

Conference Proceedings

AZADI KA AMRIT MAHOTSAV

International Conference on

Sustainability : Research, Education and Practice

(SREP - 2022)

Volume-1

Sustainability and Human Resource

30-31 May, 2022



Organized by

**DEPARTMENT OF MANAGEMENT
BIRLA INSTITUTE OF TECHNOLOGY**

Mesra, Jaipur, Lalpur, Noida, Patna.

Conference Proceedings
Azadi Ka Amrit Mahotsav
International Conference
on
Sustainability: Research,
Education and Practice
Volume-1
Sustainability and Human Resource
30-31 May, 2022



**Organized by the Department of Management,
Birla Institute of Technology,
Mesra, Jaipur, Lalpur, Noida, Patna.**

Sustainability: Research, Education and Practice Volume-1 Sustainability and Human Resource

1st Edition

ISBN: 978-93-94570-58-0



Published: Nov 2022

Organized by:



Department of Management,
Birla Institute of Technology,
Mesra, Ranchi, Jharkhand - 835215.
Website: <https://www.bitmesra.ac.in>

Publisher:



Kripa-Drishti Publications

A/ 503, Poorva Height, SNO 148/1A/1/1A,
Sus Road, Pashan- 411021, Pune, Maharashtra, India.
Mob: +91-8007068686
Email: editor@kdpublications.in
Web: <https://www.kdpublications.in>

© Copyright Department of Management BIT Mesra, Jaipur, Lalpur, Noida, Patna.

All Rights Reserved. No part of this publication can be stored in any retrieval system or reproduced in any form or by any means without the prior written permission of the publisher. Any person who does any unauthorized act in relation to this publication may be liable to criminal prosecution and civil claims for damages. [The responsibility for the facts stated, conclusions reached, etc., is entirely that of the author. The publisher is not responsible for them, whatsoever.]

Preface

We are honoured to write a Preface to this set of conference papers for the two-day International conference on ‘**Sustainability: Research, Education, and Practice (SREP-2022)**’ on 30-31 May 2022 was organized by the Department of Management, BIT Mesra, Jaipur, Lalpur, Noida and Patna Campuses under the aegis of Azadi Ka Amrit Mahotsav.

The conference presented a platform to the corporate and academia, who shared their insights on the theme. In the different technical sessions of the conference, participants shared their research, exchanged ideas, talked about the trends in the industry, and presented research papers and business cases. All this made the conference a truly enriching experience for the participants.

A total of 77 research papers and cases were presented in the conference.

Track I: Sustainability and Human Resource Management

The papers of this track contributed valuable insights about flexible work arrangement, green human resource management, employee engagements, stress management, work-life balance, and corporate-social sustainability. Most of the research papers at the conference were primarily associated with configuring HR Practices to the sustainability principles. The covid-19 pandemic has interrupted normal business processes and forced organizations to provide adaptable and flexible work arrangements (FWA) for employees. To fulfill the organization’s strategic business objective, the vivacity of employees towards their job is of paramount importance. Therefore, the scholarly works at the conference majorly addressed the challenges related to employee engagement and organizational commitments. Stress plays a crucial role in fostering employees' performance in workplace. The scholars reflected on the importance of work-life balance and highlighted how work-related stress affects employee’s performance.

Track II: Sustainability in Marketing Practice and Research

The papers of this track addressed interesting topics like the effect of service quality on customer satisfaction in hotel industry, customer attitude towards purchase of electric vehicles, factors making IPL as leading brand, awareness of digital coupons, study of post purchase regret on health insurance products in India, Green Durable Products purchase Behaviour of Indian Consumers, Over the Top (OTT) Services among Millennials in India etc., The scholars examined the gaps and emphasized

the importance of incorporating sustainability in their respective domains such as; Papers related to **customer engagement and relationship management** focus on delivering great customer experience with the help of CEP and CRM, Papers associated with **social and digital media marketing** analyses the upcoming role of digital media and OTT platforms and papers associated with the **services marketing and e-commerce** focuses on service innovation and post purchase regrets.

Track III: Sustainability in Public Services and General Management

The third track addressed the various aspects and issues of Sustainability in Finance, Banking, Entrepreneurship, Public Services, Rural Entrepreneurship, Luxury, Yoga, and many more. The foreground of the research contribution under this track addressed interesting topics like Political Instability, diverse changes in the governmental policies and programs under various categories, Gender Diversity and its role in the overall economic development of the society, Psychological well-being and Digital Citizenship Behaviour, Energy Transition, Sustainability Oriented Entrepreneurial Intentions and People's perception about Sustainability as a concept.

