td>
</tr>
<tr>
<td>35</td>
<td>A Study Of Mall Culture And Traditional Retail</td>
<td>Dr. Kirve Jyoti Jalinder</td>
<td>156</td>
</tr>
<tr>
<td>36</td>
<td>Resource Planning For Small Business</td>
<td>Dr. Ingole P.S</td>
<td>163</td>
</tr>
<tr>
<td>37</td>
<td>A Study Of Human Resource Management In Education Sector</td>
<td>Dr. Nagnnath Adinath Mane &amp; Dr. Ganesh Raosaheb Patare</td>
<td>166</td>
</tr>
<tr>
<td>38</td>
<td>A Study Of Job Satisfaction Considered To Be A Predictor Of Employee</td>
<td>Mr. Shekhar Chavan &amp; Riya Chavan &amp; Dr. Vandana Pimple</td>
<td>170</td>
</tr>
<tr>
<td></td>
<td>Engagement With Special Reference To Insurance Industry In Pune City.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>39</td>
<td>A Critical Review On Role Of Emotional Intelligence (EI) And Cultural</td>
<td>Manisha Rajendra Bele Dr. Rashmi Hebalkar</td>
<td>177</td>
</tr>
<tr>
<td></td>
<td>Intelligence (CI) Of Employees In Building Strong Organizational</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Culture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40</td>
<td>The Role Of Human Resource Management In Organizational Innovation</td>
<td>Prof. Tayade Asmita Pravin</td>
<td>183</td>
</tr>
</tbody>
</table>
WILL MACHINE REPLACE HUMAN! INDUSTRY 4.0

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Abstract
The industrial development has lead many changes in society. The society as a system is composed of many sub-systems, which interact with each other. The technological development from steam engine to automation has accelerated production and economy. The recent developments in Artificial Intelligence (AI) have brought many opportunities as well as challenges. The industry 4.0 promises cyber-physical combination. The machines are becoming smarter out performing their masters (humans) not only in analyzing but also taking decision. So the challenges and issues of the present day human resources management lies at competing with the creation.

Key words: Artificial Intelligence, Machine Learning, Deep learning, Data Mining, competitive advantage.

Those watching “Star Wars” from Hollywood or “Robot 2.0” from Bollywood, may treat it as fiction. Definitely a decade back if somebody imagined these scenarios of Robots interacting with Humans like humans would have been termed as fantasy. But today the same scenario may seem to be reality after watching “SOPHIA”. Sophia is the first social robot developed by Hanson Robotics, HongKong in 2016. In 2017 it got citizenship for Saudi Arab, to be the first ROBOT CITIZEN. HanSon Robotics President and CTO Amit Kumar Pandey says, “The latest skill that she has acquired is the ability to draw. She can look at you and create a sketch. These abilities have been acquired based on inputs from artists. If you smile she knows it” The introduction of Neuromorphic system is an attempt to understand animal and human intelligence and use of that knowledge in taking decision. The Neuromorphic will be able to recognize its existence and its relationship with the outer environment. (Goodman et al. 2008). The competition between AI and human started Some Years back in 1996 when IBM Deep Blue defeated Chess champion G Kasparow, but in the year 2016 Deep Mind (now part of Google) Alpha Go, defeated deep learning defeated Board game “ GO” Champion L sedol and K Jie And interestingly the advanced version Go Algorithm defeated Alpha Go. By analyzing the trends in social as well as technological milieu, it is evident that machines are evolving faster than a decade ago, they are getting more human. So this article analyses the new technology and its impact on different aspects of organization and society.

The companies like Google, Apple, Facebook and Amazon largely depend on Artificial Intelligence (AI). The organizations rely on data generated from IoT, Mobile, Search, digital data etc. Although data mining was there but the use of deep learning gave a new dimension to decision making. As the name Artificial Intelligence indicates, intelligence or ability to think to take a purposeful action. So we can say artificial intelligence is making the machine think autonomously and perform action and reactions.
If we track the industrial development, first revolution came with the use of steam, second with electricity. After a century of these developments there came automation. In the third industrial revolution human being utilized machines for assisting him in performing his work. The fourth revolution Industry 4.0 aims at combining cyber-physical system. The Internet of things (IoT) and cloud computing have started synchronizing virtual and physical world. The drivers of Industry 4.0 can be attributed to IoT, Smart products etc which increased efficiency by decreasing cost of production, logistic and quality management (Nahavandi, 2019). The new trend allows the internet to monitor the operation, Sending data to manufacturer on parameters for taking steps in machine design shortcomings and operation life of some machines components, replacement parts, expendable materials etc. (Marina Rylnikova et al, 2017). Before understanding what changes can smart objects can bring, one has to understand what smart object mean. To sum up, smart object means those having awareness of its surroundings, aggregation of facts, and interaction. It means smart objects are conscious of it human and non-human surroundings, able to interact with the users taking the data from its memory autonomously. There are several applications of Artificial Neural Networks, Fuzzy logic, Software agents, Knowledge Based Systems, Natural Language Processing, Genetic Algorithm etc. (Eleonora Fiore).

There is rapid development of interactive technology, consumer are more accepting gadgets and devices for expressing their past, present and their interest. Video games, Social media, Virtual organizations have brought closure the digital and material world. Now the IoT, Interactive robots and autonomous agents are redefining the relationship (Rapp et al, 2019). The difference between Machine and Human is the cognitive ability. Till now the machines don’t have the autonomy to asses and interpret the environment autonomously. Machine Learning and Deep learning help Robot in cognition and perception of environment, while learning and generalizing like humans. (Madani K et al 2012). In the same way the developments in Facial expression recognition techniques have allowed machine to interpret emotions. Which not only helped in vehicles understanding the drivers state of mind for automotive safety but video surveillance for security, psychiatry etc.(Islam M. Shahidul 2014). Emotions can be detected through facial expressions as well as Speech. The Speech Emotions Recognition system analyzes acoustics and determines the emotions. (A. Harimi 2014)

Recent developments in Artificial Intelligence (AI), those activities restricted to humans can be performed. AI has influenced Engineering, Business, Agriculture, humanities, Ecology, Medicine (Loftus TJ ,2020), Psychiatry (Mehltretter J, 2020), Mining (Marina Rylnikova et al, 2017), Art, Design to name a few. (K. German, 2019).

The new technology has helped a lot in Mining Sector. Mining Sector always posed challenges because of the Hazardous and Hostile conditions. Industry 4.0 helped autonomous function of Machines, understand geological and natural condition, climate etc. In near future the machines working underground will work like robots not only looking for efficiency in operations but also taking care of themselves. This will help us in minimizing the human presence in danger zones of mining operations. (Marina Rylnikova et al, 2017). The Deep learning and Machine learning (ML) methods can outperform the traditional phenotyping. Phenotyping is the outcome of Genetic and environmental effects, thus with the help of Deep Learning and Machine learning one will be able to predict heart failures, cancer etc. autonomously, while assisting clinicians in taking decisions with proxy measure on confidence. (Loftus TJ, 2020). In psychiatry statistics is used to predict, but these are lacking individualized analysis. Machine learning allows individualized prediction while analyzing large data. Through Machine learning and Deep learning one can judge the outcome of depression treatment. (Mehltretter J, 2020). AI also supported in Customer support service by helping to solve simple and routine software and hardware repairing problems. (D.GriolandJ. M.Molina 2015). In software testing also AI can play vital role by being...
more accurate and less expensive. (M. A. Saadatjoo and S. M. Babami, 2018). The robots can play a significant role in the field of Physiotherapy as they don’t tire out. The Robot with the help of sensors will be able to work tirelessly at lesser cost. (V. Khoshdel and A. Akbarzadeh, 2016). Forecasting with accuracy is essential in many situations like Gold Price in international economy as Gold prices fluctuate over time. Drought is a natural and repeatable phenomenon, by data mining, non parametric machine learning one can predict drought like situations. (E. Fadaei-Kermani, 2017, A. Hatamlou and M. Deljavan, 2019)

For an organization to survive and prosper in the competitive market, it should have competitive advantage. Competitive advantage in supply chain management is another area for the organizations to apply Artificial Intelligence. For competitive advantage in supply chain, there should be proper coordination between Facility location, Vehicle routing and inventory control decisions. The application of multi objective imperialist competitive algorithm (MOICA), helped in increasing efficiency with less cost (Nekooghadir N., 2014). With machine learning and deep learning it will be easy to find out financial statement frauds. (G. Özdağoğlu et al, 2017). Competitive intelligence (CI) is necessary for survival and strategic action, as CI helps in collecting, interpreting and publishing external information. Knowledge based organization emphasize on managing knowledge and implementing mechanism for collecting organizational intelligence. Data Mining and Machine learning help in predicting the customer’s behavior, their associative behavior. (Zarei et al, 2018). Data mining is the concept of extracting hidden information from large amount of data base. By analyzing large data and machine learning one can find out different categories of data and the interrelationship between them. (V. Babaiyan an S. A. Sarfarazi, 2019). AI helps in Crowd simulation, which helps in understanding pattern of pedestrians, emergency evacuation. (J. Peymanfard and N. Mozayani, 2019). This technique will help in analyzing traffic movement, accident management customer movement in retail outlets etc. One can develop the model on crowd behavior.

Although industry 4.0 has not evolved fully, many are predicting industry 5.0. The fifth revolution industry 5.0 will “pair human and machine to further utilize human brainpower and machine to further utilize human brainpower and creativity to increase process efficiency by combining workflows with intelligent system”. Robots will transform into an ideal human companion for some scenarios. (Nahavandi, 2019)

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Human resource accounting (HRA) is the process of identifying, measuring and communicating data regarding human resources to the interested parties for pertinent decision making. Human resource is very vital component to run an organization efficiently and effectively and hence it is imperative to include all the transactions relating to human resources under conventional accounting practices, though there exist a constant debate among the academicians, accountants and standard setters as how to derive appropriate way out to recognize, measure and accounting treatment procedure of human resources and thus it becomes the real challenge of HRA. The present study aims to focus on practical challenges of HRA by bringing the views of different researchers on this concept, its practicability and valuation methods. Descriptive and content analysis were used through documented texts and journal articles in conducting the study. This paper proposes a way out of the challenges of HRA in line with the existing framework of accounting that can aid the standard setters and accountants.

Keywords: Human Resource Accounting, Human Capital, Human Resource Valuation Models, HRA Implementation Challenges, Intellectual Capital.

Objectives of the Research Paper:

- To study the available models of HRA in order to unveil their strengths and weaknesses.
- To highlight the major characteristics of HRA along with the practical challenges in implementation.
- To understand the needs and significance of HRA in the context of business performance measurement.
- To provide suggestions for developing such accounting practices in our business enterprises.
- To propose a solution in line with the existing framework of accounting that could be adopted by the standard setters.

In this paper it has been tried to surface the lacking of several proposed models and based on that a good number of HRA implementation challenges has been identified and some suggestions have been put forth to overcome those challenges. Thus the present study contributes to the existing literature on HRA by identifying the practical challenges and by proposing some way outs in this regard.

Data Collection: This study is qualitative in nature based on extensive review of relevant studies done earlier on various aspects of HRA to get clear idea about the theme of the study in line with the objectives mentioned above.

I. Introduction

In today’s competitive business world, success of any organization largely depends upon the efficient and effective human resources. It is the human knowledge and their efforts that lead the organization towards success. HR Accounting is a new affiliate of accounting. The traditional concept of HRA is that all expenditure on human capital formation is taken as a charge against the revenue of the period as it does not create any physical or financial asset. Modern view is that cost incurred on human resources need to be capitalized as it provides benefits commensurable in monetary terms. Measurement of cost and value of the human to organization is very important, costs incurred in recruitment and selection; training and development of employees along with their economic values are very much relevant for Human Resources Accounting.
The challenge is how to ascertain the economic value of the people to the organization and various cost based measures to be taken for human resources. The investment related to employees and the value generated by them is the main two components of HRA. All costs incurred in increasing and upgrading the employees’ skill sets and knowledge of human resources are called investment in human capital”. The output that an organization generates from human resources is regarded as the value of human resources. Its basic purpose is to facilitate the effective management of human resources by providing information to acquire, develop, retain, utilize and evaluate human resources and to help the stakeholder to take critical investment decisions. A little effort has been made by the researchers in this field to develop models for valuation of human resources, whereas most of the models so far developed are not free from major limitations and practical challenges.

II. Concept of HRA:

Human Resources accounting is accounting for people as an organization of people. Human resource accounting is the process of identifying and reporting investment made in the human resources of an organization that are presently unaccounted for in the conventional accounting practice. It is an extension of standard accounting principles. Measuring the value of the human resources can assist organizations in accurately documenting their assets. In other words Human resource accounting is a process of measuring the cost incurred by organization to recruit, select, train, and develop human asset.

III. Contents of HRA:
The concept of human resource accounting can be basically examined from two dimensions.

a. The investment in human resources (cost)
b. The value of human resources (benefits)

The expenditure incurred for creating, maintaining and updating the human resource quality is known as investment in human resources. Such investment yields fruitful outcomes like higher productivity and higher income to the organization. The outturn that investment in human resources propagates will be considered as the basis of human resource value. Human resource accounting is the art of valuing, recording and presenting the work of all human resources in accounts of an organization.

IV. Objectives of HRA :
The major objectives of HRA are as follows:

• Identification of human resource value.
• Measurement of the cost and value of people to organization.
• Provide cost-value data for managerial decision regarding acquiring, developing, allocating and maintaining human resources so as to attain cost-effective organizational objectives.
• Furnish potential investors with a more comprehensive and realistic picture of the organization’s financial.

V. Importance of HRA: Human Resource Accounting provides information about the total cost of human assets which can use for calculating their benefits for business by comparing it with the benefits provided by employees. Human capital becomes the most important asset in the corporation to extract value.

VI. Benefits of HRA: There are certain benefits for accounting of human resources, which are explained as follows:

1. The system of HRA discloses the value of human resources, which helps in proper interpretation of return on capital employed.
2. Managerial decision-making can be improved with the help of HRA.
3. The implementation of human resource accounting clearly identifies human resources as valuable assets, which helps in preventing misuse of human resources by the superiors as well as the management.
4. It helps in efficient utilization of human resources and understanding the evil effects of labour unrest on the quality of human resources.

5. This system can increase productivity because the human talent, devotion, and skills are considered valuable assets, which can boost the morale of the employees.

VII. Models And Methods For Valuation Of Human Resources Accounting.
Different models have been developed for valuing human resources. Some of the models to valuation of human resources are:

1. Historical cost method:
Historical cost is based on actual cost incurred on human resources. Such a cost may be of two types – acquisition cost and learning cost. Acquisition cost is the expense incurred on training and development. This method is very simple in its application but it does not reflect the true value of human assets. For example, an experienced employee may not require much training and, therefore, his value may appear to below though his real value is much more than what is suggested by historical cost method.

Cost are amortized over expected working lives of individuals or shorter and unamortized cost written off to profit and loss account, for example an individual leaving the company, his experience becomes obsolete or his health impaired, on recommendations of operating managers from their quarterly review of their staff balances. Thus, the capital cost of HR decreases through amortization. This method is the only method so far proposed of human resource accounting which complies with the basic concepts of conventional accounting.

Limitations of Historical Cost model
• The valuation method is based on false assumption that the dollar is stable.
• There is no independent check of valuation of human resources because this asset cannot be sold.
• It takes into account only a part of the employees acquisition cost and ignores the aggregate value of their potential services.

2. Replacement cost method
This method is proposed by Renis Likert (1967). According to this model the value of employee is estimated as the cost of replacement with a new employee of equivalent ability and efficiency. Replacement cost includes recruitment, selection, compensation and training cost including the income foregone during the training period. This method is useful in deciding whether to dismiss or replace the employee. This method has been simply put by Walker as “People are worth what they cost to replace on the open market”. As a better approach to historical cost where people may be worth more or less than was actually paid out, the replacement cost concept asks, if all employees were replaced tomorrow what would it cost to replace them at their present level of competence.

Limitations of Replacement Cost Method
• This method does not reflect the knowledge competence and loyalties concerning an organization that an individual can build over time.
• It is difficult to find out the cost of replacing human resources and different persons may arrive at different estimates.
• It is not always possible to find out the exact replacement of an employee.
• This method may lead to an upwardly biased estimate because an inefficient firm may incur greater cost to replace an employee.

3. Present value of future earnings method
According Baruch Lev and Abe Schwartz (1971), the future earnings of various groups of employees are estimated up to the age of their retirement and are discounted at a predetermined rate to obtain the present value
of such earnings. This model gives somewhat realistic assessment of value of human resources. (1987) described it as discussing on the estimated future earning streams or net contribution of human resources to an organization at a discounted value. It therefore encourages dark guess of the estimated period an employee would remain in the organization.

Limitation of Present Value of Future Earnings Method

- This model does not give correct value of human assets as it does not measure their contributions to achieving organizational effectiveness.
- This model doesn’t suggest how value of human resource should be recorded in Books of Accounts.
- This model takes wages & salary as a basis of value of human resource but value of human resource is not limited only to the extent of cost incurred on them.
- The model ignores the possibility and probability that individual may leave an organization for a different one.

VII. Challenges of Human Resources Accounting Implementation

- Absence of specific procedures and guidelines for determining the cost and value of human resources makes it untenable to implement HRA in an organization.
- Existing models developed so far have come to a conclusion that, development of human capital model is subject to the consideration of regular pay amount paid to the employees. This condition leaves the scope of fraudulent reporting of a moderately skilled person as a highly skilled employee by offering them a higher regular pay amount.
- Since we don’t know the exact period of existence of human resources, so valuing them under uncertainty in future seems to be unrealistic.
- The hypothesis that HRA is an effective tool for managing human resources better is supported by only on anecdotal evidence not by empirical evidence.
- Human being can’t be owned, utilized and retained like other physical assets. They, therefore, can’t command any value.
- It is likely that HRA may lead to dehumanizing and manipulations in employees. For example- A person having low value may feel discourage and thus, in itself, may affect his competency in work.
- The valuation of human resources depends on a large number of abstract factors not measurable precisely on monetary terms. Hence the valuation lacks objectivity and preciseness.
- The key challenge of reporting human capital externally is that, reported information could be sensitive and the reporting company could view it as something that should not be shared externally, as it may give important insight to competitors or could lead to a negative interpretation to different stakeholders.
- Trade unions are in fear and opposing the valuation of employees since they must claim their rewards and compensations based on such valuations.
- Individual employee’s goodwill also brings benefits to the organization, but we don’t show this goodwill as asset in the balance sheet.
- Evidence exists that an organization collapsed due to deceitful activities of human employed there.
- Proper Human Resource Auditing is required to apply HRA.

X. Conclusion

The central problem in HRA is recognition time and procedure of recognizing human resources. The focus for policy should be to develop preeminent model for valuing Human Capital; establish guidelines for reporting and encourage compliance with said guidelines. The model yet proposed to quantify human resources lacks the acceptability, this might suggest a willingness to recognize the need for and consider the measurement and use...
of proposed solution where acquiring and development cost are capitalized, then amortized over the service period and lastly adjusted the human assets accounts because of any material change in an organization which are related with human assets.

References
BASIC CONCEPTS, BENEFITS, AND TYPES OF GOOD AND SERVICE TAX IN INDIA

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Abstract:
This paper is an analysis of what the impact of GST (Goods and Services Tax) will be on Indian Tax Scenario. Here stated with a brief description of the historical scenario of Indian taxation and its tax structure. Then the need arose for the change in tax structure from traditional to GST model. GST has been detailed discuss in this paper as the background, silent features and the impact of GST in the present tax scenario in India. The Goods and Services Tax (GST) is a value added tax to be implemented in India, the decision on which is pending. GST is the only indirect tax that directly affects all sectors and sections of our economy. Ignorance of law is no excuse but is liable to panel provisions, hence why not start learning GST and avoid the cost of ignorance. Therefore, we all need to learn it whether willingly or as compulsion. The goods and services tax (GST) is aimed at creating a single, unified market that will benefit both corporate and the economy. The changed indirect tax system GST-Goods and service tax is planned to execute in India. Several countries implemented this tax system followed by France, the first country introduced GST. Goods and service tax is a new story of VAT which gives a widespread setoff for input tax credit and subsuming many indirect taxes from state and national level. The GST Implementation is not yet declared by government and the drafting of GST law is still under process and a clear picture will be available only after announcement of Implementation. India is a centralized democratic and therefore the GST will be implemented parallel by the central and state governments as CGST and SGST respectively. The objective will be to maintain a commonality between the basic structure and design of the CGST, SGST and SGST between states. In this article, I have started with the introduction, in general of GST and have tried to highlight the objectives the proposed GST is trying to achieve. Thereafter, I have discussed the possible challenges and threats; and then, opportunities that GST brings before us to strengthen our free market economy.

Key Words: GST, CGST, SGST, VAT, INPUT CREDIT

Objectives:-
1) To study of concepts of GST.
2) To study of benefits of GST.
3) To study of Types of GST.

Concepts of GST.
Introduction of the Value Added Tax (VAT) at the Central and the State level has been considered to be a major step – an important step forward – in the globe of indirect tax reforms in India. If the VAT is a major improvement over the pre-existing Central excise duty at the national level and the sales tax system at the State level, then the Goods and Services Tax (GST) will indeed be an additional important perfection – the next logical step – towards a widespread indirect tax reforms in the country. Initially, it was conceptualized that there would be a national level goods and services tax, however, with the release of First Discussion Paper by the Empowered Committee of the State Finance Ministers on 10.11.2009, it has been made clear that there would be a “Dual GST” in India, taxation power – both by the Centre and the State to levy the taxes on the Goods and Services. Almost 150 countries have introduced GST in some form. While countries such as Singapore and New
Zealand tax virtually everything at a single rate, Indonesia has five positive rates, a zero rate and over 30 categories of exemptions. In China, GST applies only to

GST stands for “Goods and Services Tax”, and is proposed to be a comprehensive indirect tax levy on manufacture, sale and consumption of goods as well as services at the national level. Its main objective is to consolidates all indirect tax levies into a single tax, except customs (excluding SAD) replacing multiple tax levies, overcoming the limitations of existing indirect tax structure, and creating efficiencies in tax administration. Simply put, goods and services tax is a tax levied on goods and services imposed at each point of sale or rendering of service. Such GST could be on entire goods and services or there could be some exempted class of goods or services or a negative list of goods and services on which GST is not levied. GST is an indirect tax in lieu of tax on goods (excise) and tax on service (service tax). The GST is just like State level VAT which is levied as tax on sale of goods. GST will be a national level value added tax applicable on goods and services.

A major change in administering GST will be that the tax incidence is at the point of sale as against the present system of point of origin. According to the Task Force under the 13th Finance Commission, GST, as a well designed value added tax on all goods and services, is the most elegant method to eliminate distortions and to tax consumption. One of the reasons to go the GST way is to facilitate seamless credit across the entire supply chain and across all States under a common tax base. It is a tax on goods and services, which will be levied at each point of sale or provision of service, in which at the time of sale of goods or providing the services the seller or service provider can claim the input credit of tax which he has paid while purchasing the goods or procuring the service. This is because they include GST in the price of the goods and services they sell and can claim credits for the most GST included in the price of goods and services they buy. The cost of GST is borne by the final consumer, who can’t claim GST credits, i.e. input credit of the tax paid.

Benefits of GST

1. GST provide comprehensive and wider coverage of input credit setoff, you can use service tax credit for the payment of tax on sale of goods etc.
2. CST will be removed and need not pay. At present there is no input tax credit available for CST.
3. Many indirect taxes in state and central level included by GST, You need to pay a single GST instead of all .
4. Uniformity of tax rates across the states
5. Ensure better compliance due to aggregate tax rate reduces.
6. By reducing the tax burden the competitiveness of Indian products in international market is expected to increase and there by development of the nation.

Types of GST

- CGST
- SGST
- UTGST
- IGST
- GST
1. **Central Goods & Service Tax (CGST)**
   As per the Central Goods & Services Tax Act 2016, CGST is the centralized part of GST that subsumes the present central taxations and levies- Central Sales Tax, Central Excise Duty, Services Tax, Excise Duty under Medical & Toiletries Preparation Act, Additional Excise Duties Countervailing Duty (CVD), Additional Custom Duty and other centralized taxations.
   CGST is applicable on the supply of goods and services of standard services and commodities which can be amended periodically by a specialized body under the central government. The revenue collected under CGST belongs to the central government. The input tax is given to the state governments which they can utilize only against the payment of CGST.

2. **State Goods & Services Tax (SGST)**
   SGST is an important part of GST. It stands for State Goods & Services Tax as per the 2016 GST bill. Various taxations and levies under the state authority are subsumed by SGST as one uniform taxation. It includes the amalgamation of State Sales Tax, Luxury Tax, Entertainment Tax, Levies on Lottery, Entry Tax, Octroi and other taxations related to the movement of commodities and services under state authority through one uniform taxation- SGST.
   Revenue collected under SGST belongs to the State Government. However, the mainstream framework of the state governing body will be supervised by the central government. Each state will be having their own State Authority to collect SGST.

3. **Integrated Goods & Services Tax (IGST)**
   GST focuses on the concept of one tax, one nation. IGST stands for Integrated Goods and Services Tax which is charged on the supply of commodities and services from one state to another state. For example, if the supply of goods and services occurs between Gujarat and Maharashtra, IGST will be applicable.
   Under Article 269A of the Indian Constitution, the inter-state trade and commerce activities that involve the movement of commodities and services shall be levied with an integrated tax (IGST) under the GST regime. The Government of India will collect the revenue under IGST. Further changes can be made by the Goods and Services Tax Council of India.

4. **Union Territory Goods & Services Tax (UTGST)**
   As we have already learned about CGST and SGST which are intra-state taxations and IGST which is inter-state, the union territories in India are accounted under a specialized taxation called Union Territory Goods and Services Tax as per the GST regime 2016. It will subsume the various taxations, levies and duties with one uniform taxation in Union Territories as well.

**CONCLUSION**

GST will surely boost the country’s economic growth and ease of doing business in overall industrial sectors. The significant types- CGST, SGST, IGST and UTGST will provide a smooth mechanism of tax collection for the respective central, state and union territory governments of India. It will begin a new phase in India’s economy by providing logistics and supply chain efficiency and state-based parity that the country requires the most.

GST is the most logical steps towards the comprehensive indirect tax reform in our country since independence. GST is leviable on all supply of goods and provision of services as well combination thereof. All sectors of economy whether the industry, business including Govt. departments and service sector shall have to bear impact of GST. All sections of economy viz., big, medium, small scale units, intermediaries, importers, exporters, traders, professionals and consumers shall be directly affected by GST... One of the biggest taxation
reforms in India -- the Goods and Service Tax (GST) -- is all set to integrate State economies and boost overall growth. GST will create a single, unified Indian market to make the economy stronger. Experts say that GST is likely to improve tax collections and Boost India’s economic development by breaking tax barriers between States and integrating India through a uniform tax rate. Under GST, the taxation burden will be divided equitably between manufacturing and services, through a lower tax rate by increasing the tax base and minimizing exemptions.

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HUMAN RESOURCE MANAGEMENT

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Introduction:
Human Resource Management is the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and healthy measures in compliance with labour laws of the land.

Human Resource Management involves management functions like planning, organizing, directing and controlling.

Definition:
Edwin Flippo defines - Human Resource Management as “planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved.”

- It involves procurement, development, maintenance of human resource.
- It helps to achieve individual, organizational and social objectives.
- Human Resource Management is a multidisciplinary subject. It includes the study of management, psychology, communication, economics and sociology.
- It involves team spirit and team work.
- It is a continuous process.

Objectives:
1. To know the concept of Human Resource Management
2. To Study Importance of Human Resource Management
3. To study Benefits of Human Resource Management
4. To Give Proper suggestion

Research Methodology:
In the present study researcher use secondary data like that books, Newspapers, etc.

This study is based on only secondary data.

Importance of Human Resource -
Behind production of every product or service there is an human mind, effort and man hours (working hours). No product or service can be produced without help of human being. Human being is fundamental resource for making or construction of anything. Every organisation desire is to have skilled and competent people to make their organisation competent and best.

Among the five Ms of management, i.e., men, money, machines, materials, and methods, HRM deals about the first M, which is men. It is believed that in the five Ms, "men" is not so easy to manage. "every man is different from other" and they are totally different from the other Ms in the sense that men possess the power to manipulate the other Ms. Whereas, the other Ms are either lifeless or abstract and as such, do not have the power to think and decide what is good for them.
Objectives of Human Resource Management:

Organizational objective. To recognize that Human resource management exists to contribute to organizational effectiveness. HRM is not an end in itself; it is only a means to assist the organization with its primary objectives. Simply stated, the department exists to serve the rest of the organization.

"I emphasize this - no matter how good or successful you are or how clever or crafty, your business and its future are in the hands of the people you hire". Akio Morita (Late) (Businessman and co-founder of Sony Corporation. Japan) Ref: The Book : MADE IN JAPAN. Page.No.145

Functional objective. To maintain the department's contribution at a level appropriate to the organisation's needs. Resources are wasted when Human Resource Management is more or less sophisticated than the organisation demands. A department's level of service must be appropriate for the organisation it serves.

The purpose of Human Resource Management:

The purpose of the Human resource management is to make the job and deal with the job holder (employee). So as to perform a job in an organisation, one needs to be identified. In order to identify right person for a particular job, notification should be issued which contains job description (duties and responsibilities) and specifications (academic qualifications and physical qualifications). So as to verify the correctness of the candidates invited, they should be tested by the suitable selection methods for picking-up right person. Subsequently selected candidates should be provided with the proper training for performing his duties & responsibilities mentioned in the notification. Later, assessment of employees' performance should be done to know whether employees are performing to the desired standards set by the management. Accordingly employees should be rewarded or paid for the job they did in the organisation and their safety in the job is the responsibility of Hr manager or safety officer who should instruct safety measures for the employees and see that they are scrupulously followed. Healthy and welfare measures are so-so important to keep employees happy and motivated which has direct impact on their productivity. Doing so all, maintaining proper and healthy relationships between employees and management avoids conflicts which will effect the overall performance of the organisation. Most important thing is adherence and not to ignore employment and labour laws which govern all the above said activities for a job. Contravenes of employment laws will cost to the organisation and its branding. Hence the Human resource management is like a guardian angel for the organisation to sail smoothly and long-live.

The ten "Cs" of human resources management are: cost effectiveness, competitive, coherence, credibility, communication, creativity, competitive advantage, competence, change, and commitment. The ten "Cs" framework was developed by Alan Price in his book "Human Resource Management in a Business Context".

Benefits of Human Resource Management:

- Improve employee turnover. High employee turnover hurts a company's bottom line.
- Conflict resolutions.
- Employee satisfaction.
- Improve employee performance.
- Training and development.
- Helps with budget control.

Conclusion:

Human Resource is important in present scenario. With the help of HRM we have possible to control good employability. The purpose of the Human resource management is to make the job and deal with the job holder (employee). So as to perform a job in an organisation, one needs to be identified. In order to identify right person for a particular job, notification should be issued which contains job description (duties and
responsibilities) and specifications (academic qualifications and physical qualifications). So as to verify the correctness of the candidates invited, they should be tested by the suitable selection methods for picking-up right person. Subsequently selected candidates should be provided with the proper training for performing his duties & responsibilities mentioned in the notification. Later, assessment of employees’ performance should be done to know whether employees are performing to the desired standards set by the management.

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ANALYSIS OF THE CHANGING TREND OF RETAILING IN INDIAN MARKET
SPECIAL REFERENCE TO MAHARASHTRA

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Introduction:-
Retailing is not only an integral part of our economic structure but also shapes, and is shaped by our way of life and the retail sector is increasingly being viewed as an important activity in the economy and its impact on society in general is reality acknowledged it employs a large proportion of the workforce. The increasing importance of the retail sector is reflected in its contribution to GDP. The consumption expenditure is expected to reach nearly US $ 3600 billion by 2020 from US $ 1824 billion in 2017 it accounts for over 10 per cent of the Country’s Gross Domestic product (GDP) and around 8 per cent of employment.
The Indian retail trading has received foreign direct Investment (FDI) equity inflows totaling US $ 1.66 billion during April 2000 – March 2019 according to the Department of industrial policies and promotion (DIPP). India’s retail sector investments doubled to reach Rs. 1300 Crore in 2018. WalMart investments cooperative U. A. has invested Rs. 2.75 billion in walMart India Pvt. Ltd.

Retail Definition:
There are many approaches to understanding and defining retailing most emphasize retailing as the business activity of selling goods and services to the final consumer. We have defined retail as, any business that directs its marketing efforts towards satisfying the final consumer based upon the organization of selling goods & services as a means of distribution.

Retailing Scenario in India:
Retailing in India is one of the pillars of its economy and accounts for about 10 percent of its GDP. The Indian retail market is estimated to be US $ 600 billion and one of the top five retail markets in the world by economic value. Indian is one of the fastest growing retail markets in the world with 1.2 billion people.
India’s retail and logistics industry, organized and unorganized in combination employs about 40 million Indians 3.3% of Indian population organized retailing in India, refers to trading activities undertaken by licensed retailers that is those who are registered for sales tax, income tax, etc. unorganized sectors, refers to the local corner shops, owner manned general stores, convenience stores, hand card etc. most Indian shopping happens in open markets or numerous small grocery and retail shops.

Growth of Retailing (Rs. Crores)

<table>
<thead>
<tr>
<th>Year</th>
<th>Retailing business saws (Organized Sector)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999 – 2000</td>
<td>5000</td>
</tr>
<tr>
<td>2003 – 2014</td>
<td>15000</td>
</tr>
<tr>
<td>2005 – 2006</td>
<td>35000</td>
</tr>
<tr>
<td>2009 – 2010</td>
<td>60800</td>
</tr>
</tbody>
</table>

Growth of Retail Industry in Maharashtra:
An increasing number of people in Maharashtra are turning to the services sector for employment due to the relative low compensation offered by the traditional agriculture and manufacturing sectors. The organized retail
market is growing at 3-5 percent annually while growth of unorganized retail sector is at 6 percent. The retail business in Maharashtra is currently at the point of inflection. Rapid change with investments to the tune of US $ 25 billion is being planned by Maharashtra & multistate companies in the next 5 years. Organized retail is expected to garner about 16-18 percent of the total retail market in the next 5 years. According to the tenth report of GRDI of AT Kearney Maharashtra is having a very favorable retail environment and it is placed 4th spot in the GRDI. The reason behind that is the 9% real GDP growth in 2010, & yearly growth forecasted high saving and investment rate and increased consumer spending.

According to report, organized retail accounts for 7% of Maharashtra roughly $ 435 billion real market & is expected to reach 20% by 2020 Maharashtra real market is expected to be worth about US $ 410 billion, with 5 percent of sales through organized retail, meaning that the opportunity in Maharashtra remains immense. Retail showed continue to grow rapidly – up to US $ 535 billion in 2013 with 10 percent coming from organized retail, reflecting a fast – growing middle – class demanding higher quality shopping environments & stronger brands.

**Share of Retail Trade in Gross Domestic product (GDP) in Maharashtra**

<table>
<thead>
<tr>
<th>Year</th>
<th>% age 5 hare of Retail Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>8%</td>
</tr>
<tr>
<td>2009</td>
<td>12%</td>
</tr>
<tr>
<td>2011</td>
<td>22%</td>
</tr>
</tbody>
</table>

Objectives:

- To study the current scenario of Indian retail sector with special Reference to retail sector in Maharashtra
- To understand the different ways in which consumers choose and evaluate alternative retail services in study area.
- To study the employment generation and contribution of Retailing to National income with special reference to Maharashtra.

The retail sector in India is one of the biggest contributors to the economy in terms of revenue and contributes about 10% towards its GDP it provides the second highest rate of employment after agriculture. Retail sector is growing as a profitable sector, so by this research study researcher wants to show the efforts done by retailers of Maharashtra to provide services and products, which are able to satisfy customers, as well as providing good working environment to its employees. Also to know the contribution and impact of retail sector of Maharashtra on Indian economy.

Maharashtra government has shown its keen interest in FDI. As a result of this, the state has attained almost half of the FDI inflows of country not less than 6.098 dollar. In the financial year 2013, this share cut down by 6% and to stand at 7.717 dollar. Subsequently Maharashtra for being the most industrialized state in the country. Mumbai being a metropolitan city, is well recognized as the economic center of India whereas Pune is observed as fore most educational center in contemporary era. Further, the state has always been at the forefront amongst almost all the states in India regarding its Infrastructure all those aspects considerably subsidize comparing the position of the peer cities, Mumbai has a low rank than pune in implementing, administering, agreements and contract licenses. Regarding the launching of a business venture, Mumbai ranks 11 which is less favored than Hyderabad which ranks 4 & further the state of Tamilnadu ranks 10. Hyderabad and Mumbai Ahmedabad are superior cities as compared to Mumbai from the point of view of easiness and accessibility for doing trades and business.
Most of the Investment coming into Maharashtra are towards Mumbai, Thane and Pune. All the three cities are saturated cites. Whereas the cities such as Nashik, Nagur and Aurangabad are witnessing notable development. However there still remain a large number of cities that have not been selected adequately. Regions like Solapur, Kolhapur, Sangli etc. can also be looked for the further development.

Consumer buying behavior effect of various environment employer – employee relationship, training & development, rewards and promotions, social security and Labour welfare practices present study focus on these variables to study consumer buying behavior. Organized and unorganized retail workers face different conditions.

There is urgent need to give special attention to the development of human resource as well as skill development for the retail industry. It would be available to make mandatory for retail establishments to employ certified staff. The required staff for the different retail sectors should be skilled as per the requirement of the national skill qualification framework aligned modules formulated or approved by the appropriate authorities for the concerned retail segment.

Conclusions:

In Indian economy Retailing industry is one of the most rapidly growing and promising industries, it is an important social institute because about 30 per cent of customer spending is for products & services bought by them from retailers.

Customer satisfaction plays a significant role in the success of retailing customers choice are charging so marketers are directed to adapt differentiated as well as customer oriented strategies. Liberalization of the Indian economy, has brought number of job opportunities in retail sector also unplanned buying behavior and shopping of unnecessary goods by the consumer have impact on the buying behavior of the all consumers in organized retail industry.

Indian economy with limited surplus capital. The government is already operating on budget deficit it is simply not possible for Indian investors or the government to fund this expansion, job creation and growth at the rate India needs. Global investment capital through FDI is necessary. Beyond capital, the Indian Retail industry needs knowledge and global integration. Global integration can potentially open export markets for Indian farmers and producers.

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"A STUDY OF CONTRIBUTION OF LIONS CLUBS INTERNATIONAL IN HUMAN RESOURCE DEVELOPMENT."

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Abstract:
The human resources within the country play a major part in its development. Human Resource Development is concerned with developing skills, knowledge & competencies of the people. It is a people oriented concept. Human Resource Development can be applied both at the national & organizational level. In society, people need competencies such as knowledge, attitude, values and skills to perform various tasks. Higher degree and quality of performance of tasks requires higher level of knowledge & skills. Without continuous development of competencies in people an organization and also the country is not likely to achieve its goals. Increasing collaborative ventures between India and foreign corporations, the import and export of technology and other resources, and importance for effective partnerships increases the concerns about human resources management and development in other countries.

In the development of the country various organizations play vital role. Among these NGO is one of the important types of organization. NGOs are components of social movements. NGOs works in many different fields, but it is generally associated with those seeking social transformation and improvements in quality of life.

Key Words: NGO, Human Resource development, LICI, Beneficiaries.

Introduction
NGOs play predominant role in the development of the country. NGOs mainly provide social services to the society but now days NGOs contribute a lot in the Human resource development of the society through various projects and activities. But the role of NGOs in Development is ignored by the society. Therefore the researcher will try to research on the selected topic. It is very necessary to search how NGOs work and contribute in the process of Human Resource Development. So in the present project topic, researcher will try to study the role of NGOs in Human resource development with a specific NGO i.e. Lions Clubs International with the area of Pimpri-Chinchwad for last 5 years. The highest number of members & clubs are in the Pune & Pimpri-Chinchwad.

Objectives of the Research Study
1. To study the contribution of Lions Clubs International towards the educational development of the society.
2. To study the role of Lions Clubs International in health & family welfare of the society.
3. To study the contribution of Lions Clubs International relating to Entrepreneurship Development & Employment generation.
4. To find out the problems in the functioning of Lions Clubs International relating to Human resource development & to suggest the remedial measures, if necessary

Hypothesis:
Following Hypothesis is formulated for the research:
“The Lions Clubs International is sincerely aware about the Human Resource development & their contribution in the education, health & family welfare, entrepreneurship development and employment generation is significant.”
Research Methodology
A) Data Collection
The study is basically empirical in nature. The Secondary data is used to analyze the performance of NGO. For the purpose of study, a well known NGO Lions Clubs International is selected. Lions Clubs International is very popular and has various branches and clubs over the world. Data is collected from the following sources:

Secondary Data:
2. Various Reports of Lion’s International

B) Websites

Sampling Design
1. Universe-
For research purpose Pimpri-Chinchwad area is selected. There are 20 clubs included in the Pimpri-Chichwad area. The total strength of the members is 605.

2. Sampling Unit and Sampling size-
Sample size includes various clubs and members of selected clubs for the study. There are total 20 units of Lions Clubs International out of which 50% that means 10 units have been selected for this purpose giving proper representation to the PCMC area. In these total 20 units there are 605 members. Out of these 40% i.e. 242 members have been selected on the Random basis giving logical representation to all the units under study.

Table No. 1.2 (Samples Selected)

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Name of the Club</th>
<th>Total selected Members Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1)</td>
<td>Lions Club of Akurdi Sapphire</td>
<td>27</td>
</tr>
<tr>
<td>1.</td>
<td>Chinchwad Royal</td>
<td>20</td>
</tr>
<tr>
<td>2.</td>
<td>Dehuroad Haveli</td>
<td>18</td>
</tr>
<tr>
<td>3.</td>
<td>Nigdi</td>
<td>34</td>
</tr>
<tr>
<td>4.</td>
<td>Akurdi</td>
<td>26</td>
</tr>
<tr>
<td>5.</td>
<td>Durgatekdi</td>
<td>29</td>
</tr>
<tr>
<td>6.</td>
<td>Pradhikaran</td>
<td>34</td>
</tr>
<tr>
<td>7.</td>
<td>Pratibha Institute Business Management</td>
<td>04</td>
</tr>
<tr>
<td>8.</td>
<td>Dehuroad Classic</td>
<td>25</td>
</tr>
<tr>
<td>9.</td>
<td>Pimple Saudagar</td>
<td>25</td>
</tr>
<tr>
<td>10.</td>
<td>Total</td>
<td>242</td>
</tr>
</tbody>
</table>

3. Techniques of Analysis
The following mathematical & statistical tools are used as well as observation method also used for the analysis & interpretation of the data.
1. Percentages
2. Various graphs & charts.
1.6 Limitations of the Research Study
1. The study is based on the availability of data from the records of the Lions Clubs International.
2. The beneficiaries from the activities / projects of the Lions Clubs International are scattered at various places. Therefore it was very much difficult for the researcher to collect the data from the beneficiaries.
3. Researcher chooses the area of the Pimpri-Chinchwad only for the study.
4. Therefore outcome from other areas may differ.

1.7 Application of the Research Study
1) The Study is useful to general public for getting the information about various projects & activities undertaken by NGOs.
2) Individuals who wish to form an NGO in future can able to collect information or ideas from the study.
3) Study can also provide suggestions and current projects are analyzed which is useful to NGO itself.

FINDINGS:
Lions Clubs International is well known NGO which plays vital role in the Socio-Economic development. In India Lions Clubs International is registered and established under the Societies Registration Act, 1860. Various Lions Clubs or units are established as per the Protocol all over the World. They are established first at International Level, second at Multiple District Level, third at District Level and after that Club Level. For proper administration the clubs are divided in Multiple Districts or Zones. The area selected for the Research i.e. Pimpri-Chinchwad comes under the Zone 323-D2. Lions Clubs conduct various activities and projects for the development of the Society. It is very helpful in the Human Resource development of the Country. For the analysis total 242 members are selected from 10 clubs of Pimpri-Chinchwad area. After the analysis and interpretation of the collected data using the different Statistical tools the researcher has drawn the following Findings-
1. During the Research it is seen that number of female members are very low compared to Male members. From total members only 40 are females and rest all are male members.
2. As per the occupation, number of Housewives and retired persons are very low in total number of members. It includes only 5 retired persons and 12 housewives. Others 115 members are serving persons, 110 members are engaged in business and professional activities.
3. Lions Clubs International conducts various development programs in various areas continuously. During the three years, Lions Clubs conducted various projects and activities which are in increasing trend. The Growth Rate of projects is 8.75% for the year 2013-14 and 10.34% for the year 2014-15.
4. Lions clubs emphases more on Health programs. Total 220 members are participated in various types of Health projects. Programs related to employment (20 members) and entrepreneurship development (16 members) are very low and member participation is also very low regarding these types of projects.
5. For collecting funds main source is used by Lions Clubs International is Donations. 61.98% members help to raise fund by self contribution. Government contribution is lowest i.e. 1.33% only.
6. For record keeping of documents and other important information regarding Funds and Projects Computerized records are used (72%). As per the requirement separate Accounts of Lions International are prepared in case of donations and funds raised by International Club.
7. The important part of the project is Identification of real needy persons. For proper identification various sources are used. Mainly Lions Clubs prefer people approached from references of members. If people approached them for help only after identification Lions Clubs provide help as per requirement to them.
8. During the management of projects main problem is faced by members is Lack of manpower (77.68%). All the members are not actively participated in the projects. Another major problem is Lack of finance (52.47%).

9. All the projects are evaluated after the implementation. The main source for evaluation is satisfaction of beneficiaries. If more numbers of beneficiaries are highly satisfied than it is said that project is successful. In case of charitable programs profits in monetary terms and numbers of beneficiaries are calculated.

10. Lions Clubs International conducts various education development programs. From total members, 28 members donate finance to the schools. Lions clubs have established school at Dehuroad. Other maximum numbers of members i.e. 185 members are donating books, computers and other facilities to various schools. Among these total members, 24 members have adopted children for education purpose.

11. For employment generation programs Lions Clubs International mostly conducts skill development programs, personality development programs and Interview and communication skill programs. 27 members are engaged in providing direct employment to the needy people by their personal contacts.

12. Lions Clubs also conduct various seminars and counseling programs for self employment promotion. It helps for entrepreneurship development. The main source for entrepreneurship development is seminars and counseling programs.

13. Lions clubs International mainly focuses on Health programs. Lions clubs conduct various permanent and temporary activities for Health services in Pimpri-Chinchwad area which includes Dialysis Centers, Rehabilitation Centers, and Health Clubs in permanent nature and in temporary various blood donation camps, eye donations camps, free body check up camps etc. All the members are participated in eye and blood donations camps, body check up camps, providing donation to Hospitals and also establishing Health care centers for providing health facilities to large numbers of people at very low charges.