The papers presented at the Conference on 'Sustainability: Research, Education and Practice' across all the domains contribute valuable insights to better understand the many challenges faced by organizations across the globe. The growing environmental, economic, and societal imbalances have been one of the baffling issues over the last few years. These papers make much-needed contributions to the academic and practitioner literature in an Indian context. Hence, directing us towards methods and measures that can help us balance the three helices of the overall global development and equity. These papers also provide many avenues for future research. It is hoped that future research will continue building on these insights.

From the Editors' Desk

The Industrial Revolution brought great progress to society and witnessed an increase in the global population, life expectancy, and output. But this unbounded growth over the period is endangering planetary support systems and increasing inequalities.

Now it is the need of the hour to explore transformational pathways that take a comprehensive people and planet approach to ensure a prosperous and healthy future for all on a resilient and healthy planet. Gradually and rapidly, awareness intensifies that the universally adopted Sustainable Development Goals can only be achieved through an unprecedented transformation of the economies, societies, and technologies worldwide.

Sustainability is a matter of need that requires the deployment of economic, political, social implements, technological innovations, and changes in lifestyles to bring about the needed transformational changes at every scale.

The concept of Sustainability was developed to create guidelines that allow the development of societies while preserving the environment. Its official definition was established in the Brundtland Report (1987), which states that Sustainable Development consists of meeting the needs of present generations without compromising the ability of future generations to meet their own needs. The concept is based on three aspects: society, economy, and environment. Transformations for sustainable development must be based on the reform of the relationship between these aspects i.e., society, economy, and the environment. New mindsets and behaviour must work towards a sustainable outlook.

Resource efficiency transformation seeks to bring together the objectives of environmental protection, economic growth, and social progress to ensure that economic activities stay within environmental limits. Social Justice transformation will move people from the periphery to the centre of economic and other decisions, ensuring that all people have access to the services and resources they need. The concept of sustainable education is based on the terms sustainability and education. This refers to an activity or process for acquiring or sharing knowledge or skills, developing the powers of reasoning and judgment, and intellectually preparing oneself or others for life. Realisation of a sustainable education paradigm requires vision, image, design, and action – at all levels – from all concerned with achieving healthy societies and ecologically sustainable lifestyles. This is relevant to the whole of education and learning. Economic structural transformations will boost the

productive capacities of the region based on sustainable consumption and production patterns and more equitable distribution of the benefits of economic growth.

These transformations are mutually supportive and linked. For this what requires is much-needed policy coherence, which will reduce the potential for trade-offs between the sustainable development goals.

All aspects, elements, and fundamentals related to pillars of sustainable development and progressive transformation journey can be found in this edited book of research papers and case studies presented in a two-days International Conference on Sustainability: Research, Education and Practice (SREP-22), on 30-31 May 2022, organized by the Department of Management, BIT Mesra, Jaipur, Lalpur, Noida and Patna Campuses under the aegis of Azadi Ka Amrit Mahotsav. The Conference aimed at bringing together researchers, practitioners, and educators to exchange ideas on these pillars of sustainability.

This book is an outcome of 18 research papers presented at the conference on a plethora of issues concerning sustainability in the field of human resource during a technical session “Sustainability and Human Resource.” The book covers all relevant and essential information on a young but important concept that is sustainability, and its application in the human resource domain.

We are sure this edited book would make an interesting and rewarding reading.

Editorial Board

Editors

Dr. Roopali Sharma

Professor
Department of Management
Birla Institute of Technology, Mesra
Off-Campus Jaipur, India

Dr. Abhaya R Srivastava

Assistant Professor
Department of Management
Birla Institute of Technology, Mesra
Off-Campus Lalpur, Ranchi, India

Dr. Arun Mittal

Assistant Professor
Department of Management
Birla Institute of Technology, Mesra
Off-Campus Noida, India

Dr. Ashish M Dubey

Assistant Professor
Department of Management
Birla Institute of Technology, Mesra
Off-Campus Patna, India

Dr. Ashutosh Mishra

Assistant Professor
Department of Management
Birla Institute of Technology, Mesra
Off-Campus Lalpur, Ranchi, India

Dr. Monika Bisht

Assistant Professor
Department of Management
Birla Institute of Technology, Mesra
Off-Campus Noida, India

Dr. Niraj Mishra

Assistant Professor
Department of Management
Birla Institute of Technology, Mesra
Ranchi, Jharkhand, India

Dr. Rohini Jha

Assistant Professor
Department of Management
Birla Institute of Technology, Mesra,
Ranchi, Jharkhand, India

Dr. Satyajit Mahato

Assistant Professor
Department of Management
Birla Institute of Technology, Mesra,
Ranchi, Jharkhand, India

Dr. Shailendra K Singh

Assistant Professor
Department of Management
Birla Institute of Technology, Mesra,
Ranchi, Jharkhand, India

Dr. Sohini Ghosh

Assistant Professor
Department of Management
Birla Institute of Technology, Mesra
Off-Campus Patna, India

Dr. Sujata P Dash

Assistant Professor
Department of Management
Birla Institute of Technology, Mesra,
Ranchi, Jharkhand, India

Chief Editor

Dr. Sushil Kumar

Assistant Professor
Department of Management
Birla Institute of Technology, Mesra
Off-Campus Patna, India

CONTENT

1. Exploring the Nexus between Work Engagement and Employee Turnover Intention: A Review of Literature - <i>Aqra Altaf</i>.....	1
1.1 Introduction:.....	2
1.2 Review of Literature:.....	3
1.2.1 Work Engagement:.....	3
1.2.2 Employee Turnover Intention:.....	4
1.2.3 Nexus between Work Engagement and Employee Turnover Intention:.....	5
1.3 Conclusion:	6
1.4 References:.....	6
2. Social Sustainability, Work-Life and Human Resource Management - <i>Rushil Varma, Dr. Archana Sharma</i>	10
2.1 Introduction:.....	10
2.1.1 Social Sustainability and HRM:.....	10
2.2 Challenges for Social Sustainability:.....	11
2.3 Work-Life Quality:.....	12
2.4 Social Sustainability at Work:.....	12
2.5 Sustainable Work Systems:.....	12
2.6 Sustainable Work Systems:.....	13
2.7 Summary and Outlook:	14
2.8 References:	15
3. Essence of Work-life Balance for Sustainable Human Development - <i>Dr. Partha Naskar</i>.....	17
3.1 The Origin of Work-life Balance:	17
3.1.1 Effectiveness of E-Training & E-Leadership on Work-life Balance: An Overview:	18
3.1.2 Integrating Employee Performance and Work-life Balance: A Holistic Approach:	18
3.1.3 Foundations of Work-life Balance: An Ethical Perspective:.....	19
3.1.4 Psychological Constituents in Work-life Balance: An Outline:	20
3.1.5 Prospects of Multi level Sources of Work-life Balance:	20
3.2 Objectives of the Study:.....	21
3.3 Research Methodology:	21
3.4 Findings & Discussion:.....	23
3.5 Implications & Usefulness of the Study:	25
3.6 References:.....	26

4. Work-Life Balance and its Impact on Employee’s Satisfaction – A Study of the IT Sector - Ramya Singh, Dr. Archana Sharma	27
4.1 Introduction:.....	28
4.2 Literature Review:.....	28
4.3 Research Objective:.....	30
4.4 Research Methodology:.....	30
4.5 Findings:	43
4.5 Conclusion Result and Discussion:	43
4.6 Reference:	44
5. Flexible Work Arrangements: An Eco-friendly HR Practice for Sustainable Development - Akash Kaushik, Arvind Kumar	46
5.1 Introduction:.....	47
5.2 Meaning and Types of Flexible Work Arrangement:.....	47
5.3 Significance of FWAs about Sustainability:.....	47
5.4 Why FWA?	47
5.5 Benefits and importance of FWA:.....	48
5.6 Benefits from Environmental POV:	49
5.7 Empirical Evidence:	50
5.8 Research Methodology:	50
5.9 Conclusion:	50
5.10 References:.....	51
6. Impact of HRM Practices on Employee Engagement in Indian Private Banks - Pooja Yadav, Dr. Abhaya Ranjan Srivastava	53
6.1 Introduction:.....	53
6.2 Literature Review:.....	54
6.2.1 Employee Engagement:	54
6.2.2 HRM Practices and Employee Engagement:	55
6.3 Training and Development:	56
6.4 Objective of the Study:	57
6.5 Research Methodology:.....	57
6.6 Result and Discussion:.....	57
6.7 Discussion:	59
6.8 Managerial Implications, Limitations and Conclusion:	59
6.9 Bibliography:	61
7. Role of Corporate Social Responsibility Education in The Job Seekers’ Organizational Attractiveness – An Exploration of Professors’ Perceptions and Expectations - Mr. Esrafil Ali, Prof. Biswajit Satpathy	64
7.1 Introduction:.....	65
7.2 Empirical Literature:	68
7.3 Research Methodology:.....	72

7.4 Data Analysis and Findings:	77
7.4.1 Thematic Analysis of RQ1:	77
7.4.2 Thematic analysis of RQ2:	84
7.5 Discussion and Concluding Remarks:	88
7.6 Practical implications:	90
7.7 Limitations and Avenues of Further Research:	91
7.8 References:	91