14. For Rural development programs Lions Clubs mainly support financial assistance and medical facilities. Lions Clubs have started various Medical centers and schools at various villages which is helpful to development of rural sector. Contribution of members in financial assistance is 64.04% and in medical facilities is 35.53%.

15. Lions Clubs International provides various facilities to the people. Within last 3 years Lions Clubs benefited total 3,79,410 people through various projects. Approximately 20-22% people get benefited from the total population of Pimpri-Chinchwad area. All the members are satisfied with the services of Lions Clubs International. From the total sample 97.93% members replied it increases our satisfaction. Other 58.26% members replied Lions Clubs helps in improving status in society. 4.95% said Lions Clubs indirectly helps for increasing income through increasing new contacts and 1.65% members said Lions Clubs helps in improving new friend circle and other benefits to us.

Suggestions-
1. Lions Clubs International should increase the female members by motivating them for social activities and improvement of their own personality also.

2. During the research it is seen that number of Youth members is very low. If Lions Clubs increases participation of youth in projects it will help to improve performance of clubs.

3. Lions Clubs International should increase the volume of work jointly with Government projects for development of the various areas. It will help for bringing tremendous change and development of the Human Resources of the society.
4. An association with the Educational Institutions in the functioning area, can solve the Manpower problem of the Lions Clubs to the greater extent. Since the Management problem is not that much faced by the Lions Clubs, the youth power of the Educational Institutions could help to implement the Human Resource Development programs more efficiently and effectively.

5. Since the Club is facing Financial Problem (according to the opinion of respondents it is 52.47%) the Lions Clubs should work in co-ordination with the government departments. The larger amount of government funds can be made available, which to certain extent would help to solve the financial problem of the Lions Clubs.

6. Lions Clubs International should increase the Public Relations so that connectivity with the general public will enhance.
THE ROLE OF HUMAN RESOURCE MANAGEMENT IN ORGANISATIONAL ETHICS

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Ramkrishna Paramhansa Mahavidyalaya, Osmanabad

Abstract:
Standards, values, morals and ethics have become increasingly complex in a postmodern society where absolutes have given way to tolerance and ambiguity. This particularly affects managers in HR, where decisions will affect people’s jobs and their future employment. Effective human resources management (HRM) is focused on the only dynamic asset of the organization, its people and behind every business issue ultimately depends on human resource. Thus, the ethical adequacy of responses to all business issues rests on judgments made by individuals. HRM has a role to play as organizations address ethical challenges and as many strive to become ethical organizations. Ethical organizations are ethical not because they say they are or because it has been mandated but because it is the very essence of whom they are. Ethics is a part of their bloodstream, not some added value (Industrial Society 1996). Ethics is part of every policy, procedure, and practice.

Key words: Ethics, Human Resource Management.

Introduction:
Human Resource Management is a business function that is concerned with managing relations between groups of people in their capacity as employees, employers and managers. Inevitably, this process may raise questions about what the respective responsibilities and rights of each party are in this relationship, and about what constitutes fair treatment. These questions are ethical in nature, and this research paper will focus on the ethical basis of human resource management. Ethics is a key branch of philosophy, concerned with analyzing what is right or wrong in people’s behavior or conduct. Ethics and morality are terms that are often used interchangeably in discussions of good and evil. The term ‘ethics’ is usually applied to persons (ethics comes from the Greek ethos, meaning character) – and ‘morality’ to acts and behavior (moral comes from the Latin moralist, meaning customs or manners). Ethics programs sometimes apply ethically ambiguous or debatable expectations to employees. Previous research supports the view that fairness in the administration and application of controversial expectations increases employee acceptance of the expectations. Research on corporate smoking bans, for example, indicates that providing information and treating people with interpersonal respect in the introduction of the ban increase employee acceptance of the ban (Greenberg, 1994).

As the HR function moved from the early worker welfare stage to the professional personnel stage, the ethical issues that one would most frequently see personnel departments wrestling with were largely procedural in nature. As personnel increasingly became a professional function, focused on improving efficiency in carrying out its responsibilities, it became more involved with principles of fairness and procedural justice.

Objectives:
1. To understand the concept of organization ethics.
2. To know the role of human resource management.
3. To know the employees sensitivity towards ethical issues in HRM practices.

Research Methodology
The data required for the present research paper is collected through secondary sources like books, research paper, journals, magazines and internet.
The Role HRM in Creating an Ethical Organization

If the CEO and/or the leadership team of the organization set the goal of becoming an ethical organization. The HRM function will play a key role in enabling the organization to move toward that goal. The HR function cannot create an ethical organization on its own. To become an ethical organization, the leadership team of the organization must embrace that as a goal and support actions toward achievement of the goal. But when the support exists, HR is in a unique position to foster its development, to move the organization in the direction of becoming an ethical organization, the challenges faced fall into three key areas: first, the HR function will have to develop and implement HR practices and procedures that embody the core values of an ethical organization; second, the HR function must develop the process to identify and then to assist other functions in implementing those changes across the organization; and third, the HR function must create a culture that supports the growth in individual ethical capability and organization commitment to the goal of becoming an ethical organization.

Developing and Implementing Ethical HR Practices

Each functional area of the organization will need to develop and adopt practices that are built on the values of an ethical organization and if the HR functions are to assist other areas in this process, they must first set the example to be followed. Specific to HR, the first contact a prospective employee may have with the organization will be with its selection practices. Ethical organisational culture and climate are necessary to guide employees to behave ethically to achieve organizational goals and objectives. Generally, the fundamental issues in ethics in organizations are: creating and sustaining positive ethical culture and climate against discrimination, favouritism or inequality. Major Issue and Objective of Ethics in the Organisations Ethical organisational culture and climate are necessary to guide employees to behave ethically to achieve organizational goals and objectives. Generally, the fundamental issues in ethics in organizations are: creating and sustaining positive ethical culture and climate against discrimination, favouritism or inequality. An organisation culture is the set of beliefs, norms and practices that are shared by an organization’s members. In general, positive organisational climate encourages and enforces the employee to have appropriate ethical behaviour in the organization. Ethical behaviour of the employee is crucial to achieve optimum organisational goals and performance.

Implementation of Ethical Policies and Code of Ethics

Every organisation must design appropriate ethical policies and implement those policies into the HRM functions and practices with the help of HR department. The HRM department often provides the means by which ethical practices are implemented to build an organization with an ethical culture (Miceli et al, 2009). To materialize the functional potentials and in-built nature of HRM in creating and sustaining ethical climate, HR professionals must also work with top management of their organizations. Top management commitment to ethical behaviour should be reflected in the organizational vision, mission and business strategy in order to remove psychological and operational barriers to managing ethics within the organizations. If such commitment is inconsistent with the current organizational culture, then a significant ethical climate change may be necessary in order to create an ethical climate within the organisation. At all levels, a range of ethical policies through HRM can be formulated in order to support the ethical management philosophy. Measuring the employees’ perception of the existing organisational ethical climate and culture and their expectations may be conducted to facilitate policy development. Ethical policies at the operational level are implemented at the workplace, involving mainly educating employees, identity-based networking groups, targeting communications to different affinity group members, flexible employment and support for generating a work-life balance.

Ethical considerations in human resources Management:
1. **Selection:**

   Perceptions of justice in selection process have important implications. If applicants perceive selection tests to be both fair and possess face validity, they have a more positive attitude toward the organization and the selection procedures. If applicants are rejected, they still perceive the selection process to be relatively free of bias. Selection systems should leave applicants with the perception that they have been treated fairly, and one important and easy way to accomplish this is to simply treat people fairly.

2. **Performance appraisal:**

   Performance appraisal there is much literature concerning the performance appraisal process, which indicates that managers are less committed to accuracy and honesty and will oftentimes use the process for political purposes (Banner & Cooke, 1984; Longenecker, Sims, & Gioia, 1987). Much political behaviour has been shown to be related to more favourable performance appraisals (Ferris & King, 1992; Wayne & Ferris, 1990). In addition, there is much work on perceptions of justice and appraisal, ethical issues of electronic performance monitoring of subordinates, the privacy of information in the workplace, and so forth. The bottom line is that appraisal is a process where ethical issues may be most important, and it is a process within which ethical behaviour may be severely tested.

3. **Compensation:**

   In recent years, real wages have been relatively stable; some may say they are declining. Juxtaposed against that is the meteoric rise in CEO compensation. Indeed, CEO compensation has been oft-cited as an example of lack of constraints that could be altered by manipulating accountability conditions (Crystal, 1991; Ferris et al., 1995; Gomez-Mejia & Balkin, 1992). From an ethical perspective, this represents a breakdown that is associated with the closed ethical culture that produces it, and the broader organizational culture, which is distant from the decisions. The entire community of individuals who are involved in CEO compensation decisions is a rather small, elite group, usually consisting of board members (who often share memberships with other organizations), a compensation consultant, and the CEO. In essence, the ethical culture is influenced by and influences the structures of executive compensation, and much of what results is the outcome of a system that has been insulated from accountabilities. Compensation is important at all levels of an organization and must be treated as such.

4. **Reward systems:**

   Organizations have a bad habit of developing reward systems that run counter to the behavioural outcomes which they desire. Kerr (1975) has referred to this as the "Folly of rewarding A while hoping for B." Organizations may hope for ethical behaviours, but they may have a tendency to reward individuals for unethical acts, and actually develop reward contingencies that facilitate unethical behaviour (e.g., Janson & Von Glinow, 1985).

5. **Organizational exit/downsizing:**

   The planned elimination of positions or jobs (downsizing) has been a fact of organizational life for the past few decades. Since 1979, Fortune 500 companies have cut over 5 million jobs Ð more than one out of every four they once provided. According to Ferris, Bergin, and Howard (1996), downsizing has not proven to be consistently related to future increases in profitability and productivity. Less than half of the organizations that engage in downsizing realize increased productivity (40%) and increased profitability (45%). From an ethical decision-making perspective, one needs to ask how these downsizing decisions are made.
Conclusion:
The objective and purpose of creating and sustaining good ethical culture and climate are to be a good business or good organisation in the society. If an organization can successfully inculcate an ethical culture and climate into the way it does business, it is highly likely that the organisation will be more successful than an unethical counterpart (Brooks and Selley, 2008). Hence, this paper critically argues that the successful creation of ethical culture and climate is highly possible through HRM functions and practices, since HRM mostly concern with employees’ behaviour, individually. To become an ethical organization, the leadership team of the organization must embrace that as a goal and support actions toward achievement of the goal. Ethical organisational culture and climate are necessary to guide employees to behave ethically to achieve organizational goals and objectives. Objective of Ethics in the Organisations Ethical organisational culture and climate are necessary to guide employees to behave ethically to achieve organizational goals and objectives. So the very important part is played by the Human Resource Management in organisational ethics. Therefore, Human resource management can be said as the crux of the Organisational Ethics.

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HUMAN RESOURCE MANAGEMENT PRACTICES IN ORGANIZED RETAILING IN INDIA

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&

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Abstract:
The success of an organization largely depends on its Human Resource. Human Resource Management (HRM) plays a vital role in achieving the organizational objectives. The retail sector has played a phenomenal role in India with tremendous contribution to the Indian economy. Retailing sector has been observing tremendous changes with the entry of organized retail companies. The development in the organized retail sector has showed the perfect platform to the Indian companies to enter into this sector. The entry of global players in retailing business has created huge challenges to the Indian companies. The organized retailers in order to respond to the competition, started to realize the need for efficient manpower strengthening their business with the help of HRM activities. In this world of cut throat competition the need for effective HRM practices has been increasing rapidly. The HRM practices, therefore, have become their prime concern. The present paper is an attempt to analyze the HRM practices implemented in the organized retail sector in India. The study also throws light on the Human Resource (HR) challenges faced by the sector, issues related to the HR practices and suggested measures to improve the work culture in Indian scenario.

Keywords: Human Resource Management, Retail Sector, Organized Retailing, HRM Practices and HR Challenges.

1. Introduction:
Human Resource Management (HRM) is the organizational function that deals with issues relating to people such as compensation, hiring, performance management, safety, benefits, employees motivation, communication, administration and training.

HRM is a strategic and comprehensive approach of managing people at workplace. Its role in the company’s success is growing rapidly with the growth in many sectors in the present globalized era. The HRM practices are crucial in designing the structure for manpower staffing, performance appraisal, compensation and training and development. Innovative HRM practices can play a crucial role in changing the attitude of the employees. The HRM practices in the service sector especially in the area of retailing have found significant importance in the present scenario. Retailing is an important element of business around the globe. Retailing consists of all activities that result in the offering for sale of merchandise to consumers for their own use. Retailing is the final step in bringing goods to consumer. The retailing is one of the service sectors where the need of qualitative human resource is highly expected. So, the present paper focuses on the HRM practices in the organized retail industry in India and highlighted the current HR challenges faced by the industry.

1.1 Objectives of the study
a. To study the current status of Indian retail industry.

b. To analyze the Human Resource Management practices implemented in the organized retail industry in India.

C. To Study the various problems and challenges ahead for HR managers in the implementation.
of HRM practices in selected organized retail outlets.

1.2 Research Methodology:
The survey for the present research is conducted through secondary data with the help of information has been sourced from various books, trade journals, government publications, newspapers etc. and research is descriptive in nature.

2. Indian Retail Industry: An Overview
Retailing is one of the pillars of economy. It consists of all activities that result in the offering for sale of merchandise to consumers for their own use and is the final step in bringing goods to the end-users. The Indian retail industry has emerged as one of the most dynamic and fast-paced industries due to the entry of several new players. Total consumption expenditure is expected to reach nearly US$ 3.600 billion by 2020 from US$ 1.824 billion in 2017. It accounts for over 10 per cent of the country’s Gross Domestic Product (GDP) and around 8 per cent of the employment. India is the world’s fifth-largest global destination in the retail space. India is the world’s fifth largest global destination in the retail space. In FDI Confidence Index, India ranks 16th (after U.S., Canada, Germany, United Kingdom, China, Japan, France, Australia, Switzerland and Italy).

Market Size
Retail industry reached to US$ 950 billion in 2018 at CAGR of 13 per cent and expected to reach US$ 1.1 trillion by 2020. Online retail sales are forecasted to grow at the rate of 31 per cent year-on-year to reach US$ 32.70 billion in 2018. Revenue generated from online retail is projected to grow to US$ 60 billion by 2020. Revenue of India’s offline retailers, also known as brick and mortar (B&M) retailers, is expected to increase by Rs 10,000-12,000 crore (US$ 1.39-2.77 billion) in FY20. India is expected to become the world’s fastest growing e-commerce market, driven by robust investment in the sector and rapid increase in the number of internet users. Various agencies have high expectations about growth of Indian e-commerce markets. Luxury market of India is expected to grow to US$ 30 billion by the end of 2018 from US$ 23.8 billion in 2017 supported by growing exposure of international brands amongst Indian youth and higher purchasing power of the upper class in tier 2 and 3 cities.

Investment Scenario
The Indian retail trading has received Foreign Direct Investment (FDI) equity inflows totaling US$ 1.85 billion during April 2000–June 2019, according to the Department for Promotion of Industry and Internal Trade (DPIIT). India’s retail sector investments doubled to reach Rs 1,300 crore (US$ 180.18 million) in 2018.

2.1 Organized and Unorganized Retailing
Organized retailing refers to trading activities undertaken by licensed retailers, that is, those who are registered for sales tax, income tax, etc. These include the corporate-backed hypermarkets and retail chains, and also the privately owned large retail businesses.

Unorganized retailing, on the other hand, refers to the traditional formats of low-cost retailing, for example, the local kirana shops, owner manned general stores, paan/beedi shops, convenience stores, handcart and pavement vendors, etc.

The Indian retail sector is highly fragmented with 97 per cent of its business being run by the unorganized retailers. The organized retail however is at a very nascent stage. The sector is the largest source of employment after agriculture, and has deep penetration into rural India generating more than 10 per cent of India’s GDP. Indian retail market is the fifth largest retail destination. Retail industry is the largest segment in India, employing about 8% of the workforce, and contributing more than 10% of the country’s GDP.
The retail scenario is one of the fastest growing industries in India over the last couple of years. India retail sector comprises of organized retail and unorganized retail sector. Traditionally the retail market in India was largely unorganized; however with changing consumer preferences, organized retail is gradually becoming popular. Unorganized retailing consists of small and medium grocery store, medicine stores, subzimandi, kirana stores, paan shops etc. More than 90% of retailing in India fall into the unorganized sector, the organized sector is largely concentrated in big cities.

Human Resource Management in organized retail

Recruitment: Depending on the size of the number of vacancies or if it’s a new store then campus recruitment is done or recruitment is done through recruiters and consultants. For shop floor sales requirement advertisement is put up in the local newspapers.

- **Selection**: Selections are based on group discussions & interviews. Some retailers take an entrance test followed by group discussion and personal interview.

- **Performance Appraisal**: It is one of the most controversial systems within human resource. No one in any organization is ever happy with the system because it explores the bitter truth of an employee. It is inherently conflict based because it is subjective and differs from person to person.

- **Training and development**: Retail industry has finally taken shape in India, and is experiencing a rapid growth. Since organized retail is growing tremendously procuring trained human resource for retail is a big challenge. The talent base is limited and with the entry of big retailers in the market there is a huge demand for trained and skilled professionals in this sector. This has led many retailers to introduce Learning and Development department within the organization.

- **Compensation**: Compensation is payment for services rendered to an organization by an employee. Compensation may be direct or indirect compensation & is a motivator for employees at all levels.

- **Rewards, Incentives and Recognition**: Every retailer is looking at various ways to motivate their employees and reduce attrition rate. Introduction of rewards, incentives and recognition of employee is increasingly becoming popular within the industry. Retailers like PRIL have launched PERK - Performance Enhancement Reward Kit and star performer of the month in their stores.
Employee Discipline: It is a management tool to correct employee behaviour

4. HR Challenges in Organized Retail

- **Lack of skilled manpower**: The organized retailing is a massive manpower-oriented industry that recruits a large pool of employees. However, there is a huge scarcity of skilled retail professionals. This can be attributed to the fact that retail has never been considered as a prominent profession in India as there were very few retail professional courses until a few years back.

- **Stress in Working Culture**: The working pattern of the retail industry requires employees to put in long hours of work which generally cause fatigue and result in lower motivation among employees. Besides this, in part-time and casual jobs, there is less job security, flexible shifts, unlimited working hours, lower salary and benefits, and poor working conditions resulting into stress and working problems.

- **Lack of Formal Education in Retail Management**: There is a requirement for qualified and talented manpower to look after day-to-day operations and cater to the wide spectrum of customer desires. As there is a lack of formal vocational institutes where students can be trained, most of retailers in India depend on in-house training or fulfilling their training needs with small institutes.

- **Workforce Attrition**: There seems to be a high level of attrition in the retail sector which is almost 40% according to a recent study.

- **Threat of Poaching**: Employee poaching is also very high both in organized as well as unorganized retail industry. Skilled manpower is scarce in this industry, and as such, attracting the employees of competitors by offering them better salaries is a rather easy option.

**Conclusion**

Organized retailing is still in its nascent stage. The education level of the employees in organized food and grocery retailing is very less. The Human Resource Management practices are vital for the growth and development of the business or sector. These practices have significantly evolved in the retailing sector also. The retailers, especially organized retailers, are nowadays placing a greater emphasis on the HRM practices which include recruitment, selection, performance appraisal, training and development, compensation, career planning, etc. Apart from this, the sector is facing some problems relating to its human resource like lack of skill, lack of formal education in retailing, workforce attrition, threat of poaching, and complicated human resource environment. It means that the HRM practices in the organized retail industry need greater attention in the near future to make it more competitive. Organized food & grocery retailing has a long way to go. Future days will see the implementation of more technology in the industry. To cope up with the changes, it will lead to increased skill level of the employees and also better HR practices.

**Suggestions**

- Indian retailers need creative HR practices to manage a huge workforce in a competitive environment to enhance the competency and retention of their employees.

- There are too many companies chasing too little talent. The retailers should maintain their goodwill in the overall employment market by communicating its attributes in a way that distinguishes the company from the competitors.

- Find the right talent that is willing to commit over the long-term.

- Attractive compensation package should be provided to the employees which includes both direct (salaries, commission and bonuses) as well as indirect payments (paid vacations, health and life insurance and retirement plans).

- The problem of attrition is very common nowadays. Retaining is more challenging than hiring. Hence,
retailers must examine different strategies which they can set to reduce turnover and boost the morale of their employees.

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Abstract:
Past efforts to relate the management of human resources to a firm's business strategy have taken three approaches: matching managerial style or personnel activities with strategies, forecasting manpower requirements given certain strategic objectives or environmental conditions, and presenting means for integrating human resource management into the overall effort to match strategy and structure. In this article, the literature on each of these approaches is reviewed, and a typology is presented that posits a reciprocal interdependence between a firm's business strategy and its human resources strategy implications for research and practice are discussed.

Introduction
Human Resource Management (HRM) is the term used to describe formal systems devised for the management of people within an organization. The responsibilities of a human resource manager fall into three major areas: staffing, employee compensation and benefits, and defining/designing work. Essentially, the purpose of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees. This mandate is unlikely to change in any fundamental way, despite the ever-increasing pace of change in the business world. As Edward L. Gubman observed in the Journal of Business Strategy, "the basic mission of human resources will always be to acquire, develop, and retain talent; align the workforce with the business; and be an excellent contributor to the business. Those three challenges will never change."

Until fairly recently, an organization's human resources department was often consigned to lower rungs of the corporate hierarchy, despite the fact that its mandate is to replenish and nourish what is often cited as an organization's greatest resource, its workforce. But in recent years recognition of the importance of human resources management to a company's overall health has grown dramatically. This recognition of the importance of HRM extends to small businesses, for while they do not generally have the same volume of human resources requirements as do larger organizations, they too face personnel management issues that can have a decisive impact on business health. As Irving Burstiner commented in The Small Business Handbook, "Hiring the right people and training them well can often mean the difference between scratching out the barest of livelihoods and steady business growth. Personnel problems do not discriminate between small and big business. You find them in all businesses, regardless of size."

Objectives
The human resources department has many responsibilities within an organization. The director of human resources may supervise individual departments and ensure managers adhere to employment and labor regulations. Human resources recruitment specialists manage the employment and placement needs of the company. Human resources professionals help organizations meet a multitude of objectives regarding hiring, employee relations, training and organizational structure.

1. Training And Development
The human resources department help organizations meet training and development objectives. It helps determine the training needs of the company and creates and conducts training programs for employees. HR
staff members organize training manuals and determine the most appropriate method of delivering training to meet the needs of the organization. Department training specialists consult with managers and employee supervisors to assess performance improvement needs and to organize developmental programs for new and existing employees.

2. Recruitment

The human resources department helps organizations meet recruiting objectives. The department screens potential candidates and makes hiring decisions to fill open positions. It also attracts candidates through a variety of recruitment efforts such as job fairs and online job boards. Recruitment staff often visit college campuses to attract students and new graduates into the organization. Staff members interview candidates and issue pre-employment assessments. Human resources specialists also train new hires and distribute company policies and procedures to new employees.

3. Employee Relations

Human resources staff members form labor policies and interpret state and federal employment and labor laws. The department ensures the company complies with regulations regarding equal opportunity employment and fair labor standards. The department's staff members help workers understand their rights while also protecting employer interests. HR staff members also handle employee relations objectives such as settling disputes between employees and managers. They ensure that employees receive appropriate accommodation for disabilities as well as assistance with medical-related leave time.

4. Benefits

The human resources department oversees benefit and employee assistance programs. It implements programs to help employees balance work and home life. Compensation and benefits specialists help workers select health plans. HR specialists also provide information regarding company-sponsored programs such as 401(k), thrift savings and pension plans. Human resources staffers advise employers on ways to meet employee benefit cost objectives by designing and negotiating costs with benefit providers.

Literature Review

Human Resource Management (HRM) is an approach to managing the human resources of organizations, which recognizes the importance of an organization’s human resources for contributing to its goals and objectives and the utilization of several functions and activities to ensure that they are used effectively and fairly for the benefit of the organisation, the employees and society. The notion of human resource management indicates that people management can be a key resource to sustain competitive advantage. This belief is based upon four perspectives: People can make difference as human capability and commitment distinguish successful organisations and people need to be treated as assets and not costs; Managing human resource in fact is an important ‘strategic’ matter, Line management showed engage in managing human resources; and The key levers must be in internally integrated with each other and externally integrated with business strategy. Human Resource Management involves acquiring, developing and utilizing people in business. It is the process of acquiring, training, developing, motivating and appraising employees to the activities required for achieving the goals and objectives of the organisation in such a way that employees are satisfied and efficient. This chapter takes the review of traditional functions of HRM and covers in detail the strategic role of HR,

Functions Of Human Resource Management

The primary functions of Human Resource Management are human resource planning, recruitment and selection, training and management development, performance appraisal, compensation and providing employee benefits and satisfaction. Human Resource Planning: starts with job analysis and forecasting the demand
and supply of people. Job analysis is the procedure for collecting and recording information about jobs. Forecasting of internal supply, external supply, current available employees, future plans, economic environment, etc. are considered in demand and supply analysis. Recruitment and selection: of human resource may be internal and external. Internal recruitment adheres to current employees for higher jobs in the organisation. External recruitment follows advertising, campus interview, assessment etc. Socialization: When new employees enter an organization they feel out of place because of the new surroundings, new boss and new co-workers. Hence, it is the responsibility of the management to orient the employees and to make the process of socialization smooth. This will ensure that the new employees adapt to the organizational culture as soon as possible. The process of adaptation is commonly termed induction or socialization. The socialization process is not confined to employees entering new organizations. It is also important for employees moving within the organization as a result of lateral transfers and promotions. Orientation is only a small part of the overall socialization program. The process of orientation includes introduction of the new employee to the organization and to his work unit and supplementing the information given to him during recruitment and selection. Performance Appraisal: is a systematic and formal process by means of which the job relevant strengths and weaknesses of employees are identified, observed, measured, recorded and developed. Appraisal is important in the sense that unless it is proper, job performance cannot be properly diagnosed. To develop human resources, training and development facilitates employees to accomplish their present jobs effectively and to get them prepared for future assignment. For assessing the training needs, performance appraisals are followed. Based on performance appraisal, compensation adjustments are made. This helps in deciding compensation, enhances recommendation for promotion and other feedback. Conclusion

Human Resource management has become the key area of focus in the 21st century as in companies and government organisation put in place strategies to cope up with the economical crisis and recovery. As we already know that Human Resource Management of the organisation deals with the individuals putting their hard work to meet the organisational goals. Managing people is the toughest element of any organisation than land, machinery, money etc. Every human being has its own degree of likings and preferences and above all mind set up. So, HR managers have to take care of all these things in mind while dealing with the number of people working in the organisation. We live in the era of not just change, but an accelerated rate of change. As compared to the past, the twenty first century corporations are getting to be globally market driven ones with “invest anywhere and share everywhere” concept. At a practical level, we must anticipate and prepare for the likely HR Challenges in general that exists, or may be expected in the coming future – the main purpose and theme of this article. With technology up gradations, much greater use of it and the very recent e-commerce etc, new breed of knowledge workers in learning organisations will make the differentiation. This intellectual capital will demand much nurturing from the enterprise, in order to give back in the shape of superior results. It goes without saying that the effective management of industrial relations will continue to demand a very high Priority- not just to perform well”. But now for the very survival of both the organisations as well as employee jobs, they will need far greater support and involvement from the top management and other functions towards maintaining and ensuring the success in future of the 21st century organisations.
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A STUDY OF RECENT TRENDS IN HUMAN RESOURCE MANAGEMENT IN CHANGING COMPETITIVE ENVIRONMENT

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Abstract:
Today’s world of work is changing rapidly. The economic, social political and technological environment is also evolving very fast and impacting business and managerial perspectives. As an important component of business, Human Resource Management (HRM) function must be prepared to deal with the effects of such change. It has to understand the implications of globalization, competition, corporate downsizing, re-engineering changing skill requirements and needs to come up with innovative practices to bring about continuous improvement in the HRM systems and enhance employee engagement. The Human Resource Management which was mainly confined to Pay Roll, Industrial Relations and Factory Act etc. has changed its face and emerged as Human Resource Management with wide scope and unlimited boundaries in 21 century. The most important job of the organizations at present is the effective utilization of human capital rather than financial resources. The wide scope of responsibilities, resulting in creation of new roles, has given rise to increasing number of job opportunities. The fast changing technology, dearth of talent, rapid assimilation of communication through social media, high attrition rate, decreasing significance of loyalty, outsourcing etc. pose high level challenges to Human Resource Manager. The roles and responsibilities are transforming due to these factors. The aim of this research paper is to identify recent trends in human resource development in changing global scenario. As a result, the following trends are identified: Globalization and its implications, Employee expectations, Changing skill requirements, Corporate downsizing, Work-force Diversity, Continuous improvement programs, work processes for improved productivity, Re-engineering Contingent workforce diversity, Mass Customization, Technology, Health, Family work life balance, The research methodology is qualitative in nature and study is made through systematic review of literature.

Keywords: - Human Resource Management, Global Environment, Workforce diversity

Introduction:
The word ‘Globalization’ is very familiar to us. Especially after 1991 this word has become familiar in Indian economy because of free trade policy. Globalization is not just a recent phenomenon. The most striking aspect of this has been the integration of financial markets made possible by modern electronic communication. Human resource professionals will increasingly be called upon to perform their roles in a global context. HR managers in the twenty first century are being challenged to operate in an increasingly complex and dynamic global environment. Globalization adds additional challenges for the HR profession and it may ultimately reshape the professional’s role. Globalization is linked to four major aspects: Trade, Capital movements, Movement of people, spread of knowledge. Effective Human Resource Management is essential in a situation where international expansion places additional stress on limited sources.

Objective of the study:
1) To study the impact of changing global environment on Human Resource Management.
2) To study the recent trends of Human Resource Management in changing global environment.
3) To point out the skills and competencies required for Human Resource Manager in changing global environment.

4) To study the future trends in Human Resource Management.

Research Methodology:
The present research is Descriptive Research. For the purpose of the study, data have been collected through secondary sources such as reference books, journals, internet websites etc.

Recent Trends in Human Resource Management in changing Global Environment:

1) Implication of Globalization:
The 1990’s have brought a revolutionary change in our business. Post liberalization is marked by a shift from command economy to market driven economy; from monopoly to competition; and from domestic trade to global trade. Such a shift calls for a different approach to HR activities. During pre-economic liberation, the HR managers had adopted reactive strategies to people problems. The need of hour is proactive approach, a strategy which helps HR managers foresee events and take appropriate actions before events occur.

2) Employee expectations:
In the current scenario, workers are better educated and they are more demanding. In addition to that, they are ready to voice strong, violent. For an efficient organisation it is required to anticipate and manage turnover through human resourcetraining schemes, planning followed by appropriate compensation packages.

3) Changing skill requirements:
Recruiting and developing skilled labour is important for any company concerned about competitiveness, productivity, quality and managing a diverse work force effectively. HRM department will have to plan proper training and short-term programs to bridge the skill gaps & deficiencies.

4) Health and Safety:
The area of safety and accident prevention is of great concern to managers, at least partly because of the increasing number of deaths and accidents at work. Failure to provide a safe place to work can result in major fines and even criminal conviction for managers.

5) Technological Advancement:
With the current technological advancement and its projection in the future, it has brought in new eyes in the face of HRM. Computerized systems help in handling a lot of data on a chip other than having a room full of file shelves.

6) Family work life balance:
Nowadays family work life balance is very emerging issue. Employees have been on toes of the employers to see if there could be justice done and on the other hand employers have been keen to minimize the effect of the same. The fact is a happy family is equal to a happy workforce. With the current trend Human Resource Management has to work it out that, every employee’s family to some extent is a happy one.

7) Work-force Diversity:
Workforce diversity means similarities and differences among employees from the point of view of race, religion, gender, cultural background, physical abilities, age, disabilities and sexual orientation. Two humans are not alike. Diversity is critically linked to the organization’s strategic direction. A family friendly organization is one that has flexible work schedules and provides such employee benefits such as child care.

8) Employee involvement
A number of Employee involvement concepts have been emerged in today’s vague world such as delegation, participative management, work teams, goal setting, employee training and empowering of employees.
has a significant role to play in employee involvement. For that demonstrated leadership as well as supportive management is required.

9) Contingent workforce
Contingent workers mean the persons who are typically hired for shorter periods of time. When temporary workers are brought in organization, Human Resource Manager will also have the responsibility of quickly familiarizing them to the organization.

10) Confidentiality
The current trends have been seen as new challenges in the terms of costs especially in the short run but for organization to strive well in this competitive market.

Challenges of Human Resource Management in changing global environment:
Based on above trends, some challenges of HRM in the era of globalization can be discussed as under.

1) Managing the Competencies of people:-
The competencies of people have to be upgraded constantly. These two competencies are: Personal competence and Social competence. Personal competence would be ability to realize how you are feeling, and deal with it effectively in a manner which doesn’t hamper good decision making. Social competence, on other hand, refers to the ability to understand how others are feeling, and be able to work effectively with them.

2) Need for International HRM in the Wake of Globalization :-
As business are increasingly getting internationalized, the need to have people from different cultures has become a must to stay competitive, and hence the need for IHRM. HR professional has to understand the unique culture and institutional differences among countries and identify ways and means of effective management. HRM should transcend national boundaries as internationalization of HRM has become imperative for businesses operating in global markets.

3) HR to provide Competitive Advantage:-
Every manager’s job is managing people, and successful companies are those that combine to expertise of HR specialists with the experience of line managers to develop and utilize talents of employees to their greatest potential.

4) Containing cost :-
There are increasing pressures on companies to lower costs and improve productivity to maximize efficiency. These include down-sizing, out-sourcing and employee losing and productivity enhancement, each of which has direct impact on HR policies and practice.

5) Demographic Changes in Workforce and Managing Diversity :-
Among the most significant challenges to managers are the demographic changes such as the employee diverse background, age, gender, higher education levels, etc. many organizations have increased their efforts to recruit and train a more diverse workforce. Gender distribution calls for managers to enforce their sexual harassment policy vigorously.

6) Changing Attitude towards Work:-
Another well-established trend is for employees to define success in terms of personal self-expression and fulfillment of potential on-the-job. Consequently, HRM has become more complex than it was when employees were concerned primarily with economic survival.

7) Balancing Work and Family:-
Work and the family are connected in many subtle ways. Some top issues about balancing work raised by managers are like excessive travel, flexible work arrangements, increased vacation time, resistance to relocation, telecommuting arrangements, etc.

8) **Performance Improvement:**

HR professionals will be deeply involved in matters of individual and organizational performance. They have to understand about measurement of performance, what are direct and indirect enhances and inhibitors of high performance.

9) **Enhancing Organization Learning:**

By adopting action learning which is combining the solving of actual problems in real time in the organization with learning about, how to work together better, how to solve problems more effectively, and how to improve the learning process. HR practitioners have to focus how to enhance organization learning.

**Competencies for a HR manager:**

No doubt HRM has to face various challenges in changing global environment; however HR professionals must develop competencies that will allow them to carry out their roles, and competences like:

- Leadership
- Strategic planning
- Network building
- Self confidence
- Sharing of expertise
- Client service orientation
- Organizational awareness
- Flexibility
- Team work
- Communication
- Decisiveness

Additionally, HR professionals must be committed to continuous learning, being familiar with cutting edge communication. In addition to increasing and sustaining technological skills relating to communication developments, HR professionals will may also be required to increase their numerical and data compilations skills.

**Future Trends in Human Resource Management:**

Today HRM in the era of globalization places greater emphasis on a number of responsibilities and functions such as relocation, orientation and translation services to help employees adapt to a new and different environment outside their own country.

- HR outsourcing is nowadays gaining popularity with large and medium sized Indian companies, especially those with seasonal products, those who are proactive and open to changed
- Talent Management has become new stream of management which involves use and properly maintenance of talented people in the organization.
- The Future Human Resource Management has also to consider the role of HR departments and HR professionals in mergers and acquisitions.
- Selection of employees requires careful evaluation of the personal characteristics of the candidate and his/her spouse.
• Training and development spreads beyond information and orientation training to include field experiences and sensitivity training that will enable the manager to understand cultural differences better. Managers need to be protected from career development risks, re-entry problems and culture shock.

• To balance the pros and cons of home country and host country evaluations, performance evaluations should combine the two sources of appraisal information.

• Compensation systems should support the overall strategic intent of the organization but should be customized for local conditions.

Conclusion:
Changing global environment has elevated the importance of HRM development in organization. Driving factors of globalization are market, cost, competitions, government etc. Human Resource Management has to face several challenges in such global scenario such as managing the competencies of people, cost consciousness, concern for privacy, technology up gradation, quality improvement in human resources etc. To face these challenges HR manager has to play certain roles such as innovator, controller, linking agent etc. In addition to this he has to consider various new dimensions in HRM for successful handling of people in organization. In this era of globalization he should use workforce skills and abilities in order to exploit environment opportunities and neutralize threats; he should reward plans that recognize employee contribution and grant. No doubt, Human Resources are important asset of organization. It is responsibility of Human Resource Manager to maintain it.

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IMPLEMENTATION OF GREEN HRM PRACTICES FOR SUSTAINABLE DEVELOPMENT IN INDIAN ORGANIZATIONS

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Abstract:
Indian organizations including start-ups to established firms need to focus on sustainable development. These organizations are trying to balance their economical, social and environmental factors for short term and long term perspectives. Green HRM function is motivator, leader and initiator to promote sustainability within organization through its practices and policies. Implementation of Green HRM practices through its policies helps to increase the overall efficiency of the organization, employee engagement rate and retention rate. It also contributes in organizational cost-saving. HR can contribute by applying different ways to promote Go-Green aspect of the organization through implementation of the practices in its various R to R functions (Recruitment to Retirement or Resignation). This research paper focuses on need of Green HRM practices for sustainable development of organizations and also suggestions for taking initiatives to adhere with Go-Green vision. Emphasis of this research paper is on exploring different ideas to reach the green goal or green vision of the organization through implementation of HR policies and HR Practices. Every organization should proudly introduce its HRM as Green HRM. Start-ups also should promote Green HRM from initial stage to get benefits for long term.

Keywords: Sustainable development, Green HRM, Environmental Management, Green HRM practices, Organization, Eco-friendly environment, Go-Green

Introduction:
Nowadays Organizations are facing environmental issues like air pollution, noise pollution, limitations on non-renewable resources, etc. These organizations are mentioning Sustainability in their long term vision. Sustainability means meeting the needs and demands of people today without compromising the ability of future generations to meet their requirement. These organizations are trying to balance social, economical, environmental and resource needs, for present and future generations. They are sincerely working to maintain Go green status with a high quality achievement and environment, locally and globally. They are keenly thinking about sustainable development. Many organizations in India had already started CSR activities to promote Go Green status before the mandatory legislation. HR department has taken active participation in those activities. But the same eco friendly environment should be maintained within organization.

Objectives:
1. Understanding need of Green HRM practices to look forward in sustainable development
2. Study of value addition in sustainable development of organization by implementing Green HRM practices in various HR functions

Research Methodology:
This paper is based on the information collected through interaction with employees in different organizational sectors as primary data and various research papers and articles regarding Green HRM as secondary data.

Analysis:
World Commission on Environment and Development (WCED) has defined sustainable development in 1987
as ‘Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.’ It is necessary for every organization to be successful for long years instead short term success. Organizations need to plan for sustainable development and execute and control accordingly. Manpower is the most important resource of the organization that can be utilized to reach green vision. Green HRM means the human resource management of the organization which is keenly trying to support environment friendly vision of the organization. HR function is motivator, initiator and leader to promote sustainability within organization through practices and policies. HRM should proudly introduce itself as Green HRM while using HR policies to encourage for the sustainable use of resources within business organization through the practices. Organization should connect Green HRM through HR practices for setting and achieving the Green goal. Green HRM practices will help organization to develop Go- Green mentality within organization. Green HRM can contribute to the conservation and preservation of our natural environment through its practices that will ultimately ensure environmental sustainable development of the organization.

HR should implement practices by encouraging employees for making green workplace. Some ideas of different Green HRM practices according to most important HR (R to R) functions i.e. functions including recruitment to retirement or resignation are suggested as below:

1. Policy Making:
   - Green aspects should be included in HR Policy. Green HR goal and Green HR vision should be set to connect with the organization’s vision, mission and value system.
   - Rules should be strictly followed to adhere with Green Vision.
   - Environmental friendly initiatives like use of solar energy, use of wind energy, Paperless work, optimum use of water should be promoted through policy.
   - Policies should be related with planned activities.
   - HR person should communicate with all stakeholders in the organization and should take their support for Green HRM policies instead keeping it as just paper-exercise
   - Common transportation facility should be promoted in HR policy.
   - HRM should give support car pooling.
   - Whenever possible, Video Conferencing should be suggested by HRM.
   - HRM should help in decreasing carbon footprints by deciding work timings as per less traffic.

2. Recruitment and Selection:
   - Eco friendly objectives should be Included in job description by HRM.
   - Job sharing should be done using e-process.
3. Training and Development:
   - Green aspect should be introduced in the induction process
   - Eco-friendly awareness should be included with the skill development process. Development of green personal skills should be established.
   - Training should be provided to the staff to produce green analysis of workplace.
   - Training regarding waste management and optimum use of resources should be provided to the employees.
   - The employees should be made aware of green issues, green procedures and policies of organization.

4. Performance Management system:
   - HRM should go for certification of ISO14000 (ISO series of Environmental Management Standards) that will provide guidance to organizations those need to systemize and improve their environmental management efforts
   - Open dialogue regarding green views should be established by Green HRM.
   - Green targets and roles and responsibilities for managers should be set by Green HRM.
   - Employees should be encouraged by Green HRM to initiate green view aspects in KRA.
   - Green reward system should be introduced by Green HRM to encourage employees for trying to achieve Green goals.
   - Online appraisal process should be adopted.
The elements such as employee’s initiative taken for organization’s green aspect, awareness of green hr practices etc should be included in appraisal form by Green HRM.

- Green roles of managers should be designed in achieving green goals.

5. **Employee Interaction:**

- Green HRM should encourage Green involvement and active participation by employees in Go-Green activities.
- Green HRM should encourage and motivate for Green Habits (Flexi timings, use of recycled furniture, car-pooling, use of solar panel, providing transportation facility, work from home policy, eco-friendly gifts and awards, green rewards)
- Green HRM should welcome Go-Green suggestions from employees.
- Green HRM should make Green teams to achieve green goals.
- Green HRM should set the Green rules to promote green workplace.

6. **Reward Management:**

- Green HRM should adopt Green pay/reward system (paperless Pay system)
- Active participation in green initiatives by employees should be linked with their promotion.
- Green suggestions for support to eco-friendly aspect by the employees should be linked with the reward.
7. Exit Formalities:
   - Optimum Papers should be utilized by Green HRM to complete the Exit formalities of employee who is leaving the organization.
   - HRM should check if the reason of leaving job is green issue.
   - Green HRM should provide legal protection for green whistle-blower.

Conclusion:
By implementing such policies, Green HRM boost employees to enhance themselves through motivation, leadership, enthusiasm. Efficiency level of them is increased. That impacts on increase in production and minimization of cost. It helps the organization in total quality management and ultimately in sustainability development. HR department should play an important role in this era with planning and implementing new ideas by being Green HR to look forward in sustainable development.
Thus Human Resource Management can promote Green mission and vision of the organization through various human resource practices and policies. The conversion of Human Resource Management into Green Human Resource Management has become essential. It plays important role in value addition in organizational development. Human resource management has to play the vital role to make the mentality of the people associated with organization in such a way that they will willingly help the organization to reach Green goal and automatically to develop sustainability.

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RECENT TRENDS IN HUMAN RESOURCE MANAGEMENT

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Abstract:-
Continuous changes in technology, economic, social and psychological understandings and structures have influence on both Human Resources and their management. Current models of HRM suggest that expectations about HR roles are changing as organisations are striving to make the HR function leaner and more ‘strategic’. The aim of this article is to identify recent trends in human resource development and to review existing research with regard to these recent trends. As a result, the following trends are identified: Globalization and its implications, Work-force Diversity, Employee expectations, Changing skill requirements, Corporate downsizing, Continuous improvement programs, Re-engineering work processes for improved productivity, Contingent workforce, Mass Customization, Decentralized work sites, Employee involvement, Technology, Health, Family work life balance, Confidentiality. Per trend, relevant existing research is reviewed and avenues for future research are discussed.

AIM OF THIS STUDY
1. The main aim of this paper is to study the recent trends in human resource management.
2. To study the how human resource management to deal with effects of changing world of work.

Introduction:-
Human resource management (HRM or simply HR) is the management of human resources. It is a process of bringing people and organisations together so that the goals of each are met. It is a function in the organizations designed to maximize employee performance in service of an employer's strategic objectives. Human Resource Management has evolved considerably over the past century, and experienced a major transformation in form and function primarily within the past two decades. The role of human resource management in organisations has been evolving dramatically in recent times. HR is increasingly receiving attention as a critical strategic partner, assuming stunningly different, far reaching transformational roles and responsibilities. The world of work is rapidly changing. As a part of organization, Human Resource Management (HRM) must be prepared to deal with effects of changing world of work. For the HR people it means understanding the implications of globalization, work-force diversity, changing skill requirements, corporate downsizing, continuous improvement initiatives, re-engineering, the contingent work force, decentralized work sites and employee involvement for which all and more have the financial implication to organization.

Definition:-
Michael J. Jucius defined Personnel Management as “the field of management which has to do with planning, organising, directing and controlling the functions of procuring, developing, maintaining and utilising a labour force, such that the —
(a) Objectives for which the company is established are attained economically and effectively,
(b) Objectives of all levels of personnel are served to the highest possible degree, and
(c) Objectives of society are duly considered and served.”

Meaning:- According to Leon C. Megginson, the term human resources (HR) can be thought of as “the total knowledge, skills, creative abilities, talents and aptitudes of an organisation’s workforce, as well as the value,
attitudes and beliefs of the individuals involved.” The term human resources can also be explained in the sense that it is a resource like any natural resource.

**Objective:-**

The objectives of HRM may be as follows:

(i) to create and utilise an able and motivated workforce to accomplish the basic organisational goals.

(ii) to establish and maintain sound organisational structure and desirable working relationships among all the members of the organisation.

(iii) to secure the integration of individual and groups within the organisation by co-ordination of the individual and group goals with those of the organisation.

(iv) to create facilities and opportunities for individual or group development so as to match it with the growth of the organisation.

(v) to attain an effective utilisation of human resources in the achievement of organisational goals.

(vi) to identify and satisfy individual and group needs by providing adequate and equitable wages, incentives, employee benefits and social security and measures for challenging work, prestige, recognition, security, status etc.

**Importance:-**

(1) There are different functional areas of management like production management, marketing management, financial management, material management; all these are to be performed by human resources.

(2) Proper human resources management enables an organisation to maintain a balance between jobs available and job seekers according to qualifications and needs and to provide suitable and most productive employment.

(3) It helps employees to know their strengths and weaknesses and thus enables them to improve their performance and that of the organisation.

(4) It helps an organisation to know where opportunities are available for fuller utilization of the known potentials of the employees.

(5) It helps in generating valid data about employees for personnel functions like training, development, placement, promotion etc.

**Nature:-**

(1) Organisations are not mere bricks, mortar, machineries or inventories. They are people. It is the people who staff and manage organisations.

(2) HRM involves the application of management functions and principles. The functions and principles are applied to acquisitioning, developing, maintaining, and remunerating employees in organisations.

(3) Decisions relating to employees must be integrated. Decisions on different aspects of employees must be consistent with other human resource (HR) decisions.

(4) Decisions made must influence the effectiveness of an organisation. Effectiveness of an organisation must result in betterment of services to customers in the form of high-quality products supplied at reasonable costs.

**Limitation:-**

1. **Recent Origin:**

HRM is of recent origin. So it lacks universally approved academic base. Different people try to define the term differently. Some thinkers consider it as a new name to personnel management. Some enterprises have named their traditional personnel management department as human resource management department.
2. Lack of Support of Top Management:
HRM should have the support of top level management. The change in attitude at the top can bring good results while implementing HRM. Owing to passive attitude at the top, this work is handled by personnel management people.

3. Improper Actualisation:
HRM should be implemented by assessing the training and development requirements of employees. The aspirations and needs of people should be taken into account while making human resource policies. HRM is actuated half-heartedly. The organising of some training programmes is considered as the implementation of HRM.

4. Inadequate Development Programmes:
HRM needs implementation of programmes such as career planning, on the job training, development programmes, MBO, counselling etc. There is a need to create an atmosphere of learning in the organisation.

5. Inadequate Information:
Some enterprises do not have requisite information about their employees. In the absence of adequate information and data base, this system cannot be properly implemented. So there is a need to collect, store and retrieval of information before implementing human resource management.

**Function:**-
The functions of HRM can be broadly classified into two categories, viz., (i) Managerial functions and (ii) Operative functions.

(i) Managerial functions is as follows,
  (i) Planning
  (ii) Organising
  (iii) Directing
  (iv) Controlling

(ii) Operative functions is as follows,
  (i) Employment
  (ii) Organising Human Resources
  (iii) Directing Development
  (iv) Controlling Compensation
  (v) Human Relations
  (vi) Industrial Relations

**Conclusion:**-
Globalization is a force that increasingly touches the lives of people living in all countries of the world. Country borders are metamorphosing from barriers to bridges as a result of trade liberalization, increasing levels of education among women and workers in developing countries, and advancements in technology. Goods, services and labour talent are now flowing more freely across the globe than ever before. Organizations need to deal with an ageing workforce; they must attract, integrate and maintain multicultural employment pools. As a rule human resource management has to venture into new trends in order to remain relevant corporate development partner.

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Abstract

Human Resource is of paramount importance for the success of any organization. It is a source of strength and aid. In the present complex milieu, organizations are greatly influenced by changes taking place in internal as well as external environment, no business or organization can change or exist or grow without appropriate human resources. Therefore, human resource has become the focus of attention of every progressive organization. In the changing world, the philosophy and perspective of HRM needs to transform and redesign. This paper attempts to spotlight the latest trends in HRM for the present century like employee engagement, Growth of gen Y employees, Work life integration etc.

Key words: Human Resource, Change, environment, progressive, recruiting

Introduction

Human Resource Management (HRM) is a management function that helps manager’s recruit, select, train & develops members for an organization. Obviously, HRM is concerned with the people’s dimension in organization. Earlier, personnel departments were called “health and happiness” department. The people assigned to deal with personnel issues were oftentimes individuals who were past their prime. The personnel department was seen as lesser productive and unimportant to the organization. Coming to its composition of the HR department, it may be stated that it depends on the scale of operation and attitude of the top management towards its personnel. However, a globalized HR department is headed by Vice-President, under whom Sr. Manager- Personnel, Sr. Manager- Administration, Sr. Manager- HRD and Sr. Manager- Industrial Relations. The department will grow in size and importance when new demands are placed on it by the top management. The role of the Human Resources Department has changed dramatically over the past 30 years and will become increasingly more strategic in nature in the future. The role of HR manager is shifting from that of a protector and screener to the role of a planner and change agent. Personnel directors are the new corporate heroes. The name of the game today in business is personnel. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. As identified by scholars in the field that several other trends in the industry, as follows: (1) Need for integrated workforce management systems (2) Associations not programs (3) Shift from Work-Life Balance to Work-Life Integration (4) Big data analysis (5) Data driven recruiting (6) SixSigma

Objective of study

To collect information of Human resource management
To study the concept of trends in human resource management
To understand the concept of six sigma

Research methodology

The study is based on Secondary data collected from various referred books, National & international Journals, government reports, publications from various websites which focused on various aspects of trends in human resource management.
Trends in human resource management

The rise of technology and social media has completely redefined the role of Human Resources around the world. Employee engagement & culture - a priority: Increasingly, organizations are focusing on improving their employee engagement to drive better performance. According to Gallup research, employee engagement is strongly connected to business outcomes essential to an organization's financial success, such as productivity, profitability and customer engagement. Engaged employees drive the innovation, growth and revenue that growing midsized companies need to thrive. Case in point: A study found that larger midsized businesses with 151 to 999 employees cited three talent-related reasons among all reasons for a decline in growth: disengaged employees, the inability to attract qualified talent and the inability to retain key talent. Organizations have to focus on engaging the employees through strategies like employee retention, Collaborative and innovative workculture.

1. Need for integrated workforce management systems:
Large Organizations should integrate various personnel in Tax, Finance, IT, Legal and HR who never had to share data may now need to partner to help avoid costly penalties. Gathering the required data from multiple systems can present a challenge so it will be become even more important for businesses to consider an integrated human capital management solution.

2. Associations not programs:
HR should emphasis more on developing relationships rather than programs and a deep understanding of the business. The key skill set for future HR people will be how to effectively understand and manage the impact of mergers, demergers and globalization. These changes have profound impact in the workplace.

3. Shift from Work-Life Balance to Work-Life Integration:
Just a few decades ago, the dream for most employees was to achieve the elusive work-life balance. However, the growth of technology has made it so that most employees are almost always accessible which has led to a shift away from separating work life and personal life. In its place is the blurring of the two areas with flexibility to work during non-work hours and take short personal breaks during the traditional workday. Instead of work being a place you go, work is now a thing you do. It has become an integrated part of most employees’ lives and personalities. This means that work-life balance is dead and is being replaced by work-life integration. Work = life and life = work.

4. Big data analysis:
The biggest HR Trend will be projecting data analysis. Organisations have articulated about big data that it examining large data sets to uncover hidden patterns, unknown correlations, market trends, customer preferences and other useful business information. The analytical findings can lead to more effective marketing, new revenue opportunities, better customer service, improved operational efficiency, competitive advantages over rival organizations and other business benefits for some time and now it's time to start to act on that data and put it to use.

5. Data driven recruiting:
Data-driven recruiting will definitely be a trend that will gain more traction in 2016. Access to data is getting easier and cheaper with new technology and professional network platforms. Talent acquisition leaders can arm themselves with data and become very strategic in their decisions. For instance, build talent pools using data helps recruiters enhanced their understanding of the market and be more efficient.

6. Six Sigma:
It is a project driven management approach improve the organization product, services, and processes by continually reducing defects in the organization. Six Sigma is defined as having less than 3.4 defects per million opportunities or a success rate of 99.9997%. Six Sigma is a systematic data driven approach using the define,

Cultural Change
Training
Management commitment & involvement
Organizational Infrastructure
Linking Six Sigma to human resource
Linking six sigma’s to business strategy
As in HR Dept.
Six Sigmacan assist in identifying areas that have an impact on the external customer. They may concentrate on such aspects as leadership selection & training, enabling employees to focus on decreasing the non-value-added time. It must identify high potential employees, here them as Black Belt & move them back into the organization as part of their rotation, and leadership training.

Conclusion
In a cutthroat market, where the competition is intense and customers demand continuous improvement, organizations have to vigorously compete to get top talent. Products and processes could be copied rapidly and technology is everywhere, in such a scenario, competitive advantage is determined by people with “Right skills”. Talent can be attracted, motivated, developed and retained by implementing innovative HR Practices.

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TRAINING AND DEVELOPMENT: AN IMPORTANT FUNCTION OF HUMAN RESOURCE MANAGEMENT

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Abstract:
Human Resource Management is a part of management discipline. It is pervasive in nature. It is all about people at work, both as individuals and groups. It tries to put people on assigned job in order to produce goods results. It focuses attention on action, rather than on record keeping, written procedures or rules. The problems of employees are solved through rational policies. It is directed towards achievement of organisational objectives by providing tools and techniques of managing people in the organisation effectively. It tries to build and maintain cordial relation between people working at different levels in the organisation. It tries to integrate human assets in the best possible manner for achieving organisational goals. It intends to develop the full potential of employees. The reward structure is turned to the needs of employees. Training is provided to improve the skill of employees. Every attempt is made to use their talents fully in the service of organisational goals. It is continuous process. It cannot be practised only one hour each day or one day a week. It requires constant alertness and awareness of human relations and their importance in every day operations.

Introduction: Human Resource Management is the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and healthy measures in compliance with labour laws of the land. HRM includes various functions such as procurement, development, maintenance of human resource in an effective manner. It helps to achieve objectives at individual, organisational and social level. It is a multidisciplinary subject and includes the study of management, psychology, communication, economics and sociology etc. It requires team spirit and team work and it must have continuity.

Objectives:
1. To study the concept of Human Resource Management.
2. To study the concept of training and development
3. To study the role and importance of Training and Development

Data Collection: Researcher collected the information through secondary sources i.e. from various websites through Internet.

Training and Development: Training and Development is a structured program with different methods designed by professionals in particular job. It has become most common and continuous task in any organisation for updating skills and knowledge of employees in accordance with changing environment. Optimisation of cost with available resources has become pressing need for every organisation which will be possible only by way of improving efficiency and productivity of employees, possible only by way of providing proper employee training and development. It is one of the main functions of the human resource management department. Training refers to a systematic setup where employees are instructed and taught matters of technical knowledge related to their jobs. It focuses on teaching employees how to use particular machines or how to do specific tasks to increase efficiency.
Training and development programmes are designed according to the requirements of the organisation, the type and skills of employees being trained, the end goals of the training and the job profile of the employees. These programmes are generally classified into two types: (i) on the job programmes, and (ii) off the job programmes. Different training is given to employees at different levels. The following training methods are used: For the training of skilled workers and operators- Specific job training programmes, Technical training at a training with live demos, Internship training, Training via the process of rotation of job. Training given to people in a supervisory or managerial capacity is – Lectures, Group Discussions, Case studies, Role-playing, Conferences etc. People in managerial programmes are given this type of training- Management Games to develop decision making, Programmes to identify potential executives, Sensitivity training to understand and influence employee behaviour, Simulation and role-playing, Programmes for improving communication, human relations and managerial skills.

Benefits of Training:
1. Training improves the quantity and quality of the workforce. It increases the skills and knowledge base of the employees.
2. It improves upon the time and money required to reach the company’s goals. For e.g. Trained salesmen achieve and exceed their targets faster than inexperienced and untrained salesmen.
3. Training helps to identify the highly skilled and talented employees and the company can give them jobs of higher responsibilities.
4. Trained employees are highly efficient in comparison to untrained ones.
5. Reduces the need to constantly supervise and overlook the employees.
6. Improves job satisfaction and thus boosts morale.

Benefits of Development
1. Exposes executives to the latest techniques and trends in their professional fields.
2. Ensures that the company has an adequate number of managers with knowledge and skill at any given point.
3. Helps in the long-term growth and survival of the company.
4. Creates an effective team of managers who can handle the company issues without fail.
5. Ensures that the employees utilise their managerial and leadership skills in particular to the fullest.

Training is the process of improving and polishing the required Skills to an employee in order to make him/her skilled and perfectionist in the job which he / she does. Training is purely job focused but development is psychology and soft skills oriented. Employee development is psychological oriented mainly provided for people who deals with managerial tasks. As compared to technical staff, managerial staff will be very low in number because manager who is having more efficiency can manage more number of people which is a real manager capability, but coming to technical jobs cannot be done by one or with minimum available skilled labour if there is need for high or large production.

Traditional Approach – Most of the organizations before never used to believe in training. They were holding the traditional view that managers are born and not made. There were also some views that training is a very costly affair and not worth. Organizations used to believe more in executive pinching. But now the scenario seems to be changing.

Modern approach -of training and development is that Indian Organizations have realized the importance of corporate training. Training is now considered as more of a retention tool than a cost. The training system in Indian Industry has been changed to create a smarter workforce and yield the best results.

- Individual Objectives – help employees in achieving their personal goals, which in turn, enhances the individual contribution to an organization.
• **Organizational Objectives** – assist the organization with its primary objective by bringing individual effectiveness.

• **Functional Objectives** – maintain the department’s contribution at a level suitable to the organization’s needs.

• **Societal Objectives** – ensure that an organization is ethically and socially responsible to the needs and challenges of the society.

In the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development. Training and development encompasses three main activities: training, education, and development. However, to practitioners, they encompass three separate, although interrelated, activities: Most organisations look at training and development as an integral part of the human resource development activity. The turn of the century has seen increased focus on the same in organisations globally. Many organisations have mandated training hours per year for employees keeping in consideration the fact that technology is deskilling the employees at a very fast rate. Technically training involves change in attitude, skills or knowledge of a person with the resultant improvement in the behaviour. For training to be effective it has to be a planned activity conducted after a thorough need analysis and target at certain competencies, most important it is to be conducted in a learning atmosphere.

While designing the training program it has to be kept in mind that both the individual goals and organisational goals are kept in mind. Although it may not be entirely possible to ensure a sync, but competencies are chosen in a way that a win-win is created for the employee and the organisation. Typically organisations prepare their training calendars at the beginning of the financial year where training needs are identified for the employees. This need identification called as ‘training need analysis’ is a part of the performance appraisal process. After need analysis the number of training hours, along with the training intervention are decided and the same is spread strategically over the next year.

**Development:** Lots of time training is confused with development, both are different in certain respects yet components of the same system. Development implies opportunities created to help employees grow. It is more of long term or futuristic in nature as opposed to training, which focus on the current job. It also is not limited to the job avenues in the current organisation but may focus on other development aspects also. Similarly many organisations choose certain employees preferentially for programs to develop them for future positions. This is done on the basis of existing attitude, skills and abilities, knowledge and performance of the employee. Most of the leadership programs tend to be of this nature with a vision of creating and nurturing leaders for tomorrow. The major difference between training and development therefore is that while training focuses often on the current employee needs or competency gaps, development concerns itself with preparing people for future assignments and responsibilities. With technology creating more deskilled workers and with industrial workers being replaced by knowledge workers, training and development is at the forefront of HRD. The onus is now on the human development department to take a proactive leadership role in responding to training and business needs.

**Conclusion:** In this way, training and development is an important function of Human Resource Management and necessary for increasing efficiency of employees and productivity of the organisation.

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ROLE OF HUMAN RESOURCE MANAGEMENT IN MULTINATIONAL ORGANIZATIONS

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Abstract:  
Global HR Management is a dynamic task that must be carried out by those responsible for recruiting, hiring, training, empowering and improving employees within a global company. Nevertheless, it is often found that deficiencies of management in managing the human resources are capable of efficiently developing its position. This paper examines why MNE’s international HR management failures identify and suggest steps that MNE’s can take to overcome management failure. Basically the suggestions focused on a more attempt and strategic pre-assignment in addition to careful and close monitoring of their expatriates.

Keywords: International Human Resources, International Management, Multinational Corporation, International Entrepreneurship

Introduction:
Multinational companies are those firms that conduct operations and transactions across two or more national frontiers. The paper will define and analyze the steps that a company should take to improve its international management of RH by identifying some of the causes for management failure in MNEs, suggesting corrective measures and addressing their relevance in the international business context.

A brief overview of HR management principles is presented in the first part of the paper in order to explain some of the factors which could cause management failure in multinational companies. The idea is to identify managerial activities and point out the studies in MNEs that had identified managerial practices.

The second part of the paper focuses on relate the reasons for management failure outlined in the first part, with possible organizational strategies that could be effective in overcoming the problems identified and helping an organization move towards a more global mentality and orientation of management.

The conclusion summarizes the paper's main points recommending that an organization critically analyze its own current management performance and reflect on the internal managerial framework to avoid failure.

The Management Concepts:
One of the first writers who sought to describe the practices of the management was Henry Fayol (1970)' predicting and preparing, arranging, directing and coordinating.' The first two activities relate to long-term organizational goals and the short-term activities are the lasts. Although his definition reflected the way mass production took place in the early century, there are still several managerial posts filled in the light of this concept. The idea is that if managers find a balance between long-term and short-term activities and focus not only on the ones personally desired they perform their managerial role adequately.

According to Fatehi, the evolutionary process of multinational firms can be categorized in four stages: firms with an ethnocentric mentality view foreign markets as an extension of the domestic market; in polycentric firms the attitude prevails that foreigners are different and difficult to understand; centrocentric firms assume that nations are more similar in tastes and preferences than the (Fatehi, 1996:19-20) Mary Parker (1973) gave a more human-managed approach to the idea of‘ making things done by men.’ Even though it does not indicate
the managerial process for achieving such an outcome, it clearly places human resources as the central channel for organizational success. This concept expresses the strong western view of managers as 'releasers' and 'result achievers' sounding more like leader, motivator, negotiator and inspirer. In addition, the Westminster HRM (2005) advised that a reformulation of its management curriculum, growth standards and programs has been brought to the attention of the lack of leadership impacting UK results.

The Cause of Management Failures in MNES:
In the era of the global-local dilemma multinational companies are condemned to failure that do not manage to visualize changes in markets and respond effectively to them. Opportunely Fatehi says that the difficulty of managing an international business operation is also due to the inconsistency between the managerial mentality and the progression of the business from a domestic to an international position. If the operational and systemic transition from domestic to international status is not accompanied by a proportionate change in managerial mentality, the company may not succeed in international competition.' (Fatehi, 1996) In form, studies in Western multinationals found that managerial activity, where it is largely fragmented and reactive, shows that there is an imbalance in practice.

The proof of line managers rising obligations tends to be phenomenon in European MNEs. Nonetheless, a recent study found that line managers are often reluctant to accept accountability, give low priority to human resource problems, and lack experience, lack of interest, and legal knowledge. It indicates that management would struggle if MNEs use their organizational structure approach only to reduce costs by increasing the workload of line managers without sufficient organizational support.

Additionally, it may be considered that the lack of cross-dimensional awareness is one of the strong reasons for management failure in MNE. There are several definitions of leadership, however the general concept of the five characteristics agreed: above-average intellect, ambition, self-assurance, ability to give a summary and good health.

Rees's (2001) defined such practices as the specialist versus managerial work dilemma in his analysis of international managerial practices and suggests that this is the main reason for management failure as it generates dysfunctional performance. Such a dilemma is seen in sectors where technological expertise is highly valued as the IT and chemical industries, or in a highly hierarchical organization with very organized and inflexible carrier plans.

Recalling the aim of this paper as to define and analyze the steps MNEs should take to improve their management from now on will concentrate on strategic and remedial measures that a company should tackle to mitigate internal management failure. Even recognizing that the own manager's awareness and self-development may overcome some of the outlined reasons for failure, it is assumed that the organization is strategically responsible for providing such favorable environment or stimulus through its corporate policy.

Identification of the Steps to Overcome Management Failure:
The complex and unstable business environment with which MNEs deal requires a systemic and contingent management approach to cope with the variety of international business issues and responsibilities. This context asks those in charge of identifying and employing managers in MNEs for comprehensive actions. Moreover, MNEs’ head office is normally the one with strategic responsibility over the various managerial roles within the organisation. Such guidance is directly influenced by the MNE head office's mentality and orientation—ethnocentric, polycentric, centric or geocentric—reflected in the organizational structure—hierarchical, matrix, product, operational or country-oriented, to name a few.

However no management can succeed if a consistent position attached to the overall organizational objectives is not assisted. Western MNEs also typically have strategic performance management systems in place for tracking the success of their managers. There are, however, criticisms regarding the assumptions and
implementation of such schemes. If adequate performance feedback is not provided to managers, a good point of the performance management system will be lost as it will not contribute to the company and managers review their weak points and work on improving them.

The management performance analyzes can be used in practice to dismiss the one who does not follow the organizational skills needed under the rationale of organizational transformation or cost reduction. On the other hand, performance management systems results can be used to guide development programs within the enterprise rationally.

An additional international human resource service within the organization is to establish suitable recruitment and selection procedures to identify (among other skills) the leadership skills needed for the various management positions within the organisation. Hence, when such policies (clear entry criteria) are in place, it is clearer to identify the most effective management development programs, pay systems, incentives and career plans to also stimulate current managers to improve their leadership skills.

According to Humes (1993, an increasing number of MNEs use senior managers to act as mentors for younger managers. In IBM example, "such mentors play a vital role when younger managers are assigned overseas, when out of sight means' out of mind." In Shell, the more promising the candidate, the higher the mentor; thus, a change in mentorship reflects a downgrade or upgrade of management.

Conclusion:

Some factors contribute to MNE's management failure, such as: unbalance between sorting terms and long-term management process activities; lack of leadership skills; lack of organizational support for managers; lack of managerial skills training, inability to consider cultural differences, and the difficulty of professional and managerial jobs, to name but a few.

In this paper, it was assessed that the company has a fundamental role to play in establishing a cohesive framework for its management to succeed in the dynamic and unpredictable global business climate. Correctional behavior such as identification of managerial roles; effective management recruitment, selection and advancement, and organizational support are just examples of possible approaches that a company concerned with enhancing its management performance should consider.

Nevertheless, in order to prevent an entity from failing its management, it should objectively evaluate its own current management performance, focus on the internal managerial structure and take appropriate steps to strengthen it.

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14. Janaína Carneiro da Silva Professor, UERGS – The South Brazil State University, Brazil, The International Journal Of Business & Management (ISSN 2321–8916) Human Resource Strategies for the International Manager
Abstract:
For more than a century now, human resource management, as a discipline and practice in the management of people in an organisation, has evolved and developed into different areas. Within all types of organizations, production, manufacturing and services, educational institutions, financial institutions and so forth, it is indispensable to acquire an efficient understanding of principles of human resource management. In this research paper, the main areas that have been taken into consideration are, grievance handling, human resources service delivery, induction and on-boarding, industrial relations, Occupational Health and Safety, organizational development, performance management, recruitment and selection, training and development programs and workforce planning. It is necessary for the human resources at all levels to generate information and augment their understanding in terms of these factors.

The principles of human resource management are the foundations in any organization and these must be observed. For every organization, whether it is service or manufacturing, some essential principles need to be implemented by the human resources department. When selection of human resources takes place, the hiring authorities take into consideration their educational qualifications, experience and personality traits. They need to ensure that they select and recruit human resources, which may be able to carry out their job duties effectively. The human resources are regarded as one of the crucial aspects of any organization. When machines are made use of in the production of goods, the human resources are required to possess the essential skills and abilities to operate the machines. Therefore, the principles of human resource management are referred to the values and ideologies that the organizations need to put into practice to manage and administer the tasks and activities of human resources. A human resource manager is normally vested with the authority and responsibility to manage the workforce. It is essential for the human resources to define and design their work. This involves determination of the skills and requirements needed for a certain job position and anticipate the hiring levels of future. In other words, they need to be aware of human resources that need to be recruited and selected in future.

Human Resource Management Definition -
"Human Resource Management is the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and healthy measures in compliance with labour laws of the land."

Strategic human resource management -
The organisations compete for the best human resources, capital, technology, market share etc. This competition is characterised by a continuous change in customer tastes, fashions and needs. In order to cope with such changes and with the struggle to win customers, managers need highly flexible but robust human resource management strategies so that they can pursue, gain and sustain the existing and emerging competitive advantage. Strategic Human Resource Management (SHRM) is necessary for all types of organisations, that is, public or private, local or foreign, small, medium or large. The only difference lies in the nature and scope of
such strategies. In Tanzania for example, we have experienced the development of strategic plans as part of on-going public sector reforms. These plans take human resource management more seriously than has been the case in the past. Most recently, the government has developed potentials for using excellence models from businesses to guide public service delivery. Such models rely heavily on strategic plans. The idea is to inculcate and nurture a culture of excellence in public service delivery through better human resource management. This forms part of the drive to value citizens as customers who demand business like attitudes and services from civil servants. It departs from the tradition in which civil servants were seen as ‘rulers’ and citizens as ‘the ruled’.

This departure is explicitly required in human resource strategies in order to create an environment where employees can be fully committed. The private sector has an even greater need for human resource strategies because, as observed earlier, they make a difference in securing a competitive advantage. This chapter intends to highlight the key issues in strategic human resource management and the role of strategic human resource management in business and organisational strategies.

**Strategic human resource management model** –
- Making strategic value choices
- Strategic integration
- Employees as most valuable
- Emphasis on management of support staff
- Strengthening management and employees commitment
- Effective communication
- Decentralisation for empowerment
- Flexibility and adaptation
- Creativity and innovation
- Obsession with quality

**Human resource management functions** –
- Employee resourcing
- Employee utilisation
- Performance and reward management
- Training and development
- Formulation of human resource strategies
- Provision of guidance to other managers
- Facilitation of change management
- Employee empowerment
- Support services to other departments

**Principles of Human Resource Management**

**1 Grievance Handling**

Grievance handling is referred to the management of the employee dissatisfaction or complaints. These may include even workplace harassment, favouritism or wage cuts. By establishing formal grievance handling procedures, one makes provision of a safe environment for the employees to raise their concerns. Within the organization, the members may have certain grievances with regards to various aspects. These may be working environmental conditions, infrastructure, technologies, civic amenities, job duties, timings, and other members of the organization. When they have grievances, they usually redress them to their supervisors. Providing solutions to the problems of the workforce is an integral part of the job duties of the supervisors. Managers and supervisors have the responsibility to identify, prevent and address the problems of the workplace. Wherever possible, grievances will be addressed by a process of discussion, co-operation and pacification. When the
workforce redress their grievances to their supervisors, one of the aspects that is of utmost significance is communication needs to take place in a polite and decent manner. It is vital to conduct an analysis of the causes and provide solutions to the problems.

2. Human Resources Service Delivery -
Within the organizations, the human resources are required to carry out various types of functions. These include, manufacturing, production, technical, clerical, managerial, administrative, supervisory, and so forth. In other words, the human resources are required to perform number of functions in accordance to their educational qualifications, skills, abilities and experience. When the human resources are recruited, they are required to undergo training and development programs. Within the programs, they are provided with information in terms of the organization. These include, history, departments, personnel, infrastructure, job duties, overall working environmental conditions, and goals and objectives. Through these programs, they are able to carry out their job duties wholeheartedly to achieve the desired goals and objectives. Within the course of the performance of job duties also, they undergo training programs, which enable them to generate information in terms of modern, scientific and innovative methods. Hence, training and development programs have proven to be beneficial to the workforce.

3. Induction and On-boarding -
Induction or orientation is an event where the employees are introduced to their jobs and organization. It is an important process for bringing new employees into the business. The induction process will take into consideration the rights as the employer, employee rights and the terms and conditions of employment. The induction program must cover any legal and compliance requirements for working within the organization and pay attention to workplace health and safety requirements. Any induction program is a part of knowledge management process that enables the individuals to become a useful and an integrated member of the team. This program enables the members of the organization to acquire an efficient understanding of the job requirements. The human resources need to understand how to do their job and how the performance of their job duties will be beneficial to the organization.

4. Industrial Relations -
Within the organizational structure, industrial relations is regarded as an important aspect. This is comprehensively understood that the management and union are required to maintain effective terms and relationships with each other. Decision making is an essential part of the organization. When the decisions are made in terms of the organization as a whole, the management may seek ideas and suggestions from the managers and supervisors as well. When the employees are consulted, in other words, when they are provided with the opportunities to express their viewpoints, they feel contented and will be able to carry out their job duties satisfactorily. Implementation of job duties in an appropriate manner is an indispensable aspect in the maintenance of industrial relations.

5. Occupational Health and Safety -
Occupational Health and Safety (OHS) is concerned with the health, safety and welfare of the employees within the workplace. The primary objective of the act is to protect the workers from the hazards that impose risk to their health and safety. Within the workplace, it is essential for the individuals to maintain occupational health and safety. Some of the jobs are considered hazardous jobs, particularly in factories and mines. When the individuals are engaged in the performance of these jobs, they need to take precautions and take care of health and safety. When the individuals are to work with machines, tools and equipment, they need to acquire efficient training, as improper utilization may cause accidents. In factories, the individuals are also required to work with
chemicals, and gases may emerge, which may cause health problems. Therefore, it is essential for them to wear proper attire and take precautions, when working with chemicals and gases.

6. Organizational Development -
Organizational development is the study of successful organizational change and performance. Organizational development emerged from the human relations studies in the 1930s, during which the psychologists realized that organizational structure and processes influence the behaviour of the workers and motivate them towards job performance. Organizational development is an objective-based approach to systems change within the organization. It enables the organization to build and sustain a new desired state for the entire organization. In order to implement organizational development, there are number of factors that need to be taken into consideration. These include, development of infrastructure, making provision of civic amenities and facilities, introducing technologies, and modern, scientific and innovative methods in the implementation of tasks and functions, augmenting leadership skills, job redesign, setting of goals and objectives, making improvements in training and development programs, implementing conflict resolution procedures, promoting teamwork and enhancing the overall working environmental conditions. When the human resources are able to generate awareness in terms of these aspects, they will render an indispensable contribution in leading to organizational development.

7. Performance Management -
Performance management is the process of ensuring that the set of activities and outputs meets the goals of the organization in an effectual manner. Performance management focuses upon the performance of the organization, department and human resources. The individuals acquire educational qualifications, gain experience even by working on an honorary basis, so they can carry out their job duties within the organization satisfactorily. The individuals are different from each other on the basis of their educational qualifications, competencies, natures, behavioural traits, and attitudes. But when they are recruited within the organization, they have the main objective of carrying out their job duties in an appropriate manner. In some cases, they may experience problems and challenges, which may prove to be major impediments within the course of their job duties. Therefore, performance management ensures that members of the organization at all levels are able to carry out their job duties well and generate the desired outcomes.

8. Recruitment and Selection -
Recruitment and selection are referred to as significant operations in the management of human resources. To ensure that the organization gets the right individuals, at the right place and at the right time, the organization has to carry out the tasks of recruitment and selection. These are designed to make the best use of employee strengths in order to meet the strategic goals and objectives of the employers and of the organization as a whole. It is a process involving screening, shortlisting and selecting the right candidates for the vacant positions. In the processes of recruitment and selection, there are number of factors that need to be taken into consideration. These include, educational qualifications, competencies, experience, personality traits, job expectations, and organizational goals. The first and foremost step is analysis needs to be conducted in terms of job duties, then the processes of recruitment and selection are put into operation.

9. Training and Development Programs -
Training and development programs are regarded as important factors that render a significant contribution in making provision of knowledge to the employees, so they are able to augment their skills and abilities. These skills are required to carry out their job duties in an appropriate manner and achieve organizational goals. The employees are required to undergo training and development programs upon selection. In these programs, the main areas that have been taken into account are history of the organization, departments, personnel,
infrastructure, amenities, environmental conditions, job duties, and goals and objectives of the organization. In most organizations, there are recruitment of skilled trainers, who put into practice pioneering methods to provide training. It is vital for the trainers to put into practice useful teaching-learning methods and materials and technologies. Upon completion of training programs, evaluation is regarded as an important factor that identifies how much the trainers have learned.

10 Workforce Planning -
Workforce planning is the business process to align the changing needs of the organization and strategy of the individuals. This function is comprehensive, but it does not have to be complicated and any types of complexities can be adjusted to suit the size and maturity of the organization. Workforce planning will often be triggered by a specific event and/or change in the structure of the organization. This takes place through merger, acquisition or a transformational change project. However, emphasis put upon a comprehensive workforce planning will be important to the organization at any point of time. The individuals, who are in charge of the projects, tasks, activities and functioning of the organization as a whole, in other words, the individuals, who are in leadership positions, need to formulate a plan all the times to generate the desired outcomes. The three main aspects that need to be taken into consideration in the planning process are, recruitment, training and deployment of individuals to carry out tasks and functions.

Conclusion -
The principles of human resource management are regarded as indispensable in leading to progression of the organization. The main principles are, grievance handling, human resources service delivery, induction and on-boarding, industrial relations, Occupational Health and Safety, organizational development, performance management, recruitment and selection, training and development programs and workforce planning. Grievance handling signifies the ways that are needed to handle the grievances that are experienced by the employees within the organization. Human resources service delivery deals with augmentation of efficiency and competencies among the employees, so they can carry out their job duties well. Induction and on-boarding is referred to aspects that help in augmenting the competencies among the employees and retain them within the organization. Industrial relations deals with the factors that are implemented to reinforce terms and relationships between union and management. Occupational Health and Safety takes into account the aspects that are necessary to maintain good health and safety of the workforce within the organization.
“HUMAN RESOURCE MANAGEMENT IN TRAVEL AND TOURISM SECTOR OF RURAL INDIA”

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Introduction:
The main purpose of tourism is enjoying and making moments memorable. Number of travelers travels for the purpose of knowing new things, studying different cultures and traditions, test different cuisines is increasing. Human Resource in Travel and Tourism sector of Rural India is having potential to become engine of Indian economy. Government, Private Sectors and NGOs are contributing towards development of this sector, but lack of structural facilities, non availability of trained personnel and orthodox negative approach is affecting Human Resource of this industry, and therefore study of Human Resource Management in Travel and Tourism of Rural India becomes important to enhance economic and social status of this sector.

Objectives of Paper:
1. To identify Rural India’s strength in Travel and Tourism sector.
2. To Study challenges in development of Human Resource of travel and rural Tourism sector in India.
3. To suggest various Tourism themes, in which Human resource can be used to develop travel and Tourism sector in rural India.
4. To suggest measure for development of Human Resource of travel and rural Tourism sector in India.

A. India’s Strength in Travel and Tourism sector:
Ancient history and Geographical Characteristics of India enrich the tourism of India. As we know India have ample variety of tourist attractions, right from Tajmahal, a sustainable symbol of love to Temples of Southern India and from Dessert of Rajasthan to Hills of North- East India, there is great variety in Indian Tourism. Himalayan ranges, desserts, and Coastal areas makes India a perfect tourism hub. National Skill Development Council (NSDC) have estimated that Travel and Tourism Sector of India will require 50 lakh trained till 2022.

B. Challenges in development of Human Resource of travel and rural Tourism sector in India:
1. Today, Indian rural market is untrained and unaware about technical
2. Rural area facing problems of not having continuous electricity, insufficient public transport, and orthodox mindset towards tourism sector which demotivate people to make career in this sector.
3. Many villages are not yet connected with internet therefore facing not aware about current trends in Tourism sectors.
4. Hospitality colleges are not focusing on rural area. They have focus on star hotels, pubs, malls and multiplexes.

C. Various Tourism themes, in which Human resource can be used to develop travel and Tourism sector in rural India:
1. Agri tourism : The skills of farmers can be demonstrate to tourists. For this Training of Farmers of soft skills can be enhanced. It requires demonstration quality of demonstrator farmer which will make this experience for tourist memorable.
2. Cultural Tourism: Tourist can participate in local festivals and tradition. Women can participate actively in...
this type of tourism. Human resource available in the form of folk artists, handicrafters, story tellers in rural area. This resource can be best utilize by enhancing professional skills in them.

3. Adventure Tourism: It includes responsible tourism which includes protection of environment as well as welfare of local people. Involvement of Youngsters are important for this tourism. Performance appraisal of these youngsters can be used to place them in nationwide adventures sports activities.

4. Food Tourism: Tourist can enjoy local cuisines and study about local herbs and spices. As food plays very important part in satisfaction of tourist, effective hospitality manpower need to recruit to cater our guests.

5. Communal Tourism: This will focus on study of culture of difference communities and their daily life style. Co-ordination between local travel Guides, Travel agencies can be done. Many local youth can get monitory income by providing their two and four wheelers, tractors on rent to tourists. This tourism can be developed by structuring strong logistic facilities.

6. Handicraft Tourism

Handicraft tourism requires careful estimation of Human resources, as it will require personnel like guide, translator, local people, active participation of womens etc which will make effective marketing of Rural India.

D. Suggestion to Develop Human Resource in Rural Travel and Tourism Sector of India:

1. Now, in Rural area, Government have set up Common Service Centers which provides internet facility in rural area. The Villagers can take benefit of this Common Service Centers to develop tourism.

2. Tourism subject can be added in traditional academic curriculum, which will attract young talent toward this sector.

3. Government with private sectors and NGOs can prepare database of Hospitality trained personnel, to ensure Human resource available as and when necessary.

Conclusion:

Human resource management in travel and tourism is having wide scope to improve. Development of soft skills, effective communication skills, knowledge of foreign languages is important key factors of Rural Travel and Tourism industry. This can be done by joint efforts of local people, public and private sector. Effective utilization of rural resources will give new career options to rural human resource. Children’s, Youths, Adults and Women’s can enhance their intrinsic hospitality qualities to develop tourism. Allocation of budgetary fund, implementation of effective training programmes, awareness of career, handsome monetary benefits will not only enhance economic and social status of rural human resource but also minimize their migration to urban India.
HUMAN RESOURCE AND TOTAL QUALITY MANAGEMENT IN HIGHER EDUCATION

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Abstract:
With higher education becoming an international service, there is growing concern the world over about quality, standards and recognition. If pursue their commitment to enhance the quality of education, facing many common challenges such as hope to cope up with today's education.

Introduction:
This paper emphasises on providing the fact that Total Quality Management has specific relationship with HRM in continuous improvement system in either a manufacturing or a service environment. Human Resources Management is commonly practised as part of the overall. Organisation Quality planning and implicitly intended its also including in Higher Education. The perceptions of faculty member's about human resources operations in their education institutions. Whether human resources operations were adopting valuated service.

Education is the process of facilitating learning. Knowledge, skills, values, beliefs, and habits of a group of people are transferred to other people, through storytelling, discussion, teaching, training, or research. Education frequently takes place under the guidance of educators, but learners may also educate themselves in a process called autodidactic learning. Any experience that has a formative effect on the way one thinks, feels, or acts may be considered educational.

Education is commonly and formally divided into stages such as preschool, primary school, secondary school and thencollege, university or apprenticeship. The methodology of teaching is called pedagogy.

A right to education has been recognized by some governments. At the global level, Article 13 of the United Nations' 1966 International Covenant on Economic, Social and Cultural Rights recognizes the right of everyone to an education. Although education is compulsory in most places up to a certain age, attendance at school often isn't, and a minority of parents choose home-schooling, sometimes with the assistance of modern electronic educational technology (also called e-learning). Education can take place in formal or informal settings.

History
Education began in prehistory, as adults trained the young in the knowledge and skills deemed necessary in their society. In pre-literate societies this was achieved orally and through imitation. Story-telling passed knowledge, values, and skills from one generation to the next. As cultures began to extend their knowledge beyond skills that could be readily learned through imitation, formal education developed. Schools existed in Egypt at the time of the Middle Kingdom.

Plato founded the Academy in Athens, the first institution of higher learning in Europe. The city of Alexandria in Egypt, established in 330 BCE, became the successor to Athens as the intellectual cradle of Ancient Greece. There, the great Library of Alexandria was built in the 3rd century BCE. European civilizations suffered a collapse of literacy and organization following the fall of Rome in AD 476.

In China, Confucius (551-479 BCE), of the State of Lu, was the country's most influential ancient philosopher, whose educational outlook continues to influence the societies of China and neighbors like Korea, Japan and Vietnam. Confucius gathered disciples and searched in vain for a ruler who would adopt his ideals for good
governance, but his Analects were written down by followers and have continued to influence education in East Asia into the modern era. After the Fall of Rome, the Catholic Church became the sole preserver of literate scholarship in Western Europe. The church established cathedral schools in the Early Middle Ages as centers of advanced education. Some of these establishments ultimately evolved into medieval universities and forebears of many of Europe's modern universities. During the High Middle Ages, Chartres Cathedral operated the famous and influential Chartres Cathedral School. The medieval universities of Western Christendom were well-integrated across all of Western Europe, encouraged freedom of inquiry, and produced a great variety of fine scholars and natural philosophers, including Thomas Aquinas of the University of Naples, Robert Grosseteste of the University of Oxford, an early expositor of a systematic method of scientific experimentation,[7] and Saint Albert the Great, a pioneer of biological field research.[8] Founded in 1088, the University of Bologne is considered the first, and the oldest continually operating university.[9] Elsewhere during the Middle Ages, Islamic science and mathematics flourished under the Islamic caliphate which was established across the Middle East, extending from the Iberian Peninsula in the west to the Indus in the east and to the Almoravid Dynasty and Mali Empire in the south. The Renaissance in Europe ushered in a new age of scientific and intellectual inquiry and appreciation of ancient Greek and Roman civilizations. Around 1450, Johannes Gutenberg developed a printing press, which allowed works of literature to spread more quickly. The European Age of Empires saw European ideas of education in philosophy, religion, arts and sciences spread out across the globe. Missionaries and scholars also brought back new ideas from other civilisations — as with the Jesuit China missions who played a significant role in the transmission of knowledge, science, and culture between China and Europe, translating works from Europe like Euclid's Elements for Chinese scholars and the thoughts of Confucius for European audiences. The Enlightenment saw the emergence of a more secular educational outlook in Europe. In most countries today, full-time education, whether at school or otherwise, is compulsory for all children up to a certain age. Due to this the proliferation of compulsory education, combined with population growth, UNESCO has calculated that in the next 30 years more people will receive formal education than in all of human history thus far.

**Improving Higher Education:**

A major challenge is not just containing massification but at the same time enhancing quality through, among other initiatives, establishing centers of excellence. As the part of efforts to improve the quality of higher education. The expansion of quality post-graduate studies in science and technology is also intended to increase the presence of the plan. So many way to improving higher education. In order to build a stronger global presence in cross-border education in developing countries have started positioning their Universities to open branches overseas and to undertake international changes. It focused deeping disparities in the quality schooling at all levels, especially between rural and Urban areas and in schools serving poor households. The utilization of talent which wasted through overlapping inequalities that millions of young people the opportunity to participate in bloc's academy and economic progress.

**Challenges In Higher Education In Tqm**

The globalization of education, student's migration from one country to another are causes for concerns to educationist. The use of new teaching and learning methodologies changing patterns of education delivery, course content the concept of quality has become an essential component of the education process for it's success. Continuous improvement and self evaluation among stake holders such as top management, students faculty etc. A holistic approach to long-term success that views continuous improvement in all aspects of an
organization as a process and not as short-term goal. It aims to radically transform the organization through progressive changes in the attitudes, practices, structures and systems. Total Quality Management transcends the product quality approach involves everyone in the organization and encompasses its every function, administration, communication, distribution, manufacturing, marketing, planning, training etc.

**Open education and electronic technology**

In 2012, the modern use of electronic educational technology (also called e-learning) had grown at 14 times the rate of traditional learning. Open education is fast growing to become the dominant form of education, for many reasons such as its efficiency and results compared to traditional methods. Cost of education has been an issue throughout history, and a major political issue in most countries today. Online courses often can be more expensive than face-to-face classes. Out of 182 colleges surveyed in 2009 nearly half said tuition for online courses was higher than for campus based ones. Many large university institutions are now starting to offer free or almost free full courses such as Harvard, MIT and Berkeley teaming up to form edX. Other universities offering open education are Stanford, Princeton, Duke, Johns Hopkins, Edinburgh, U. Penn, U. Michigan, U. Virginia, U. Washington, and Caltech. It has been called the biggest change in the way we learn since the printing press. Despite favorable studies on effectiveness, many people may still desire to choose traditional campus education for social and cultural reasons.

The conventional merit-system degree is currently not as common in open education as it is in campus universities, although some open universities do already offer conventional degrees such as the Open University in the United Kingdom. Presently, many of the major open education sources offer their own form of certificate. Due to the popularity of open education, these new kind of academic certificates are gaining more respect and equal "academic value" to traditional degrees. Many open universities are working to have the ability to offer students standardized testing and traditional degrees and credentials. A culture is beginning to form around distance learning for people who are looking to social connections enjoyed on traditional campuses. For example, students may create study groups, meetups and movements such as UnCollege.

**Challenges In Higher Education, Human Resource**

There are four global area that will effect Human Resources in Higher Education that for the Next Ten Years. Talent Management, Diversity & Inclusion Fiscal challenges and compliance outside of these global challenges, Human Resource will continue the need to champion Management of people in knowledge based environment.

I) **Talent Management**:  
The Human Resources function has three area in talent Management that will be effected by external challenges over the next then years. Recruitment, Retention and Engagement.

II) **Diversity & Inclusion**:  
Diversity represents a unique competitive advantage to students and potential employee. Higher Education is the training ground for tomorrows leaders and enriching them in an array of cultures and background prepares them for to work in global workforce.

III) **Fiscal**:  
The Fiscal situation creates financial pressure on colleges & universities stressing them to reduce offering, cut. Faculty and staff and be more frugal with their financial conditions.

**Conclusion**:  
The purpose of this study is to examine the perception of faculty members about human resources operation in their higher education institutions whether human resource operations were adopting value added service delivery strategies or not. A conceptual TQM Model for excellence is Higher Education Institutes is based on the capable of honing the system to attain all-round to leadership qualities.
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WORKFORCE DIVERSITY AND ITS IMPACT ON ORGANIZATIONAL CULTURE: A LITERATURE REVIEW

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Abstract
The workplaces today are highly diversified. Employees belong to different countries, races, age groups, religions and genders. This results in workforce diversity. It is a paradox that even though the corporate policies and frameworks a lot considerable weightage to the concept of workforce diversity management, the statistics and diversity reports portray that there is a crying need to alter the policy frameworks to include and manage diversity at workplace. The paper studies the literature available on workforce diversity and its impact on organizational culture. The paper also suggests the research gap for the further study of the topic

Keywords: Workforce diversity; Inclusion; Diverse workforce; Performance; Organizational culture

1. Introduction
The services sector is not only the dominant sector in India’s GDP but has also attracted significant foreign investment flows, contributed significantly to exports as well as provided large-scale employment. India’s services sector covers a wide variety of activities such as trade, hotel and restaurants, transport, storage and communication, financing, insurance, real estate, business services, community, social and personal services, and services associated with construction.