**8. Pandemic and Work-Life Balance – Insights from Consulting Industry -
Dr. Sonal Pahwa, Paras Jain 95**

8.1 Contextual Background:	95
8.2 Review of Literature:	97
8.3 Research Objectives and Methodology:	101
8.4 Data Analysis:	102
8.5 Research Findings:	104
8.6 Recommendations:	105
8.7 Conclusion:	106
8.8 Limitations and Scope for Future Research:	106
8.9 References:	106

9. Effect of Surveillance on Employees Psychological well-being in the Banking Sector - Harsheen Kaur, Dr. Richa Raghuvanshi 108

9.1 Introduction:	109
9.3 Objectives:	113
9.4 Methodology:	113
9.5 Findings and Discussion:	114
9.6 Conclusion and Recommendation:	115
9.7 Limitation and Future Research:	115
9.8 References:	115

10. Demographic, Geographic, and Performance Factors for Recommendation of Soft Competency Assessment Results - Tio Sampurno, Muhammad Husni Thamrin, Beni Hediyantama 132

10.1 Introduction:	132
10.2 Research Method:	135
10.3 Result and Discussion:	137
10.4 Conclusion:	141
10.5 References:	143

11. Online Training as A Tool To Enhance Employee Performance in The IT Sector - Nishtha Verma, Richa Raghuvanshi 145

11.1 Introduction:	145
11.2 Literature Review:	147

11.3 Methodology:.....	148
11.4 Findings and Discussion:	149
11.5 Conclusion and Recommendation:.....	150
11.6 Limitation:.....	151
11.7 References:.....	151
12. Green Human Resource Management: A Roadmap to Sustainable Business <i>- Shraddha Rathod, Dr. Pooja Agrawal.....</i>	168
12.1 Introduction:.....	169
12.2 Objectives:	169
12.3 Literature Review:	170
12.4 Research Methodology:	171
12.5 Findings:	171
12.6 Future Implications:.....	175
12.7 Scope of Study:	175
12.8 Conclusion:	176
12.9 References:.....	176
13. Sustainable Talent Management - Key Success Factor for Delivery Centre <i>- Sanjoy Banerjee, Dr. Shirshendu Roy.....</i>	178
13.1 Introduction:.....	178
13.2 Theoretical Background and Hypothesis Development:	180
13.2.1 Literature Review:.....	180
13.2.2 Hypotheses:	181
13.3 Methodology:.....	181
13.4 Analysis and Findings:	184
13.5 Proposed Talent Management Framework for Delivery Centre:.....	188
13.6 Discussion and Conclusion:	189
13.7 Limitations and Future Scope of Research:.....	190
13.8 References:	190
14. Employee Retention Strategies for Sustainable Organizational Growth - <i>Anamika Kumari, Dr. Sunil Kumar Pandey, Dr. Ashish Mohan Dubey.....</i>	195
14.1 Introduction:.....	195
14.2 Objective of the Study:	196
14.3 Methodology:	196
14.4 Factors Affecting Employee Retention:	196
14.5 Current Retention Strategies:	199
14.5.1 Sustainability in HRM Practices:.....	199
14.5.2. Focusing on Team-Building:	200
14.5.3. Fostering Employee Health & Wellness:	200
14.5.4. Professional Development for Career Growth:	200
14.5.5. Rewards for Efforts and Not Just for Results:	200
14.5.6. Corporate Social Initiatives:	201

14.5.7. Considering Generational Preferences:	201
14.6 Findings:.....	201
14.7 Limitations:	202
14.8 Conclusion:.....	202
14.9 References:	202
15. Flexible Work Arrangement: A Useful Human Resource Practice for Millennials - Akash Kaushik, Prof. Arvind Kumar	205
15.1 Introduction:.....	206
15.2 Benefits in Quantitative Terms:	209
15.3 Result:	214
15.4 Conclusion and Discussion:	214
15.5 References:.....	215
16. Investigating the Nexus between Leadership Styles and Employee Engagement: A Review of Literature - Anjum Ajaz	218
16.1 Introduction:.....	219
16.2 Review of Literature:	220
16.3 Employee Engagement:	222
16.4 Conclusion:	226
16.5 References:.....	227
17. Effect of Work-life Balance and Work Stress On Employee Performance (Study Based On An Indian Navratna Public Sector Undertaking) - Jigyasu Kumar	231
17.1 Introduction:.....	232
17.2 Literature Review:	235
17.3 Framework for Research: Processed by the Author:	236
17.4 Research Hypothesis:.....	236
17.5 Research Methods:	236
17.6 Result and Discussion:.....	237
17.7 Discussion:	238
17.8 Conclusion:	239
17.9 Reference:	239
18. Shifting Work Arrangements for Women: A Review on Full-Time Work To Gig Work - Shivani Prasad, Arvind Arahant	241
18.1 Introduction:.....	242
18.2 Literature Review:	242
18.3 Methodology:	243
18.4 Issues confronted by women in a full-time job:	243
18.4 Renaissance of Gig Economy in India:.....	245
18.5 Unlocking the potential of the Gig economy for women:	246

18.6 Conclusion:247
18.7 References:.....247

1. Exploring the Nexus between Work Engagement and Employee Turnover Intention: A Review of Literature

Aqra Altaf

Research Scholar,
Department of Management Studies,
University of Kashmir,
Srinagar, Jammu & Kashmir, India.