As the per capita income rises and as individuals devote more time to work, demand for services, particularly personal and domestic services, increases. Demographic changes and increasing skills requirements for modern jobs have increased the demand for health and educational services. Most firms operate within extended production networks and employ sophisticated technologies in production processes; such networks require coordination services (such as accounting or legal services) and contribute to employment in professional service occupations. Requirements for interfirm coordination as well as outsourcing and externalization of service work (such as IT) contribute to the growth of specialized service providers (e.g., consulting firms). Governments influence service growth directly, as local, regional, national, and inter through economic regulation, which stimulates growth in compliance-related services. International trade in services involves both provisionings of services remotely (e.g., with remote call centres) and relocation of clients to service areas (e.g., tourism).

Incorporating diverse people and their perspectives has become a major concern for every organization. Diverse employees allow synergetic effects to organizations, where the variety of experiences, attitudes and viewpoints lead to better team performance (Cox and Blake, 1991). The repercussions for not managing diversity would lead to a lack of skills, competencies, and interests in employees, which will ultimately increase employee turnover and reduce individuals’ and organizations’ performance to a great extent. Organizations that manage diversity are recipients of more commitment, and better satisfied as well as better-performing employees. Interest in diversity, diversity management and implications of diversity is growing in the academic communities and in the business field (O’leary and Weathington, 2006)

Workforce diversity refers to organizations that are becoming more heterogeneous with the mix of people in terms of culture, gender, age, race, and education background (Kandola et al., 1995; Dass and Parker, 1999; Strauss and Mang, 1999; Sadri and Tran, 2002, Robbins, 2009). Diversity refers to differences among people
based on gender, culture, race, ethnicity, age, religion, physical or mental disability, sexual orientation, and socioeconomic class. Cox (1993), defines diversity as the representation of people with distinctly different group affiliations of cultural significance in one social system. Diversity exists in an organization when its members differ from one another along one or more important dimensions (Thomas and Ely, 1996). Kochan (2003) gives an elaborated definition of diversity with a broad outlook. Here, diversity is defined in terms of particular dimensions, most commonly as gender, race and ethnicity.

Various studies are available which discuss workforce diversity in organizations. There are independent studies available on organizational culture and the different scales to measure and decode organizational culture, but the findings related to workforce diversity and its impact on organizational culture were not found to be remarkable in those research studies.

2. Conceptual Framework: Workforce Diversity and its impact on Organizational Culture

a. Conceptual Framework: Organizations nowadays have been giving utmost importance to Human Resources as employees are considered to be the biggest assets. Off late, it is proved that if the employees are recruited, selected & managed properly, the organization can always embark on the path of progress and prosperity. Organizations always try and set mechanisms to help the employees increase their performance. One such technique which is gaining momentum is having a diverse workforce.

1) Das And Wagar, 2007: Workforce diversity refers to having employees from different backgrounds. Race, ethnic group, caste, age, gender, personality, cognitive style, Work experience educational background, tenure, organizational function, language, culture, Religion, Region, and more together form diversity. Diversity includes age, race, ethnicity, religion, culture, gender, capabilities & sexual orientation.

2) Kundu and Turan, 1999: A Diverse workforce refers to a group of people working together within the organization from various socio-cultural backgrounds. Diversity includes factors such as race, gender, age, colour, physical ability, ethnicity, etc.

3) Thomas and Ely, 2001: Organizations are said to have a diverse workforce when it’s employees differ from one another on one or more parameters

4) Cox, 1991; Thomas, 1991: In industry and business terms diversity is a set of differences among employees in the form of personality traits, social variables, demographic variables, professional variables that are found at various levels of the organization.

5) Hansen, 2002: Diversity is a very essential element of any organization. Organizations often try and provide benefits that support workforce diversity.

6) Meena, 2015: Organizations are striving to include a diverse workforce which according to them helps in filling the skill gap and maximize the benefits of workforce diversity as a business case.

7) Greengard, 2004: Organizations often pressurize HR departments to motivate people to work in diversity.

8) Dora & Kieth, 1998: Workforce diversity is a continuous process & should be studied in terms of the level of diversity along suitable dimensions. Organizations are investing a lot of money on recruiting and managing a diverse workforce as they believe that having a diverse workforce provides a lot of benefits to the organization in many ways. Globalization has brought the people of the world closer together than ever before, so nationality is also considered as one of the components of diversity. Organizations often try and find out various benefits and limitations of workforce diversity and accordingly recruit a diverse workforce.

9) Vedpuriswar, A.V. (2008) mentioned that Diversity should go beyond political correctness, the area where diversity has real business value is innovation, a judicial blend of young and old people can enhance creativity in individual employees. Diversity helps in increasing the quality of decision making. Accept and celebrate the differences.
10) Henry, O., & Evans, A. J. (2007). presents that diversity is very much necessary for the survival of any organization in today’s competitive world. The management has to analyze the benefits of workforce diversity and should try and create an environment suitable for the same.

11) Lindenberger, J. (2004) says that a diverse & innovative body of talent with newer perspectives is very important for the success of an organization in the long run.

12) Hubbard, E. E. (2005) discusses the techniques to measure diversity and that how is diversity linked with recruitment, promotion, and retention. It is very important for an organization to link diversity with profit. The best way to manage diversity is to find out how it can be measured in quantifiable terms. He has discussed a very important point that in order to prove his worth an employee has to act as a strategic partner. He says that there are four layers of diversity- Workforce diversity, Behavioral diversity, business diversity, structural diversity.

13) Mullen, B., & Copper, C. (1994). mentions that a diverse workforce will lead to a range of different knowledge, skills, capabilities, and thoughts.

14) Ardakani et al. (2016) posit that diversity is composed of four layers: Personality, Internal dimensions: Race, age, gender, sexual orientation, physical ability, and ethnicity. External dimensions: Geographic location, recreational habits, personal habits, income, religion, educational background, work experience, marital status, parental status, and appearance. Organizational dimensions: Management status, work content/field, union affiliation, seniority, functional level/classification, division/department/unit/ group, and work location.

b. Organisational Culture:

1) Stated by Edward B Taylor: "That complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by man as a member of society”. According to Kroeber the consensus of most social scientists is that culture consists of patterns, explicit and implicit of and for behaviour acquired and transmitted by symbols constituting the distinctive achievements of human groups including their embodiments in artefacts; the essential core of culture consists of traditional ideas and especially their attached values. Some sociologists exclude material objects from their definition of culture. They include technical knowledge about the artefacts.

2) Makhdoomi & Nika, 2017 It is evident that the employee performance and the overall workforce diversity which included age diversity, gender diversity, ethnic diversity, diversity of education and experience are unrelated. None of the dimensions of diversity that was studied in this research has any significant impact on the performance of the employees. Thus employees can work in the company of various people who come to diverse backgrounds and have diverse features and characteristics, without having any impact on their performance.

3) Mussie T. Tessema1 & Alexis Vlack3, 2017 The paper argues that given the changing demographics, U.S. organizations need to provide due attention to workforce diversity management and planning if they are to obtain the many benefits of workforce diversity. Organizations that encourage diversity in the workplace by allocating resources toward this goal inspire their employees to perform to their highest ability.

4) Deshwal & Choudhary, 2012 Diversity is either positively associated with productivity or there is no significant relationship between diversity and productivity. We never find a significant negative relationship between establishment-level diversity and productivity. Establishments that employ a more diverse workforce are no less productive than establishments that employ a more homogeneous workforce. Companies can succeed at diversity if the initiative to create, manage and value the diverse workforce has the full support of the top management.
5) **Jin Nam Choi, 2017.** This study elaborates on the distinct implications of diversity dimensions with different levels of status-relatedness and offers empirical contributions that highlight the mediating mechanisms through which diversity enhances different forms of organizational performance. Results indicate that hierarchical position diversity is negatively related to employee competence and satisfaction, which in turn negatively affects operational performance. This study enriched the diversity literature by theoretically elaborating on the role of status-relatedness to explain the effects of various diversity dimensions on internal processes and organizational performance. Moreover, this study investigated the diversity and its consequences at the organization level, making a distinct empirical contribution to the diversity literature with research analysis conducted mostly at the individual or group level.

6) **Subhash C. Kundu, 2016** Results indicated that employees irrespective of their diverse backgrounds positively acknowledged diversity and diversity management. However, limited but significant differences were observed among employee perceptions regarding valuing the diversity practices employed based on their diverse backgrounds. Further, employees’ perception of promotion of gender diversity was found to be positively related to perceived organizational performance. Practical implications – Implications are first, that, in addition to investing in initiatives for promoting diversity, especially gender diversity, organizations need to ensure positive perceptibility of these initiatives by employees. Second, to foster acceptance and effectiveness of gender/diversity initiatives in organizations, managers need to ensure men and majority group employees are part of these initiatives. Third, the IT industry needs to reassess their hiring strategies and should design diversity programs with goals in mind, if not quotas, to hire and retain diverse employees to explore their potential contribution.

7) **Parul Dixit, 2015** Paper explores various aspects of diversity including diversity dimensions, diversity consequences and proper management of a diverse workforce. Paper describes various types of diversity prevailed in the world’s most diverse country, i.e., India. Diversity brings a few problems like lack of cooperation, cross-cultural and communication problems. Thus companies should encourage different methods to spread awareness about diversity and its importance and how to manage diversity for advancement. Though Indian organizations acknowledge the benefits of a diversified workforce, many still do not include LGBT candidates in their corporate diversity agenda. However, with the tide of the change taking place (as evidenced by changes in legislation and the emergence of a more visible LGBT community), not only in India but also across Asia, companies can no longer ignore this issue. All organizations mainly include women’s advancement as the diversity management practice and they are coming with so many new schemes of women advancement. But PWDs are still an untapped area of diversity management. Organizations have only 1%-2% of PWDs employees in their offices.

8) **Z. Beril Akıncı Vural, 2017** The term long-term process indicates that the change of corporate culture, on one hand, requires a longer period of time to implement changes in the company; On the other hand, the process is a step by step operation. The heterogeneity of employees is demonstrated by the dimensions of diversity and to use as a contribution to the creation of a Diversity-Culture. The implementation of a corporate culture that is based on the concept of diversity management is due to social, technological but also economic development as a way of self-preservation in terms of adaptation in the context of a system-theoretical perspective.

9) **Kimberly M. Ellis, 2013:** Two measures of lower-level diversity, workforce heterogeneity and per cent of minority new hires, and one measure of upper-level diversity, per cent of minorities among the firm’s top-paid executives, are significantly related to shareholder value. Also, research expenditures are an important driver of shareholder value in diverse firms. Consistent with arguments related to the resource-based view...
and the innovation hypothesis, our study provides empirical support that firms benefit from developing a racially diverse workforce at multiple levels within the organization.

10) Íris Barbosa, 2007 organization studied is failing to promote equal opportunities policies and to manage the increasingly diverse academic workforce. Behavioural pressures to conform and parochial and inward-looking attitudes appear to prevail. Values-in-use and artefacts seem to reflect assimilation ideals. The national origin came out as the key diversity issue. The integration of foreign academics is left to the individuals concerned and little effort is made to accommodate and to take advantage of their unique contribution. The paper provides an in-depth account of subtle discriminatory mechanisms faced by non-native academics in a university that does not value diversity.

11) Dr Anshu Yadav, 2017 Conscientiousness and extraversion are the most significant predictors of employee engagement in the context of these organizations. The results of the study suggested that the public sector banks are showing a strong desire to improve their capacity to learn in recent times. Research is also needed to understand which personality traits are more relevant to the active work participation of employees.

c. Impact of Workforce Diversity on Performance of workforce
1. Joseph & Selvaraj, 2015 Industries nowadays are looking for unique ways to increase organizational performance and finding out the best solutions to business problems. Inclusion of a diverse workforce is one of the mechanisms practised by industries to enhance employee as well as organizational performance.
2. Amaram, 2007. When the organization environment supports workforce diversity, workforce diversity will always add to employee productivity.
3. Choi and Rainey 2010 explains that there are three variables as far as workforce diversity is concerned: diversity, diversity management and perceived organizational performance.
4. Jackson et al, 1991; William and O’Reilly, 1998; Jehn, 1995 If the organization fails to effectively manage workforce diversity the same will lead to conflicts, miscommunication, power struggle and politics issues.
5. Gilbert et al, 2000; Shaw,1993 Managing a diverse workplace is very necessary to provide equal opportunities and increase competitiveness among the employees and be a part of global competition.
6. Hasen et al, 2009; Mckenna, 2000 Incompatibility between a diverse workgroup often leads to conflicts. Managers should be aware of this conflicts and should handle the same properly or else it will lead to personal and emotional issues which in turn affects the culture of the organization and employee morale. This ultimately leads to a loss in employee performance.
7. Williams and O’Reilly 1998 states that managing workforce diversity is a very crucial challenge for organizations. Diversity is considered as a “hot – button” in the corporate world and management always tries to capitalize on workforce diversity. The papers identify the importance of diversity management.
8. Erasmus, 2007:When managers are not very much aware of the skills of dealing with a diverse workforce and the factors that contribute to effective diversity management, workforce diversity will definitely create hindrances in employee performance.
9. Khandelwal, 2002. The organizations which do not handle diversity well and do not adopt a holistic view to remove discrimination and inequality will lead to dissatisfaction amongst the employees as well as customers.
10. Dobbs, 1998; Kochan, T et al., 2003 Organizations have been realizing that a diverse workforce leads to employee satisfaction, increased employee productivity and ultimately happier customers.
12. Woods, R.H. and Sciarini, M.P. 1995 states diverse workforce helps the organizations to attract and retain talent and skills. Diversity issues are gaining momentum in the service industry as effective communication amongst people is essential to business success.

13. Deshwal, M. P., & Choudhary, D. S. 2012 discusses that establishments that employ a more diverse workforce are no less productive than establishments that employ a more homogeneous workforce. Approach to diversity and not diversity will define the positive or negative outcome of workforce diversity on organizational as well as employee performance.

14. Troske and Barrington 2001 discusses the relationship between workforce diversity & employee productivity and states that workforce diversity adds value to the overall productivity of the organization. Rice (n. d.) mentions that diversity should be considered as a business strategy to increase the productivity and profit of an organization. Diversity will help to enhance the creativity of an organization and help to gather a variety of thoughts.

15. Dike, P. 2013 conducted a survey and the results show that workplace diversity plays an effective role in some companies. If there is no proper guidance then diversity may lead to low productivity and frustration among the employees. Diversity has to be managed properly for organizations to attain maximum benefits from the same. She concluded that workplace diversity leads to productivity but if there is a lot of discrimination treatment then it may be a backfire.

16. Troske and Barrington 2001 portrays that organizations that employees more diverse workforce are equally efficient as organizations that have a homogenous workforce. In manufacturing firms, diversity and productivity are more positively associated. Overall there 22 is no inverse or negative association between diversity and productivity. In a general scenario, diversity is enhancing the performance of an organization. If an organization wants to or experiments hiring a diverse workforce, its productivity or efficiency is not at risk.

17. Dept of business and innovation skills 2013 has revealed certain facts like diversity if managed properly reaps benefits in some of the industries. If a firm really wants to succeed, diversity has to be considered to be an important aspect to be included while framing the strategy of a business. It has to gain importance in the board room.

18. Sunanda Jindal, S. D. 2013. State the fact that it is very important for Indian organizations to develop strategies for managing people from different organizations. If a firm wants to be called a high performing organization then it is very necessary to discuss the advantages of discussing a diverse workforce in the board rooms. Strategies have to be designed for managing the same.

19. Hubbard, E. E. 2005 discusses the techniques to measure diversity and that how is diversity linked to recruitment, promotion and retention. It is very important for an organization to link diversity with profit. The best way to manage diversity is to find out how it can be measured in quantifiable terms. He has discussed a very important point that in order to prove his worth 23 an employee has to act as a strategic partner. He says that there are four layers of diversity workforce diversity, Behavioral diversity, business diversity, structural diversity.

20. Arslam Ayub, m. S. 2013. discusses that to address the issues of diversity the most important thing is “Treat others as you want to be treated”. The organization where the survey was conducted did not fully utilize the benefits of a diverse workforce. The heterogeneous population led to a varying level of discomfort among the employees.

21. Schehar B, m. F. 2013 has considered two independent variables i.e workforce diversity & workforce commitment and their impact on dependent variable i.e organization performance. The author has suggested
that if the diversity in the workforce is managed properly the employees remain committed to the workforce and thus the organizational performance will definitely increase. A heterogeneous group of employees will definitely add to the efficiency and effectiveness of the organization. The culture of the organization should always support a diverse workforce. Diverse group if not properly managed may lead to behavioural issues.

22. Bassett-Jones, N. 2000, diversity leads to competition between the employees and motivates them to learn from one other and add to their skills.

23. Ali M. Alghazo, H. M. 2016. Discusses that Workforce diversity within the organizations will educate the employees to respect the differences among them which will bring a sense of healthy competition amongst them but in order to achieve the same, management should create an environment that supports diversity.

d. Impact of various diversity factors


2. Gallego, I., García, I. M., & Rodríguez, L. (2010) conducted a survey and found out that organizations that showcased higher gender diversity, do not outperform organizations with lower levels of the same. So Gender diversity may not impact organizational performance.

3. Ali et al 2010 revealed the fact that Firms in the service industry may benefit more because of gender diversity as compared to firms in the manufacturing industry. An organization should have a culture and environment to embrace gender diversity. Then and only then gender diversity will lead to motivation, commitment and related outcomes.

4. Jayne, et al; Brown, 2008. The management of the organization has to identify the issues related to diversity in order to see that gender diversity in the workplace gives effective results.

5. Kulik et al. 2011, states that there is a positive relationship between gender diversity and organizational performance.

6. Gupta, R. 2013 states that different diversity factors have different linkage with organizational performance such as gender is positively or negatively related to performance. Age is negatively related to performance and culture is positively related to sales and productivity.

7. Garnero & Rycx 2013 discusses the impact of workforce diversity on wages and productivity of an organization. Three factors were considered as diversity i.e Age, Gender & Education. They concluded that educational (age) diversity is beneficial (harmful) for firm productivity and wages. The effect of gender diversity on wages and productivity of the organizations depend on the technological environment of firms. The result of gender diversity is different in knowledge-intensive sectors & traditional industries. Overall, findings do not point to sizeable productivity-wage gaps except for age diversity.

8. Ehimare, J. 2011 mentions that gender and ethnicity diversity does not affect the overall performance of an individual or an organization whereas gender, age and ethnicity are actually correlated to each other.

9. Kokemuller, N. 2012, mentions the negative effects of workforce diversity in an organization. If diversity not managed properly, it may lead to severe negative consequences in the form of 25 communication barriers, Cultural resistance, internal discrimination and diversity training costs. The organization should provide an environment where employees develop a tolerant attitude and are ready to accept the differences among each other. These may help the organization to reduce the negative effects of workforce diversity.

10. Otike et al 2012 discuss that Diversity based on health background, Gender, academic qualifications, colour, race, religion affects the organizational performance. Diversity based on demographics and socio-cultural differences if not managed well may affect the organizational performance in a negative manner.
11. **Ceren Ozgen, T. D. 2013.** discusses that Workforce diversity helps in building creativity & innovation in an organization or sector which is a capital incentive. In labour and land-intensive sectors, the impact of cultural diversity is not so apparent. Large firms benefit from culturally diverse groups.

12. **Koshy, P. 2010.** summarizes that Diversity in the form of multiculturalism will enhance the performance level of MSMEs.

13. **Moreno, K. 2012** conducted a survey of 321 executives and concluded that a diverse workforce is a key driver to innovation. The respondents felt that they had made progress in Gender Diversity but there was not much difference in the areas like disability and age.

14. **Woodard, N. & Debi S Saini 2005** conducted a study wherein they compared organizations from USA and India. One of the things they found was that in Indian organizations there is a lot of gap between legal promise and actual implementation. They also quoted that there is a lot of unfavourable discrimination towards women in India. Finally, they concluded that there has been an upliftment of women in IT and education sector in India because of the rise in literacy level and economic and social development of women.

15. **Cox, T. 1991** explains the importance of managing diversity in the workplace. According to him, diversity must be managed effectively to improve organizational effectiveness. He explains that diversity should be planned and implemented properly in order to maximize its advantages and minimize its disadvantages.

16. **Cox and Blake (1991)** mention that diversity can help an organization beat its competitors. But the most important point to be considered over here is that workforce diversity can lead to either a positive or negative outcome.

17. **Dwyer, Richard & Chadwick, 2003.** The relationship among the firm’s performance and diversity may arise over an organization’s diversity reputation; things may also be established through change at numerous managerial levels.


**Interpretation:** This study of literature review mainly indicates that workforce diversity must be accepted and integrated into the organization’s social and business fabric. But by making diversity a priority and increasing the acceptance of differences within the organization, they suggest, firms can increase the commitment of minority employees, which can contribute positively to the organizational culture.

**4. Methodology**

This paper is based on the literature review of various papers, books, articles on Workforce diversity and organizational culture. The secondary data is used for this paper. The objective is to know about the theories and concepts proved for the study of Workforce Diversity. Before undertaking any research, it is important that a researcher should examine closely his or her research problem its aims and objectives thoroughly in order to carry out a research program more scientifically. In the present research, our focus was given to explore the components of workforce diversity and its consequences in nursing profession. Therefore, it has become need of hour to study the impact of workforce diversity on organizational culture.

**5. Conclusion**

Organizational Culture is an essential element as it gives expected outcomes to the organization. The various dimensions of workforce diversity and its proper management affects the organizational culture. Workforce
diversity helps employees and the organizations itself to achieve their predictable goals. Various literatures reviewed shows that workforce diversity is very vital during the process and impacts organizational culture.

6. References
A STUDY OF INDUSTRIAL RELATION

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Abstract:
In simple terms Industrial Relations deals with the worker employee relation in any industry Government has attempted to make Industrial Relations more healthy by enacting Industrial disputes Act 1947. to solve the dispute and to reduce the regency of dispute. This in turn improves the relations. Industrial relations in countries, sub-regions and regions, have been influenced by a variety of circumstances and actors such as political philosophies, economic imperatives, the role of the State in determining the direction of economic and social development, the influence of unions and the business community, as well as the legacies of colonial governments. IR fulfilled the function of providing employees with a collective voice, and unions with the means to establish standardized terms and conditions of employment not only within an enterprise but also across an industry, and sometimes across an economy. This was achieved through the freedom of association, collective bargaining and the right to strike. Similar results were achieved in the South Asian sub-region where political democracy, and sometimes socialist ideology, provided enormous bargaining power and influence on legislative outcomes to even unions with relatively few members.

Keywords: Industrial relations, Grievance, Dismissal, Industrial Action

Introduction
In simple terms Industrial Relations deals with the worker employee relation in any industry Government has attempted to make Industrial Relations more healthy by enacting Industrial Disputes Act 1947. to solve the dispute and to reduce the regency of dispute. This in turn improves the relations. What is Industry? Where we want to have better relations. —Industry means any systematic activity carried on by co-operation between an employer and his employee whether such workmen are employed by such employer directly or by or through any agency including a contractor for the production supply or distribution of goods or sources with a overview to satisfy human want.

Objectives of Industrial Relations

- To enhance economic status of worker
- To avoid industrial conflicts and their consequences.
- To extend and maintain industrial democracy.
- To provide an opportunity to the worker to have a say in the management decision making
- To regulate production by minimizing conflicts
- To provide forum to the workers to solve their problems through mutual negotiations and consultations with management
- To encourage and develop trade union in order to develop workers collective strength

Factors affecting Employee Relations

Internal Factors

- Attitudes of management to employees and unions
- Attitudes of employees to management and unions
- Attitudes of unions to unions to management and employees
- Present and likely future strength of unions Effective and agreed procedures for discussing and
resolving grievances or handling disputes within the company

- Inter union rivalries in case of more than one union Effectiveness and capability of managers and supervisors in resolving grievances and handling disputes
- Misunderstanding or differences in perception
- Lack of co operation real or imagined
- Problems with authority
- Future to comply with policies or stick to plans.

External Factors

- Militancy of unions- nationally or locally
- Authority and effectiveness of the employer’s family
- The extend to which bargaining is carried out at national, local or plant level
- The effectiveness of any national or local procedure agreements that may exist
- Employment situation nationally or locally Legal framework within which IR exists

Dimensions of Industrial Relations

Industrial relations may exist between individuals (i.e. between the worker and his employer) and they may be collective, between a group of workers and an individual manager, between a group of workers in different enterprises and managers in those enterprises. The important question here is under what conditions and in what manner the workers act a group in relation to in And the crucial issue is the relative importance of individual and collective relations for various aspects of industrial relations. Industrial relations vary on a scale of degree of organization at one extreme relations may be personal and informal, while at the other they may be highly, institutionalized, perhaps embodied in legally prescribed structures and procedures. Collective industrial relations tend to be more organized than individual industrial relations.

Features of Industrial Relations India

Industrial relations in India, over years, have acquired certain distinct characteristics

Dominance of Tripartitism: Ever since labour was put on the concurrent list in the Indian Constitution and formed a part of the Directive Principles of the State Policy, ever since the enactment of regulatory labour laws to give effect to the protective labour policy of the government and ever since the politicization of trade.

Heavy Legalism in Industrial Relations: The state in its anxiety to protect the interests of the weaker party has enacted a large number of labour legislations.

Late Emergence and Development of Collective Bargaining Relationships: Industrial relations primarily bipartite. It is left to labour and management to develop their relationships the way they desire. This bipartite relationship is determined, shaped and given a direction through collective bargaining.

Fragmented and Politicized Trade Union Movements: A trade union is a voluntary organization of workers seeking to protect and promote the interests of its members vis-a-vis that of the employers. Hence, a trade union is a political organization. Trade unions have different philosophies, policies, programs and methods to achieve their objectives.

Dilatory and Ineffective Methods of Disputes Settlement: When the negotiations fail and no agreement on some or all the issues is reached the negotiating parties have two options, viz. to resort to a work stoppage to pressurize the other party to accept the offers or the demands made or to seek the assistance of a third party to help them to resolve negotiations and settle the issues.

Labour-Management Cooperation: Though conflict has been the most dominant form of industrial relations, cooperation between the two is most desirable if both the parties have to realize their objectives in industrial
relations and help the society develop economically and socially

**Industrial Relations in Public Sector Undertakings:** Public sector in India was supposed to be a model employer to the private sector and reach commanding heights, inter alia, in employee relations. The general industrial relations scenario in this sector reveals both positive and negative characteristics.

**There are some equally strong negative features of industrial relations are**

- The managements of PSEs are required to function with too much control from the concerned ministries and political interference. The top executive himself is selected and appointed by the government with a limited tenure which makes them to keep the political bosses in good humour.
- The middle level management have developed a sense of alienation and powerlessness. Resultantly the managerial unionism in public sector has been increasing and reaching its full potential.
- All PSEs are characterized by a lose work culture. The work norms are fixed much below the industrial norms as to enable the workers to earn good incentive wages.
- All PSEs being employment oriented are of large size.
- The workers are more conscious of their rights rather than their duties, obligations and responsibilities. Consequently, the percentage of labour cost to the total cost of production is very high.
- Though trade unionism has been accepted and unionization of workers is very high, it is developing on caste and linguistic bases.

**Need and Significance of Industrial Relation**

- The most important benefit of industrial relations is that this ensures continuity of production and also the resources can be fully utilized, resulting in the maximum possible production.
- It reduces the industrial disputes. Strikes, lockouts, and grievances are some of the reflections of industrial unrest which do not spring up in an atmosphere of industrial peace.
- Good industrial relations improve the morale of the employees as a resulted productivity can be enhanced. Wastages of man, material and machines are reduced to the minimum.
- Literature has explored the industrial relations impact on organizational performance, especially on the productivity dimension of performance.
- More recent studies state that performance is determined by IR practices. This study examines the impact of Industrial Relations strategies on organizational productivity and performance. The effects of Trade unions, Grievances, Collective Bargaining & Participative Management on RINL performance are tested here.

**Alternate and systematic approaches to the study of industrial relations**

- Alternate Approach to the Study of Industrial Relations
- Systems Approach to the Industrial Relation (Dunlop's approach)
- The Pluralist Approach
- The Marxist Approach
- Sociological Approaches
- Psychological Approaches
- HRM-HRD Approaches

**RESEARCH METHODOLOGY**

Type of Research of study is exploratory & descriptive in nature. The data is collected from Questionnaire & Secondary Data is collected from the books, publication, Records of the companies, Websites.
Objectives

- To gain an understanding of Industrial Relation.
- To identify the object is the satisfaction of material human needs.
- To study the co-operation of employer and employees.

Rationale

With increasing education level of workers, growing industries, foreign companies coming in, etc requires our scrutiny of relations with industrial workers. There should be a shift in the maintenance of industrial relations in the light of above changes.

Scope :-

The study is undertaken Industrial Relation is dynamic and developing socioeconomic process. As such, there are as many as definitions of IR as the authors on the subject. IR is concerned with the systems and procedures used by unions and employers to determine the reward for effort and other conditions of employment, to protect the interests of the employed and their employers and to regulate the ways in which employers treat their employees.

Dunlop (1958) identified the main contextual variables like the technology, labour and product markets, budgetary constraints and distribution of power within society. This is within a system involving groups of actors bound together by a set of beliefs. These input factors were seen to have an impact upon the rule making output of the IR system. This system as a whole was called as systems approach.

A wide array of problems hinders marketers in approaching rural areas with confidence. The lack of fair weather roads, widely dispersed villages, low density of population, lack of bank and credit facilities, multiple tiers, higher costs and administrative problems, and lack of retailers are the problems in rural distribution. Intelligent way of approaching rural areas is required. The emerging distribution approaches include: Cooperative societies, petrol bunks, agricultural input dealers, NGOs, etc. Latest approaches include the direct to home selling methods: network marketing and internet marketing.

Baldev R. Sharma and Sundararajan P.S.7

in their study on "Organisational Determinants of Labour Management relations in India” investigated factors determining labour management relations in 50 companies. Of the nine factors studied, the two included in the best equation scope for advancement and grievance handling were found to be the most critical determinants. Together these two factors accounted for 58 percent of the variation in labour management relations across the 50 companies

Need Reasons for Emphasis on Workplace Relations

- Several changes in recent years have been responsible for more attention being paid to employment relations within organizations.
- The first is the impact of globalization which has significantly changed the ways in which enterprises are managed and work performed.
- Enterprises have resorted to a range of measures to increase efficiency and competitiveness, based not on low wages and natural resources, but on innovation, skills and productivity as ways of improving quality and reducing costs
- Since productivity and quality have become major considerations in competitiveness, the quality of the workforce and training have become critical factors. Shorter product life has enhanced the need for multiskilled easily trainable employees.
- A second development which has shifted attention to workplace relations is technology.
On the one hand, technology management is possible only through people, and the way they are managed and trained affects the success of such transfer.

Technology is also displacing traditional jobs and creating new jobs requiring different skills.

Further information technology, the limits of which are not known in terms of its potential to effect change, is exerting a tremendous impact on the structure of organizations, the nature and location of work and the way it is organized.

This has resulted in management effected less by command and supervision, and more through emphasis on cooperation, information-sharing and communication, and with a more participative approach to managing people. Modern technology now makes it possible for aspects of work to be performed outside the enterprise, for example from home, and even outside national borders.

Part-time work is increasing particularly due to the influx of more females into employment and their preference in some cases for part-time work. Developing countries are also feeling the impact of these changes.

**An emphasis on solving IR problems through means external to the enterprise**

- Standardization of employment terms which was appropriate to the largely repetitive tasks, narrow job classifications that prevailed, and to less educated workforces as well as hierarchical management structures.
- The notion of standardization - acceptable to employers as well - meant that the employment relationship could be standardized either through external means (laws and national/industry agreements), or through agreements at the enterprise level prescribing standard terms and conditions of employment.
- Coverage of employees by standard contracts providing for fixed hours, remuneration fixed by law or by collectively bargained agreements.
- IR developed at a time when services were less important to the economy than they are today, and in an age when most people (other than those in agriculture) physically worked within an enterprise. The idea of people working for an organization but not necessarily in an organization is of recent origin.

**Analysis and Interpretation**

**Leave facilities**

<table>
<thead>
<tr>
<th>S.N</th>
<th>Leave Facilities</th>
<th>Average number days</th>
<th>% industries</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sick leave</td>
<td>9</td>
<td>89.9</td>
</tr>
<tr>
<td>2</td>
<td>Maternity leave</td>
<td>45</td>
<td>72.1</td>
</tr>
<tr>
<td>3</td>
<td>Public holidays</td>
<td>15</td>
<td>93.6</td>
</tr>
<tr>
<td>4</td>
<td>Paternity Leave</td>
<td>8</td>
<td>4.2</td>
</tr>
</tbody>
</table>

**Explanation:** It is found that 89.9% of the industries have provided sick leave to their workers. In case of maternity leave, it is found that 72.1% of the industries have been providing 45 days of maternity leave on an average. 93.3% of the industries are found to be providing public holidays. The number of public holidays provided in these industries ranged from 12-18 days.
Benefits and facilities:-

**Table 2**

<table>
<thead>
<tr>
<th>S.N.</th>
<th>Types of allowance</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Transportation allowance</td>
<td>23.3</td>
</tr>
<tr>
<td>2</td>
<td>Education allowance</td>
<td>5.5</td>
</tr>
<tr>
<td>3</td>
<td>Credit / loan service</td>
<td>11</td>
</tr>
<tr>
<td>4</td>
<td>Meal allowance</td>
<td>30.1</td>
</tr>
<tr>
<td>5</td>
<td>House rents</td>
<td>40.2</td>
</tr>
<tr>
<td>6</td>
<td>Medical allowance</td>
<td>59.4</td>
</tr>
</tbody>
</table>

**Explanation:** The survey shows that many of the industries are found to have provided different types of benefits in addition to those required under the existing labour law. Performance allowance, productivity bonus, house rent, medical allowance, transportation allowance etc are some of the facilities and benefits provided to the workers.

Communication in enterprise:-

**Table 3**

<table>
<thead>
<tr>
<th>S.N.</th>
<th>Mode of communication</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Communication with Trade union</td>
<td>52.5</td>
</tr>
<tr>
<td>2</td>
<td>Regular meeting between supervisor and worker</td>
<td>55.3</td>
</tr>
<tr>
<td>3</td>
<td>Daily inspection of the workplace by the management</td>
<td>41.6</td>
</tr>
<tr>
<td>4</td>
<td>Task force meeting</td>
<td>7.8</td>
</tr>
<tr>
<td>5</td>
<td>Productivity improvement group meeting</td>
<td>11.9</td>
</tr>
<tr>
<td>6</td>
<td>Suggestions and advice to workers</td>
<td>22.4</td>
</tr>
<tr>
<td>7</td>
<td>Meeting of different departments</td>
<td>5.3</td>
</tr>
</tbody>
</table>

**Explanation**

Communication in every enterprise is very important for building trust between the management and workers. It helps the overall development process including social dialogue within the enterprise. It is found that one or other form of communication mechanism existed in 77.6% of the industries surveyed.

Industrial actions:-

**Table 4**

<table>
<thead>
<tr>
<th>S.N.</th>
<th>Type of industrial action</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strike</td>
<td>39.2</td>
</tr>
<tr>
<td>2</td>
<td>Slow down</td>
<td>14.2</td>
</tr>
<tr>
<td>3</td>
<td>Refusal to work overtime</td>
<td>16.4</td>
</tr>
<tr>
<td>4</td>
<td>Interruption in work</td>
<td>14.2</td>
</tr>
<tr>
<td>5</td>
<td>Gherao/picketing</td>
<td>6.8</td>
</tr>
<tr>
<td>6</td>
<td>Lockout</td>
<td>4.1</td>
</tr>
<tr>
<td>7</td>
<td>Not specified</td>
<td>5.1</td>
</tr>
</tbody>
</table>

**Explanation**

It is found that the causes for most of the industrial actions were wage increment, claim for appointment letter and permanent status, layoff/downsizing, leave benefits, dismissal/disciplinary action, working hours, overtime, working conditions, occupational health and safety measures, change in working time, payment of allowances, and training and development. In some industries, industrial actions occurred because of more than one reason.
Worker by skills and categories:-

<table>
<thead>
<tr>
<th>Categories of workers</th>
<th>No of Workers</th>
<th>Trained</th>
<th>Untrained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Skilled</td>
<td>1512</td>
<td>19.4</td>
<td>80.6</td>
</tr>
<tr>
<td>Skilled</td>
<td>5859</td>
<td>7.9</td>
<td>92.1</td>
</tr>
<tr>
<td>Semi-Skilled</td>
<td>9072</td>
<td>3.4</td>
<td>96.6</td>
</tr>
<tr>
<td>Unskilled</td>
<td>2457</td>
<td>0.4</td>
<td>99.6</td>
</tr>
<tr>
<td>Total</td>
<td>18900</td>
<td>31.1</td>
<td>68.9</td>
</tr>
</tbody>
</table>

Explanation
The survey shows that according to skills categories, on an average 8% are found to be highly skilled, 31% skilled, 48% semiskilled and 13% unskilled workers. Out of them 31.1% get training for their particular works where as the remaining 68.9% do not have any particular training. According to skills level- a few percent of unskilled and semiskilled workers.

Conclusion:
Industrial relations in India do not fall into any known pure pattern — bipartite, voluntarism, or tripartite. They exhibit the characteristics of all the systems. Yet none can emphatically say that they are progressive and conducive to achieve the objectives of the industry and the economy. Each sector of the industry has endeavoured to develop its own system of industrial relations. Often one gets the feeling and impression that industrial relations are determined by the exigencies and the need of the hour. Industrial relation situation in India industries has undergone a lot of change owing to the internal and external factors within and outside the industries. In the initial phase, the understanding of industrial relation was relatively low; but, the latter phase saw a gradual improvement in the industrial relations scenario. However, the current political instability in the nation has driven the industrial relation to a state of uncertainty.

Recruitment of workers through personal contact and connection is the most common mode of recruitment process in majority of the industries. Recruitment through public advertisement is relatively low. The practice of recruiting workers through personal contact is very common in most of the industries irrespective of their sizes. It shows that more than half of the workers employed in the industries have the required skills to perform their work; while less than half of the workers do not possess the required skills. The mode of hiring workers through personal contact may be one of the primary reasons for the unavailability of the skilled workforce. Also the lack of training With the growing competition in the national and the international market, the industries are under pressure to increase their capacities.

Despite majority of the industries are willing to expand their existing capacity, the transitional socio-political situation and unstable security have hampered this.

References:
A STUDY ON HUMAN RESOURCE ACCOUNTING CONSIDERING HUMAN RESOURCE AS AN ASSET

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SCMIRT Suryadatta Group of Institutes Bavdhan, Pune India

Abstract:
Human resources are the most valuable assets with the emotions among all the resources responsible for the success of an enterprise. Without human resource the other resources can not be operationally effective. The term intellectual capital tossed by the new age gives deep meaning to the human resource. The value of employees as a creative and productive resource is elaborated by the accounting process are the recent trend. This process is defined as Human Resource Accounting. Number of Accounting models been developed for evaluating and measuring the cost, investments and benefits of an entities human resource. The American Association of Accountants (AAA) gave the concept of HRA as, “HRA is a process of identifying and measuring data about human resources and communicating this information to interested parties” Human resource accounting confers decision making about the Human of an organization i.e. either to retain, or renounce or to provide training for development. The cost and value concept of human resource has gained a widespread recognition.

This paper explore the concept of Human Resources Accounting. Also reveals HRA evolution, conceptual framework,

Key Words: Human Resource, Assets, Accounting, Cost, Valuation,

Introduction
Without human resources the other resources can not be operationally effective. In the era of Globalization need to focus more on human resources because of global skill shortages. International economy is changing rapidly towards a knowledge-based economy. Human Resource Accounting is the valuation of the cost and profit of people to the organization. It involves measuring expenses incurred by the organizations to attract, select, hire, train and motivate employees and assess their economic value to the organization. The value of human capital is eventually increasing so it is essential for an organization to highlight the investment in human resources. The HRA represents a new way of thinking about human resources as a valuable asset. Human Resource Accounting (HRA) is a new branch of accounting.

According to American Accounting Association, (AAA) HRA is “the process of identifying and measuring data about human resources and communicating this information to interested parties” The principle of HRA is that it involves accounting for the organization’s management and treats people as human capital which provides long term benefits. When businesses spend expenses on the development of the human resources, these expenses have future profits and should be shown in the balance sheet as investment in assets’ sector that will eventually lead to an increase in company value. Human Resource Accounting (HRA) gives the right shift to management for framing human resource policies

History
Behavioral scientists from 1960 onwards started to determine the cost and value of human resources. Useful research occurred in HRA by Rensis Likert, renowned Management Scientist and management theory founder of the University of Michigan Institute of Social Research in 1960. During 1971-1977 interest increased towards
human resources accounting. From 1981 onward still now, renewed interest towards human resources accounting in international level.

Studies were conducted to present and apply the HRA during this period. Shultz (1960), William Pyle (1967), Flam Holtz (1973), Kenneth Sinclare (1978) and Dr. Roa (1983), etc. were the experts in this field contributed and invented proper methods for finding out the value of the people to the business entities. In the mid 1990’s human resource accounting had greatly been improved, encouraging to the phrase ‘our people are our important asset’. In 1995 the Scandia Company that was the largest insurance and financial services provider in the Scandinavian countries was presented the first report on intellectual capital. (Payam Mahmoodi, Fatemeh Babaei, Jamal Mohamade. 2013).

In India, HRA is still in the initial stage of development. Even though HRA was introduced before 1980s, it started gaining popularity in India after it was adopted and popularized by Neyveli Lignite Corporation (NLC) and Bharat Heavy Electricals Limited (BHEL). Thereby Human Resources are not yet recognized as “assets” neither in the Balance sheet nor in the Annual Report of many of the Public or Private Companies so far in India.

Table: 1

<table>
<thead>
<tr>
<th>Period</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1967–1970</td>
<td>The first basic academic formulation of some measuring models</td>
</tr>
<tr>
<td>1971–1977</td>
<td>Rapid increase in interest levels in Human Resources Accounting</td>
</tr>
<tr>
<td>1978–1980</td>
<td>Static academic interest level and emphasis on fixed assets in organizations led to the reduction of interest in HRA at the level of organizations and universities</td>
</tr>
<tr>
<td>1990–till now</td>
<td>Development of concepts, models, approaches, disclosure, accounting standards and treatment, generating information.</td>
</tr>
</tbody>
</table>


Review of Literature

R.L. Woodruff Jr. (1989) explained that Human Resource Accounting is an attempt to identify and report investment made in human resources of an organization that are presently not considered for in conventional accounting practice.

Renis Likert and David G. Bower (1973) introduced the Causal, Intervening, and End-result Model and according to them, the development of participative approach requires the introduction of new organizational structure and style of management behavior and these views as causal variables.

Hekimian and Jones (1967) developed Opportunity Cost Approach, according to them — an opportunity cost exists for all human resources that are in short supply and basically any decision that involves a choice from more than one alternative has an opportunity cost.
Objectives of the study

The objectives of the paper are as following:

1. To understand the concept of Human Resource Accounting
2. To reveal the evolution of Human Resource valuation methods
3. To suggest answers for generalizing HRA as financial accounting practices

Methodology of the study

The present study is based on secondary sources of data like books, journals, research papers, Reports and web-based sources. The data collected is refined and used for present paper.

Human resource valuation methods

As various models have been developed to value human assets, developing an HRA model it is very clear that it is not an easy task. It is also important that every model is based on a measure for which sufficient data is available.

Few selected models of Human Resource Accounting are as following,

1. Replacement cost Model
   It is one of the various methods of calculating the value of an insured item.

2. Historical Cost Method
   This method was adopted in 1969 by R.G. Barry Corporation in a Footwear Company from USA, Columbus. In this method cost incurred on selecting, recruiting, hiring, training & development of human resource is calculated.

3. Opportunity Cost Model
   It was first invented in 1848 by French classical economist, according “the basic relationship between scarcity and choice”. Opportunity Cost is not limited to monetary or financial costs.

4. Lev And Schwartz Compensation Model
   This method was developed by Lev and Schwartz in 1971 for human resource valuation. It is popular for determining the value of HR by public sector like SAIL and BHEL, based future profits of an employee till his retirement.

5. Hermanson (1964-1986) developed a model for human resource accounting to financial reporting of external organization. Hermanson’s work was crucial for development of HRA in the next step. (Flamholtz, Bulen, & Hua, 2002)

According to the model value of human assets is estimated for a person at a given age which is the present value of his remaining future earning from his employment and this represented by the following:

\[ V_r = \sum_{t=r}^{T} \frac{I(t)}{(1+r)^{t-r}} \]

Where \( V_r \) = value of an individual or r years old
\( I(t) \) = the individual’s annual earnings up to retirements age
\( T \) = retirement age
\( r \) = discount rate specific to the person
\( t \) = active year of service

Suggestion

1. The management practitioners and human resource scholars have advocated that human resources should be viewed from an investment perspective. As some of the organizations still view their employees as variable cost of production.
2. Organisations should realize the fact that a firm’s competitive advantage majorly derives from human resources.
3. Taking employees from investment perspective works as morale booster and better job security provides a meaningful contribution from the bottom line.
4. HRA provides a valuable guide for better valuation and assessment of human resource’s real value.
5. Govt. associations or institutes has to take efforts for setting up an apex body for Human Resources at every national level.
6. Further more, HR managers should update their knowledge in understanding HR Accounting philosophy, their active participation and involvement will really gain the concept to live and last forever.

Conclusion

Human Resource Accounting find out the economic value of its employees and managers. It is widely realized and accepted that people are key to the success or failure in any firm among all resources. International Community realized that people are the real investment into business ventures that should only catch and stick the success waves. The total cost derived for the entire HR gives the entire picture of cost of total human resources. Though different methods have been proposed for HRA, it is still extremely difficult to measure the actual value of the human resources of a firm. HRA has not been introduced so far in any legislation by the nations like India. Therefore, a concrete research in this respect is a need of the hour from the perspective of organizations, academicians and practitioners.

References:
उससा रस उठाने आठवां तारी  केलेला लार्मर विच्छेद रंगणा एक भाग दर्शा हा गोड असतो. गरम असलेला व आटवलेला उसाचा रस थंड होण्यासाठी सायकात आौतात त्यामुळे गृीळा ढेपीला सायकाय आकार येतो. अतः उसाचा रस काढून त्याचा गृीळा तारी  करतात. त्या आणि गृीळे असे म्हणून, खाद्यपदार्थांच्या चव देण्यासाठी गृीळा वापर करतात. साखरांच्या वेगळ्या लागणाच्या वेळी बनविण्यासाठी भारतीय रूपांतरणाची गृीळा ही एक आवश्यक बाब आहे.

अन्वाचारी उदिते:
1. भारतीय गृीळा उत्पादनाच्या मुद्दाचा आंदोलन घेने.
2. गृीळा उत्पादन पद्धती आंदोलन घेने.
3. गृीळा उत्पादन व्यवसायीय संबंध आंदोलन घेने.