Abstract:

Purpose - The aim of this research is to study and explore the relationship between job engagement and employee turnover intention.

Theoretical frame - Humans are the most dependable resource in any business for producing exceptional outcomes and maintaining them year after year. They apply their judgments, competencies, and expertise in the workplace to achieve outcomes, which is why their job in businesses is valued highly. On a daily basis, most firms appear to be battling with new or unforeseen obstacles in order to stay competitive. Also, executives inside firms increasingly believe that their human resources provide a unique competitive advantage that can be duplicated or purchased at some point, although other possible competitive advantages (e.g., technology and goods) can be imitated or acquired. Organizations that can acquire, develop, and retain top talent will thrive, while those that can't will struggle to remain competitive. Work engagement has aroused the interest and popularity of practitioners and scholars in business, human resource development (HRD), and organisational development, with the assumption that it can be a key predictor of organisational performance and sustainability. Because of its demonstrated relation to attaining organizational intended goals, work engagement is one of the most researched topics in the profession of human resource and organization development. Work engagement has long been seen to be a critical aspect in attaining workplace success and thereby reducing employee turnover intentions. Managers that focus solely on engagement without taking into account employee well-being risk creating unsustainable engagement and give a space for turnover intentions. Employee turnover, on the other hand, is a problem in almost every business throughout the world. It is described as the unexpected loss of workers who leave despite their employers' desire to keep them. Because the purpose to leave one's job and organization is not stated, it is difficult to discern the circumstances that lead to leaving one's employment and organization. Organizations face significant expenses and negative repercussions as a result of employee turnover. Numerous studies have demonstrated the benefits of job engagement for both employers and workers. Work-engaged workers, for example, have lower turnover intentions than non-engaged employees, according to studies. While healthy turnover in the workplace can be beneficial in terms of providing new ideas and approaches that might help the company achieve greater success, turnover among highly productive, critical people is costly. Because long-term retention of a highly productive workforce is desired, and one of human resources'

goals is to recruit and keep high-performing productive workers, human resources must improve their understanding of how to maximise productive employee retention.

Design / methodology / approach – *The approach of the study taken is an extensive literature review in fields of engagement and turnover intention, with a focus on some of the broad assumptions and assertions in those literatures.*

Findings – *This review briefly discusses the conceptual framework regarding work engagement and employee turnover intention and the corresponding relationship between the two. The findings of the review indicate that work engagement is negatively associated with turnover intentions. Specifically, disengaged employees are likely to leave the organization in the near future.*

Managerial / Theoretical / Policy Implications – *The study's practical implications could have an impact on human resource (HR) value-chain operations through evidence-based and better recruitment and selection methods, employee retention strategies, and training and development interventions. Organizations might capitalise on these findings by establishing new and strengthening existing quality management initiatives, which would boost employee engagement and hence reduce turnover intentions.*

Originality/Value - *Despite the fact that job engagement has become a popular topic in recent years, there has been little study on the relationship between employee engagement and employee turnover intention. There isn't a lot of information out there about how work engagement affects employee turnover intention. Although the research on this topic is limited, it is beginning to demonstrate that there is a correlation between work engagement and turnover. This research has tried to provide an in-depth account on how work engagement is linked to turnover intention and thus indicates that improvements in levels of engagement result in lower employee turnover. This is crucial because if a causal link can be established, HR professionals will have a clear and particular focus for action in order to reduce employee turnover and, as a result, achieve their goals.*

Keywords: *Work Engagement, Employee Turnover Intention, Organizations, Employees, Human Resources.*

1.1 Introduction:

In order to remain competitive, it often seems like most firms are dealing with brand-new issues. Additionally, business executives increasingly think that their human resources give them a unique competitive advantage that may be copied or purchased in the future (Burke & Cooper, 2005). Businesses must invest more resources in supporting and enabling work engagement as well as developing and unleashing employees' skills if they want to improve organisational performance and stay highly competitive. The turnover issue has been intensively studied during the past few decades. According to empirical studies, a high employee turnover percentage is expensive to businesses since it harms their productivity and performance (Michell et al., 2001; Holtom et al., 2005; Zheng & Lamond, 2010; Rahman & Nas, 2013; Han et al., 2016). As the number of employment possibilities increases globally, employers are finding it harder and harder to keep employee turnover to

a minimum. Nevertheless, positive psychologists advise that one strategy for dealing with this issue is to pinpoint the good traits, including job engagement and personal resources, that adversely affect employees' intention to quit.

A company's competitive edge may be weakened by the loss of competent employees as low employee morale lowers productivity and work quality (Juhdi et al., 2013). The setting that is conducive to job engagement increases productivity (Sonntag, 2003). It has a substantial impact on worker productivity, job satisfaction, employee retention, customer satisfaction, organisational performance, and corporate profitability (Harter et al., 2002; Richman, 2006). According to studies, people who are highly engaged are more optimistic about their employment and their organisations, treat coworkers with more respect, aid others in improving their work efficacy, continue to grow their work-related abilities, are very active, and participate in in- and extra-role activities (Bakker & Demerouti, 2009). Businesses make substantial efforts to create rules and processes that encourage workers to be more engaged at work because of these benefits (Robinson et al., 2004). Evidence reveals that desire to leave is a significant organisational consequence as well as a predictor of actual voluntary departure, and that it is typically influenced by perceived levels of organisational support (Lee & Bruvold, 2003).

Work engagement is one of the most important predictors of turnover and turnover intention, according to recent research (Harter et al. 2002; de Lange et al. 2008); yet, it is difficult to determine the exact nature of this relationship (Jones & Harter 2005, Vinje & Mittlemark 2007, Simpson 2009). As a result, a deeper comprehension of additional organisational factors, as well as the nature of these connections, that may have an impact on both turnover and engagement, is needed.

1.2 Review of Literature:

1.2.1 Work Engagement:

"The tying of organisation members' identities to their job requirements through engagement allows people to express themselves physically, psychologically, and emotionally while executing their duties," according to the definition (W. A. Kahn, 1990).

The cognitive part of job engagement addresses how employees perceive the organisation, its executives, and their working environment. The emotional component takes into account how employees feel about each of those three criteria, as well as how they feel about the organisation and its leaders. The actual efforts taken by employees to fulfil their responsibilities are referred to as the physical component of work engagement.

By defining engagement at work as "a pleasurable, fulfilling, job-related state of mind characterised by energy, devotion, and immersion," (p. 74) Schaufeli, Salanova, González-Romá, & Bakker (2002) extended Kahn's approach. The terms "employee engagement" and "work engagement" are interchangeable when referring to an overarching construct that comprises psychological, cognitive, and physiological elements. Engagement, according to (William A. Kahn, 2017), requires being both physically and psychologically present while carrying out organisational tasks.

Employees' intellectual and emotional commitment to the company is usually referred to as their level of work engagement (Baumruk 2004, Richman 2006, Shaw 2005), alternatively it can also refer to how much leisure time they spend on their jobs (Frank et al 2004). Despite these discrepancies, Truss et al. (2006) describe job engagement as simply "passion for work," which is a psychological state that is assumed to encompass the three characteristics of engagement discussed by Kahn (1990).

Bakker & Demerouti (2007) made a contribution to the field of research on work engagement by creating the JD-R model, which considers the concepts of job demands and job/personal resources as antecedents to work engagement. Job resources are aspects of a job that positively impact an employee's effectiveness at work, physical and psychological health, as well as learning and development. An individual's opinion of his or her ability to successfully control and influence situations is known as personal resources (Hobfoll, 2001). Job demands, on the other hand, are elements of a job that necessitate a large amount of mental and physical effort and, if too great, may impair performance (Hakanen & Roodt, 2010).

1.2.2 Employee Turnover Intention:

Turnover refers to the act of leaving an organisation, whereas turnover intention refers to a person's plans to leave a company (Aydogdu & Asikgil, 2011). Customer dissatisfaction is the outcome of employee turnover, which also affects organisational performance, productivity, morale, and service interruptions (Pizam & Thornburg, 2000; Simons & Hinkin, 2001; Jang & George, 2012). Low levels of engagement are linked to higher employee turnover, according to studies by Schaufeili & Bakker (2004), Park & Gursoy (2012), Karatepe (2013), Ali & Baloch (2009), and Park & Gursoy. Previous studies have also shown that organisational commitment and job satisfaction can predict the likelihood of turnover (Aydogdu & Asikgil, 2011; Meng & Han, 2014).

The cost of recruiting a replacement employee to fill the vacant position is one example of the indirect costs associated with employee turnover (White 1995, O'Connell & Kung 2007, Moran 2011). Employee turnover's most typical direct costs are those for selection and replacement, separation, training, and keeping a post unfilled (Globerson & Malki 1980, Rousseau 1984). Indirect financial implications of turnover include increased workloads for coworkers who must pick up the slack from empty positions and negative publicity about organisations with high turnover rates. Indirect costs have a big impact even if they're hard to measure.