संशोधन पद्धतीः

प्रस्तुत संशोधनसाठी दुर्वंत तथा संकलन पद्धतीचा वापर करण्यात आला आहे. प्रस्तुत संशोधनाच्या पुस्तकांची तेल, तृप्तपत्र, संकलनसाठी इत्यादीचा वापर संशोधन व्यवसायी होणासाठी केला आहे.

भारतीय गृीळा उत्पादनाच्या मुद्दाचा आंदोलन

भारतीय गृीळा उत्पादनाच्या चालू किंमतीच्या मुद्दाविषयी विश्लेषण तक्ता 1.1 मध्ये दिले आहे. तक्ता 1.1 भारतीय गृीळा उत्पादनाच्या मुद्दानुसार वर्गीकरण

<table>
<thead>
<tr>
<th>अ.नं.</th>
<th>वर्ष</th>
<th>चालू किंमतीनुसार (रूपे लाख)</th>
<th>टक्केवारी</th>
</tr>
</thead>
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<td>2006-07</td>
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<td>622861</td>
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<td>2009-10</td>
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<td>09</td>
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<td>2013-14</td>
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<td>12</td>
<td>2015-16</td>
<td>2120430</td>
<td>10.55</td>
</tr>
<tr>
<td>13</td>
<td>2016-17</td>
<td>2235735</td>
<td>11.12</td>
</tr>
<tr>
<td>एकूण</td>
<td></td>
<td>22106210</td>
<td>100.00</td>
</tr>
</tbody>
</table>
ABSTRACT

In the present study, the effect of a certain treatment on the growth of plants was investigated. The results showed that the treatment significantly increased the plant growth compared to the control group. The study was conducted under controlled environmental conditions to ensure the accuracy of the results. The implications of these findings are discussed, and future research directions are suggested.
কাহিলিত সোডেলা স্তু হতুল্লু উকুলু লঙ্গ লঙ্গ রঙ্গ রঙ্গ কাহিলির ‘জারি’র লোকলাট টুলীবাদকা লঙ্গ বাঙ্গ বাঙ্গ টুলো লটিলা অলঙ্গ। লঙ্গ টুলো হতুল্লু বাঙ্গ বাঙ্গ টুলো লটিলা অলঙ্গ।

5. গুল্লাব্যা ঢেপা তোরাক করণারা কাম্বার রস থংদ হোঁনে ঘট হোর লঙ্গলা কী চ্যালা গুল্লাব্যা অর্থ প্রাপ্ত হোতে। গুল্লাব্যা শালিয়াবার লায়ে বজন পাঙ্ক কিংবা দহলা কিংবা শোকনা মায়ী লাবাব্যা সা চ্যালা মহান বাঙ্গলা অলঙ্গ। ত্যা বাদকাল্যান্ত আল অলে করাব চালাব লঙ্গলা হোঁদালীত রস লা বাদকাল্য বর্ত অলঙ্গ। লাবাব্যা গুলাব মহান বাদকাল্য উটাব কীলা অলঙ্গ। লাবাব্যা অট্টিয়ে আলকা মায়া পটাবাস গুল্লাব্যা ঢেপা গুল্লাব্যা ওয়ালাকা অলঙ্গ।

6. বিকী করণারা কাম্বার / বৃহস্পতিবাদ গুল্লাব্যার তুরাক শালিয়াবার বাণিজ্যেকৃত বিকী করনা আলকান্ত গ্রাহকান্তা বিকী করণারা কাম্বার / বৃহস্পতিবাদ বাণিজ্যেকৃত গুল্লাব্যার উন্নতা এসিসিসার প্রাপ্ত হোতা। ত্যা কাম্বার কিংবা বৃহস্পতিবাদকারা কাম গুল্লাব্যাবার কিংবা বাণিজ্যেকৃত রসচাল কিংবা বৃহস্পতিবাদ গুল্লাব্যার উন্নতা পূর্বে হোতা। এসিসিসার গুল্লাব্যাবাদ তুরাক এসিসিসার শুধু বৃহস্পতিবাদ কাম্বার ইস্কিমান্যা বাণিজ্যেকৃত গুল্লাব্যাবাদ অস্তথায়িত শুধু বৃহস্পতিবাদ দিসিবাদ যোগাযোগ।

7. ইতি কাম্বার 

gুল্লাব্যার উন্নতার ইতি কিংবা কাম্বারভী কাম্বারভী মার্ক্সব্যার অবস্থার অস্তথায়িত অস্তথায়িত শুধু বৃহস্পতিবাদ অস্তথায়িত শুধু বৃহস্পতিবাদ অস্তথায়িত অস্তথায়িত শুধু বৃহস্পতিবাদ অস্তথায়িত শুধু বৃহস্পতিবাদ অস্তথায়িত।

সারাংশ 

কাম্বার টোল্ডিপ্যাসনে শুধু প্রণয়ন গুল্লাব্যার উন্নতার বিকী করণারার অস্তথায়িত অস্তথায়িত অস্তথায়িত অস্তথায়িত অস্তথায়িত অস্তথায়িত অস্তথায়িত অস্তথায়িত।

সংক্ষেপ 

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BEST PRACTICES OF TALENT MANAGEMENT IN THE BANKING INDUSTRY

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Abstract:
The research paper gives the idea about talent management in banking industry. As the banking sector becoming increasingly competitive and customer oriented, identification and management of talented personals becomes the biggest challenge in this Industry. The study defines the thrust and initiative on talent management in selected private and public sector banks. Findings given below suggest that talent management initiatives are well developed in private sector banks as compared to public sector banks in terms of rewards, remuneration and selection procedures. Public sector banks compensates in terms of job stability due to life time employment with post employment pension.

1. Introduction:
Talent management is concerned with sourcing talent, integrating and aligning talent, developing talent, engaging and rewarding talent, strategically deploying talent, and assuring there is an adequate talent pipeline to support the business as it moves toward its strategic goals in the organization.
World’s top most organization claims that, they spend maximum of his time in developing talent improve their performance.
It refers to the process of developing and fostering new workers through on boarding, developing and keeping current workers and attracting highly skilled workers at other companies to come work for your company.
Talent = Capacity to learn + capacity to think + capacity to relate + capacity to act accordingly and the values of the organization.
Talent management requires both systems and an organizational commitment to attract, acquire, manage, and measure the talent needed to achieve a company’s business objectives. If business and talent management systems are not aligned with processes, companies not only fail to maximize their benefits, they also put their goals at risk.
talent provides companies with a competitive advantage, and it shares a common concern not only that talent is scarce, but also that most companies are not doing enough to manage and retain what they have. As the greatest source of competitive advantage for any organization, human resources deserve the attention and time of managers more than any other organizational resource or asset.

2. Need of Talent Management
There is a need for improvement in the recruitment systems in banking companies. Developing an entry point banking qualification and reducing the number of applicants is important, so that wasteful expenses are avoided. Generally the bank job is considered safe and secure but not very demanding in terms of work output. It is difficult to fire an employee for non-performance .Banking is like any other business and the staffs have to carry out multifarious activities. Some of these activities are specialist in nature. At the same time some of the activities are in no way related to banking competencies and could be outsourced.
Banks need to make some institutional changes to adapt to the markets.
That is the reason which calls for research in this field. This study will explore Talent Management as retention strategy in banking companies.
3. Research Gap
After reviewing almost all the literature available in the related area of Talent Management following research gaps are found.
1. There may be lack of research on talent management study among public sector banks.
2. There may be a lack of research on talent acquisition initiatives in banks.
These issues constitute considerable research gaps and there is a need for further research in this area.

4. Research Objectives
1. To study the present scenario of talent management in selected banks.
2. To study talent acquisition initiatives in banks.
3. To study talent retention initiatives in banks.

5. Research Methodology
Research method: The research design is exploratory and descriptive in nature.
Population: Banking Sector of India.
Sample size: Selected Banks of India, present in Pune City.
Sample selection procedure: 10 private sector banks and 10 public sector banks (based on market share). The sampling method adopted was judgmental sampling.
Data collection and tools: The data collection took place through in depth interviews that were conducted with personal from the banking sector. The interview consisted of open ended questions inquiring regarding talent management initiatives in public and private sector banks.
Method for data analysis: The analysis shall be done with the help of SPSS (Statistical Package for Social Sciences).

6. Findings

<table>
<thead>
<tr>
<th>Parameters</th>
<th>Private</th>
<th>Public</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present Scenario Of Talent Management</td>
<td>Talent Management is top priority for private sector banks.</td>
<td>Talent Management is not the top priority for public sector banks.</td>
</tr>
<tr>
<td></td>
<td>Talent is identified by competency.</td>
<td>Talent is identified by Results</td>
</tr>
<tr>
<td>Talent Acquisition</td>
<td>There are different sets of recruiters at different stages for acquiring talent.</td>
<td>Different sets of recruiters are not present at different stages.</td>
</tr>
<tr>
<td></td>
<td>Department Head is responsible for recruitment</td>
<td>HR Staff is responsible for recruitment.</td>
</tr>
<tr>
<td></td>
<td>Department Head</td>
<td>Department Head</td>
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</tbody>
</table>
7. Conclusion

Private Sector Banks.
1) Young Talent is dynamic; but they need good opportunities to explore themselves.
2) Organizations should focus more on potential of the employees, for practicing effective Talent Management.
3) There should be fast track route available for talented candidates so that they can pursue their career goal.
4) There should be an unbiased, reliable way to identify talented employees and also programs should be conducted for retaining those employees.
5) Strength of the employee should be identified so that it can be used efficiently
6) There should be a clear cut talent strategy in an organization, which is to identify high potentials to develop.
   Also a congenial work environment should be maintained to constantly motivate talent holders to retain them.

Public Sector Banks.
1) Care should be taken for candidates’ skills during recruitment; it should not be based only on entrance exams.
2) Competition should be created between employees and rewards should be given for extra talent.
3) Job rotation and promotion should be given on the basis of performance.
4) Equal platform should be provided for all candidates to perform and encourage career growth for the potential.
5) Talent management initiatives should be more.

References:
LESS PROPORTION OF WOMEN COMPARED TO MEN IN ENGG. INDUSTRY

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Research Guide

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Abstract:
Any industry needs a good mix of skills, gender and bright minds. This is true for the engineering world, no matter what discipline. Women will help to create new ideas and bring a fresh new way of looking at ideas and solutions.

Because engineering is a conventionally male-over shadowed field, women may be less convinced about their abilities, even when performing similarly. At a young age, girls do not express the same level of interest in engineering as boys, possibly due in part to gender pigeonholes. Actually, on a sincerity front, women has god gifted sincerity & studiousness as compared to men.

As a country, we need to change the way that we view female engineers, and this includes how women perceive the engineering industry and to eject those gender pigeonholes. At present to fill the skill shortage in the engineering sector, women can help to fill this gaping hole. They can help to boost the economy and help productivity.

Less than ten per cent of the engineering workforce is comprised of women. This really is a shocking statistic. The profile of women within the engineering industries needs to be contained and recognised, encouraging more women to become engineers. There are so many career opportunities for women, just as there are for men. These include chemical, construction, rail and mechanical engineering.

The Researcher aim to find out, the various reasons for lower proportion of women as compared to men in the Engineering Industry. The major aspect of the study are – Why women prefers other opportunities than Engineering Industry?

Keywords: Engineering, Human Resource Management, Technical, Science, Technology, Mathematics.

Introduction:
In last 10 years or so, we have seen that, in higher education examination girls are dominating boys in the result obtained. Pass out percentage of girls is even higher than boys. Inspite of this, it is also a fact that, less girls opt for Engineering as compared to boys.

It’s no surprise that engineering as a career choice has been labelled as masculine. Actually it’s not necessarily an ‘anti-female’ industry as such, but it has always attracted more males.

It is because of wrong viewpoint of girls about engineering industry, they prefers to select other subject for further study. There are many reasons for this, but one huge reason is the perception of female engineers in the society. At present, the role of female engineers is rarely stressed. Another is the lack of female role models and the lack of choice for girls at school when it comes to choosing vocational courses. Therefore, the problem needs to be addressed from the grassroots upwards; but change is happening.

It is also seen that, even the girls who opt for Engineering subject, after completing their graduation, while opting the job, they reject jobs related to Engineering Industry, without even knowing it.

Research Problem:
For this paper, following problems were raised –
a. For this issue, need to see that, do governments around the world has updated their teaching programs since childhood?
b. Do the misconceptions about engineering go back to our early school years?
c. How Male dominated work floor with male dominated conversations will give the best atmosphere for female engineer? What need to be changed?
d. How women will feel comfortable?
e. How women will feel a part of a team?
f. What women needs to feel comfortable while working in Engineering Industry?

Objectives of Study:

a. To find out the reasons for less ratio of women in Engineering Industry.
b. To know the most common problems faced by women in Engg. Industry.
c. To study the level of satisfaction of women working in Engg. Industry.

Literature review:

- “Women in Engineering by the Numbers” – Article by Dr. Roberta Rincon, Ph.D., Manager of Research, SWE – Sept.11, 2018.
  This article has compiled some of the latest statistics about the women in engineering.
  Women Leaving Engineering –
  - Over 32% of women move away of degree courses in college.
  - Only 30% of women who earn bachelor’s degrees in engineering are even now employed in engineering 20 years after.
  - 30% of women who have abandoned the engineering occupation cite governmental environment as the justification.
  - In the Labor Force, only 13% of engineers are women. Female engineers receive 10% less than male engineers. 61% of women engineers tell that, they have to establish themselves repeatedly to get the same level of esteem and appreciation as their colleagues.

- “Tech companies have only 26% women in engineering roles: Survey”, Business Today, October 22, 2017 | 18:44 IST.
  The overall representation of women in the engineering workforce of Engineering Industry is just 23 percent, according to a survey.
  Belong study looked at all tech enterprises in the country and found that there is one woman engineer as against three men engineers, guiding to the truth that the Indian technology industry has just 26 percent women in engineering roles.
  The Belong analysis was done with several companies with over 50 employees and the data was accumulated from around three lakh women.
  This underlines the belief that science, technology, engineering, and math (STEM) jobs appeal to less women for the amount of work, the survey added.
  After analyzing the career paths of technicians, who moved into managerial positions and data, the survey found that the evolution of men on an median to managerial positions is usually after six years of experience while women move to these roles after eight years of experience.

- “Relatively few women still in Engineering” Nick Kolakowski Senior Editor, Dice Insights January 12, 2018.
  This article states that –
In engineering, the job group in which women have the lowest possible levels of image on median, women’s stakes have crawled up only marginally, from 12 percent in 1990 to 14 percent today.”

Last year, a survey by Dice and Bustle emphasized gender-related discrimination in tech; some 82 percent of answering women thought there was a wage difference, while a further 60 percent said they were handled another way than male colleagues. The survey also indicated a substantial influence on pay: Some 13 percent less women than men described getting a promotion in the past year, and 19 percent fewer accepted a boost.

At around the same time, Pew published a survey in which 44 percent of women said that gender difference was a most important topic in the technology industry, against 29 percent of men. “For their part, tech companies view point to their dedication to expanding workforce assortment, even as some employees assert the industry is increasingly aggressive to white males.”

Zoe Cunningham, one of the 100 most influential people in Tech City and selected by the BBC as the Brightest Woman in Britain in 2013, suggests that an ‘opt-out’ clause is possible.

“We give ourselves “opt out” clauses by saying “oh I can’t do that”, or “I’ve not really got the right brain for this”. This is definitely something that is in play with women and technology.”

Research Methodology:
For conducting research study, researcher has used primary data as well as secondary data.

Primary Data:
Primary Data was collected through questionnaire & direct interviews with Girls studying in 12th Standard Science as well as Working Women’s.

<table>
<thead>
<tr>
<th>Sample Size</th>
<th>20</th>
</tr>
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<tbody>
<tr>
<td>Sampling Technique</td>
<td>Purposive Sampling</td>
</tr>
</tbody>
</table>

Secondary Data: Secondary data was refereed through articles and internet sources.

Data Analysis –
It has been observed that, @ 82 % Women are not opting Engineering due to a fact that, they don’t think that, they can handle the work load pressure & the stress level they have seen for the working men within their family.

@ 10 % Women stated that, the tough practices being followed on the shop floor are not suitable to their physic & they have less fatigue strength as compared to men. They can’t work for extra hours due to responsibility of Kid & family.

@ 6 % Women stated that, they need to prove themselves every time as compared to the men working in the same job profile.

@ 2 % Women stated that, they can’t travel on account of job due to prime responsibility of kid & family. Thus, they can’t dedicate themselves for more time & thus are not being considered for higher profiles in the company.
Findings of the Study:
1. Girls mainly don’t opt for Engineering due to wrong assumptions that, this stream is men dominated.
2. To avoid the hard core work, women prefers to work for articulated work e.g. Architecture, Interior Designer, Fashion Designing etc.
3. Weekly holiday in Engg. Industry is odd working day & thus not the universal holiday i.e. Sunday & thus, being a heart & brain of the family, it becomes difficult for them to pay attention towards their family.
4. Most of the Engineering Industries have 6 days working & thus, it gives less time with family.
5. With the rough & tough work culture on the shop floor, women don’t feel comfortable to work on the shop floor.
6. The Plants are usually located in MIDC area & thus, travelling becomes a hectic job for them.
7. Unlike in Corporate Companies, Engg. Industry don’t support their female employees to have a provision of day care for their kids & thus, being a prime member of family, they can’t work for more hours.

Conclusion -
There are many reasons for the lack of female engineers today which often relate to outdated sexist views and misconceptions about the industry. To have more females in Engineering stream as well as to work in Engineering Industry, need to give an emphasize on the education programs since childhood. Engineering Industries must work on their HRM practices & place strategies which will create a healthy atmosphere for female employees.

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TRAINING - CONCEPT & METHODS

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Abstract;
Human Resource Management is concerned with the planning, acquisition, training & developing human beings for getting the desired objectives & goals set by the organization. The employees have to be transformed according to the organizations’ & global needs. This is done through an organized activity called Training. Training is a process of learning a sequence of programmed behaviour. It is the application of knowledge & gives people an awareness of rules & procedures to guide their behaviour. It helps in bringing about positive change in the knowledge, skills & attitudes of employees. Thus, training is a process that tries to improve skills or add to the existing level of knowledge so that the employee is better equipped to do his present job or to mould him to be fit for a higher job involving higher responsibilities. It bridges the gap between what the employee has & what the job demands.

Keywords: - developing human, responsibilities

Introduction:-
Human Resource Management is concerned with the planning, acquisition, training & developing human beings for getting the desired objectives & goals set by the organization. The employees have to be transformed according to the organizations’ & global needs. This is done through an organized activity called Training. Training is a process of learning a sequence of programmed behaviour. It is the application of knowledge & gives people an awareness of rules & procedures to guide their behaviour. It helps in bringing about positive change in the knowledge, skills & attitudes of employees. Thus, training is a process that tries to improve skills or add to the existing level of knowledge so that the employee is better equipped to do his present job or to mould him to be fit for a higher job involving higher responsibilities. It bridges the gap between what the employee has & what the job demands. Since training involves time, effort & money by an organization, so an organization should to be very careful while designing a training program. The objectives & need for training should be clearly identified & the method or type of training should be chosen according to the needs & objectives established. Once this is done accurately, an organization should take a feedback on the training program from the trainees in the form of a structured questionnaire so as to know whether the amount & time invested on training has turned into an investment or it was a total expenditure for an organization.

Training is a continuous or never ending process. Even the existing employees need to be trained to refresh them & enable them to keep up with the new methods & techniques of work. This type of training is known as Refresher Training & the training given to new employees is known as Induction Training. This is basically given to new employees to help them get acquainted with the work environment & fellow colleagues. It is a very short informative training just after recruitment to introduce or orient the employee with the organization's rules, procedures & policies. Training plays a significant role in human resource development. Human resources are the lifeblood of any organization. Only through trained & efficient employees, can an organization achieve its objectives.

* To impart to the new entrants the basic knowledge & skills they need for an intelligent performance of definite tasks.
* To prepare employees for more responsible positions.
* To bring about change in attitudes of employees in all directions.
* To reduce supervision time, reduce wastage & produce quality products.
* To reduce defects & minimize accident rate.
* To absorb new skills & technology.
* Helpful for the growth & improvement of employee's skills & knowledge.

Methods Of Training: -
The most widely used methods of training used by organizations are classified into two categories: On-the-Job Training & off-the-Job Training.

On-The-Job Training is given at the workplace by the superior in a relatively short period of time. This type of training is cheaper & less time-consuming. This training can be impacted by basically four methods: -

Coaching is learning by doing. In this, the superior guides his subordinates & gives him/her job instructions. The superior points out the mistakes & gives suggestions for improvement.

Job Rotation: - In this method, the trainees move from one job to another, so that he/she should be able to perform all types of jobs. E.g. In banking industry, employees are trained for both back-end & front-end jobs. In case of emergency, (absenteeism or resignation), any employee would be able to perform any type of job.

Off The Job Training: - is given outside the actual workplace.

Lectures/Conferences: - This approach is well adapted to convey specific information, rules, procedures or methods. This method is useful, where the information is to be shared among a large number of trainees. The cost per trainee is low in this method.

Films: - can provide information & explicitly demonstrate skills that are not easily presented by other techniques. Motion pictures are often used in conjunction with Conference, discussions to clarify & amplify those points that the film emphasized.

Simulation Exercise: - Any training activity that explicitly places the trainee in an artificial environment that closely mirrors actual working conditions can be considered a Simulation. Simulation activities include case experiences, experiential exercises, vestibule training, management games & role-play.

Cases: - present an in depth description of a particular problem an employee might encounter on the job. The employee attempts to find and analyze the problem, evaluate alternative courses of action & decide what course of action would be most satisfactory.

Experiential Exercises: - are usually short, structured learning experiences where individuals learn by doing. For instance, rather than talking about inter-personal conflicts & how to deal with them, an experiential exercise could be used to create a conflict situation where employees have to experience a conflict personally & work out its solutions.

Vestibule Training: - Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor. While expensive, Vestibule training allows employees to get a full feel for doing task without real world pressures. Additionally, it minimizes the problem of transferring learning to the job.

Role Play: - It’s just like acting out a given role as in a stage play. In this method of training, the trainees are required to enact defined roles on the basis of oral or written description of a particular situation.

Management Games: - The game is devised on a model of a business situation. The trainees are divided into groups who represent the management of competing companies. They make decisions just like these are made in real-life situations. Decisions made by the groups are evaluated & the likely implications of the decisions are fed back to the groups. The game goes on in several rounds to take the time dimension into account.
In-Basket Exercise: - Also known as In-tray method of training. The trainees is presented with a pack of papers & files in a tray containing administrative problems & is asked to take decisions on these problems & are asked to take decisions on these within a stipulated time. The decisions taken by the trainees are compared with one another. The trainees are provided feedback on their performance.

Recommendations & Conclusion: -
No doubt Training is a very powerful tool for the smooth functioning of the organization, but it needs to be used with care in order to derive all the benefits. Here are seven recommendations for getting the best out of this tool:

1. Learn about the needs and proficiency of each and every employee before an organization invests its effort, time & money on training. Its better to identify the needs & shortcomings in an employee before actually imparting training to him/her.

2. Experienced & skilled trainer, who possesses good amount of knowledge & understanding about the organization's objectives, individual abilities & the present environment, should give training.

3. Active participation from the trainees should be encouraged. There should be a two-way communication between the trainer & trainee.

4. Feedback should be taken from the trainees after the training is over, so that the organization comes to know about the deficiencies in the training program & also suggestions to improve upon the same.

5. Focus of training should be on priority development needs and to produce strong motivation to bring change in employees.

6. The cost incurred on the training program should not exceed its benefits.

7. The method or type of training should be very cautiously selected by the organization depending upon the organizations' resources & an employee's individual need for training.

Thus, training is a vital tool to cope up with the changing needs & technologies & ever-changing environment. It benefits both the organization as well as the employees.

References:
STUDY OF INDUSTRIAL RELATIONS IN INDIA DURING REFORM PERIOD

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Introduction:
The relationship between employer and employee or trade unions is called Industrial Relation. Healthy industrial relations are important for the progress of employer and employee. Healthy industrial relations increase efficiency of production. During reform period there is fluctuating trend in number of disputes and man days lost. The industrial unrest in India has been somewhat serious. Its economic and non-economic consequences have been quite bad indeed. There is a urgent need to adopt policy measures to control industrial unrest in India.

The main objective of this study is to review the magnitude of industrial unrest in India. Accordingly the paper is divided into three parts. In the first part introduction is given. In the second part importance of healthy industrial relations is discussed. The third part deals with the magnitude and consequences of industrial unrest in India. In the fourth part measures for healthy industrial relations in India are given. This study is depending on secondary data.

Meaning and Importance of Healthy Industrial Relations:
The relationship between employer and employee or trade unions is called Industrial Relation. Harmonious relationship is necessary for both employers and employees to protect the interests of the both the parties of the production. In order to maintain good relationship with the employees, the main functions of every organization should avoid any dispute with them or settle it as early as possible so as to ensure industrial peace and higher productivity.

The term industrial relation is a broad concept. The core of industrial relations is the various aspects of interaction between the employer and employees, employees and employees, employers and employers and between state, employers and employees.

According to Prof. J.T. Dunlop industrial relations should not be taken as one which denotes union-management relations opening within the spectrum of industrial peace or conflict. On the other hand, it should be taken as one which is concerned with the larger subject of an industrial relations system which defines the role, status and the conduct of different groups of people who work together for productive purposes in an economy characterized by its peculiar social and economic conditions prevailing in a given technological, market and power context, giving rise to the creation of a body of rules to govern the interactions of the different groups of people involved therein.

The healthy industrial relations are important for employer and employee. The importance of healthy industrial relations is discussed below.

1. Continuity of production: One of the important advantages of industrial relations is that this ensures stability of production. There is constant employment for all workers. There is optimum use of resources. Due to this highest level of production is possible. There is continuous flow of income to all. There is uninterrupted flow of income for all. Smooth running of an industry is of vital importance for several other industries; to other industries if the products are intermediaries or inputs; to exporters if these are export goods; to consumers and workers, if these are goods of mass consumption.
2. Improvement in work-culture: Peaceful industrial relations promote healthy work-culture. Workers and management recognize their respective responsibility towards work and through that to the society. The discipline then is a self-cultivated one. The rewards are linked with productivity. The employers find it profitable to provide good working conditions to the workers.

3. Stability to social set-up: In a broader perspective peaceful industrial relations provide stability to the social set-up. No doubt the industrial working class in the country at present is not big. But it is very important as it can influence entire fabric of society. Hence, it is important not only to ensure that no injustice is done to the workers in the industry, but also to promote good industrial relations for the sake of healthy social relation in the society.

4. Decrease in Industrial Disputes: Healthy industrial relation reduces the industrial disputes. Due to good industrial relations there is reduction of strikes, lockouts. It helps promoting co-operation and increasing production. Healthy industrial relations promote cooperation among employer and employees, which give rise to increase production.

5. Improvement in morale: Healthy industrial relations develop the morale of the employees. Employees work is with great passion. Both employer and employees feel that their interest is to increase production. Each worker feels that he is a part of industry and the employer understands that the gains of industry should be shared with workers. It obviously affects production because strong helpful hard work has favorable result.

6. Development Programmes: Healthy industrial help to organize various new training programmes for workers development. Worker training programmes started with aim to increase efficiency and productivity of worker give good results.

7. Reduction in Wastage: Good industrial relations are maintained on the basis of cooperation and recognition of each other. It will help increase production. Wastages of man, material and machines are reduced to the lowest.

Thus it is evident from above discussion that healthy industrial relations increases the productivity and efficiency of workers

III. Industrial unrest: Magnitude and Consequences:
The industrial unrest in the country has been quite serious. It’s both economic and non-economic consequences are certainly bad.

1. Large industrial unrest: The numbers of strikes and lockouts have remained quite high during pre-reform period. The incidences of strikes and lockouts were 1100 in 1961 and 1810 in 1991. As consequences of the work-stoppages which these disputes caused, the number man days lost was 50 lakh in 1961 and 26.4 million in 1991.

Industrial Relations paradigm in India had changed following the adaptation of free market policy in the early nineties. With the dawn of liberalization, privatization and globalization (LPG), the country is, by and large, able to preserve a sound and positive industrial relations climate. This resulted in to some extent in decline of industrial disputes since 1991. Table 1 shows the incidences of strikes and lockouts in India during the reform period.

Table 1: Trends in Industrial Disputes in India

<table>
<thead>
<tr>
<th>Year</th>
<th>Strikes and lockouts (Number)</th>
<th>Total Man days lost (Million)</th>
</tr>
</thead>
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<tr>
<td>1991</td>
<td>1810</td>
<td>26.4</td>
</tr>
<tr>
<td>1992</td>
<td>1714</td>
<td>31.3</td>
</tr>
<tr>
<td>1993</td>
<td>1393</td>
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<tr>
<td>1994</td>
<td>1201</td>
<td>20.9</td>
</tr>
</tbody>
</table>
The table 1 shows the number of strikes and lockouts and man days lost during 1991 to 2016 in India. There is an oscillating trend in the number of strikes and lockouts and man days lost during the period. There is a declining trend in number of strikes and lockouts during the period.

There is continuous decline in the number of strikes and lockouts during 1991 to 1995 from 1810 to 1066. But during 1996 and 1997 there is increase in the number of strikes and lockouts. Again from 1997 to 2013 there is a continuous declining in the number of strikes and lockouts.

There is an oscillating trend in man days lost during 1991 to 2014. During the period the highest man days lost was in 1992 which was 31.3 million and lowest man days lost 1.11 million in 2014. According to provisional figure of 2016 it was 0.20 million. There is a huge man days lost since 1991. Wages and allowance, bonus, personnel, indiscipline and violence, and financial stringency are the major reasons for these strikes and lockouts. To some extent industrial relations have been improved during post-reform period. But still there is scope for improvement.

2. Extensive unrest: The industrial unrest is not only large, but is spread out extensively, industry wise and state wise. The industries affected have been of large variety, producing consumer goods, intermediate goods and capital goods. Depending upon the nature of the product the industries directly affected also engulfed the working of other industries or sectors. For example disputes in food-industries affected adversely the labour and through that all the other industries. Again, industries producing intermediaries, if involved in disputes, reduce the output of others. Thus the industrial unrest, though confined to certain industries, has wide consequence for the entire economy. State wise too industrial unrest has badly affected many states, in particular industrially advanced states like Maharashtra.

3. Huge losses: The work-stoppages, large in magnitude and widespread, have resulted in huge losses to the country. The workers directly involved suffered a lot on account of wage-cut or non-payment of wages. The
society suffered in terms of reduced supply of goods. Besides, the losses in terms of wage-income and production, the other factors, like capital also lost much. The losses were also inflicted on other activities which were linked to the affected industries, either because the demands went down in the affected industries or supply of inputs reduced.

Causes of unrest in India are given below.

1. **Demand for higher wages and bonus:** The cost of living has generally showed an increasing trend in India. The workers have been combating for higher wages to meet the rising cost of living and to increase their standard of living. The wage levels in different industries vary extremely. The difference in wages between skilled and unskilled labour is large even within an enterprise. This is true in both the organized and the unorganised sectors. Bonus has been an important factor in the industrial disputes. The demand for higher wages and bonus has been a main cause for industrial disputes in India.

2. **Lack of Welfare and Social Security:** Lack of Welfare and Social Security has been also the important cause of industrial disputes in India. Social insurance and social assistance are two types of Social security measures Social insurance schemes are generally financed by the employees, employers and the State. Insufficient coverage, lack of employment insurance, inherent bottlenecks of an exit policy, overlapping schemes, and lack of facilities are some of the problems relating to welfare measures.

3. **Improved Working Conditions:** Industrial worker except improvement in their working conditions. Industrial disputes in India has also resulted from demand for improved working conditions such as leave, lesser hours of work, better working conditions like better safe measures, canteen facilities etc.

4. **Globalisation:** Economic reform started in India in 1991. The new policy of liberalization has opened up the path of foreign investment in India. It resulted in severe competition in the economy. The entrepreneurs are often forced to squeeze wages and push productivity for survival in today’s market-driven economy. This is also one of the causes of industrial disputes in India.

5. **New expensive urban lifestyles:** The workers are increasingly adopting new urban lifestyles. This is expensive lifestyle. It requires a larger income for the family. The workers are often drawn into industrial fight by such compulsions.

6. **Low-cost Production Alternatives** : The employers want to reduce cost of production. The employers often overcome the purpose of trade unions by searching out low-cost production alternatives in the form of small-scale subsidiary units in smaller towns where wages are low.

7. **Rising Wages and Low Productivity:**
Wages in many companies are rising. But the productivity is not increasing. This results in gap between wages and productivity. The big companies regularly close down their units because labour productivity does not match with prevailing wages. Such moves encourage industrial disputes.

There are many other causes which are also very much responsible for higher rate of industrial disputes in the India. These causes include modernization of plant and automatic machinery recognition of union, insult of union leaders by the employer, fear of retrenchment arising through computerization, strikes of political nature, rumors spread out by undesirable elements etc.

Industrial disputes do not arise only when workers are dissatisfied on economic grounds, they also arise over issues which are of non-economic nature. Instances may be quoted when strikes where successfully organized to protest against the management’s decision to change the location of the plant from one state to another. Similarly, even causes like behavior of supervisor and trade union rivalries may give rise to industrial disputes.

**IV. Measures for healthy industrial relations:**

There is a need to adopt following measures to ensure healthy and peaceful industrial relations.
1. Improvement in settlement machinery: There is a requirement to make the existing machinery for settlement of disputes efficient. It is necessary to improve the existing machinery. Changes in the machinery should be such which will give rise to negotiations between the parties. Along with there is also needed to have legislative improvement. Rights and duties of trade unions should be specified more clearly. There is a need to tone up the working of settlement machinery. Its working should be made speedy and delivery of judgment quick.

2. Improvement in collective bargaining: The centerpiece of the settlement of disputes is the collective bargaining that takes between employers and employee. In case of any problem, in spite work-stoppage, negotiations should be started. It is also important to minimize government intervention in the disputes in organized sector. However, the role of government in unorganized sector should be enlarged as there are no trade unions. It is also necessary to identify the proper agent of workers, which can safeguard the interest of workers.

3. Promotion of congenial industrial culture: There is need to promote such industrial culture that keeps relations in the best possible shape. For this it is necessary that all the measures should be directed to the promotion of bipartite relationship. The foremost thing needed in this connection is that the interference of government machinery in any form should be minimum and only when it is unavoidable. Properly specified measures for specified situations and problems should help lot in the furtherance of good industrial relations.

Conclusion:
Industrial relation, the relationship between employer and employee or trade unions should be healthy and peaceful. During reform period there is fluctuating trend in number of disputes and man days lost. Healthy industrial relations help to continuity of production, improvement in work, stability to social set-up and decrease in industrial disputes. There is continuous decline in the number of strikes and lockouts during 1991 to 1995 from 1810 to 1066. But during 1996 and 1997 there is increase in the number of strikes and lockouts. Again from 1997 to 2013 there is a continuous declining in the number of strikes and lockouts. There is an oscillating trend in man days lost during 1991 to 2014. During the period the highest man days lost was in 1992 which was 31.3 million and lowest man days lost 1.11 million in 2014. According to provisional figure of 2016 it was 0.20 million. The work-stoppages, large in magnitude and widespread, have resulted in huge losses to the country. Causes of industrial unrest in India are given below.

Demand for higher wages and bonus, lack of welfare and social security, improved working conditions, new expensive urban lifestyles, rising wages and low productivity are some of the important causes of industrial unrest in India. Improvement in settlement machinery, improvement in collective bargaining and promotion of congenial industrial culture are some of the measures to ensure healthy and peaceful industrial relations.

References:
7. http://www.economicsdiscussion.net/
प्रस्तावना
मानवीय कार्यक्षेत्र मा वायुविज्ञान घटकांक मानवी विकास अवलंबून असतो. विशेषता मानवी भावविज्ञान विकासवरील खर्च म्हणजे शिक्षण, आरोग्य, सक्ष आहार इत्यादी घटकांक केलेला खर्च होय. मानवी विकासाची मुख्य उद्देश मुद्दाविषयक विकास करणे हा असतो त्यातून मानवीय कार्यक्षेत्रात विकास होजन मानवीण उत्पादकता वाढवण्यास मदत होते. परिस्थिती देशात राष्ट्रीय उत्पन्न अधिक वाढ होते. त्यामुळे मानव विकास निर्देशांक हा आर्थिक विकासाचा महत्त्वाचा मापदंड असेहो. भारतीय मानवीय कार्यक्षेत्र व गुणवत्ता वायुविज्ञान विकास घटकांचा आपले केले जाते. मानव विकास ही व्यापक संकल्पना असून यामध्ये मानवीय शिक्षणाचा विचार केला जातो. मानव विकास निर्देशांकाची संख्या ड़ा. महावृत्त उठू दर व ड़ा. अमलं येथे यानी १९८० या टास्काच्या उद्देशाने मानवीय विकास अवहार १९९० साली प्रसिद्ध झाला. मानव विकास निर्देशांकाचा उद्देश कोणताही समाजात मानव विकासात किती प्रगती हारी हे मोजण्याचा होता.

अभ्यासांचे उद्देश
1. मानवी विकास निर्देशांकाचा उद्देश अभ्यास करणे.
2. भारतातील राष्ट्राचा मानव विकास निर्देशांकाची प्रवृत्तीचा अभ्यास करणे.
3. भारताच्या राज्याचा मानव विकास निर्देशांकाचे अभ्यासणे.

अभ्यास पृष्ठीत
प्रस्तुत शोधनीवाचकाची युगाच आधारसम्पदाची वापर करण्याचा एका आहे. यामध्ये योजना मानसिकतेची लेख, जागीतिक मानवी विकास अवहार, भारताचा मानवी विकास अवहार, भारताची आर्थिक पातळी अवहार, वर्तमानपर्यंत, संदर्भ प्रथं इत्यादी आधार ध्यानात आहे. मानव विकास निर्देशांकाची संख्या मानव विकास संकल्पनेचे विशेष अर्थात या व्यक्ती केलेल्या अनुसार या संकल्पनेचे प्रविष्ट अर्थात ड़ा. महावृत्त उठू ह्या व्यक्ती म्हणजे विकासाचा उद्देश मानवाचा जास्तीत जास्त संधी उपलब्ध करून देणे होय. त्यासाठी मानवी विकास निर्देशांक एडी उद्देश मानवाचा राष्ट्राची मानवीय नीती, राष्ट्रीय वेतन व गुणवत्ता, सुरक्षित जीवन, स्वस्थता निर्मिती, फावला वेदं वायुविज्ञान या साधनाने समाधान, राजकीय व सामाजिक व्यवस्थेने आणि समाजात मिसळण्याच्या जागीता याचे हे तसेच विकासाची मुख्य उद्देश मानवासारख्या असा सामाजिक वातावरणाची निमित्ती करणे ज्यात आरोग्य संपन्न व नाविकव्यूँ जीवन जगात येईल अर्थात ती केली आहे अर्थात संवृत राष्ट्राचा विकास कार्यक्रम आयोजित १९९० या पहिल्या विकास अवहाराच्या मानव विकास म्हणजे लोकोपकारिक नीतीचा संरचना परिस अभ्यास करण्याची एक प्रक्रिया होय. मानव विकास निर्देशांक हा स्पष्ट मानने आयुर्मण, साकारात्मक व राष्ट्रीयमानाचा अतिक्रमण ती सामाजिक घटकांची सरासरी होय. तीती पैदल्या आधारे मानव विकास निर्देशांक मोजण्याचे शेवट.

अ) आयुर्मण — मानवाचा विकास या महावृत्त अतिक्रमण आपल्या इतिहासात उलट असावा हवे. पण हे आकडेवार अरोग्याच्या कसे यासाठी आयुर्मण हे सरासरी आयुर्मण २५ ते १२५ वर्ष यामध्ये मोजल्यात होते.

ब) शिक्षण — मानवाचा विकास या महावृत्त म्हणजे लोक विश्वास खोलांग प्रारंभ होती. येथे मोजण्यासाठी ग्रीष्म साधनाच्या तर व संयुक्त पटनोदणी प्रमाण ना निकालणे महत्त्व देऊन निर्देशांक काढल्यात होतो.
क) गार्दीमान— हा दर्शाइ लेखक्यांचा वस्तु व सेवा यांच्या उपभोगावर अवरुद्ध असतो. हा मोजण्यासाठी देशांतर्गत स्थूळ दर्दांचे उपनयन हा निकाह बिचारत बेटला जातो.

मानव विकास निर्देशांकांची सक्षमता
मानव विकास निर्देशांक हा बहुमतातील निर्देशांक असून हा तीन विविध सामाजिक निर्देशांकांचा मिळून बनालेला आहे. आरोग्याचा मोजण्यासाठी सरासरी आयुर्मान, शिक्षणाचा मुद्यापणसाठी साधनता आणि जीवनसाधनाच्या मापणसाठी दर्दांचे उपनयन हे तीन निकाह असून मानव विकास निर्देशांक तयार करण्यासाठी तीन निर्देशांक्यांची कमाल व किमान मूळेचे वापरली जातात.

एच. डी. आर. ची कमाल व किमान मूळे

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प्रत्येक उननिर्देशकसाठी कमाल व किमान मूळेचे उपनयन आली आहे. ० ते १ मध्ये मोझले जाते. मानव विकास निर्देशांक निर्धारक करताना सुरुवातीला परिणाम निर्देशांक काढला जातो.

प्रत्येक मूळे — किमान मूळे

परिणाम निर्देशांक त्र ________________

कमाल मूळे — किमान मूळे

या सूचना वापर करून आयुर्मान, साधनता आणि दर्दां उपनयन यांचा प्रत्येक परिणाम निर्देशांक काढला जातो आणि या तीन निर्देशांकसाठी परिणाम निर्देशांकाची सरासरी काढली जाते आयुर्मान निर्देशांक. साधनता निर्देशांक. दर्दां उपनयन निर्देशांक.

मानव विकास निर्देशांक त्र ________________

या तीन पृळ्यां ० ते १ १ मध्ये विस्तारावर नमूद झालेही परिणाम करतात येदी त्याच्यां सरासरी काहीत नाही मानव विकास निर्देशांकेप्रत्येक मूळे ० ते १ १ मध्ये दरम्यान निर्धारक केलेलेही जाते. निर्देशांक १ असताने तर ती सर्वांच्या साधनांच्या दरम्यान जातो. व देशांची कमालवर १ प्रमाण शुद्धांशुभ मूळसारख्या लावली जाते निर्देशांकनुसार देशांची वर्गीकरण अत्युद्देशक विकसित देश, उच्च विकसित देश, मध्यम विकसित देश व अन्य विकसित देश या चार गटांत करण्यात येते. अशा तर्काला कोणत्याही देशाचा मानव विकास मोडणे त्या देशातील किंतु तर्क लोक दिर्याचे आरोग्य संपन्न अथवा गुणानुसार लावला जाते निर्देशांकनुसार देशांची वर्गीकरण अत्युद्देशक विकसित देश, मध्यम विकसित देश व अन्य विकसित देश या चार गटांत करण्यात येते. अशा तर्काला कोणत्याही देशाचा मानव विकास मोडणे त्या देशातील किंतु तर्क लोक दिर्याचे आरोग्य संपन्न अथवा गुणानुसार लावला जाते निर्देशांकनुसार देशांची वर्गीकरण अत्युद्देशक विकसित देश, मध्यम विकसित देश व अन्य विकसित देश या चार गटांत करण्यात येते.
वर्ष \| एत. डी. \| भारतचा क्रमांक \| एकूण देश
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1991 \| 0.308 \| 130 \| 160
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2014 \| 0.586 \| 135 \| 187
2017 \| 0.644 \| 130 \| 189
2018 \| 0.647 \| 129 \| 189

संदर्भ: जागतिक मानवी विकास अवाल 1991 ते 2018
कल्याणकारी राज्यांची संकल्पना यशस्वी करण्यासाठी आर्थिक विकासाच्या केंद्रस्थली जनमात्राला तेजस्वी मानवी विकास ही संकल्पना सर्वसमावेशक व व्यापक करण्याच्या गरजेतून आर्थिक विकासाच्या ध्येयाने व संपन्नतील बदल होत असत्याचे दिसून येते. सन 2000 ते 2019 यावर 20 वर्षाच्या काळातील भारतीय प्रमुख राज्यांचा मानव विकास निर्देशांकाचा अभाव करता अन्तर्गत मानव विकास निर्देशांक गटात येनारे राज्य की ज्याचे मुल्य 0.8 पेस्चा अधिक आहे यात केवळ केश, दिल्ली या एकमेव राज्यांचा समावेश होतो. महाराष्ट्र, हिमाचल प्रदेश, पंजाब, तमिलनाडू, गुजरात, बंगाल, कर्नाटक, एकादश राज्यांचा समावेश होतो आणि निम्न मानवी विकास निर्देशांकात की ज्याचे मुल्य 0.5 पेस्चा कमी आहे यात बिहार, उत्तरप्रदेश, मध्यप्रदेश व ओरिसा या राज्यांचा समावेश होतो.

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संदर्भ राष्ट्रीय मानव विकास अहवाल २००९, २००९ व २०१३.
आवश्यकता ही भारताच्या मानव विकास निदेशांकपुंडील विशेषता भौतिक विकासपुंडील आवश्यक आहे. ती देश किंतु समानांतर पेल्लू शकती यावर आपल्या देशाच्या विकासाची दिशा आणि प्रगती अवलंबून असेल हे जर शक्य झाले तरूण उर्मण आशियाई देशांने नेतृत्व भारताकडे चालुने येईल. भारताने $25$ टक्के लोक दातीत जीवन जगत आहे आणि आर्थिक विषमता ही मोठ्या प्रमाणात आहे. समाधानकर्त्य काळ म्हणजे भारताने स्वयंचरण-प्रांतीपारसूत पंचवार्षिक योजनामध्ये मानव विकासपणे प्राधान्य दिल्याने इतर आशियाई देशांमध्ये भारताची कामगीरी समाधानकर्त्य आहे.

संदर्भ सूची
3. रूद्र दत्त, युनियन, भारतीय अर्थव्यवस्था, एस. चाप्ट. एण्ड काप्टी ग्लैंड, नई दिल्ली.
4. ग्रा. आर जी आयाप, भारतीय आर्थिक वाणिज्यिक अर्थव्यवस्था, अध्यक्ष प्रकाशन, २०१०
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HUMAN RESOURCE MANAGEMENT AND EMPLOYEE ENGAGEMENT
PROCESS IN INDIAN INDUSTRY

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Abstract
Employee engagement has become an important subject in recent years among consulting firms and in the popular business organizations. Employee engagement has become one of the most leading priorities for HR practitioners and senior managers in the organizations. The foregoing discussion concludes that the employee engagement is a good indicator for success of any organization. The organizations should focus on employee engagement to boost their growth and to get a competitive advantage. An engaged workplace encourages commitment and energy among the employees of the organization to improve production and business performance. High levels of engagement in domestic and global firms promote retention of talent, foster customer loyalty and improve organizational performance and overall stakeholder’s value. It is concerned about maximum utilization of organization’s assets in order to gain competitive advantage in the market. There are various factors which influence the level of engagement such as recruitment and selection, training and development, communication, leadership style and performance management. While relationships at work, total reward and recognition, work life balance and work itself are important drivers of employee engagement. The management should understand the importance of employee engagement because highly engaged workforce will definitely make an organization more successful in terms of financial and nonfinancial parameters. However, it can be said that engagement which has a positive impact on the organizational performance can be derived from a strong mutual relationship between the co-employees, their employer and the organization as a whole. This paper focuses on how to a specific industry engages to employees for better and optimum usage of manpower under human resource development.

Keywords: - Employee engagement, Industry, Human resource management etv.

1.1 Introduction
In the last two decades there has been significant change in the culture of many organizations, a shift in the way employees are valued and treated and recognition of the impact employees have on business success. Most organizations attempt to create a culture and environment that reflect their values, mission and goals and some actively focus on engaging their employees as a key driver of success. Employee engagement isn’t a quick fix and it can’t be accomplished with a staff survey, a change in process or procedure, a motivational training course or an HR initiative, it requires an investment in time, energy and commitment from every leader within the organization to drive and sustain it. Only a change in the way an organization thinks, behaves and acts will achieve a culture of employee engagement.

1.2 What is employee engagement?
Employee engagement is the emotional commitment employees feel towards their organization and the actions they take to ensure the organization’s success; engaged employees demonstrate care, dedication, enthusiasm accountability and results focus. When employees care - when they are ‘engaged’ - they use discretionary effort. They stay behind to get a job done because they are committed and feel accountable and want to, they pick up the cups left behind on the table in the meeting room or the rubbish that missed the bin because they care about
their workplace. They stand up for their company because they are proud to be a part of it, they find solutions to problems and create ideas to improve; they are emotionally engaged with their organization and they care. How an organization treats its employees has a direct impact on its employees’ engagement.

1.3 Benefits of employee engagement:-
As a result, employee has a significant impact on the development of the organization. “Employee engagement is a hard-nosed proposition that not only shows results but can be measured in costs of recruitment and employee output”. There are three types of employees which can make an influence on the organizational business outcome, as can be seen in Figure 3. The optimal scenario for every organization is to increase the number of highly engaged employees and maximize the benefits of employee engagement as much as possible. The benefits and outcomes of employee engagement can be divided into two themes, or can be known as the two-way direction, i.e. benefits for the organization and benefits for the employee. These benefits are coherently dependent on one another. Employee engagement helps organization develop better in the performance field, from the process to the outcome. The actions and performance of the engaged employees can affect the organization in a positive way. They are the one who believe in the organization, keep developing themselves to make things better, identify with the organization, can be relied upon when things get hard and see the organization’s importance the same way as they see themselves. Employee engagement affects productivity and eventually leads to customer loyalty to the company.

1.4 Factors Influencing Employee Engagement
In the present business scenario, employee engagement has become one of the most leading priorities for human resource practitioners and senior managers in any organization. Garber succinctly says that engagement is just like a muscle that continuously requires exercise to grow and develop. Engaging the employees will keep them motivated and skilled in their works. If the organization does not use those skills regularly, they will be diminished. Therefore, to develop engagement among the employees, human resource managers should create positive relationship among the employees and clear, honest and reliable communication within the organization. Chanania emphasized that employee engagement is the top priority for every organization’s human resource manager’s agenda. HR managers are constantly developing innovative and effective ways to engage the employees in a better way. There are various factors which influence employee engagement. These factors are common to all organizations and create a feeling of value and involvement among the employees. But the components of feeling valued and involved and the relative strength of each factor are likely to vary from organization to organization. The factors which influence employee

1.5 Scope of the study: -
Only the Employee Engagement is considered. The study is conducted for two electronic companies in Pimpri Chinchwad with a simple sample size of only 100 employees. In order to analyze the study the questionnaire has been designed as per employee’s convenience

1.6 Objectives of the study
- To gather information by conducting survey with its existing customers and to alter facilities accordingly
- To understand the present status of the employee’s mind towards the organization that they are satisfied with the company
- To construct employee engagement calendar for employees
- This study will also assist company to know where they have to improve to treat employees better
- To find out the satisfaction levels of the Employees with the current system.
1.7 Methodology:-

1.7.1 Data collection:-
Research included gathering both primary and secondary data.

1.7.2 Primary Data
Primary data is the first hand data, which are selected a fresh and thus happen to be original in character. Primary data feedback was collected from the existing employees about their work and level of satisfaction.

1.7.3 Secondary Data
Secondary data are those which have been collected by someone else and which already have been passed through statistical process. The sources of secondary data are internet, companies’ websites, newspapers and magazines.

1.7.4 Sampling
The target customers for the companies are their own employees and contract employees. The study is conducted for Pimpri Chinchawad. For this study a sample size of 100 (50 employees each company) has been taken for data collection. The respondents were of Pimpri Chinchawad, to achieves the objectives; both primary and secondary research has been done. Convenient method used Pune.

1.8 Data Analysis and interpretation

1.8.1 Educational Background
About 35% of employees come under intermediate, whereas 15% comes under metric, 25% comes under degree, 15% comes under diploma, & 10% comes under masters that means mostly employees are best and having required qualifications.

1.8.2 Work experience in the Organizations
About 20% of employees come under 0-3 years of their experience, whereas 25% comes having 4-7 years of experience, 35% under 8-10 years experience & 20% comes under 11yrs & above, this shows that more than half of the employees are loyal more experienced towards the organization.

1.8.3 Does Management allow taking part in the discussions related to plant?
About 40% of employees feel that company allows them to take active part in decision related to plant, and 35% employees agree to feel that company allow to take active part in decision related to plant whereas 20% employees are neutral about this process and only 5% of employees feel that company do biasness among employees and only involve top and middle level employees in discussions.

1.8.4 Do these kinds of team building activities should be encouraged?
28% employees are strongly agree about these kinds of team building activities should be encouraged, whereas 40% are agree, and 32% employees are neutral, disagree and strongly disagree to these kinds of team building activities are not encouraged because continuously working for 8 long hours makes the job monotonous and boring therefore if some relaxation would be there of such a type they might better perform.

1.8.5 Does the level of communication among the member will improve due to such team building activities?
About 76% of employees agreed whereas 24% are can’t say as by conducting such activities it will encourage more of social gathering and will lead to better understanding of each other at work place.

1.8.6 Do you feel that rewards given in team building activities is fair to all groups?
About 74% of employees agreed that rewards given in conducting such activity is fair but 26% are of can’t say according to them it must be something related in financial terms such as extra pay as reward or bonus not material things as company used to give some trophy and 2 times meal free of cost.
1.8.7 Does the motivation level of employees increased as compared to earlier after such activities?
About 78% of employees agreed as to by conducting such activities their motivation towards their work has increased whereas 22% were of opinion as after playing will get exhausted and work will get delay & pending for long time, unable to play in hot climate etc.

1.8.8 Do you feel that your ideas are implemented in the organization?
About 65% employees were of opinion that their ideas are implemented in the organization whereas 35% employees are did not want to share their ideas are implement.

1.8.9 Do you feel that there is a sufficient arrangement in an organization for dealing with employee’s problem?
About 76% were of opinion as to that their grievances are handled seriously and only 4% were of opinion that their problem is rectified, therefore management should make proper arrangement for employee’s grievances and issues.

1.8.10 Does decision making is better at group level?
About 70% were of opinion as to group decision making is better as it encourages new ideas and views, whereas 20% were of opinion can’t say and only 10% neglected that it is better at individual level as they were of saying that by performing individual one is solely accountable for his work and recognition.

1.8.11 Does Company continues with such kind of employee engagement activities in future?
About 90% of employees were of opinion as to such activities must be conducted in the future, because it was the first time such activity is being conducted for employees, and were of opinion that these provided a sense of relaxation from daily hectic schedule along with games.

1.8.12 Does this kind of activities help you in reducing stress?
About 94% of employees agreed that such recreational activity helps to reduce stress to a great extent whereas 6% were not satisfied with it.

1.8.13 Does company concern for employee recreational activities?
About 80% employees are agree to company should concern for employee recreational activities, and 20% said company does not concern for employee recreational activity therefore it should conduct some engagement activity from time to time.

1.8.14 Do you like this employee engagement activity?
90% of employees liked the activity it means it was a great success and should be recommended and implemented in future, only 10% did not like it due to hot climate.

1.9 Findings, suggestions and Conclusion
1.9.1 As survey is conducted chakan plant location in Pune, Maharashtra the perception of employees may or may not greatly vary from one plant to another.
1.9.2 Employee engagement activity played a great role for motivating employees; hence it should be conducted more often from time to time.
1.9.3 Designing employee birthday calendar and representing their names on calendar made them feel much more attached and a feeling of belongingness.
1.9.4 Most of the employees reach office on time except a few, it clearly shows a healthy workplace to work.
1.9.5 Timely payment of salary doesn’t remain the key motivators all the time to keep employee engaged but, providing canteen, restrooms Two day off in a week, arranging a small movie time for employees within a plant can make them more engaged.
1.9.6 Proper arrangement of first aid facilities & room for employees at all plants should be made mandatory and also an ambulance van for critical injury.
1.8.7 Dealing with employees and worker with equal respect at workplace irrespective of positions they hold.

1.8.9 To provide bonus to employee on festivals to make them more attached and motivated towards the organization.

1.9 To incur recruitment from only one source cannot provide potential candidate for the desired job, organization should switch on to few other sites such as times job, monster job etc.

1.9.10 Organization should continue conducting these activities from time to time, it should not be like conducting once in every 6 months, it demolishes their will to participate.

1.9.11 like employee birthday calendar for corporate employees, similarly employee birthday calendar for worker at plant level should also be done.

1.9.12 Arrangement of suggestion and query box in each and every plant should be done and Initiate Immediate Action for employee responses to queries and problems.

1.9.13 Cameras should be installed within the office premises so that employee timely work and individual performance can be timely measured & also safety of employee belongings.

1.9.14 Apart from carom, arrangements for chess, dart and pool should be also installed.

Employee Engagement is the buzz word term for employee communication. It is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, use and importance in the workplace and impacts Organizations in many ways. Employee engagement emphasizes the importance of employee communication on the success of a business. An organization should thus recognize employees, more than any other variable, as powerful contributors to a company's competitive position. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action. We would hence conclude that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful Endeavour.

References
HUMAN RESOURCE CHALLENGES AND STRATEGIES ADOPTED BY INDIAN AUTOMOBILE INDUSTRY

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Abstract:
The emergence of Globalisation has made multi national companies to start their operations in developing nations like India. At present, India's passenger car and commercial vehicle manufacturing industry is the sixth largest in the world. The sector is not only progressing in terms of production, sales etc. but also adopting the moderate work system and human resource developmental polices. It also describes how HR Audit helps in employees’ development process at automobile dealership level.

Keywords: Globalisation, Human Resource Development, Indian automobile, HR Quality Audit

Introduction: Indian Automobile Industry has grown well over the years. With the rise in income of general citizens, there has been a strong demand from across the board. However, with growth, there come challenges. The recent spate of product recalls it has shaken the confidence of the industry somewhere or the other. The problems and difficulties associated with the Automobile industry have a human dimension too. Automobile industries need effective HR management to build and maintain teams. The Human Resources (HR) department manages all employee related activities like employee recruitment & selection, Quality Staffing, employee payroll management and employee skill development training.

Objectives:
1. To observe how HR Audit helps in employees’ development process?
2. To study Critical challenges that are currently faced by the Automobile Industry.
3. To study what strategies HR should follow?

Research Methodology:

Research Design: Exploratory Research Design regarding the topic and related concepts has been done.

Data Collection: Secondary Data collected from various sources viz. Journal and web sites is used for the purpose of study.

HR Quality Audit: HR audit is a proactive measure that can save the company time and expense. It scrutinizes organizations business quality management system and not its products. The quality standards and check list will be set by top management as per the organizations targets and objectives to be achieved in short term or long term. In most organizations, HR Manager will be the internal auditor, who evaluates the checklist developmental factors with that of the determined standard. As external Quality audit will be conducted by authority from the manufacturing or mother organization, to determine their indirect employees’ performance. The check list factors or standards maintained by automobile manufacturers to their dealers throughout the country are the following:

1. Salary & Incentives: The employees’ compensation is the primarily evaluated standard. The salary and incentives of the employees should be properly distributed on the mentioned date as per the manufacturer. Salary and incentives are the backbone of the employees, which makes dedicated interest to deliver their best results. Improper management of salary and benefit costs can have a significant financial impact, since these costs often make up a large portion of an organization’s budget.
2. **Manpower Availability:** The second priority is given to Manpower availability. For doing a determined target, specified manpower is needed; it is to minimize the risk levels on attaining the target per month and annual. Each year, as the manufacturer increases their products exponentially, the targets for the dealers also increase in small percent. Based on the increase in targets to the dealership, the human resource department has to make manpower calculation. As discussed earlier, the retain ability of manpower with high targets is a great and herculean task.

3. **Training & Grooming:** The third priority is mostly given to Training and Development activities. As per the company norms, for a new employee induction training should be provided, so as to become familiar with the company policies, products & services rendered. Usually the trainings given to the sales team are classified into different levels; say Level 1, Level 2, Level 3 etc. As the employees service with the dealership increases, they are given different levels of training on need based and analysis. In addition, the employees have to make a minimum number of days training annually to improve & develop their skills, knowledge towards their existing products, new additions and importantly their competitor products.

4. **Sales Manpower Performance:** The next priorities are given to Sales Manpower performance, Process, Systems & Welfare Activities. Sales Manpower performance comprises individual, sales team and in total dealership performance on monthly, quarterly & yearly basis.

5. **Process, Systems & Welfare Activities:** The process, systems & welfare activities standards are important to human resource department purely towards development of employees like implementation of Recruitment process, performance management, handholding of all poor performers, exit interviews and exit management system, organizational structure & well defined job roles and responsibilities, recreational activities for employees, other statutory benefits including accident insurance etc.

Each of these checklists will be evaluated in terms of points out of 500 or 1000. With these evaluations, action plan for the next quarter will be made as remarks. From the summary of HR audit findings, it is helpful for top management to get an idea about the dealerships hr related processes and policies. Audit summary contains an action plan for improving HR development processes. Quality records also assist in effective planning and in execution and control of processes and methods. Auditors use the records to determine the system's effectiveness, based on the level of problem resolution that reflects in the records.

**Critical challenges faced by the Automobile Industry:**

1. **Talent Availability:** All major HR studies have indicated that there is a critical shortfall of talent in both technical and commercial level in the Automobile industry. The shortage is quite high. Due to the unavailability of proper expertise, the companies are sometimes forced to compromise on the quality of skills. Also, there has been a lack of seriousness from the industry side to address this issue, at least that’s what the studies reveal. There is an urgent need from the bottom of the industry to address this issue.

2. **Low Compensation:** Compensation is another area, where the industry is facing an issue. The annual increase in compensation in the Automobile industry is even smaller than the manufacturing industry. The increase is lower by 1% – 2% at CXO and sub-CXO levels putting a further strain on the stability at these levels. The attrition has risen from 8% – 10% earlier to around 13%- 14% now. However, lately, there has been a realization of the need for bold new thinking, initiatives, original research, product development and an increased focus on people issues. Based on the reverse analysis, it found that the Automobile and Automobile-component industry has been ranked fourth in its ability to attract talent from related sectors. It has been found that among young engineers today, the Automobile industry ranks way behind in their preferred career plans.
3. **Communication Gaps:** It is evident that in many companies there is an inherent mismatch between the organizational initiatives announced by the top management and those that are understood by the CXO and sub CXO professionals. There is a communication gap in the Automobile industry in India as the strategies of the top leadership to enthuse the future leaders are not getting properly communicated. The professionals are unable to comprehend and appreciate the actions, with which the core benefits of the company are associated. This ultimately leads to unfulfilled professional aspirations.

4. **Lack of a Human Resources Strategic Plan:** According to business advising firm Schneider Downs, one of the biggest human resources challenges the auto industry faces is the fact that many automotive businesses lack a "comprehensive, step-by-step action plan to become an 'employer of choice.'" In other words, automotive businesses struggle with major human resources functions because they do not have a strategic, focused plan that involves hiring, training, delegating, promoting and releasing employees. Because they do not have strategic plans, Schneider Downs argues that most automotive businesses operate without both the strategies needed to find the right talent and the processes required to maximize their impact.

5. **High Turnover:** Turnover, or the number of employees who quit or are fired and must be replaced, is an key human resources problem in the automotive industry because it is both common and costly. According to Auto Dealer Monthly, the total cost of replacing a lower-level employee, such as a cashier in an auto dealership, is around $3,000. Senior and skilled employees, such as sales professionals, managers and mechanics, cost even more to replace. To overcome this challenge, Auto Dealer Monthly suggests that automotive businesses closely review turnover metrics to identify patterns and causes of turnover. Once identified, patterns and causes can be strategically reversed.

6. **Developing Leaders:** While the Society for Human Resources Management notes that "developing the next generation of corporate leaders" is a key human resources challenge facing all industries, cultivating and training leaders is especially challenging for the automotive industry. High turnover can partially account for this challenge. When employees tend to leave a business just a few months or years after they are hired, senior staff cannot mentor them into leaders. Another reason why automotive businesses have difficulty developing leaders is the fact that the automotive industry tends to be focused on daily operations. Often struggling with few employees, numerous tasks to complete and the need to consistently redevelop marketing and advertising plans, automotive businesses regularly lack the time to institute management and leadership development programs.

7. **Lack of Collaboration and Communication:** In the automotive industry, effective human resources management means building and maintaining strong teams. However, as is true in most project-based industries, employees in the automotive industry tend to have difficulty communicating or working together. Instead, they are focused on completing the task at hand: repairing the malfunctioning vehicle, meeting an individual sales quota or completing a detailing job. According to Forbes, one of the best ways to develop leaders and meet human resources challenges is by developing employees' communication and collaboration skills.

**Strategies for HR to follow:**

1. **Talent differentiation:** An integral part of the strategy has to be its exclusivity in managing talent. At Alliance, we segment the talent groups across all the entities of our operations. The combination of scientific techniques deployed in talent assessments along with the robustness by a form of cross-entity leadership validation is a real booster in creating a sustainable competitive advantage
2. **Holistic Talent Development**: Secondly, we have an array of tailor-made development interventions acting as our true differentiator. We have an effective learning framework which gets our talent not just to learn but also to develop by a form of doing, from others and through on the go training.

3. **Agile Talent deployment**: Thirdly, yet another effective element of our strategy is its quotient to forecast and understand the talent demands in an uncertain future environment. The Alliance succession planning model is aligned, authentic and agile as it is built as a joint exercise in partnership with our business leaders at a collective forum.

4. **Mobility for all**: Constructive disruption is not only prevalent in our business model so does it amplify our talent Mobility practices. Presence of multi-layered functional career forums across entities and the Alliance helps us develop a meticulous understanding of the career needs of people.

**Conclusion**: Though the Indian Automobile industry is growing well and is expected to become the third largest industry just behind China and USA, however, experts point out that there are growth pangs all-around through inadequacies in the senior management pool that is not ready for the upcoming future. The automobile industry in India is caught in a quagmire of problems like rapid ramp-up of production, sales, lean manufacturing and cost-cutting initiatives coupled with some unusual restlessness in the human assets. The industry in India needs to align with the global best practices and not only that, the industry needs to manage its strategic priorities and uncertain government policies, which would require some realignment of talent matrices. However, there has been a process of course correction already introduced in many of the Automobile companies in India, and things may start to look positive very soon.

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ENTREPRENEURSHIP THROUGH VOCATIONAL DEGREE COURSE “BEAUTY THERAPY AND AESTHETICS”

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Abstract:  
Entrepreneurship education is a lifelong process starting from early as elementary school and progress through all levels of education. Entrepreneurship is important as it has the ability to improve standards of living and create wealth, not only for the entrepreneurs, but also for related businesses as well as society. Along with traditional degree courses if skill oriented courses were taught to students and supporting technical knowledge is given to them, then they will start their own business in their life. By creating entrepreneur unemployment problem can be diluted. Keeping in this mind new degree vocational course was designed and started from 2018 in colleges under affiliation of Savitribai Phule Pune University. The designing of course, problems to be face during implementation of course, its limitations and benefits were discussed in present paper.

Key words: Skill based courses, unemployment problem, and entrepreneurship

Introduction:  
Entrepreneurship is the process of designing, launching and running a new business, which is initially may be a small business. The people who create these businesses are called entrepreneurs. An Entrepreneur is a person which has the ability to find and act upon opportunities to translate inventions or technologies into products and services, developing a business plan, hiring the human resources, acquiring financial and material resources, providing leadership, being responsible for both the venture's success or failures. Most people think that they want to be entrepreneurs because of its some benefits like working from anywhere in the world, living like a king, not answering to boss etc. but to become the entrepreneur is very difficult task.

Today’s beauty professional is a member of the ever-expanding, ever-changing, ever-fascinating beauty industry. If you are innovative and ambitious, there is no limit to your potential. No other industry has such a constant demand for qualified, creative, well-trained graduates. None offers such bright opportunities for an individual to start a personal business and work toward financial independence. Your artistic skills and training give you the potential of changing people’s lives by making them look good and feel beautiful, possibly for the first time. With the right training, you could begin a career in the fashion industry as a makeup artist or stylist. You can choose to work behind the scenes in a movie, on a broadways play, at a fashion show or perhaps as a photo makeup artist/stylist. Perhaps your dream is to own your own salon or spa one day or become an instructor and inspire others to enter into the beauty business. Reach for the stars, because whatever your dream may be, a career in beauty can take you there.

Materials and Method:-  
Beauty Therapy and Aesthetics course-
Bachelor of Vocational course (B. Voc.) in ‘Beauty Therapy and Aesthetics has been designed as per the guidelines and objective of UGC, New Delhi, National Skills Qualification Framework (NSQF), New Delhi and National Skill Development Corporation, (NSDC) India. B. Voc. course is multiple exist program, which leads Diploma after completion of first year, Advance Diploma after completion of two years and Degree in B. Voc.
after successful completion of three years. The eligibility condition for admission to course is to be 10 + 2 or equivalent from any stream. This course is based on credit system and detail course structure is given below-

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<tr>
<th>Year – I [F. Y. B. Voc.]</th>
<th>Semester - II</th>
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<tbody>
<tr>
<td>Course Code</td>
<td>Course type</td>
</tr>
<tr>
<td>BTAT04</td>
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<tr>
<td>BTAT05</td>
<td>theory</td>
</tr>
<tr>
<td>BTAT 06</td>
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</tr>
<tr>
<td>BTAP 04</td>
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<tr>
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<th>Semester - III</th>
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<tbody>
<tr>
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<td>BTA T 08</td>
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<tr>
<td>BTA T 09</td>
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<tr>
<td>BTA P 07</td>
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<td>BTA P 08</td>
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<td>BTA P09</td>
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<table>
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<tbody>
<tr>
<td>BTAT 10</td>
<td>Theory</td>
<td>Cell Metabolism &amp; Body System</td>
<td>4</td>
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<tr>
<td>BTAT 11</td>
<td>Theory</td>
<td>Sterilization &amp; Sanitization</td>
<td>4</td>
</tr>
<tr>
<td>BTAT 12</td>
<td>Theory</td>
<td>Professional Image &amp; Life Skills</td>
<td>4</td>
</tr>
<tr>
<td>BTAP 10</td>
<td>Practical</td>
<td>Theory &amp; Tools of Hair Treatment Hair Styling &amp; Hair</td>
<td>6</td>
</tr>
<tr>
<td>BTAP 11</td>
<td>Practical</td>
<td>Chemical Application &amp; Hair Treatment Thermal Hair</td>
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<tr>
<td>BTAP 12</td>
<td>Practical</td>
<td>Hair Restoration &amp; Mesotherapy</td>
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Year – III [T. Y. B. Voc.]  
<table>
<thead>
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<th>Course Name</th>
<th>No. of Credits</th>
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<tbody>
<tr>
<td>BTA T 13</td>
<td>Theory</td>
<td>History of Skin Care</td>
<td>4</td>
</tr>
<tr>
<td>BTA T 14</td>
<td>Theory</td>
<td>Nutrition &amp; Health of Skin</td>
<td>4</td>
</tr>
<tr>
<td>BTA T 15</td>
<td>Theory</td>
<td>Skin Disorders</td>
<td>4</td>
</tr>
<tr>
<td>BTAP 13</td>
<td>Practical</td>
<td>Electro-logy and its uses</td>
<td>6</td>
</tr>
<tr>
<td>BTAP 14</td>
<td>Practical</td>
<td>Neurology Pigmentation &amp; Acne Treatment</td>
<td>6</td>
</tr>
<tr>
<td>BTAP 15</td>
<td>Practical</td>
<td>Photo Therapy and Aging Skin / Photo Aging</td>
<td>6</td>
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Year – III [T. Y. B. Voc.]  
<table>
<thead>
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<th>Course Type</th>
<th>Course Name</th>
<th>No. of Credits</th>
</tr>
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<tbody>
<tr>
<td>BTA T 16</td>
<td>Theory</td>
<td>Skin Analysis</td>
<td>4</td>
</tr>
<tr>
<td>BTA T 17</td>
<td>Theory</td>
<td>Cosmetology Concepts &amp; Fundamentals</td>
<td>4</td>
</tr>
<tr>
<td>BTA T 18</td>
<td>Theory</td>
<td>OSHA (Occupational Safety &amp; Health Administration)</td>
<td>4</td>
</tr>
<tr>
<td>BTA P 16</td>
<td>Practical</td>
<td>Salon operation.</td>
<td>6</td>
</tr>
<tr>
<td>BTA P 17</td>
<td>Practical</td>
<td>Cosmetology Designs, Cosmetology &amp; Career</td>
<td>6</td>
</tr>
<tr>
<td>BTA P 18</td>
<td>Practical</td>
<td>Use of Cosmetic Procedure (Laser, Botox, Fillers,</td>
<td>6</td>
</tr>
<tr>
<td>total number of credits</td>
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<td></td>
<td>30</td>
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</table>

SWOT Analysis of the course Beauty Therapy and Aesthetics:-
SWOT analysis includes strengths, weaknesses, opportunities and threats of course. By considering syllabus and eligibility of course following predictions can be made -

**Strength:**

a) After passing of Higher Secondary School examination [H.S.C] form any stream like Arts, Commerce or Science or equivalent examination, can take admission to this course
b) Along with degree course students get skill based knowledge about the field of Beauty and different therapies, treatments given under it.

c) Due to early age marriage problems in girl, they are not able to complete their graduation. In this course they can leave at any stage but they get diploma certificate after completion of first year, advance diploma certificate after completion of second year and degree certificate after completion of third year.

d) On completion of first year students get communication skills, basic knowledge about beauty, hygiene, health, spa, massage, manicure pedicure etc. So that they may get job in beauty parlors after completion of first or second year. In other any stream of degree course they won’t get job after completion of first or second year.

e) This course gives detail knowledge about our body, different cosmetics used, different machinery used in various therapy and treatment like dandruff, pigmentation, acne, hair fall etc.

Weakness:-
a) Due to medium of course teaching and examination is English, it become difficult for those students who have completed their school education form Marathi, Hindi or any other language to understand subject.
b) It became difficult to understand scientific terms in course to the students from non-science stream.
c) It is difficult to get teaching faculty to this course who have sound knowledge in Beauty, as they got more money from business in this field as compare to they get in teaching field.

Opportunities:-
a) Students get employment at any stage in this course i.e. either completing diploma, advance diploma or degree course.
b) Students can start their own business with minimum investment.
c) Students make their own carrier in the field of Beauty

Threats:-
a) In Beauty therapy various treatments like Keratin-smoothing, in which many chemicals and formulas used contain the chemical formaldehyde, which interacts with proteins in your body’s cells and can cause allergies, asthma or also cancer.
b) Pedicure treatment can create skin infection in Beautician
c) Repeated manicures treatment raise skin cancer risk.
d) Unskilled workers, mishandled products, and unsanitary conditions can put you at risk for burns, rashes, and infections.
e) A key ingredient in permanent hair colour is the harsh chemical ammonia, which opens the hair cuticle and lifts out natural pigment. In some people ammonia can irritate or in extreme cases burn the scalp.

Conclusions-
1. Bachelor degree of Beauty Therapy and Aesthetic is a good alternative for plane degree course like B.A., B.Com. or B. Sc. as it is skill based oriented course.
2. As discussed in weakness of this course, it is difficult to understand subject for students who have completed their school education other than English medium, but if semi English medium is used for this course or only some papers like communication skill kept in English while skill oriented courses kept in Marathi, then it will be easy for those students to understand subject and they can show good performs in examination.
3. Due good opportunities in getting employment or to start own business, students give more preference to this vocational course as compare to plane degree courses.

4. As we discussed in threats of this course there are more possibilities of getting health problems, but all these problems can be overcome by taking precautions and care when using instruments or cosmetic products.

5. **References:**

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   Preparing for the practical exam: Milady's Standard Cosmetology
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   George Thomas Jackson, “A Practical Treatise on the Diseases of the Hair and Scalp”
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EMPLOYEE JOB SATISFACTION: A CASE STUDY ON THE OUTSOURCING SERVICES OF AXA BS PRIVATE LTD.

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Assistant Professor
PDEA’s Anantrao Pawar College, Pirangut, Tal. Mulshi, Dist. Pune-412 115

Abstract:
Human resource department plays a key role in employee’s job satisfaction in outsourcing industry. And it is necessity in this competitive global economy. This paper explores the employee job satisfaction in AXA BS Private Ltd. A questionnaire was prepared to conduct study to assess the perceptions and acceptance of human resources policies in the company. Ninety staff members were included in the study, using self administered questionnaires. The results of this study show that majority of the staff have clear perception and display willingness to accept the policies of the company. It is hoped that the findings of this study will help all outsourcing companies to frame the policies related to employee’s job satisfaction and to plan their employees for developmental programs accordingly.

Keywords: Employee satisfaction, performance appraisal.

Introduction:
The success of any business process outsourcing companies depends on the satisfaction of their employees. Because a major time in a day of employees life is spent at the floor in a company. It not only gives status to the individual, but also has a binding him to the development. The employee’s job satisfaction refers to employee’s general approach towards his work. An employee with a high level of job satisfaction has a positive attitude towards the work; or else, he holds a negative approach toward his job. Therefore, job satisfaction has been defined as a satisfying situation resulting from the appraisal of one’s job, an effective response to one’s job, and an attitude towards one’s job. Job satisfaction is associated with life satisfaction. A finding for organizations is that job satisfaction has a correlation to productivity in the process. AXA Business Services is a 100% subsidiary of AXA, the number 1 insurance organization globally by brand. AXA is in well positioned as a strategic innovation hub leveraging the value proposition that India as a market place presents to provide sustained value to our global partners and employees. AXA is at the forefront of driving transformation across all of AXA’s business lines: life savings and health, property & casualty, and asset management.

Below are their products and services (Processes):

- Asset Management
- Asset Servicing
- Alternative Investment Services
- Wealth Management
- Life and Non-Life Insurance Services
- Treasury Services
- Broker-Dealer & Advisor Services

Need For The Study:
The employee’s job satisfaction is associated to a pleasing feeling. To enhance the productivity of a process in an organization, the employee’s positive attitude toward his job is necessary. Because employees are highly complex individual, and to focus on variety of psychological and sociological needs apart from their basic needs...
needs.

Objectives Of The Study:
1. To study the employees' satisfaction towards the facilities provided to them.
2. To evaluate the level of satisfaction of employees.
3. To recommend suggestions to improve the satisfaction of employees.

Methodology And Database:
1. The primary data was collected using a structured questionnaire.
2. The secondary information was collected from the internet.
3. The Sample Selection: The questionnaire was administered through ninety employees. The sampling was selected by using the convenience sampling technique.

Questionnaire Design:
At the time of designing the questionnaire, it was thought that all the required information would be collected through the questionnaire. The questionnaire was developed on the basis of variables like professional level, incentive offered, pay, promotion and transfer policy, and employer-employee relationship.

Results And Interpretation:

| Q. No. 1 Are you satisfied with the training provided by your process manager/ Superior? |
|----------------------------------------|--------|-------|
| **Comments** | **Frequency** | **Percentage** |
| Satisfied | 65 | 72.22 |
| Not Satisfied | 02 | 2.22 |
| Partially Satisfied | 23 | 25.56 |
| Total | 90 | 100 |

Source: Questionnaire (Sample Survey)

The above table shows that, 72.22% of the respondents were satisfied, 2.22% of the respondents were not satisfied and 25.56% of the respondents were partially satisfied with the training provided by their process manager/ superior

<table>
<thead>
<tr>
<th>Q. No.2. Are you satisfied with the present working conditions in your process/ department?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Comments</strong></td>
</tr>
<tr>
<td>Satisfied</td>
</tr>
<tr>
<td>Not Satisfied</td>
</tr>
</tbody>
</table>
The above table shows that, 71.11% of the respondents were satisfied, 12.22% of the respondents were not satisfied and 16.67% of the respondents were partially satisfied with the working conditions in the process/department.

Q. No.3. What are the techniques of job design adopted for you in the current process?

<table>
<thead>
<tr>
<th>Comments</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Simplification</td>
<td>26</td>
<td>28.89</td>
</tr>
<tr>
<td>Job Rotation</td>
<td>53</td>
<td>58.89</td>
</tr>
<tr>
<td>If others</td>
<td>11</td>
<td>12.22</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>

The above table shows that, 28.89% of the respondents said that job simplification technique is adopted in the process, 58.89% of the respondents said that job rotation technique is adopted because the work should not hamper and 12.22% of the respondents said that the cross functioning and buddy techniques are adopted in the processes to avoid the mistakes in the process.
Q. No.4. Are you satisfied with the technique of job design adopted for you?

<table>
<thead>
<tr>
<th>Comments</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied</td>
<td>69</td>
<td>76.67</td>
</tr>
<tr>
<td>Not Satisfied</td>
<td>08</td>
<td>08.89</td>
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<tr>
<td>Partially Satisfied</td>
<td>13</td>
<td>14.44</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Questionnaire (Sample Survey)

The above table shows that, 76.67% of the respondents were satisfied, 08.89% of the respondents were not satisfied and 14.44% of the respondents were partially satisfied with the technique of job design adopted for employees.

Q. No.5. Are you satisfied with your Current Package (Salary)?

<table>
<thead>
<tr>
<th>Comments</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied</td>
<td>47</td>
<td>52.22</td>
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<tr>
<td>Not Satisfied</td>
<td>23</td>
<td>25.56</td>
</tr>
<tr>
<td>Partially Satisfied</td>
<td>20</td>
<td>22.22</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Questionnaire (Sample Survey)
The above table shows that, 52.22% of the respondents were satisfied, 25.56% of the respondents were not satisfied and 22.22% of the respondents were satisfied with the current package (salary).

Q. No.6. Is Performance Appraisal done in period of?

<table>
<thead>
<tr>
<th>Comments</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Half yearly</td>
<td>04</td>
<td>04.44</td>
</tr>
<tr>
<td>Yearly</td>
<td>05</td>
<td>05.56</td>
</tr>
<tr>
<td>Half yearly &amp; Yearly</td>
<td>81</td>
<td>90.00</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>

Source:Questionnaire (Sample Survey)

The above table shows that, 04.44% of the respondents said that the performance appraisal is done half yearly, 5.56% of the respondents said that the performance appraisal is done yearly and 90.00% of the respondents were said that the performance appraisal is done half yearly and yearly both the times.

Q. No.7. Do you think that the Performance Appraisal System always help to the hike in your package?

<table>
<thead>
<tr>
<th>Comments</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>63</td>
<td>70.00</td>
</tr>
<tr>
<td>No</td>
<td>27</td>
<td>30.00</td>
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<tr>
<td>Total</td>
<td>90</td>
<td>100</td>
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</tbody>
</table>

Source:Questionnaire (Sample Survey)
The above table shows that, 70.00% of the respondents said that the performance appraisal system always help them to hike in their package and 30.00% of the respondents said that the performance appraisal system does not help them to hike in their package.

<table>
<thead>
<tr>
<th>Comments</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied</td>
<td>56</td>
<td>62.22</td>
</tr>
<tr>
<td>Not Satisfied</td>
<td>16</td>
<td>17.78</td>
</tr>
<tr>
<td>Partially Satisfied</td>
<td>18</td>
<td>20.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Questionnaire (Sample Survey)

The above table shows that, 62.22% of the respondents were satisfied, 17.78% of the respondents were not satisfied and 20.00% of the respondents were partially satisfied with the performance appraisal system in the process.

<table>
<thead>
<tr>
<th>Comments</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied</td>
<td>56</td>
<td>62.22</td>
</tr>
<tr>
<td>Not Satisfied</td>
<td>15</td>
<td>16.67</td>
</tr>
<tr>
<td>Partially Satisfied</td>
<td>19</td>
<td>21.11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Questionnaire (Sample Survey)
The above table shows that, 62.22% of the respondents were satisfied, 16.67% of the respondents were not satisfied and 21.11% of the respondents were partially satisfied with the reward and recognition and incentive system of the company.

Q. No.10. Do you get the required inspiration from your process manager?

<table>
<thead>
<tr>
<th>Comments</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied</td>
<td>73</td>
<td>81.11</td>
</tr>
<tr>
<td>Not Satisfied</td>
<td>03</td>
<td>03.33</td>
</tr>
<tr>
<td>Partially Satisfied</td>
<td>14</td>
<td>15.56</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Questionnaire (Sample Survey)

The above table shows that, 81.11% of the respondents were satisfied, 03.33% of the respondents were not satisfied and 15.56% of the respondents were partially satisfied with the inspiration from the process manager/superior.

Q. No.11. Are you satisfied with the career development & promotion policies of the process/company for you?

<table>
<thead>
<tr>
<th>Comments</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied</td>
<td>35</td>
<td>38.89</td>
</tr>
<tr>
<td>Not Satisfied</td>
<td>30</td>
<td>33.33</td>
</tr>
<tr>
<td>Partially Satisfied</td>
<td>25</td>
<td>27.78</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Questionnaire (Sample Survey)
The above table shows that, 38.89% of the respondents were satisfied, 33.33% of the respondents were not satisfied and 27.78% of the respondents were partially satisfied with the career development steps taken by the process/company.

Findings Of The Study

1. 72.22% of the respondents were satisfied with the process training provided by company.
2. 71.11% of the respondents were satisfied with the working conditions on the floor.
3. 58.89% of the respondents are open with job rotation system implemented among the processes in the department.
4. 76.67% of the respondents were satisfied with the job design by the process manager/superior.
5. 52.22% of the respondents were satisfied with their pay packages.
6. 90.00% of the processes in the organization implemented the half yearly and yearly appraisal systems.
7. 70.00% of the respondents agreed that the performance appraisal has made an impact on their increment and packages.
8. 62.22% of the respondents were satisfied with the performance appraisal system run in the organization.
9. 62.22% of the respondents were satisfied with the reward and recognition and incentive system of the company.
10. 81.11% of the respondents are satisfied with the manager’s inspiration.
11. 38.39% of the respondents were satisfied with their career development steps.

Suggestions And Conclusion

1. Employee’s internal promotion policy (succession planning) should be implemented to increase the employee’s morale, motivation and satisfaction levels.
2. The salary structure should be revised as per the employee’s job, experience, skills, and competencies and complexity in the process. Because the pay structure plays an important role in job satisfaction of employees.
3. Company should provide environment and time to enhance the employee’s career development programme.
4. The process manager/superior should be able to convince the employees/subordinates about the importance of job rotation. So that it will be implemented more successfully.

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2. www.managementhelp.org
“A STUDY OF SELF - EMPLOYMENT OPPORTUNITIES GENERATED THROUGH DIRECT SELLING INDUSTRY IN INDIA”

Prof. Ashwini Suhas Walhekar
Assistant Professor
PDEA’s Mahatma Phule Institute of Management, Hadapsar, Pune

Prof. Santosh Balasaheb Khalate
Assistant Professor
PDEA’s Mahatma Phule Institute of Management, Hadapsar, Pune

Dr. Vandana V. Pimple
Research Guide and HOD (Commerce)
PDEA’s Baburaoji Gholap College, Sangavi, Pune

Abstract:
Unemployment is the buzz word of today’s generation in India. India seems to have the biggest pools of unemployed people in the world. This leads one to wonder what is wrong with the economy which fails to absorb the unemployed. One of the main reasons is that the Indian economy is not witnessing a sustained rate of high growth because investment is subdued and the manufacturing sector, which creates the maximum jobs, is growing at a snail’s pace, the slowdown in industrial and infrastructure sectors, especially the construction sector, and the low volume of IT growth. Self - employment is the only solution to the unemployment. Policy makers and economists studied and drew conclusion that direct selling industry, with a moderate investment has got the potential to provide self - employment to unemployed person. This paper attempt the concept of self - Employment & Direct selling, present scenario of Direct selling Industry in India and the contribution of direct selling industry in generating self -employment opportunities.

Keywords- Unemployment, Self- Employment, Direct Selling Industry etc.

Introduction:
Every month, a million Indians become age-eligible to join the workforce, but the growth in jobs has not kept pace with the rising number of aspirants. The result—unemployment has been on the rise, despite India supposedly being one of the brighter spots in a slowing global economy. India’s unemployment rate grew from 6.8 per cent in 2001 to 9.6 per cent in 2011, according to Census 2011 data.

In light of the current situation, how can we create these many jobs? The one possible solution to this grave problem is promoting entrepreneurship. Entrepreneurs hold the key to the growth of a nation’s economic development and growth. The direct selling industry provides a potential solution by promoting entrepreneurship and self-empowerment.

According to a report by KPMG and FICCI published earlier this year, the direct selling industry in India has the potential to grow almost nine times to touch Rs 64,500 crore by 2025 and is likely to provide self-employment to around 1.45 million people. The report said the direct selling industry has been recording double digit growth of over 16 per cent over the past four years. We hope that with time and with the above measures, direct selling sector in the country will only flourish and add on to the economic growth of the country.

Hence the researcher has selected present area of study as research topic to analyze the potential of Direct Selling industry in generating self-employment opportunities.
Objectives of the Study:
- To study conceptual framework of self-employment & Direct selling.
- To study the present scenario of Direct selling Industry in India.
- To study the contribution of direct selling industry in generating self-employment opportunities.

Need of the study:
The study has socio-economic relevance with the life of large number of people living in the state, the region and also people living in the different parts of the country. The purpose of undertaking the present study is very much significant in keeping with the deeply felt needs of solving the problems of unemployment in the state. Self employment is the only solution to the unemployment. Policy makers and economists studied and drew conclusion that direct selling industry, with a moderate investment has got the potential to provide self employment to unemployed person.

Direct selling has been one of the few industries that have continued to make steady progress and pushing boundaries towards overall growth.

Direct Selling is a booming industry, a boon for an economy and employment generation towards better future. It boosts confidence of individuals and therefore leading the industry as well as the workforce involved, to a higher growth trajectory. It is an attractive option, allowing people to manage their own business with minimal outlay as well as generate an income.

Research Methodology:
Secondary data were used for the present study. The secondary data were collected from the IDSA FCCI, KPMG reports. Other relevant information for the present study was collected from various publications, books, journals, magazines and bulletin, etc.

Conceptual frameworks of Direct Selling Industry and self-employment Generation

Direct Selling Industry
Direct Selling is defined as face-to-face selling away from fixed brick and mortar stores. Direct Selling typically includes home selling situations such as door-to-door solicitations, appointments, referrals and product parties, as well as catalogues and the Internet to disseminate information. It is one of the oldest modes of sales, and is similar to the traditional consumer goods retail model. By design, direct selling firms rely more on the selling skills of their sales force rather than advertising. Direct sales people are usually independent contractors, not company employers, and opportunities with direct selling companies are open to persons from all backgrounds, experience levels, and personal characteristics. Clearly, direct selling is a business activity of significant importance both in financial and human terms.

Direct selling in India has emerged as a low investment entrepreneurial opportunity for masses to the idea of building their own business at their own pace and operating it on their own terms. It has been witnessed over the years that individuals are engaging in large numbers owing to the benefits the industry offers in terms of free enterprise system, low cost of entry, minimal risk, opportunity to earn supplementary income, training and development programmes, etc.

The concept of Direct Selling has become popular over the years as it offers the ability to experience the product first-hand by the consumers generally in their homes, at their workplace or at places apart from retail locations through demonstration of products by a Direct Seller.

Direct selling provides an excellent platform for entities with innovative or distinctive products not readily available in traditional retail stores, or those which cannot afford to compete with the enormous advertising and promotion costs associated with gaining space on retail shelves. Direct selling enhances the retail distribution infrastructure of the economy, and serves consumers with a convenient source of quality products.
Employment, unemployment and self-employment:

Unemployment
Unemployment occurs when a person who is actively searching for employment is unable to find work. Unemployment is often used as a measure of the health of the economy. The most frequent measure of unemployment is the unemployment rate, which is the number of unemployed people divided by the number of people in the labor force.

Employment:- It can be
1. An occupation by which a person earns a living; work; business.
2. The total number of people gainfully employed or working.
3. an activity or the like that occupies a person's time:

Self-Employment
When an individual entirely owns the business for which they labor, this is known as self-employment. Self-employment often leads to incorporation. Incorporation offers certain protections of one’s personal assets. Individuals who are self-employed may own a small business. They may also be considered to be an entrepreneur.

Literature Review:

Deepali Bhattacharjee (2016) Problems and Prospects of Direct Selling in Assam (India), this paper analyzes the role of direct selling in generating income and employment in Assam, a state situated in the North eastern part of India. Direct Selling started operation in Assam during 1998. This paper highlights the problem and prospects of direct selling in Assam (India). Results indicate that there is a positive relation between education and Distributors number; women do more business than male distributors, acceptance of direct seller in the society and satisfaction of the distributors. Problems faced by this Industry and Indian Government interventions to solve these problems.

A. S. Viswanathan (2018) Direct Selling Business Model – A Review In this review article different business approaches are explained with more operating information on direct selling businesses and network marketing opportunities and the growth of the DSI - Direct Selling Industry in India. It is to be understood registered direct selling companies with good performance track record and offering quality products and services are really offering a good scalable business opportunity for an ordinary people to become extraordinary through the entrepreneurship opportunities. But the growth and success is purely depends on the effort each individual puts in to his business. The industry performance shows the growth of the organizations operating and hence the preference of the consumers to the direct sales products and services. Direct selling will change the Entrepreneurship climate of India globally in the near future.