For a long time, researchers have been studying the factors that influence employees' decisions to stay or leave their jobs (Youngblood et al. 1983, Peterson 2007, Lam et al. 2009). Despite the fact that a variety of factors may influence these outcomes, work satisfaction (van der Heijden et al. 2010, Leiter et al. 2011) and work engagement (de Lange et al. 2008) consistently predict lower turnover and turnover intention. More recently, academics have broadened their studies to include organisational elements such as interpersonal interactions, climate of diversity, and goal accomplishment (Laschinger et al. 2009; Simpson 2009; van der Heijden et al. 2010). (Laschinger et al. 2009, Simpson 2009, van der Heijden et al. 2010).

1.2.3 Nexus between Work Engagement and Employee Turnover Intention:

Many academics have studied how workers feel about leaving their employers (Carmeli & Weisberg, 2006). In order to remain competitive, organisations must take turnover intention into account while maintaining human capital (Carmeli & Weisberg, 2006). Tett and Meyer (1993) defined turnover intention as the "conscious and purposeful willfulness to leave the organisation." In other words, turnover intention is the likelihood that a person will want to leave their employer soon (Carmeli & Weisberg, 2006). According to the study, a variety of factors may interact to encourage organisational turnover as well as employee engagement (Halbesleben 2011). The results suggest that work engagement may serve as a buffer between different job resources and the chance of turnover (Salleh & Memon, 2015). Work engagement and turnover risk have been linked in a number of research. JD-R model-based study shows that HRM-related work resources, like as training, are positively correlated with work engagement, which mediates the relationship between job resources and beneficial outcomes like lower turnover intentions (Salanova et al., 2005; Schaufeli & Bakker, 2004). First International Survey Research discovered that there were numerous primary determinants of turnover intention in a study of 22 organizations from five different industries, including individual growth, professional progression, empowerment, managerial leadership, and recognition and rewards. Additionally, employee respect, maintaining skilled personnel, supervisory problems, cultural fit, and job security are all issues that need to be addressed. Second, the Towers Perrin report from a 2003 survey examined work engagement and turnover and discovered that 66% of highly engaged workers reported being content and having no plans to quit. Work engagement has a negative effect on turnover intention, according to the empirical research that has already been done on the topic (Kim, 2012; Saks, 2006; Schaufeli & Bakker, 2004; Shuck et al., 2011). In order to evaluate the relationships between antecedents (job fit, affective commitment, and psychological environment) and consequences, Shuck et al. (2011) performed a study with 283 people from four industries (turnover intention and discretionary effort). They found that work engagement significantly affected employees' intentions to leave and predicted lower intentions. A study by Schaufeli and Bakker (2004) that involved 1,698 Dutch workers examined a model of research that identified the causes and effects of burnout and engagement. According to the study's findings, work engagement moderated the relationship between job resources and turnover intention and indicated a negative association with turnover intention. It can be concluded from conceptual and empirical research that employee turnover intention is a substantial predictor of actual employee turnover, which is a crucial issue for organisations when it comes to staff retention. Work engagement acts as a mediator between job resources and turnover intention, which is negatively impacted by both factors taken combined.

Strong employee engagement makes it less likely that they will leave the organisation. In other words, firms that engage in their employees' skill development and provide them with ongoing opportunity to grow their personal and professional capacities foster a feeling of responsibility in their workforce. As a result, employees engage in interactions with the business in order to uphold the unwritten standards of the firm. Additionally, as prior studies have demonstrated (Juhdi et al., 2013; Saks, 2006), highly engaged workers are less likely to voluntarily leave a company. According to several studies (Bakker et al., 2012; Bothma & Roodt, 2012; Halbesleben, 2011; Harter et al., 2002; Truss et al., 2013; Wollard & Shuck, 2011), higher levels of work engagement decrease the likelihood of turnover, improve job

performance, productivity and commitment lead to higher profits and revenues for businesses. They also increase persons' wellness and reduce burnout and stress-related effects (Bakker et al., 2008). Employees that are engaged are more devoted to their employers and organisations, and they are less inclined to leave their jobs (Robyn & du Preez, 2013).