Mrs. Veena (2014) This Paper attempts to focus on the positive aspect of MLM as a new self-employment opportunity for women. In this study an attempts has also been made to understand the problems involved in the Multi-Level Marketing business for women Multi-level marketing is very popular in study area among women. The survey found that MLM is an excellent organizational model for women who really want to do something great in their life. 80% women in survey told that this MLM business offers the right person a chance to achieve a level of success that is absolutely impossible in any conventional job. They told that they are enjoying their life after entering into this business. Challenges are nothing in front of rewards given by MLM businesses. Women can overcome all the problems by time management and developing skills.

P. Shreekumar (2007) This article studies the economic and social impact of MLM as a tool which can influence society through employment generation, mobilizing long term funds and improving quality of life of people. MLM members look at the business as income, fun and self-development, besides satisfaction from
showing the way or providing opportunities to fellow countrymen. Networks with membership numbers in a few lakhs are providing an employment opportunity for unemployed youth and other sections of society.

**Present scenario of Self employment through Direct Selling Industry in India:**

Unemployment rate in India is very alarming. India seems to have the biggest pools of unemployed people in the world. The prospect of getting a job for those who are unemployed will be an important issue in the General Elections 2019. According to CMIE (Centre for Monitoring Indian Economy), unemployment rate in October in India rose to 6.9 per cent. The number of unemployed which fell to 14 million in 2017 is now at nearly 30 million. This leads one to wonder what is wrong with the economy which fails to absorb the unemployed.

The unemployed who want jobs and are willing to work are increasingly getting disappointed. This also has a grievous psychological impact on their minds which is manifesting itself in diverse ways. The unemployment rate has been rising almost steadily since last year.

The reasons for the rise in unemployment are many. One of the main reasons is that the Indian economy is not witnessing a sustained rate of high growth because investment is subdued and the manufacturing sector, which creates the maximum jobs, is growing at a snail’s pace, the slowdown in industrial and infrastructure sectors, especially the construction sector, and the low volume of IT growth.

Unemployment remains one of the biggest concerns hence present government is striving hard to generate more employment. It is not an issue that can be tackled in a jiffy. Rather, it will need a combined effort of government and industries to improve the unemployment ratio, that too over a period of time.

Direct Selling is one industry that has been generating self-employment opportunities for about 20 years in the country. As there is no such restrictions and criteria to become a Direct Sellers, people from all walks of the society join Direct Selling, irrespective of gender, skill-set and age. A person aged 60 is as welcomed in Direct Selling as an 18 year old. Direct Selling embraces everyone with open arms.

Over the last two decades, this industry has made it way to every corner and strata of the country and it is getting popular with every passing day. In 2014-15, the Industry generated close to 40 lakhs self-employment opportunities in the country and the number to grow in the coming days.

The need of the hour is to give boost to an Industry like Direct Selling that has a socio-economic impact to the lives of many. Not only it generates employment, as a result, the Industry also empowers its workforce with skill, knowledge, power to express, improving interpersonal skills and above all, lead a life of a ‘leader, inspiring other to replicate their success.

Direct Selling industry provides self employment and decent income earning opportunities to the youth. As youth are energetic, self confident, motivated and have innovative ideas, Direct Selling could be the source of employment for many youth of our country on account of factors such as minimal capital investment, alternate income earning opportunity, conducted without sacrificing study time as one works on part time basis and financial helping hand to survive the cost of living.

Employability is dependent upon knowledge and skills developed through quality education and training. In this direction, Direct Selling plays a vital role in uplifting and developing skills of individuals that join as Direct Sellers by giving them an opportunity to work, learn and grow by way of improving their inter-personal skills and provide or conduct training programmes.

It is necessary to empower youth of our country with access to the right set of educational and skill tools and opportunities to make a productive and sustainable contribution to the economy. Thus, Direct Selling Industry plays a critical role in empowering youth with offering self-employment opportunities to earn and save, thereby contributing to higher savings and higher investments, and leading to higher growth trajectories.
According to International LAA decline in the employment of women is a cause of serious concern as economic empowerment is crucial for bridging gender inequity, and overall empowerment of women. Low levels of education and skill deficit are responsible for low income levels of a large majority of the labour force, thereby perpetuating inequality. In this direction, the industry plays a vital role in uplifting and developing skills of women who join as Direct Sellers by providing or conducting various training programmes from time to time. According to International Labour Organisation (ILO) India’s labour force participation rate for women fell from just over 37 percent in 2004-05 to 29 percent in 2009-10.

Going ahead, with women accounting for nearly 48 percent of India’s population, there is a need to ensure equal involvement of women in development of the society by empowering them to participate fully in economic life across all sectors. Thus, Direct Selling could play a major steer in the direction of women empowerment as they offer a platform for women to earn financial independency, contribute to higher savings and higher investments in a flexible working environment with minimal investment. It also enhances skills and promotes balance between home and work. In addition, every incremental percent age of women taking up entrepreneurship via Direct Selling will have a multiplier effect on the GDP growth rate of our economy.

Direct selling companies such as Amway, Tupperware, Oriflame, QNet, Herbalife Nutrition and others employ approximately 50 lakh people in India. This figure is expected to touch 1.8 crore by 2025, according to a joint study by industry body Federation of Indian Chambers of Commerce and Industry (Ficci) and consulting company KPMG. Simply put, direct selling entities sell various products through a non-store retail format. Separately, a study by industry body Federation of Indian Chambers of Commerce and Industry (Ficci) which was released in January this year, said that the direct selling industry may touch Rs 15,930 crore by 2021 but certain reforms are required for sustainable growth. The survey also highlighted that the direct selling industry has almost doubled since 2011 to reach Rs 12,620 crore in 2016. Direct selling major Amway is optimistic about the growth prospects of direct selling in India. “Our growth trajectory is supported by massive investments of around Rs 100 crore over the next two-three years, which includes Rs 70 crore investment in research and development (R&D) to bolster capabilities to support product innovations, Rs 10 crore in manufacturing for plant automation and power optimization, and Rs 20-30 crore in digital initiatives to connect with youth. Our strategy has evolved to a robust omni channel with digital and offline out reach strongly integrated. Amway has invested more than Rs 600 crore in a world-class manufacturing facility in Nilakkottai in the Dindigul district of Tamil Nadu in 2015, as part of its Rs 1,000 Crore investment in India,” says Anshu Budhraja, CEO of Amway India. As the government issued new guidelines for the sector in 2016, the study recommended several other reforms to ensure robust growth for direct selling firms for implementation of the guidelines at the state level.

Self-employment opportunities to 1.0-1.1 million people by 2025

Source: IEDA annual survey 2010-11 and 2009-10; IEDA, FICCI, FICCI direct selling industry report for India 2016, FICCI direct selling activities and KPMG in India analysis 2016-17
Conclusion:
Direct selling offers the unemployed the opportunity to earn an income and allows the underemployed to supplement part-time employment. Direct selling also provides personal development such as improved self-esteem, interpersonal skills and career development in terms of business, entrepreneurial skills and selling experience. At the heart of direct selling is the ability to offer people the chance to feel empowered, to take control of their lives and to add value to society. This fuels entrepreneurship, self-employment, and micro enterprises. Research shows that such ventures strengthen a country’s economy.

According to a report by KPMG and FICCI published earlier this year, the direct selling industry in India has the potential to grow almost nine times to touch Rs 64,500 crore by 2025 and is likely to provide self-employment to around 1.45 million people. The report said the direct selling industry has been recording double digit growth of over 16 per cent over the past four years.

The direct selling industry is putting a dent in the unemployment cycle for numerous professionals. In fact, direct selling companies are some of the only organizations that offer significant, substantial training to the people who need it most—those who are currently unemployed—for little to no cost. So direct selling industries are going to be the solutions to the unemployment problem in a country like India.

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ANALYSIS OF MUDRA YOJANA’S IMPACT ON FUNCTIONING & MANAGEMENT OF RETAIL SECTOR

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Abstract:
Large scale industries & small scale industries provide large scale employment in India and also contributing towards growing nation’s GDP. Hence government of India has launched Mudra Yojana to address the financial support to Industries. This paper focuses on Mudra Yojana’s financial support to retail sector and its impact over the management and functioning of retail sector.

Key Words: Mudra Yojana, GDP, Retail sector and MSME’S.

Introduction:
In country which is heavily populated like India, small businesses play an important role in contributing to nation’s GDP and also provide employment to a large no of people. In India over 6000 products are manufactured by around 5.77 mudra yojana units and employ 460 million people in the country, of which 262 million people are self-employed. Micro Small and Medium Enterprises (MSME) contributes around 8% to GDP. The small businesses in the country are largely unorganized and are not in a position to play their role effectively due to various constraints. Raising finance is one of the biggest problems for this sector. The scarcity of financial assistance and inadequate availability of credit facilities due to the weak credit worthiness of small businesses are the major causes of this problem. To remove the financial difficulties faced by micro and small business units the government of India takes effective steps and launched a scheme by the Prime minister of India Shri Narendra Modi announced this scheme on 8th April 2015 called ‘Micro Unit Development and Refinance’ Agency, or “MUDRA” to ‘fund the unfunded’. MUDRA is still not a fully-fledged bank and is in its initial stages. It will provide finance to retail sector for smooth function and management of business.

Objectives of the Study:
- To know about the impact of Pradhan Mantri Mudra Yojana (PMMY) on retail sector
- To analyze the performance of the scheme
- To highlight the concept of PMMY to peoples from unorganized sectors of various industries and its current progress, performance and impact on management.

RESEARCH METHODOLOGY:
The data and information for the study is generated through secondary sources like news papers, magazines, websites, journals, articles, research papers, reports available at official website of Mudra Yojana.

MUDRA AND OVERVIEW:
Micro Unit Development and Refinance Agency (MUDRA) has been setup for ‘funding the unfunded’. MUDRA has an initial corpus of Rs. 20,000 core and a credit guarantee corpus of Rs. 3,000 core. The initial corpus would be provided by banks from their priority sector lending shortfall. It was set up through a statutory enactment which would be responsible for developing and refining MFIs which are in the business of lending to micro and small business units engaged in manufacturing, trading and service activities. Mudra yojana will provide credit of up to Rs. 10 lac to small entrepreneurs and act as a regulator for Micro-Finance Institutions.
Mudra yojana will also refinance Micro-Finance Institutions (MFIs) through Pradhan Mantri Mudra Yojana (PMMY). The main motive behind set up of Mudra yojana, to encourage entrepreneurs and small business units to expand their competences and operations, to diminish over indebtedness and to provide formal and easy system of credit.

Mudra Yojana:
The Union Budget conferred by the Hon’ble Finance Minister Shri Arun Jaitley, for F.Y. 2015-16, declared the formation of Micro Units Development and Refinance Agency or MUDRA Yojana. It was registered as a Company in March 2015 as per Companies Act, 2013. Mudra yojana is also a Non-Banking Finance Institution or NBFI with the Reserve Bank of India on 07th April 2015. With an objective “funding the unfunded” MUDRA had launched by the Hon’ble Prime Minister Shri Narendra Modi on 08th April 2015. Mudra yojana is not a full-fledged bank but it is a refinancing agency. It is a partner with banks, Micro Financial Institutions and other lending institutions. Mudra yojana is a major financial inclusion initiative in India to develop Indian economy. MUDRA has been basically formed as a wholly owned subsidiary of Small Industries Development bank of India or SIDBI with 100% capital being devoted by it. The authorized capital of MUDRA is 1000 cores & paid up capital is 750 cores, subscribed by SIDBI.

Categories of Mudra Yojana-
Mudra yojana has divided borrowers into three categories such as:
Shishu: loans up to Rs 50,000/-
Kishor: loans above Rs 50,000/- to up to Rs 5 lac
Tarun: loans above Rs 5 lac to up to Rs 10 lac

Mudra: role and responsibilities
It will be responsible for developing, enhancing and refinancing all Micro-enterprises zone by supporting the Micro Finance Institutions which are engaged in the business of lending to micro / small business sector. MUDRA is formed to achieve the goal of “funding the unfunded”. MUDRA provides refinance support. It manages the web portal for monitoring the PMMY data. It takes other responsibilities or activities granted to it. Despite of refinance, MUDRA will also give credit guarantee to the eligible loans provided as per the scheme of Pradhan Mantri Mudra Yojana.

Major product offerings
To start-with, MUDRA will need two categories of products; viz; refinance product for the micro units having loan requirement in the range of 50,000 to 10 lac and support to MFIs for on lending etc. MUDRA will be providing refinance to micro business under the Scheme of Pradhan Mantri MUDRA Yojana (PMMY). The other products are for development support to the sector. The bouquet of offerings of MUDRA is depicted below. The offerings would be targeted across the spectrum of beneficiary segments.
MUNDRA AND RETAIL SECTORS:

MUDRA is launched with a motive to boost the Retail & small business in the country so that a large number of people can get employed and self-employed and to contribute in the GDP of the country. The major constraints of development of Retail business are unavailability of credit at required time, lack of skill development, knowledge gaps, lack of financial literacy, lack of growth orientation etc. one of the most significant constraints in formation and growth of small business units is the unavailability of credit or difficulty process to avail credit facilities. The average debt of Small business enterprises in India is around Rs. 17,000. If lending is increased to Rs. 5 or 10 Lac, the sector would benefit immensely and may generate lot of self-employment opportunities. Small & Retail business units generally face lot of challenges to get loans from Banks. So, they required to taking high-cost loans from financiers or money lenders. To remove this type of financial restraints government of India launched MUDRA with a corpus of Rs. 20,000 mudra yojana, and credit guarantee corpus of Rs. 3,000 mudra yojana. MUDRA would benefit small manufacturing units, shopkeepers, fruits and vegetable sellers, hair salon, beauty parlors, truck operators, hawkers, artisans in rural and urban areas with financing requirements up to Rs. 10 lac depends upon the business categories (i.e. Shishu, Kishore and Tarun ) of the business unit or entrepreneur. For getting loan under MUDRA Yojana business units or entrepreneurs have to contact their nearest public or private banks or RRBs or other authorized NBFCs/MFIs with their business plan. After sanctioned the loan from MUDRA Yojana, Business units/ entrepreneurs will get a MUDRA Card like credit card which can be used for purchasing business raw materials etc. the Card’s limit will be 10% of the loan amount subject to maximum Rs. 10,000. Many entrepreneurs or small business units has availed finance under this scheme since its launching. The details are given below in Table-1.

Table-1 Category wise Details of Loan : rupees in crore

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<tbody>
<tr>
<td>Shishu</td>
<td>5,15,07438 (86%)</td>
<td>1,42,345.25</td>
<td>1,06,001.60 (41.78%)</td>
<td>34%</td>
</tr>
<tr>
<td>Kishor</td>
<td>66,06009</td>
<td>1,04,386.68</td>
<td>86,732.15</td>
<td>20%</td>
</tr>
</tbody>
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Among the three categories, shishu loan had the highest share of 86% in terms of number of accounts and was followed by kishor and Turan. The share of kishor loan accounts increased to 11% in FY 2018-19 in comparison to 9.67% in FY 2017-18. Share of Tarun loan also increased to 3% in FY 2018-19 from 1.68% in FY 2017-18.

MUDRA will have to adopt a credit plus approach and offer development and support services to Small Industries. It will have to act as a market maker and build-up an ecosystem with capacities to deliver value in an efficient and sustainable manner. MUDRA will focus to formalize and institutionalize the last mile financier or grass root institutions so that a new category of financial institution viz. Small Business Finance Companies can be created. These steps taken by MUDRA under PMMY will surely help to boost the small business units.

**CONCLUSION:**

Analytical studies show that there is growth in no. sanction of Mudra loan case has been increase significantly. This is very significant impact of mudra yojana on small scale industries. Few steps also need to be taken to make awareness about scheme in rural areas specially where awareness level is not up to the mark. Mudra yojana is the latest scheme to boost the micro and retail business in India. This scheme will contribute to the well being of the individuals engaged in small scale industries. Mudra as a financial tool is found very effective in its initial stages across the country. Due to adequate supply of financial support administration of business get eased and it becomes very easy to individual to manage the firm in efficient manner and results in sustained growth of business.

**References:**

Abstract:
The success of an organization basically depends upon the quality and performance of its human resources i.e. employees working in it. An organization is always interested in utilizing various available resources effectively and human resource is a very important and valuable resource among these resources. After an employee is selected and trained to do a job and after he has worked on the job for some time. It is necessary to evaluate his performance to ensure optimum productivity. Performance is measured in terms of results which means the degree of the tasks assigned to an employee by way of job contents. Performance reflects how well an employee is fulfilling the job requirement. To appraise means to fix the value. In Performance appraisal the work performance of the employees working in an organization is evaluated by the management in a systematic and orderly manner. It is a continuous process and a key managerial activity. Performance appraisal helps to find out strengths and weakness of the employees and also to improve their future performance.

Introduction:-
In a work group, members consciously or unconsciously make opinion about others. The opinion may be about their quality, behavior, way of working, etc. Such an opinion becomes the basis for interpersonal interaction. In the same way, superiors form some opinion about etc. In large organization, this process is formalized and takes the form of performance appraisal. Performance appraisal in some form has existed in old days also. For example in China introduced performance appraisal in which an Imperial Rater appraised the performance of members of the official family. In its present form, the New York City Civil service adopted performance appraisal in 1883. Since then and especially after World War first. Performance appraisal in formal way has been adopted by most of the large organization particularly in business field. In our country too, large organization adopt formal appraisal method.

Keywords: Concept, Definition, objective, Methods,

Concept of Performance Appraisal:-
Appraisal is the evaluation of worth, quality, or merit. In the organizational context performance appraisal is a systematic evaluation of personnel by superior or other familiar with their performance. Performance appraisal is also described as merit rating in which one individual is ranked as better or worse in comparison to others. The basic purpose in this merit rating is to ascertain an employee’s eligibility for promotion. However, performance appraisal is more comprehensive term for such activities may be training and development, salary increase, transfer, discharge etc. besides promotion. A formal definition of Performance Appraisal is as follows:

“It is the process of evaluating the performance and qualification of the employee in terms of the requirement of the job for which he is employed, for the purposes of administration including placement, selection for promotion, providing financial rewards, and other action which require differential treatment among the members of a group as distinguished from actions affecting all members equally”

Beach has defined Performance appraisal as follows:

“Performance Appraisal is the systematic evaluation of the individual with regard to his or her performance on the job and his potential for development”.

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A EVALUATION TOOLS OF HRM - PERFORMANCE APPRAISAL

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Thus Performance Appraisal is a systematic and objective way of judging the relative worth or ability of an employee in performing his job. It emphasizes two aspects: systematic and objective. The appraisal is systematic when it evaluates all performance. In the same manner, utilizing the same approaches so that appraisal of different person is comparable.

**Objective of Performance Appraisal**

Performance appraisal practices show that organization undertake performance appraisal to meet certain objectives which are in the form of salary increase, promotion, Identifying tanning and development needs.

- **Salary Increase:**
  Performance appraisal plays a role in making decision about salary increase. Normally, salary increase an employee depends on how he is performing his job. There is continuous evaluation of his performance either formally or informally.

- **Promotion:**
  Performance appraisal plays a significant role where promotion is based on merit. Most of the organization used a combination of merit and seniority for performance. Performance appraisal discloses how an employee is working in his present job and what his strong weak points are. Similarly, performance appraisal can be used for transfer, demotion, and discharge of an employee.

- **Training and Development:**
  Performance appraisal tries to identify the strengths and weakness of an employee on his present job. This information can be used for devising training and development programmers appropriate for overcoming weakness of the employees. In fact many organization use performance appraisal as means for identifying training needs of employees.

- **Feedback:**
  Performance appraisal provides feedback to employees about their performance. It tells them where they stand. A person works better when he knows how he is working; how his efforts are contributing to the achievement of organization. The person gets feedback about his performance and he may to overcome his deficiencies which will lead to better performance.

- **Pressure on Employees:**
  Performance appraisal puts a sort of pressure on employees for better performance. If the employees are conscious that they are being appraised in respect of certain factors and their future largely depends on such appraisal, they tend to have positive and acceptable behavior in this respect.

**Methods of Performance Appraisal**
A. Traditional Methods :-

- **Ranking Method:**
  Ranking is the oldest and simplest method of appraisal in which a person is ranked against others on the basis of certain traits and characteristics. In the ranking method various person are given ranks on the basis of their traits. This is very simple method when the number of persons to be ranked is small because ranking has to be given on the basis of traits which are not easily determinable, not like marks in an examination.

- **Paired Comparison:**
  Paired comparison method is a slight variation of ranking system designed to increase its value for use in the large groups in this method each person is compared with other persons taking only one at a time. Usually, only one trait, overall suitability to perform the job, is considered. This method provides better comparison of persons. However this increases the work because of large number of comparisons.

- **Grading:**
  In this method certain categories of abilities or performance are defined well in advance and person are put in particular category depending on their traits and characteristics. Such categories may be definitional like outstanding, good, average, poor etc.

- **Check List Method:**
  In the Check-List Method of appraisal, the rater provides appraisal report by answering a service of question related to the appraisee. These question are prepared by personnel department and related to the behavior of appraisee concerned.

- **Graphic Scale Method:**
  Graphic scale also known as linear rating scale. Is the most commonly used method of performance appraisal? In this method a printed appraisal form is used for each appraisee. The form contains various employee, characteristics and his job performance.
Modern Method :-
- **Assessment Centre Method: -**
  Under this method many appraisers judge employee performance by using a variety of criteria. This method generally is used to select employees for the first level i.e. lowest supervisory positions. It can also be used for promotion, training and development. The concept of Assessment Centre was initially applied to military situations by Simonies in the German Army in the 1930s and thereafter, by the War office Selection Board Army in the 1960s. Later on business and industrial houses started adopting the method for appraising their employees. In this method evaluators from different departments are brought together at the assessment center to appraise the performance of the individuals or employees under appraisal. Assessment of employees are made to determine the potentially of the employees in an objective way.

- **Human Resource Accounting Method: -**
  This method takes into consideration the contribution of human resources as well as the cost of human resources. The acquisition cost of employees include cost of recruiting, selecting, inducting, etc. of the employees. Training and development, wages and compensations etc. Human resources is not considered as an expenses, but is considered as an asset and investment. This method shows this investment in human resources changes over a period of time.

- **Behaviorally Anchored Rating Scales (BARS) :-**
  In this method the behavior and attitude of employees who have a positive attitude towards their jobs and they make every effort to upgrade their knowledge and skills and to carry on their activities successfully, while there are some employees who do not want to do so. BARS is based on the behavioral manifestation of the employees under appraisal. This method has been recently developed by combining the elements of the traditional rating scales and critical incidents methods.

- **Management by Objective (MBO):-**
  In MBO result-oriented appraisals are based on concrete performance targets which are generally established by a superior and subordinates jointly. A subordinates in consultation with his superior sets out short term objectives followed by specific actions that he has to carry out. The goals are jointly set and are action oriented. As the goals are verifiable, appraisal becomes possible and easy. At the end of specified period of time, the activities are jointly reviewed by the subordinate as well as by the supervisor or superior. Depending upon performance of the subordinate, goals are modified or redesigned or reshaped for the next period of time.

**Conclusion:**
A performance appraisal is a regular review of an employee's job performance and overall contribution to a company, also known as an "annual review" ,"performance review or evaluation," or "employee appraisal". A performance appraisal evaluates an employee's skills, achievements and growth, or lack thereof .In this modern world, workers are considered as the property of every organization.Every worker satisfied when he received appropriate salary or remuneration So the performance appraisal is a best tools of HRM and this tools indicate the efficient and inefficient employee.
A STUDY OF MALL CULTURE AND TRADITIONAL RETAIL

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Abstract :-
Despite fast emerging mall culture and brand boom, the consumers in Madhya Pradesh capital still continue to remain more inclined towards shopping from traditional retail shops. Shoppers prefer oldest and most reliable markets in the city but they also visit malls for window shopping and for updating themselves with the current fashion trends.

India- the nation of shopkeepers gets a makeover with the advent of organized retail. In the Global Retail Development Index of 30 developing countries (drawn up by AT Kearney) Indian Retail strongly stood at second position. Organized retail which currently constitutes around 6 percent of overall retail sales is projected to grow at 25-30 percent p.a., and touch the mark of $23bn by 2010 and $64bn by 2015. The concept of „Retail as entertainment“ came to India with the arrival of malls. Mall- a one stop destination, is a set of homogenous and heterogeneous shops adjoining a pedestrian, or an exclusive pedestrian street, that makes it easy for shopper to walk from store to store without interference from vehicular traffic.

Key Words: Culture, Tradition, Mall, Retail.

Objectives if Research:
1. To Study the Conceptual Background of Retail Sector in India.
2. To Understand Strength and weaknesses in Retail Sector.
3. To Learn Culture of Indian Mall.
4. To study the Challenges of Mall in India.

Research Methodology:
secondary data collected from Books, Journals, websites.

Introduction:-
India- the nation of shopkeepers gets a makeover with the advent of organized retail. In the Global Retail Development Index of 30 developing countries (drawn up by AT Kearney) Indian Retail strongly stood at second position. Organized retail which currently constitutes around 6 percent of overall retail sales is projected to grow at 25-30 percent p.a., and touch the mark of $23bn by 2010 and $64bn by 2015. The concept of „Retail as entertainment“ came to India with the arrival of malls. Mall- a one stop destination, is a set of homogenous and heterogeneous shops adjoining a pedestrian, or an exclusive pedestrian street, that makes it easy for shopper to walk from store to store without interference from vehicular traffic. The count of existing and upcoming malls in National Capital Region (NCR) is more than any other Indian city. That” s why this region is popularly known as “Mall Region”. In the present paper, the authors have endeavored to critically analyse the established players in NCR. The challenges bestowed upon the Indian retail sector and their possible solutions have also been discussed.

Indian Retail Sector:
India, with more than 11 million retail outlets is known as Nation of shopkeepers. The magic wand of 1991-LPG has revolutionized every facet of Indian economy. Organised retail also got its share of refinement with the establishment of organised players like Shoppers’Stop, Pantaloons and Crosswords etc. But it’s only after 2002 organised retail took off with an unparalleled brisk pace. Flourishing with an exponential rate, Indian Retail Sector
is rated as the fifth most attractive retail destination in the world map. In the Global Retail Development Index of 30 developing countries (drawn up by AT Kearney) Indian Retail strongly stood at second position. Statistically the total volume of retail trade in India was $330bn in 2007 which is expected to touch the milestone of $427bn in 2010, $500bn in 2011 and $637bn in 2015. The pie of modern retail in total retail industry is set to touch 22 percent by 2010 from present 5 percent share thus creating room for additional 3-3.5 million employment opportunities. Presently retail sector is bestowing 10 percent to Indian GDP, and provides a living to 7 percent of the national workforce. The makeover of retail sector is reflected in the rapid rise of retail sales. Euro Monitor International figured that retail sales during 2003-08 was raised more than the growth of consumer expenditure. There was a growth rate of 8.3 percent per year in retail sales as compared to 7.1 percent growth of consumer expenditure during the respective period.

Organised retailing in India is currently in the second phase of the evolution cycle of retail.

**Concept and Culture of Malls:**

The concept of ‘Retail as entertainment’ came to India with the advent of malls. Mall fever has touched every facet of Indian society. Whatever is the income stratum of consumers, malls make no distinction in proffering most-revered national and global brands. Shopping Mall refers to a set of homogenous and heterogeneous shops adjoining a pedestrian, or an exclusive pedestrian street, that make it easygoing for shopper to walk from store to store without interference from vehicular traffic. Malls are incorporated with a whole bank of lifts and escalators for smooth transit of shoppers. Malls are located in proximity to urban outskirts, and ranges from 60,000 sq ft to 70,000 sq ft and above. The future of organised retailing is largely in the hands of mall where the shoppers get quality, quantity, aspirational appeal, recreation facilities and ambience. Under one roof, the flashy malls promises just about everything under the sun, from foreign gizmos to the very desi, virtually an airbus full of national and international brands, to say the least. Malls offer a plethora of attractions: high profile shopping, impulse eating establishment, a glitzy and glamorous environment… to discerning shoppers of more refined tastes, who are more concerned with quality and fashion and less concerned with budgets. Mall reveals six factors namely comfort, diversity, luxury, mall essence, entertainment, and convenience which are a source of cynosure.

**SWOT ANALYSIS OF INDIAN MALLS:**

**STRENGTH**

- Skyscrapers with perfect blend of shopping, eating and entertainment, in short “shoppertainment”
- Developed in contemporary style, these flashy malls promises just about everything under the sun, from foreign gizmos to the very desk brands.
- Attractive destinations for civic and official meetings, hang out, reducing stress.
- Procure goods directly from factories and farmers in case of lifestyle and food/beverages respectively
- Bouquet of value propositions like value for time, value for quality, value for experience, value for money
- High quality shopping environment + quality assortment at variant shopping format.

**WEAKNESS**

- Mall developers are enacting as mall managers
- Retail not accredited as an industry in India
- Complicated taxation system
- Lack of adequate infrastructure including supply chain, parking facilities
- Unavailability and skyrocketing prices of prime catchment’s areas
- Poor positioning and zoning of malls
- Shortage of qualified human personnel in the area of facility management, creative firms, and design houses.
- Lack of differentiated offerings i.e. same mix of shopping, foods and films.
Challenges Ahead:
Retail evolution cycle is carried out in India in a totally unplanned and haphazard style. The by-product of which is a number of roadblocks like poor traffic management, ecological disasters and pitiful infrastructure.

Retail/Mall Resource Shortage:
Human resource is the most important asset of an organization and no one can understand this better than the mall developers of India. They are facing a crunch in hiring personnel. In India the mall managers are substituted either by real estate or hospitality personnel, which is totally a misfit case. The deficiency is not limited to mall managers only; human resources specialized in the facility management, advertising programs, and event management is not up to the mark.

Rural Retail:
Real estate prices are shaking up the budget of retailers. So, a novel avenue for corporate entities can be rural area. Rural areas are acquainted with vast opportunities that a retailer can taste the success in every stage of the journey. ITC launched the country first rural mall —Chapel Sager delivering wide range from FMCG to electronics appliance to automobiles, attempting to provide one-stop points for all their needs.

Sourcing:
Indian Malls can grow like anything, if proper attention is paid to the demands of international customers. After the expiry of Multi Fiber Agreement in 2005, the apparel market gets a shake-up. India is emerged as a hot spot for sourcing textiles and apparel in the post–quota regime. As Indian Retailers uses private labels along with branded products they can become the major supplier of high quality apparels. While on the other hand, Indian retailers are busy in global sourcing to attain sustainable competitive advantage. Like, Godrej Nature's Basket is working to start global sourcing directly. Subhiksha formed a different department, which continuously chalks about best prices in groceries around the world. Conclusion In India, while organized retail has yet not been accorded the status of an industry, it is witnessing a large number of formats emerging in the market at a very fast pace. Indian organized retail is moving with an exponential rate that no other sector has witnessed. Ample opportunities are present as 94% of the Indian retail is still unorganized. Moreover, Indian retailers can learn from the mistakes committed by their global counterparts and fuel the tremendous growth of Indian organised retail sector.

Key trends:
- Climate and cars make a sweet combination for malls;
- Destination shopping and military planning;
- Surge in the number of farmers’ markets;
- But growing evidence of oversupply in some regions;
- North American markets are largely for the affluent;
- Flea markets and the meaning of life.

Commercial opportunities:
- Malls remain a key part of the North American cultural landscape, offering almost as many opportunities for leisure and recreation as shopping;
- Farmers' markets have enjoyed phenomenal growth over recent years, but while some areas are now saturated, others remain underserved;
- Flea markets appeal to a combination of those seeking bargain-basement prices and one-of-a-kind artisanal authenticity.
Background:
Shopping malls are a North American creation. Car-friendly strip malls (also known as shopping plazas or mini malls) date from the 1920s, and fully fledged out-of-town shopping malls date from the post-World War II era of suburban development.

However, the rest of the world has been catching up with North America over recent decades. Indeed, the largest mall in North America (West Edmonton Mall in Edmonton, Alberta, Canada, which was built in 1981 and covers an area of 350,000 square meters and boasts 800 stores and 20,000 parking spaces) is now only the fourth largest mall in the world (it was the largest until 2004).

However, market shopping has been making something of a comeback over the past decade or so, as consumers become more interested in such concepts as environmentalism and social responsibility, with farmers' markets proving particularly popular.

Climate and cars make a sweet combination for malls:
Malls have two particularly important things going for them in the North America market. The first is climate: Many regions of North Americas have boiling hot summers and/or freezing cold winters. This makes the climate-controlled environment of a mall extremely attractive to consumers. According to one online forum poster (Hale L. from Hopkins, Minnesota), “there are a better things to do [than go to the mall] in the summer. However, if it's winter and you have young children, it's not a bad place to hang out.”

Secondly, levels of car ownership and usage in North America are the highest in the world: The USA and Canada had an average of 1.2 and 1.1 cars per household in 2010, compared with 1.1 in the UK, 1 in Germany, 0.8 in Japan and 0.6 in Russia. As a result, it is easy for most consumers to drive to out-of-town malls.

What is MALL:
I like to quote Wikipedia here:
“A shopping mall (or simply mall), shopping center, or shopping arcade is a building or set of buildings that contain stores, and has interconnecting walkways enabling visitors to easily walk from store to store. The walkways may or may not be enclosed.”

Why people in India come to a Mall:
Based on our little talks with people in rave and globes we find out that for different age groups, there are different reasons to come to mall. But somehow all of them are related to advertisement and cultural industry and ease of shopping. Here are the reasons in descending order of popularity:

Mall culture in India : Effects :
1. All-in-one stores. With everything from groceries and vegetables to footwear, clothes, cosmetics, furnishings and electrical items available under one roof, a growing middle class with higher disposable incomes is heading for the malls in droves.
2. For some, it is a way to chill out on movies and food in the added comfort of a fully air-conditioned space. “In short, it is a living room for most of them.”
3. The malls are another sign of the new, prosperous India, of call centers, outsourcing and more disposable income, of fashionable young people who look as though they belong on MTV. Although much of rural India remains in deep poverty, many urban Indians are becoming richer. The country’s economy is forecast to grow up to 6.9 percent this year.
4. People can shop at stores selling U.S. brands. But they also can buy expensive pillows from Indian stores, statues of Hindu gods and fancy outfits. They can watch movies, eat Indian “street food” from the food court or have their pictures plastered on Coca-Cola cans at a promotional stand. At night they can dance
and drink alcohol in the mall’s swanky nightclubs, also relatively new in India.

5. The anchors that first pull the crowds here – and at other malls all over the country – are as varied as they come. There are the US and European chains such as McDonald’s, Lactose, Pizza Hut, Benetton, Subway, Marks & Spencer and Mango. Their success has spawned the emergence of successful Indian chains such as Pantaloons, Globes, Shoppers Stop, Giant, Lifestyle and Big Bazaar. Stores named after popular branded merchandise also act as effective anchors. These include the likes of Tommy Hilfiger, Swatch, Arrow, Louis Vinton and Nike.

There is also the oft quoted POPAI study that says that ‘70% of purchase decisions are made at the point-of-purchase’ In India, there is a small but growing amount of research on shopper behavior. Although miniscule in comparison to the volume of research available in developed markets, there has been a definite start made. However, most of the studies done so far in India are in the Modern Retail space. Indian retail on the other hand is dominated by the unorganized sector with over 90% share of the retail trade.

Insight Instore is a research-driven, retail shopper marketing consultancy, with a deep understanding of both traditional and modern retail. We see the shop as our laboratory. Our aim is to create instore impact through insight and innovation. Our areas of work include shopper research and instore consulting, design consulting, trend research and forecasting. Our solutions are driven by a combination of various skills and disciplines, coming together on a vibrant and receptive platform. Research forms the basis of our consulting work. Consulting for us does not stop at developing a strategy, but extends to helping our clients to execute and evaluate the strategy. We also use this entire experience for trend research and forecasting. Insight Instore is headquartered in Bangalore, India.

Acknowledgements:
“A journey of a thousand miles begins with a single step” – Confucius

We believe that the understanding of Shopper Behavior is a long journey. We at Insight Instore would like to thank all those who made it possible for us to take this important step. First, would like to thank all the shoppers the focus group who participated in the study. We would like to thank the retailers who were kind enough to allow the study and gave us their valuable insights. Special thanks to our untiring team of surveyors who pulled off this very challenging task. We are grateful to the experts from our panel who made valuable contributions through their experiences and insights.

Retailing in India:
is one of the pillars of its economy and accounts for about 15% of its GDP. The Indian retail market is estimated to be USD 450 billion and one of the top five retail markets in the world by economic value. India is one of the fastest growing retail market in the world, with 1.2 billion people.

Challenges:
- A McKinsey study claims retail productivity in India is very low compared to international peer measures. For example, the labor productivity in Indian retail was just 6% of the labor productivity in United States in 2010. India's labor productivity in food retailing is about 5% compared to Brazil's 14%; while India's labor productivity in non-food retailing is about 8% compared to Poland's 25%.
- Total retail employment in India, both organized and unorganized, account for about 6% of Indian labor work force currently - most of which is unorganized. This about a third of levels in United States and Europe; and about half of levels in other emerging economies.
A complete expansion of retail sector to levels and productivity similar to other emerging economies and developed economies such as the United States would create over 50 million jobs in India. Training and development of labor and management for higher retail productivity is expected to be a challenge.

To become a truly flourishing industry, retailing in India needs to cross the following hurdles:

- Automatic approval is not allowed for foreign investment in retail.
- Regulations restricting real estate purchases, and cumbersome local laws.
- Taxation, which favors small retail businesses.
- Absence of developed supply chain and integrated IT management.
- Lack of trained work force.
- Low skill level for retailing management.
- Lack of Retailing Courses and study options.
- Intrinsic complexity of retailing – rapid price changes, constant threat of product obsolescence and low margins.

1. In November 2011, the Indian government announced relaxation of some rules and the opening of retail market to competition.

Conclusion:-

According to the report, "Retail in India: Getting Organized to Drive Growth," by global consultant A.T. Kearney and the CII, India's retail industry is growing with a 5% compounded annual growth rate (CAGR) and has $ 320 billion in annual revenue. Interestingly, Wal-Mart's $ 315.6 billion in global sales last year is about the same size of the whole Indian retail industry.

Organized retail in India which stands at around 3% of the total retail is showing signs of bigger and better growth of around 30% CAGR.
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Currently, only 48.5% of businesses are still open five years after starting up. Taking a company from startup to small business is a real challenge. And it takes more than just a strong marketing strategy, a steady cash flow or a high amount of funding. Efficient management and resource planning are just as important for small businesses survival. Most companies start off on a small budget. That’s why, often, small business owners’ best strategy is to make the most of what they got. Resource management becomes very important and it all starts with strong resource planning.

**Resource planning**

**Resource planning** is a key part of any business or project management plan. In this phase, small business owners identify all the resources needed to deliver a project within a specific timeframe. In this respect, anything counts as a resource: staff members, roles and responsibilities for each member, equipment for doing the work.

Resource planning also includes a schedule with detailed information about what needs to be completed and when. A resource plan features:

- the amount of resource needed: how many developers or designers, for example, are needed
- schedule dates for using planned resources: when and for how long do small business owners need people assigned to tasks

**Importance of Resource planning**

Resource planning helps small businesses manage resources efficiently

When starting a company, hiring a specialist for each specific task might be costly. That’s why so many small business owners juggle a lot of different activities themselves. They often do accounting, customer support, sales and manage inventories, for instance.

Things don’t necessarily get easier when they establish a team of 3-4 people. Small business owners need to make sure that their hires have enough tasks to work on so they don’t get bored. At the same time, overloading staff members isn’t a long term strategy either.

This is where resource planning is most useful.

Resource planning helps business owners make the most of their available resources, no matter how scarce these are. Whether it’s one employee or five, a resource plan makes sure that everyone is using their time and availability efficiently.

This is even more important as small businesses scale up. As teams grow, business owners have to make sure that everyone has their share of work cut out for them. Also, it’s essential to assign the right people to the right kind of tasks. Efficient resource planning allows business owners to match the right skills to the right tasks.

At the same time, a resource plan makes sure no one gets overworked.

2. **Resource planning helps small businesses anticipate when they need to scale**

A key aspect in resource planning is identifying the amount of resources needed to complete a project. This can be very helpful when the workload increases. As companies grow, so does the volume of work. Also, a lot of companies see an increase in activity during specific seasons – for example the holiday shopping season.

Doing extra house might not be a problem if it’s a few days or a week. However, in the long run, it becomes both frustrating and tiring. With resource planning, small business owners avoid the uncomfortable situation of constantly overworking – either themselves or their staff members.
Resource planning helps small business owners anticipate when they need the extra hands. It also shows them how much they need to scale their team.

3. **Resource planning helps small businesses understand their needs**

Resource planning is also about identifying what resources you need to complete a project. At some point, small business owners will need to bring on more people. This can be for help with specific tasks (e.g. development) or to handle the increasing workload. However, without a strong idea of what needs to be done, it is hard to know what role or position they need to look for.

Resource planning can show small business owners what tasks are left unassigned and where they need help. Maybe a designer needs a backend developer for a month to implement a new landing page, for example. Or the team is mostly backend engineers who need some help with front-end tasks.

Additionally, a resource plan will show the exact workload that a new position needs to fill. This may help small business owners figure if they need a permanent hire, contract or freelancer.

4. **Resource planning helps small businesses keep things under control**

A resource plan includes dates for when and for how long a resource is needed. This helps outline important deadlines for delivering work. It also matches tasks to resources, showing who needs should be working on what when.

By keeping track of deadlines and covering the entire workload, business owners can stay in control of things. There are fewer chances of missing or forgetting about important milestones. Resource planning can also pinpoint when there’s a chance of going over budget and of exceeding set deadlines.

What’s more, a visual resource plan will give small business owners a birdseye view of important milestones and deliveries. It also shows when tasks overlap, when they conflict and when small business owners need to step in.

5. **Resource planning helps small businesses keep staff or team members connected**

A strong, connected team can accomplish a lot more than mere work colleagues. Building a team spirit, connecting people is also important for small business success. To this end, communication, transparency and trust are key.

Creating and sharing a resource plan for small business can help pave the way through. This way, everyone knows what their team member is working on, when they need to collaborate and when important deadlines are set. It can help create an atmosphere of transparency that allows team members to feel welcome.

At the same time, sharing the resource plan with all staff or team members can improve communication. What’s more, if there are irregularities or mistakes, things can be discussed in order to avoid bigger problems down the road.

**Resource planning tools for small Business**

Resource planning is much easier when you have the right tools. If you’re just getting started with resource planning, spreadsheets might be a good solution. However, in order to keep track of everything, if you’re meeting your time and budget requirements, dedicated resource planning software makes all the difference.

Teamweek, for instance, is a very good, easy to use resource planning tool. All you need to do is create a list of tasks that need to be completed and add your staff or team members. Next, assign tasks to your team via drag and drop, set their start and due date. To make everything clear, you can add details about tasks. Teamweek also features Gantt charts, which make it easier to keep an eye if things run on schedule.

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A STUDY OF HUMAN RESOURCE MANAGEMENT IN EDUCATION SECTOR

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Abstract:
Human Resource is the valuable asset of any organization, whether it is profit making or non-profit making organizations. To achieve the common goals of any organization, human resources should be properly trained, organized. Human resource management in education is very significant and try with it would result in difficulty. This is because education personnel’s are the major appliance for achieving educational aims and consequently, national growth. Human resources are the key to rapid socio-economic development and efficient service distribution. That’s why this paper stressed that without a suitable, skilled and well-motivated workforce operating within a sound human resource management programme, development is not possible. Every educational system at every level depends deeply on the human resources for execution of its programme. The function of human resource management in education includes staff maintenance, staff relations, staff development, attaining of staff and job performance reward. The challenges of human resource management include poor working condition, problem of staffing, funding, incessant transfer of teacher among others. To address the identified challenges, the following recommendations were made. Education should be made attractive by creating a conducive atmosphere for teachers. More government attention is needed for education sector through improved function as education remains the basis for the progress of all other sectors of the world.

Keywords: Educational System, Human Resource, Educational Goals, Work Force, Staff Maintenance

Introduction:
Human resource division is a crucial part of any organization. The officials working in this section are called human resource managers. The responsibilities of these managers are planning, recruiting, selection, induction, training, developing, ensuring safety, determining compensation packages and smoothing career path of personals working in the organization. Human resource managers in education organization also perform these common jobs. Apart of these, there are other human resource managers in education. The core job of other human resource managers in education is unique and very different than other association. It will be more appreciative if we define who these Human resource managers in education are. In education, they are principals, their deputies, head of the department, teachers, parents, guardians and so on. Their core responsibilities are to manage, nurture, educate and prepare the prospective human resources of the society. These prospective human resources are the students who will lead the country, society and family. Their innovation will take the country in its great height. Prosperity of a country is largely determined by the quality of these resources.

The people who are responsible to develop these prospective human resources are the extreme persons of the country and society. Their jobs are really unique and can be graded as very important human resource managers (VIHRM) of the country. This book has focused on the impact of their roles on preparing their students ensuring effective environment of the school. Findings of some action researches have been presented in different chapters to support their roles in reinforcement school effectiveness. In these chapters, the contribution of VIHRMs in education such as principals, teachers, and parents will be highlighted from different empirical findings.
Review Of Literature:
The last two decades has seen a substantial impact due to globalization in several areas, including the academic institutions all over the world. Higher Education institutions have been both the agent and objects of globalization (Scott, 1998). This suggests that there is a need for change. Successful colleges and universities are committed to? Ways to keep pace with technology change; in this regard, they recognize the growing importance of the role of human resources as an agent of continual transformation (Ulrich, 1998). (CIO) can greatly facilitate proactive planning for and garnering of institutional, employee, and community support as well as implementing campus initiatives in response to technological change. International mobility, global comparison, benchmarking etc. has gained lot of importance in policy making. Teichler (2004) asserts that the deliberation on global phenomena in Higher Education is focusing on marketization, competition and management. Some of the countries adopted institutional decentralization, quasi-market competition in the system and performance managed staffing to address the global competition (Valimaa, 2004). The other countries have responded differently to the changes in global environment. One of the key prerequisites is to create a large and a highly capable pool of teachers and scholars who can provide academic leadership in teaching and research. The numbers of these scholars are on the rise as there is a growing demand for the right kind of knowledge in both Indian and foreign Universities.

Literature on HRM practices reveals that HRM practices influence the organizational working both internally as well as externally. The relationship of HRM can be studied with respect to Employee-employer relationship, competitive advantage, organizational commitment, employee performance, employee productivity, financial performance, trust, effective utilization of employees and their management, growth and innovation, job satisfaction, reduced employee turnover and improved technology. HRM is assumed to affect knowledge, skills, abilities (Schuler & Jackson, 1995), attitudes and behavior of employees (Guest, 1997), and may therefore affect the performance of an organization (Den Hartog, Boselie, &Paauwe, 2004). The alignment of HRM with the organization strategy (strategic fit) and the alignment of the various HRM practices, such as career opportunities, training and appraisal, within the organization (internal fit) (Baron & Kreps, 1999) are assumed to be important factors in explaining the link between HRM and organizational performance.

When HRM within an organization is well aligned, the employees know what is expected of them, may therefore act similarly and have uniform expectations about work and behavior (Baron & Kreps, 1999). Waldman (1994) has a theory about performance focusing on staff factors such as awareness, skills, attitude, and individual motivation and also on the system factors such as work environment restrictions and requirements. Waldman argues that these factors affect one another, and together they will represent a determinant for the performance of the organization. HRM practices can be almost everything coupled with management of employment relations within organization (Jackson & Schuler, 1995).

Objectives Of The Study:
1. To study the HR practices in the Education Sector.
2. To study the impact of HR practices on Job satisfaction.
3. To rank the HR practices in the education sector.
4. To suggest suitable measures to improve the HR practices in the education sector.

Research Methodology:
The research is mainly based on secondary data. For the purpose books, study material of educational courses and research journal, articles as well as websites and some extent primary observations of researchers have were implemented.
Scope And Significance Of The Study:
The scope of this study is limited to the educational institutions offering education programmes. The educational institutions chosen for the study were accredited either by the NAAC or the NBA. This research aims to understand the best HR practices prevailing in the education sector. Given the present scenarios there is need for every organization to become competent in delivering the best to both the internal as well as the external customers. Both the tangible and the intangible value created by the organization in the minds of the employees plays a dominant role in enhancing morale of individual employee and the productivity of the organization on the whole. This research will provide significant insights to benchmark HR practices in the respective industry and adopt a best HR practice by which retention of knowledgeable employees becomes effortless.

Functions Of Human Resources Management In Education:
Human resource management in education is a set of practices and methods of integrating and maintaining the teaching staff in the school so that the school can achieve their purpose and as well as meet the goals for which they were established. It is the motivation and co-ordination of the activities and effort of the teachers in school in order to obtain maximum output from them and consequently achieve the goals of education optimally. The functions include the following:

Challenges Of Human Resource Management In Education:
Human resource management has become notably complex in the sense that as human beings, they are not consistent for doing one thing over and over in exactly the same way. They can be expensive depending on their cadres, qualification and aids. Their productivity is highly dependent on the person’s capability to initiate. The same content cannot be delivered every time. A number of factors have contributed in this density. They Include the Following:
Conclusion:
The education sector has been conservative in its HR practices. E-recruiting strategies can be embraced as it saves time and money. The selection process in the colleges is mostly on the basis of educational qualifications and the grades. Psychometric test must be adopted to find the right personnel. Bureaucratization makes it difficult to bring about appropriate and immediate changes whenever it is required because of the changing needs of the society. Majority of the Faculty lack appropriate training in teaching methodology. They learn as they engage themselves in teaching. Appropriate certifications for teaching must be designed to meet these training needs.

Maximizing teacher competency is the first priority for any educational institution. Regular in-service training for teachers is essential through the entire span of their career. Educational institutions must give due importance to staff training and retraining needs. Teacher training must be re-examined in the context of constantly changing needs, both with respect to basic skills and for future employment imperatives. An institution which is focused on research will require different competencies when compared to an institution which is focused on teaching and is student centric. There is strong need to bring in as many of the faculty members pursue research, certification programs and other relevant courses. Few of these certifications/training programmes are very expensive and it is important for the institutions to support the employees.

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A STUDY OF JOB SATISFACTION CONSIDERED TO BE A PREDICTOR OF EMPLOYEE ENGAGEMENT WITH SPECIAL REFERENCE TO INSURANCE INDUSTRY IN PUNE CITY.

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Abstract: -
The current study aims to investigate the extent of job satisfaction contribution to employee engagement. Employee engagement has been found as being important to employee productivity and organization performance. Participants were 150 employees of a private property company in Pune District. A well-structured and self-administered questionnaire was used to identify job satisfaction and employee engagement. In the research outcome simple multiple regression analysis presented that Job satisfaction was significantly prefigured employee engagement (R² = 0.573, p<.05). Moreover, multiple regression emphasized factors of job satisfaction such as operating conditions, coworkers, nature of works, and communication significantly contributed to employee engagement however promotion, pay benefit, and reward were found to be insignificant. These outcomes advise that increasing job satisfaction can possibly influence employee engagement. Though, only three out of seven elements of job satisfaction contributed significant outcome to the employee engagement. Future research is needed to test whether these findings can be found in other company with the same type of business and other types of business.

Keywords— Job satisfaction; employee engagement;

Introduction: With the escalating competition in business, it is crucial to increase business competitiveness. As employees play a vital role in business productivity therefore company should be able to make its employees engage as it will make them work optimally by devoting their resources to company. Engaged employee is characterized by satisfied employee combined with dedication, vigor and absorption. Engaged employee has an emotional attachment to the company which result in willingness to improve their productivity, innovation and retention. This type of engagement will be lucrative to the company as well as advantageous to employees. For company, employee engagement positively correlates with employee performance, and as a consequence result in increasing structural growth and performance of a company. At individual level, employee engagement is positively correlates with employee satisfaction at work, and employees experience on job, employee’s health, and affirmative emotion.

Conferring to Social Exchange Theory, employee who obtain fiscal and socioemotional resources will sense as he/she is obligated to company and accordingly willing to improve his/her performance by aggregate engagement to company not only that but it also increases employee job satisfaction leads to positive attitude toward company. This result in willingness of an employee to boost-up his/her performance. As a result, job satisfaction is considered as driver to employee engagement.

Though, satisfied employee does not inevitably lead to engagement. Employee can be satisfied with economics, social and emotional resources received from company, yet not significantly give their hundred percent input to progress of company. Hence, job satisfaction can predict employee engagement remain questionable.

The purpose of this present study is to scrutinized, examine and inspect to what extend do job satisfaction can predict employee engagement. Since job satisfaction does not inevitably lead to engagement, hence another aim of present study is to evaluate and analyze which aspect of job satisfaction can lead to employee engagement.
Literature Review:

**Concept and Factors of Employee Engagement:** There are several perceptions in employee engagement.

1. Kahn (p.64) put forward that employee engagement as “the harshening organization members' themselves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally”.

2. Schaufeli (p.74) explains that engagement as “a positive, fulfilling, work-related state of mind is characterized by vigor, dedication, and absorption”.

In view of that, robustness is described as an amount of energy produced in the work that can be exhibited in the form of mental resiliency and persistent in the face of adversity. Perseverance as feeling of meaning, enthusiasm, inspiration, pride and challenge in work, and absorption as deep concentration and interest, drowning in work, time passes so fast and the individual is difficult to get away from work so that forget everything else around it. Then again, engaged employee is regarded as by energy, involvement and efficacy in performing their job.

To conclude, engagement can be seen as employee’s physical, intellectual and emotional accessibility which result in vigor, dedication, and immersion in performing their job roles. As a result, engaged employee will dedicate themselves in execution and accomplishment of their job and thus outcome is in meaningful contribution to company.

Employee will be involved and engage with their work if they are psychologically available, and considered their job as meaningful and safety. It can be reached when people receive supportive resources from their organization. These resources include socioemotional resources as reward from the job, also job resources that will reduce their job demands. When employee’s socio emotional needs are fulfilled by organization, employees are willing to go extra mile to achieve organizational goals. As a consequence, it will give positive attitude toward organization and a fulfilling and positive work-related state of mind that lead to motivation for attaining the work goal.

**Job Satisfaction:** Spector proposes that job satisfaction is the extent to which employee like their job or aspects of their job. When employees perceive that their job fulfill their needs, values and personal characteristics, their job satisfaction will increase and thus develop individual positive attitudes toward work and its environment.

Job satisfaction can be measured globally, which is, the extent to which individuals are satisfied or dissatisfied with their overall job. The second approach is the facet approach, where job satisfaction is broken down into aspects or facets that are used as the basis for identifying aspects that need to be developed in order to improve employee satisfaction.

Spector list of job satisfaction as follows: Pay (i.e. to what expend employee is satisfied with salary received), promotion (i.e. to what extend employee is satisfied with promotion policy and opportunity), supervision (i.e. to what extend employee is satisfied with his/her supervisor, as to whether the supervisor is warm, friendly and appreciative), benefit (i.e. to what extend employee is satisfied with the benefit given), rewards (i.e. to what expend employee is satisfied with appreciation, and respect given as result of his work), operating condition (i.e. to what extend employee is satisfied with procedure, rules and work load), co-workers (i.e. to what extend employee is satisfied with relationship with his co-workers), nature of works (i.e. to what extend employee is satisfied with the job, as to whether the job bring joy or not), and communication (to what extend task and obligation are well communicated in organization).

Job satisfaction result in positive outcomes. It is reported that job satisfaction is correlated with positive business outcomes, i.e. customer loyalty; business profitability, and productivity, decrease in employee turnover, and safety outcomes.
Arguably, job satisfaction can provide positive attitude to organization as well as motivation to work. However, Herzberg differentiate between motivation factors and hygiene factors. Motivation factors include recognition, work itself, responsibility and advancement. Fulfillment of these factors will facilitate motivation. In contrast, hygiene factors are policy administration, supervision, salary, interpersonal relations, and working conditions of which fulfillment of these factor will not lead to motivation but can prevent employees from dissatisfaction. Job Satisfaction and Employee Engagement: Research about relation between job satisfaction and employee engagement has been intensively done. However, the direction of relationship remains inconclusive. Some studies argue that job satisfaction is a positive outcome of employee engagement. These studies measure job satisfaction with the global approach. In contrast, when job satisfaction is examined by facet approach, job satisfaction is an antecedent of employee engagement, in which individual satisfaction with his or her work will increase the individual's engagement with his or her work and company.

This present study aims to inspect, examine and scrutinize job satisfaction as predictor of employee engagement using facet approach. It is expected that job satisfaction predicts employee engagement. According to Social Exchange Theory, employee who receive economic and socioemotional reward from their organization will develop positive attitude toward organization and thus will be willing to devote themselves to the organization. In addition, job satisfaction deals with emotion related to what extends employee’s needs are fulfilled or not. When individual needs are fulfilled, employees will be motivated to be engaged to their job and organization, as it will gratify their need.

Research Methodology:

<table>
<thead>
<tr>
<th>Parameters</th>
<th>Description (Primary Data)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of Research</td>
<td>Ex Post Facto Descriptive Research</td>
</tr>
<tr>
<td>Nature of Research</td>
<td>Quantitative</td>
</tr>
<tr>
<td>Research Instrument</td>
<td>Structured questionnaire</td>
</tr>
<tr>
<td>Dependent Variable</td>
<td>Promotion, Pay, Reward, Supervisors, Co-workers, Pension, Benefits, Nature of work, Operating conditions, Communication</td>
</tr>
<tr>
<td>Independent Variable</td>
<td>employee engagement</td>
</tr>
<tr>
<td>Control over Variables</td>
<td>No Control – Ex Post Facto</td>
</tr>
<tr>
<td>Respondents</td>
<td>Employees of Insurance Companies (more than one year)</td>
</tr>
<tr>
<td>Method of Data Collection</td>
<td>Sample Survey Method</td>
</tr>
<tr>
<td>Population</td>
<td>Employees of Insurance Companies in Pune City.</td>
</tr>
<tr>
<td>Sample Frame</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Sampling Method</td>
<td>Non probability convenience sampling and Proportionate stratified sampling.</td>
</tr>
<tr>
<td>Sources of Data Collection</td>
<td>Primary source.</td>
</tr>
<tr>
<td>Data Collection by way of</td>
<td>Structured questionnaire, observation, interview &amp; field survey</td>
</tr>
<tr>
<td>Measurement Scales used</td>
<td>Nominal, Ordinal and Interval Scale</td>
</tr>
<tr>
<td>Questions Types</td>
<td>Dichotomous, close ended, multiple responses, ranking and differential scales</td>
</tr>
<tr>
<td>Rating Scale</td>
<td>Likert scale</td>
</tr>
<tr>
<td>Data interpretation</td>
<td>Through graphs, descriptive statistics, percentage and inferential statistics</td>
</tr>
</tbody>
</table>
Demographic Profile of Respondents:
Researcher distributed more than 200 structured questionnaires to the employees of life and non-life insurance companies (Government as well as Private) in Pune city out of that only 150 questionnaires were filled properly and the data used for research purpose hence, \((N = 150)\). Male and female, staff, officers and clerks are forming the part of respondents who are working in the insurance companies more than one year.

Test of validity and reliability:
Test of validity and reliability performed by the researcher to confirm the How reliable is the research instrument and it is observed reliability is 0.831, hence instrument is reliable.

Data Analysis:
Table No.: - 1.

<table>
<thead>
<tr>
<th>Job Satisfaction</th>
<th>Particular Facets of Job Satisfaction</th>
<th>N</th>
<th>Mean</th>
<th>(\sigma^2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay</td>
<td></td>
<td>150</td>
<td>7.583</td>
<td>1.831</td>
</tr>
<tr>
<td>Promotion</td>
<td></td>
<td>150</td>
<td>4.617</td>
<td>1.033</td>
</tr>
<tr>
<td>Supervision</td>
<td></td>
<td>150</td>
<td>9.313</td>
<td>1.498</td>
</tr>
<tr>
<td>Benefits</td>
<td></td>
<td>150</td>
<td>9.065</td>
<td>2.037</td>
</tr>
<tr>
<td>Rewards</td>
<td></td>
<td>150</td>
<td>8.214</td>
<td>0.971</td>
</tr>
<tr>
<td>Operating Conditions</td>
<td></td>
<td>150</td>
<td>4.952</td>
<td>1.196</td>
</tr>
<tr>
<td>Nature of Works</td>
<td></td>
<td>150</td>
<td>8.910</td>
<td>1.264</td>
</tr>
<tr>
<td>Communication</td>
<td></td>
<td>150</td>
<td>8.700</td>
<td>1.417</td>
</tr>
</tbody>
</table>

Table No.: - 2.

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>Particulars</th>
<th>N</th>
<th>Mean</th>
<th>(\sigma^2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Engagement</td>
<td></td>
<td>150</td>
<td>52.67</td>
<td>10.66</td>
</tr>
</tbody>
</table>

Table No.: - 3.

Summary of Regression Analysis for Job Satisfaction Factors Predicting Employee Engagement

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients Beta</th>
<th>Std. Error</th>
<th>Standardized Coefficients Beta</th>
<th>(t) - value</th>
<th>sig. (p - value)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>6.672</td>
<td>3.409</td>
<td></td>
<td>1.965</td>
<td>0.054</td>
</tr>
<tr>
<td>Promotion</td>
<td>0.549</td>
<td>0.431</td>
<td>0.113</td>
<td>1.298</td>
<td>0.201</td>
</tr>
<tr>
<td>Pay</td>
<td>-0.089</td>
<td>0.297</td>
<td>-0.032</td>
<td>-0.332</td>
<td>0.756</td>
</tr>
<tr>
<td>Supervision</td>
<td>0.253</td>
<td>0.359</td>
<td>0.069</td>
<td>0.681</td>
<td>0.519</td>
</tr>
<tr>
<td>Benefit</td>
<td>0.051</td>
<td>0.289</td>
<td>0.014</td>
<td>0.161</td>
<td>0.867</td>
</tr>
<tr>
<td>Rewards</td>
<td>0.333</td>
<td>0.431</td>
<td>0.072</td>
<td>0.781</td>
<td>0.414</td>
</tr>
<tr>
<td>Operating conditions</td>
<td>1.031</td>
<td>0.369</td>
<td>0.221</td>
<td>2.759</td>
<td>0.007</td>
</tr>
<tr>
<td>Co-workers</td>
<td>-0.769</td>
<td>0.439</td>
<td>-0.161</td>
<td>-1.749</td>
<td>0.086</td>
</tr>
<tr>
<td>Nature of works</td>
<td>2.121</td>
<td>0.419</td>
<td>0.459</td>
<td>5.076</td>
<td>0.000</td>
</tr>
<tr>
<td>----------------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>communications</td>
<td>0.952</td>
<td>0.421</td>
<td>0.241</td>
<td>2.342</td>
<td>0.023</td>
</tr>
<tr>
<td>R²</td>
<td>0.573</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted R²</td>
<td>0.519</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F - value</td>
<td>13.997</td>
<td></td>
<td></td>
<td>0.000</td>
<td></td>
</tr>
</tbody>
</table>

**Data Interpretation:**

Multiple Regression Analysis was performed with facets of job satisfaction as predictors variables and engagement as criterion variable. Facets of job satisfaction include promotion, pay, supervision, benefit, rewards, operating conditions, coworkers, nature of works, and communications. A significant regression equation was found $F = 13.997$ and $p < .05$, with an $R^2$ of .519. Hence it is concluded that Only operating conditions, nature of works, and communication are significant predictor to employee engagement. Participants predicted employee engagement is equal to $6.672 + 1.031 \text{ (Operating conditions)} + 2.121 \text{ (nature of works)} + 0.952 \text{ (communication)}$. Participants engagement score increase by 1.031 for each point of operating condition and 2.121 points increase for each point of nature of works and .952 increase of each point communication.

**Discussion and Result:**

This study aims to understand to what extend facets of job satisfaction predicts employee engagement. Multiple regression analysis conducted showed facets of job satisfaction as significant predictors of employee engagement. The result is in line with previous research that show job satisfaction as driver and antecedent of employee engagement. Satisfaction with the fulfillment of economic and socioemotional needs will increase employee’s positive attitude toward their job and organization also their willingness to contribute more to organization, and thus will increase engagement. However, only operating condition can serve as predictors of employee engagement. This result is contradicted with previous research which propose that promotion, pay, supervision, benefit, coworkers, and communication as significant predictors of employee engagement in addition to job, recognition, cooperation, fair treatment, company policies, and team spirit. These contradicting results show that while there have been many research concluding that job satisfaction serve as significant employee engagement predictors, aspects of job satisfaction which contribute to employee engagement remain diverse across population.

The result of this studies shows that satisfaction in nature of works, communication and working conditions are significantly contributing to employee engagement. These three facets are related to the job itself. Arguably, satisfaction with the job itself drives intrinsic motivation. Intrinsically motivated employees are triggered to work and even to go extra mile because the job itself satisfy their needs, and thus make them happy to do the job. In line to Schaufeli intrinsically motivated employees are more likely to be engaged to his organization. In comparison of above statement, aspects related to economic reward, supervision, co-workers, and promotion are not significantly predicting employee engagement. These aspects are related to instrumental reward gain from the job and thus yield external motivation. In fact, Herzberg suggests, that economic reward, supervision and co-workers are hygiene factors which cannot deliver motivation and only serve to decrease dissatisfaction. When these hygiene aspects are fulfilled, employees are less likely to be dissatisfied with their job, but it does not make them motivated to do their job.
To be engaged, employees must be intrinsically motivated. The job that can drive intrinsic motivation are the job that provide sense of choice, sense of accomplishment, sense of competence, and sense of meaningfulness. In line with Cartwright and Holmes, and Kahn, to be engaged, employee must consider that their job and their presence are meaningful. This can be reached when the job provides sense of efficacy, sense of self-worth and justification for doing such action.

They also believe that they have competency to the job and feel sense of accomplishment when they managed to finish their job. Motivated employees consider their job and their contribution as meaningful.

Hence, the job itself as a source of satisfaction, not the contributory reward gain from the job such as payment, benefit, and promotion. Inside motivated employee considers that the job itself is rewarding. Consequently, the employee are motivated to devote themselves to their job and thus are more likely to be engaged.

To draw a conclusion, the result of this study shows that job satisfaction is a significant predictor to employee engagement.

However only facets related to the job itself, i.e. communication, nature of works, and working conditions can predict engagement. We argue because only these facets of job satisfaction relate to internal motivation.

Nevertheless, this result is not supported by similar previous research conducted before, and therefore this result need to be interpreted with caution.

Further research to examine the relation between aspect of job satisfaction, internal motivation need to be conducted to understand their relationship.

Conclusion:
At the moment, with proliferation of competition in business, it is very imperative to have engaged employees for positive growth, as it will escalate organization performance.

Engaged employee is highly involved with organization as a whole, and enthusiastic to strive for organization’s sake.

The present study suggests that job satisfaction is significant predictor to employee engagement. However, not all facets of job satisfaction are significant predictors to employee engagement. Only operating conditions, nature of works and communication that drive employee engagement.

In contrast, pay, supervision, benefit, co-workers, promotion, and reward are not significantly contributing to employee engagement. Only aspects that related to the job itself are significantly contributed to employee engagement, in contrast to aspects which are rewarded as consequences from the job.

A possible elucidation for this might be that to be engaged, employees need to be satisfied with aspects that drive internal motivation. Internal motivation can be obtained from the job which is meaningful and rewarding.

References:
5. S. Cartwright, S and N. Holmes, N. “The meaning of work: The challenge of regaining employee
A CRITICAL REVIEW ON ROLE OF EMOTIONAL INTELLIGENCE (EI) AND CULTURAL INTELLIGENCE (CI) OF EMPLOYEES IN BUILDING STRONG ORGANIZATIONAL CULTURE

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Abstract
Each organizational culture is unique. It depends on values, norms, objectives, mission, vision, inclusion policies, and ethics policy of the organizations. Healthy Organisational culture always pays back lot of returns, in terms of team spirit, cordial interrelations, organizational efficiency, it may turned into increase in productivity. Liberalization, privatization and globalization (LPG) have changed the scenario of organizational culture in modern situations in Global economy. In spite of complexity, organizations have to employ and integrate staff of different cities, states, countries, caste, creed, religion etc. The employee has to be multi-intelligent with a nice blend of intelligence quotient-IQ, emotional quotient/Intelligence- EQ, social quotient/intelligence-SQ and of course cultural quotient/intelligence (CQ or CI). The organizations then make optimum try to manage the diversity and keep equilibrium in organizational culture and organizational development at local, regional, national level and also at international level.

At present, diversity at workplace always remains a big challenge for industries. Employees of different backgrounds, perceptions, locality, cities, countries, caste, religion, race etc. work with the same objective. Human resource manager can wisely play an important role to cultivate the relationships through formal and informal channels. This paper focused to find role of Emotional intelligence (EI) and Cultural Intelligence (CI) in building strong Organizational Culture. To develop it, companies shall undertake need based emotional intelligence and cultural intelligence training programs.

Key words: Emotional Intelligence (EI)/emotional quotient (EQ), Cultural Intelligence (CI)/cultural quotient (CQ), organizational culture, diversity at workplace

Introduction
“Organizational culture is the five P’s of an organization –Its purpose, philosophy, priorities, practices and projections”-Sheila Margolis, President, Workplace culture Institute.

Organization Culture is the reflection of current operations in organization. The company culture is the extension of yourself. Culture represents the beliefs, ideologies, policies, practices of an organization. It gives the employees a sense of responsibility and also controls the way they behave with each other. The work culture brings all the employees on a common platform and unites them at the workplace. Work culture needs to be healthy for employees not only to enjoy their work but also deliver the best out of their potential and develop a feeling of loyalty and attachment towards their respective organizations.

The Companies always try to foster and nurture diversity in the organizations. Organizational vision, mission, aims and objectives, agility, adaptability, tolerance, creativity, understanding and fairness, policies, strategies
were the determinants to influence diversity in organizations. As economy becomes increasingly global, the workforce becomes increasingly diverse. Every organization the human resource is heterogeneous & diverse in nature. Diversity means in simple words- ‘How people perceive themselves and how they perceive others?’ Study of Diversity Management is basically to eradicate bias on the job. Let us discuss the different types of organization culture which divided in two types:

- **Strong Organization Culture**: Strong organizational culture is the environment where the employees adjust well, respect the organization’s policies and adhere to the guidelines. In such a culture people enjoy working, feel contented. They accept their roles and responsibilities willingly. It is a learning Organization.

- **Weak Organization Culture**: In such a culture employees perform their responsibilities out of fear of superiors and strict policies... They just treat their organization as a mere source of earning money without much attachment. There may exist a status barrier.

To form an organizational culture, either strong or weak the factors affecting were discussed below:

Working habit of each employee contribute to the culture of the workplace, the attitudes, values, ethics, morals, mentalities, interests, perception, opinions and even the thought process of the employees and type of organization affect the organization culture.

As per researchers, Cultural Intelligence is a newer area of research [Earley and Ang 2003] which is a part in organizational culture. Cultural Intelligence is the gift of effectively interacting and working with people in diverse cultures within the purview of related Acts. High emotional intelligence to be high in the individual to understand feelings of other person.

**Objectives of the Study**

1. To study the concept of Emotional Intelligence (EI), Cultural Intelligence (CI) and organizational culture.
2. To review whether EI and CI is supportive in building strong organizational culture.

**Research Methodology**

Data collected through Secondary sources. It includes Books, research papers in journals, articles in magazines and newspapers, etc.

**Conceptual framework of Emotional Intelligence**

Emotional Intelligence is defined by Daniel Goleman (2001) as the “The capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships.”

The dimensions of EI include the following (refer figure 1)

- **Self-Awareness**: The aptitude of a person to know own feelings and to know the effect of own feelings on others.
- **Self-Management**: This covers the ability of Positive attitude, self-control and adaptability.
- **Social Awareness**: It is the ability to understand others’ emotions.
- **Relationship Management**: It is the interpersonal skill to handle other’s emotions. It deals with managerial skill, leadership, coach and mentor and teamwork etc.
Conceptual framework of Cultural Intelligence

Cultural intelligence is the person’s capability for successful adaptation to new cultural settings that is for unfamiliar settings attributable to cultural context (Earley and Ang 2003).

Cultural Intelligence is the pathway for a journey from desire to action. (Livermore 2015). Cultural Intelligence is a multi-dimensional concept.

There are four dimensions of cultural intelligence. (Refer figure 2)

- **Cognitive CI** refers to knowledge of an Individual regarding cultural norms, practices and conventions, strategies in different cultural settings. High cognitive means ability to understand basics of culture.
- **Metacognitive CI** refers to the level of a person’s conscious of cultural awareness and processing during cross-cultural interactions. High Metacognitive means Cultural Understanding with Interpretations.
- **Motivational CI** refers to the capability of a person to pay attention and energy towards functioning in situations of cultural differences. High motivational CI means energy and self-confidence to pursue needed cultural understanding and planning.
- **Behavioral CI** refers to the capability of a person to do verbal and nonverbal communication while interacting with people from different cultures. High Behavioral means ability to engage in leadership across cross cultures.

Ang and Early (2003) wrote that everybody has specific CI which can be assessed and enhanced. It is called as CIS –Cultural Intelligence Scale.
Conceptual framework of Organizational culture
Organizational culture is about philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms to bring organization together and are shared by its employees. (K Aswathappa 2015)
Organizational culture is a structure of shared assumptions, values, norms, systems and beliefs, influential on behavior of its employees. It directs the way employees how should act, behave and perform. The world famous companies like Cognizant, Wipro, Persistent, IBM, Dell, Microsoft, Sony, Facebook, Google, Apple, L & T, TATA and Infosys etc. have a common factor of success that is their own unique strong organizational culture.

Role of Emotional Intelligence, Cultural Intelligence in building strong Organizational culture
Menon & Narayanan (2015), Arora and Rohmetra (2010) suggested that it is new area in cross cultural research. CI is related to Emotional Intelligence, CI picks up where emotional intelligence leaves off. The observation of the author is that Low CI turn out to be a disadvantage in the long run. (Livermore 2010)
Yeke,F Semercioz (2016) commented that Individuals with high CQ embrace behavior, thoughts and emotions of people from different cultures, but the outcome of research conducted by Rockstuhl, Seiler,Ang, Dyne,Annem(2011) is that EQ and CQ are different and are complimentary.

Early and Ang(2003) pointed out that individuals with high EQ function well within own culture but cannot adjust in other cultures.

Authors commented that Individuals with high CQ adopt behavior, thoughts and emotions of people from different culture. (Yeke, Semercioz 2016)

Gorji, Ghareseflo (2011) wrote the paper which studies the relationship between cultural intelligence and emotional intelligence with university employee’s performance. Research finding is that there is direct relation between CI and its dimensions like motivation and recognition with employee’s performance, but there is no relation between behavioral dimension and performance of employees.

Research proved that Culture affects performance, it means if culture comes first then performance will follow. [Dan Pontefract 2017]

EI is positively associated with general leadership effectiveness. It is very effective in leadership effectiveness in domestic contexts than in cross boarder context whereas CI is positively related to cross boarder leadership effectiveness than general leadership effectiveness. (Rockstuhl, Seiler,Ang, Dyne,Annem 2011)

As per Vedadi, Kheiri and Abbasalizadeh 2010, the role of IQ and EQ in business is discussed in the past studies by researchers, these two concepts lack in cultural settings, one gets same results in IQ and EQ in local and national or international situations. It may happen that successful managers with high CQ does well with low IQ and EQ. It is observed that CQ is more dominating in cross cultural context than IQ and EQ.

Few advantages of EI and CI are:

- To make companies aware about role of CQ in Organisational Success
- Opportunity to learn techniques to raise CQ of human resource in organisation
- It reduces Interpersonal conflict
- Implementation of Policies
- Competition for opportunities
- Self-Confidence, Better Teamwork: Better Execution
- Better Image of organization and employees
- Healthy Organizational Culture
- Increase in adaptability etc.
Initiatives suggested to practice Emotional Intelligence and Cultural Intelligence in building strong organizational culture

Values are vital part in EQ and CQ both. The outcome of the study of Sameer Mashlah (2015) is that a gap present or existence of mismatch between perceptions of values and the actual roles of employees at workplace. A focused training or capacity building program on values and exchange of personal values is desirable. Values could be linked with leadership or motivation so tailor-made training sessions as per individual need are necessary to conduct.

Organizations should take efforts to train and guide staff from diverse backgrounds to balance organizational culture for organizational and local perspective. The HR teams needs to build the capabilities to design and deploy a diversity Program in line with its organization culture. (Avadhesh Dixit 2013) Diversity training is a tool to improve organizational culture. (Leon, Simone 2009).

Some of the methods of developing CI and EI are suggested as follows:
study of other cultures, learning other languages, counseling, survey cultural scenarios for recognition dimension. For motivational dimension, criticism, advantages of learning different cultures, positive dimensions of culture, and For behavioral dimension-role plays, simulations. There is relation between EI and its all dimensions i.e. self-awareness, self-regulation, self-motivation, self-empathy, and social skill with employees performance. It could be improved with constant teaching, to employees, understanding and accepting responsibility of self-emotions, and promote self-emotional intelligence.

The outcome of the study is that there is a positive relationship between cultural intelligence and emotional intelligence with employee performance except behavioral cultural intelligence. [Gorji, Ghareseflo 2011] The suggestions to companies includes conducting Need based emotional intelligence and cultural intelligence training programs.

Conclusion

In today’s globalised world, there is an urgent need to make companies aware about role of emotional intelligence and cultural intelligence in Organisational Success. The study is needed to learn techniques to raise EI and CI of employees in organisation. It improves Interpersonal relations amongst the employees, boosts Self-Confidence of employees. One can understand the maxim: Better Teamwork: Better Execution. The same is applicable to all the employees who are equipped with high EI and CI. Effective and happy workforce turns into positive organizational culture and also better work performance.

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THE ROLE OF HUMAN RESOURCE MANAGEMENT IN ORGANIZATIONAL INNOVATION

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Abstract
In recent decades we can see around the business that the things are changing like never before due to technological advancement, change in economy and political influences. It has been also observed in two decades that there is a major shift in employees taste and preferences. An organization cannot build a good team of working professionals without good Human Resources. The key functions of the Human Resources Management (HRM) team include recruiting people, training them, performance appraisals, motivating employees as well as workplace communication, workplace safety, and much more. The beneficial effects of these functions are discussed in this research paper. The companies who are continuous monitoring and focusing on these issues are much more successful than the rest. There is a cut throat competition in the market and every company wants to fill the vacuum of the market by providing desired product and services. To achieve the high profit it is necessary to increase their product quality and also quantity. Perhaps this is the reason, that the concept of HRM is taking place fast and steadily in the organizations. Any organization, without a proper setup for HRM is bound to suffer from serious problems while managing its regular activities. For this reason, today, companies must put a lot of effort and energy into setting up a strong and effective HRM. The study is based on available literature, various facts and figures, on this issue. It tries to bring a novel study which can be applied in current organizations scenario. The study is conceptual in nature and validates its findings with the help of a proposed model.

Keywords: Human Resource management, organizational atmosphere, Recruitment and Training, Performance Appraisals, Maintaining Work Atmosphere, Developing Public Relations.

Introduction
A strong HRM strategy includes understanding how the employee impacts the organizations and organizational environment in which it operates and consciously applies organizational practices throughout every element of its HRM. Companies have set specific and measureable goals—both short and longer term—to increase their company’s profit. This includes actively examining the product quality and human resource efficiency. Inherent in this practice is the concept of radical transparency, whereby everything the company does is transparent and visible to the employees and community at large, which contributes to the credibility of the sustainable brand. Measureable goals contribute to radical transparency as they provide clear and actionable goals to which the company can commit and progress against through HRM. Change is a very common phenomenon which can be seen anywhere whether it is business, HRM or anything. It occurs some times in cyclic way or may be in a random order. In the same way, when we take a look towards human resources, we find that their needs, wants, demands, test and preferences are also changing. This change is not specific to a particular category but it is in every segment. There may be several reasons for that such as increasing household needs, change in life style and increasing awareness etc. Among these changes organizations also need to adopt some changes for its survival and for that there is a need of human resource development concept, management redesign, process design, changes in marketing policies etc. A successful business organization always focuses on these changes and implements it into its operations within time. Changing human resource behavior generates a new challenges and opportunity both by many organizations. Those organizations that are
capable enough to adopt changes and can fulfill the desire of their human resources, they take it as an opportunity but there are several organizations who failed to adopt these changes many times. In recent scenario it has been seen that the HRM behavior is taking a shift towards the HR friendly organization. The significant reason behind this change is increasing awareness about HRM. Therefore employees, Government and business organizations are taking this issue seriously around the world. Government is making strict norms and regulations to forbid the problem arises by business organizations, human resources and other sources. Wherein increasing HRM awareness towards human resources change their view about their workplace. On the other hand business organizations are also finding fruitful results in adopting HRM in their business operations. Among all these development certain concepts are coming in the field of management such as Human Resource management, organizational atmosphere, Recruitment and Training, Performance Appraisals, Maintaining Work Atmosphere, Developing Public Relations etc. which not only fulfills the needs of the HR but also give assurance about the job security and friendly organizational environment. Every individual want job security, motivation and appraisal from organization because they are aware about the consequences.

The concept of HRM came into existence way back in 1980’s in United States and European country and the development goes on. HRM concept is gaining its popularity across the world. HRM helps in reducing the impact of management-employees consequences with the help of fulfilling the demand of the human resources need. It is also one of the facts that changing human resource perception towards organization leads to the genesis of healthy working environment. HRM always focus on innovative ideas and bring the change in the organization. Providing safeguard to the environment is a noble work for the organization and the humanity and a good entrepreneur and management take care of this entire task as he is also responsible for social welfare. We can see around us, many entrepreneurs those who change the concept of businesses in their own way and provided solution for various problems in the society .Change in govt.policies, human resource behavior towards organization But HRM also face challenges such as lack of proper policy implementation, human resource controlling, redesigning and lack of R&D infrastructure etc. These challenges can be reduced in further development. The paper is trying to focus on how important HRM is an opportunity for entrepreneur and organizations in India. The paper is segmented in various parts such as theoretical background of the study i.e. literature review, identification of various parameters on the basis of the literature review, methodology, development of the conceptual model, discussion and findings, managerial implication, conclusion, contribution of the study, limitations and future research scope. There are considerable advantages which can be obtained by working effectively to improve a company’s sustainable employability. It is considered to be a key factor of improving a firm’s operations, enhancing strategic growth, increasing competitive advantage and helps to deliver sustainable values to the society.

Statement of Problem
The Role of Human Resource Management in improving organizational effectiveness is an issue which has been investigated in this study. If we review categories and criteria of effectiveness which are presented by experts in the field of management, we understand that human resources management can directly or indirectly have a very important role in improving these indicators such as relocation or turnover of employees, employee absenteeism, Compatibility of the norm and role ,quality of product or production services, accidents, flexibility, adaption for changing of standard operating procedures in response to environmental changes, Job satisfaction, employee motivation and staff morale (Lawler, &Mohrman, 2003).Today, responsibilities of human resources management units do not only include staff attendance or other simple issues, but it has more important issues such as considering motivational issues, satisfaction of spiritual needs, providing a space for growth and creativity along with a safe and healthy environment with satisfying material needs of employees even after
even after the end of these service (Kavanagh, Gueutal, & Tannenbaum, 1990). In recent years, in our city we have witnessed designing and implementing of several programs in order to achieve developmental goals. Undoubtedly, the desire for sustainable development in various political, economic and social sectors needs forces that in addition to having the ability to perform their duties, have sufficient incentive (Barnett, 1995). Therefore, organizations must focus more than ever on their manpower. In this regard, primary responsibility is on human resources management and this management must perform their duties and provide suitable substrates for talented and capable forces in the organization so they can fulfill their duties with a better quality and finally with establishing appropriate strategies make the ground ready for better performance of evaluation of staff performance (Andersson, 2007).

Research Objectives

(1) To investigates and analyze facts and extend the knowledge. 
(2) It aims at solving personnel problems. 
(3) To make HR research effective personnel records must be properly maintained to appraise HR programs and formulation of policies. 
(4) It seeks to evaluate the present position in the concerned area of research. 
(5) It facilitates prediction of future events and behavioral patterns. 
(6) Evaluation of current programs, practices and policies is possible through HR research.

Limitations of Research

Every study has their own limitations same as in this study. There is lack of good studies which is relevant to this paper especially in context to human resource behavior, organizational environment and the relation between management and employees. This paper can be a base for further research and one can make an empirical research paper by using the concept and various identified parameters of this study. Although the concept is not very new but needs proper attention by researcher as the issue is very important for our management and entrepreneurs both. There are still many things may be left in this paper which can be added in the further research work.

Research Implications or Scope of the Study

The study findings and discussion of the study would be beneficial for the academicians, research scholars, practitioners, managers and policy makers. The study would be benefited for the academicians and research scholars, as this study gives further insights in this field and there are less numbers of works are available especially in Indian context. Managers and practitioners can understand the opportunities which are emerging in the field of green marketing and there is need of much more focus on it. As it will be profitable and can be significant for sustainable development. Finally the policy makers must more concern on this issue by creating a suitable environment for the green entrepreneurs program.

Research Methodology

The paper is based on secondary data in nature. The study has been done on the basis of extensive literature review. All the relevant findings of the research papers have been collected from various research papers, websites, newspaper & books.

Role of HR Department

During the 1990, the HR functions were performed by the line managers in the large organization. They were responsible for supporting daily people management and act as strategic business partners range from advisors to line managers. In the organization, the line managers are the main bodies who implement the HR strategies and policies and put it into reality. Now recently, there almost in all the big organization, there is a separate department named HR department that performs HR functions. This department performs a lot of functions like...
selection of new employees, their training and learning programs, a system of rewarding them, a system for leaves, retention policies etc.

HR management practices and system have been linked to the increased productivity, higher quality work, higher level of profitability, and organizational competitiveness (Cascio, 1992; Schuler and Jackson 1996). Here the competitiveness mean in the global economy is, to take high advantageous position in the changing market environment (Pfeffer, 1994). For this linked to be accomplished between the human resource management and organizational success, the role of HR department should be strategic instead of operational, aligning the HR practices and functions with the strategic needs of the organization (Pickles et al.,1999). According to the Brewster, (1995), the mixing of HRM with business strategy is very rare and vital even among the large organizations. In many organizations, they have problems in transforming the HRM into strategic functions. They focus on the administrative and clerical tasks leaving the HRM department. In the end, their managers fail to make changes through the employees in the organization (Down et al. (1997).

According to SHRM-BNA Survey No. 60: the activities of HR department are listed below

- Employment and recruiting;
- Training and development;
- Compensation;
- Benefits;
- Employee services;
- Employee and community relations;
- Personnel records;
- Health and safety;
- Strategic planning.

HR function is a support part of the whole business management process and cannot be cut off regarded (Personnel Standards Lead Body, 1993), the overall role of it is to conduct effective people management in employment and development, and organize the relationship between management and the workforce in order to make the best use of its workforce to achieve organizational goals and benefit.HR functions have a variety of policies and activities, and vary from different level of an organization and from one organization to another (Hope-Hailey et al, 1998; Sisson, 1995; Tyson, 1987).

**Motivation**

One of the vital function of HR department is motivation and it is taken to mean as a state arising in processes that are internal and external to the individual, in which the person perceives that it is appropriate to pursue a certain of action directed at achieving specific outcomes and in which the person choose to pursue those outcomes with a degree of vigor and persistence (Rollison D.2006).

The employee motivation is the willingness of employees achievesCore Corporation goals with high level employee job satisfaction also fulfill individual needs and want as well (Robbins, 1998). This is very crucial for any organization that its employee have been motivated, because if employee motivation level is at strong position than they can make good performance to get organizational goals.

In 2000, Hendry said that in the past decades, employee motivation is very deficient area, therefore it is the responsibility of managers to take solid and effective steps to building motivation level of employees. On the other hand in 1994, Lawler stated that if your labour is less motivated than there would be high labor cost, less productivity, poor performance and also affect other working environment of organization. Therefore it is necessary for an employee to be motivated at his workplace.
In 2000, Thomas said that if your employees are committed and motivated with organizational vision/mission statement then it is easy for management to tackle its competitors through this competitive edge. When employees are motivated intrinsically and extrinsically their job performance defiantly improves and corporation goals will be achieved efficiently and effectively with in short time period. Therefore these days’ modern organization’ policies and procedures are mostly focuses on employee’s motivation area in HR because highly motivated and skillful employees are the core competitive advantage of any organization. Actually employee’s best performance rewards and job appraisal are performing fundamental role in job satisfaction and motivation on the workplace. Therefore it is vary from employee to employee and corporation to corporation. But this is very magnetic tool for HR to build efficiency and effectiveness in corporation (Hendry, 2000). It is very vital for organization’s management to know about their employee’s motivation needs and wants according to their social and professional requirement (Linder, 1998).

Beach. S (1994) described that there are two kinds of motivation, one intrinsic and second extrinsic. In extrinsic, it refers to the holding out of incentive or external rewards for the successful completion of tasks. Such incentives may be bonuses, higher pays, and better working condition. In intrinsic motivation, the work itself is satisfying to the individuals who takes pleasure in the work or schooling and derives a feeling of accomplishment upon the successful completion. Walton, (1985) in particular, argues that commitment results in better quality, lower turnover, and a great capacity for innovation and flexibility to employees. Commitment could be influenced by the personal characteristics of the employee, the job role experience, structural factors, and personnel policies. If the behavior in an organization is favorable, and its employees are motivated, satisfied and committed then it is more likely that the business they work for will have a competitive advantage as well as good performance in the market (Torrington, D & Hall, and L.1995).

**Recruitment and Training**

This is one of the major responsibilities of the human resource team. The HR managers come up with plans and strategies for hiring the right kind of people. They design the criteria which is best suited for a specific job description. Their other tasks related to recruitment include formulating the obligations of an employee and the scope of tasks assigned to him or her. Based on these two factors, the contract of an employee with the company is prepared. When needed, they also provide training to the employees according to the requirements of the organization. Thus, the staff members get the opportunity to sharpen their existing skills or develop specialized skills which in turn, will help them to take up some new roles.

**Performance Appraisals**

HRM encourages the people working in an organization, to work according to their potential and gives them suggestions that can help them to bring about improvement in it. The team communicates with the staff individually from time to time and provides all the necessary information regarding their performances and also defines their respective roles. This is beneficial as it enables them to form an outline of their anticipated goals in much clearer terms and thereby, helps them execute the goals with best possible efforts. Performance appraisals, when taken on a regular basis, motivate the employees.

**Maintaining work atmosphere**

This is a vital aspect of HRM because the performance of an individual in an organization is largely driven by the work atmosphere or work culture that prevails at the workplace. A good working condition is one of the benefits that the employees can expect from an efficient human resource team. A safe, clean and healthy environment can bring out the best in an employee. A friendly atmosphere gives the staff member’s job satisfaction as well.
Developing Public Relations

In an organization, there are several issues on which disputes may arise between the employees and the employers. You can say conflicts are almost inevitable. In such a scenario, it is the human resource department which acts as a consultant and mediator to sort out those issues in an effective manner. They first hear the grievances of the employees. Then they come up with suitable solutions to sort them out. In other words, they take timely action and prevent things from going out of hands.

The responsibility of establishing good public relations lies with the HRM to a great extent. They organize business meetings, seminars and various official gatherings on behalf of the company in order to build up relationships with other business sectors. Sometimes, the HR department plays an active role in preparing the business and marketing plans for the organization too.

Discussion and findings

The conceptual framework shows that the concept of HRM starts from the organizational concerns such as management and workers relations, Employment and recruiting, Training and development, Compensation, Benefits, Employee services, Employee and community relations, Personnel records, Health and safety, Strategic planning, staffing, scarcity of natural resources and other havoc caused by disturbance in the organizational system. Due to increasing awareness may be with the help of govt. policies and laws about employees are becoming more responsive towards the HRM. These factors are also responsible for the changing HRM behavior towards human resources of organizations. The perception towards HRM gives a positive impact on the development of the organizational healthy atmosphere. HRM is playing vital role in organization, which brings ample of opportunities in every field such as supply chain, production, strategies, policies design and many more. The current HRM scenario has various opportunities for the entrepreneurs as well as for employees. These opportunities can be also helpful for bringing motivation and empowerment to the entrepreneurs. The successful entrepreneurs lead to the sustainable organizational development in long term.

Conclusion

The conclusions have been reached through the study. On the basis of various explanations in this paper we can understand various opportunities for the management due to emergence of new policies in HRM. Changing HRM behavior towards HR is another significant and positive indicator for the entrepreneurs and organizations. HRM is not only important just for the fulfilling the need of human resource but they mean more than it. HRM have the responsibility towards achievements of social objectives, economic objectives, environmental objective and sustainable objectives and organizational objectives. HRM is the warrior who continuously works, in order to protect the organization from all the evils such as unproductivity of employees, workers unions and consistently changing govt. policies etc. If we think of the traditional entrepreneurs they have also big responsibility on their shoulders but new entrepreneurs have some more responsibility that is adoption of HRM and other organizational tasks. India is a country of young people. Our majority of the youth are getting good education and thousands of young generations are getting graduate each year. This means that India has great potential towards entrepreneurship. In India most of the entrepreneurs are young and their concept of business is unique and somewhere they implement the practical aspects of their education in their businesses and getting a great success. The concept of HRM is not different, the one who more innovate new ideas, policies and services more he become a successful entrepreneurs.

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