1.3 Conclusion:

Human capital is a company's most significant and valuable asset and this capital is equally as important to its success as more conventional assets like revenue and physical resources. On the other hand, voluntary turnover prevents businesses from achieving their strategic objectives. Some HRM tactics, most notably training, seem to provide better behavioral and attitudinal outcomes in some businesses than others. According to the findings of this study, work engagement is one of the most critical elements in influencing an employee's decision to leave. The outcome variable, employee turnover intention, and the antecedent job engagement component were both explored in the current literature review. The research on job engagement and employee turnover intention has been expanded in the current paper, and it also offers advice to human resource managers on how to effectively combat turnover. These positive results point to many directions for more theory development and study.

1.4 References:

1. Ali, N., & Baloch, Q. B. (2009). Predictors of organizational commitment and turnover intention of medical representatives (An empirical evidence of Pakistani companies). *Journal of managerial sciences*, 3(2), 263-273.
2. Aydogdu, S., & Asikgil, B. (2011). An empirical study of the relationship among job satisfaction, organizational commitment and turnover intention. *International review of management and marketing*, 1(3), 43-53.
3. Bakker, A. B., & Demerouti, E. (2009). The crossover of work engagement between working couples: A closer look at the role of empathy. *Journal of Managerial Psychology*.
4. Bakker, A.B., Demerouti (2007), "Using the Job Demands-Resources model to predict burnout and performance", *Human Resource Management*, Vol. 43, pp. 83-104.
5. Bakker, A. B., Demerouti, E., & Lieke, L. T. (2012). Work engagement, performance, and active learning: The role of conscientiousness. *Journal of vocational behavior*, 80(2), 555-564.
6. Baumruk, R. (2004) 'The missing link: the role of employee engagement in business success', *Workspan*, Vol 47, pp48-52.
7. Bothma, C. F., & Roodt, G. (2013). The validation of the turnover intention scale. *SA Journal of Human Resource Management*, 11(1), 1-12.
8. Burke, R. J., & Cooper, C. L. (Eds.). (2005). *Reinventing human resource management: Challenges and new directions*. London: Routledge.
9. Buttner H.E., Lowe K.B. & Billings-Harris L. (2010) Diversity climate impact on employee of color outcomes: does justice matter? *Career Development International* 15, 239–258.

10. Carmeli, A., & Weisberg, J. (2006). Exploring turnover intentions among three professional groups of employees. *Human Resource Development International*, 9 (2), 191 – 206. doi: 10.1080/13678860600616305.
11. Frank, F.D., Finnegan, R.P. and Taylor, C.R. (2004) ‘The race for talent: retaining and engaging workers in the 21st century’, *Human Resource Planning*, Vol 27, No 3, pp12-25.
12. Globerson S. & Malki N. (1980) estimating the expenses resulting from labor turnover: an Israeli study. *Management International Review* 20 (3), 111.
13. Han, S. J., Bonn, M. A., & Cho, M. (2016). The relationship between customer incivility, restaurant frontline service employee burnout and turnover intention. *International Journal of Hospitality Management*, 52, 97-106.
14. Hakanen, J. J., & Roodt, G. (2010). Using the job demands-resources model to predict engagement: Analysing a conceptual model. *Work engagement: A handbook of essential theory and research*, 2.
15. Halbesleben, J. R. (2011). The consequences of engagement: The good, the bad, and the ugly.
16. *European journal of work and organizational psychology*, 20(1), 68-73.
17. Hallberg U.E. & Schaufeli W.B. (2006) ‘Same same’ but different? Can work engagement be discriminated from job involvement and organizational commitment? *European Psychologist* 11, 119–127.
18. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of applied psychology*, 87(2), 268.
19. van der Heijden B.I.J.M., Kummerling A., van Dam K., van der Schoot E., Estryn-Behar M. & Hasselhorn H.M. (2010) The impact of social support upon intention to leave among female nurses in Europe: secondary analysis of data from the NEXT survey. *International of Journal of Nursing Studies* 47, 434–445
20. Hobfoll, S.E. (2001), “The influence of culture, community, and the nested-self in the stress process: advancing conservation of resources theory”, *Applied Psychology: An International Review*, Vol. 50, pp. 337-70
21. Holtom, B. C., Mitchell, T. R., Lee, T. W., & Inderrieden, E. J. (2005). Shocks as causes of turnover: What they are and how organizations can manage them. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources*.
22. Jang, J., & George, R. T. (2012). Understanding the influence of polychronicity on job satisfaction and turnover intention: A study of non-supervisory hotel employees. *International Journal of Hospitality Management*, 31(2), 588-595.
23. Jones J.R. & Harter J.K. (2005) Race effects on the employee engagement–turnover intention relationship. *Journal of Leadership and Organizational Studies* 11, 78–88.
24. Juhdi, N., Pa'wan, F., & Hansaram, R. M. K. (2013). HR practices and turnover intention: the mediating roles of organizational commitment and organizational engagement in a selected region in Malaysia. *The International Journal of Human Resource Management*, 24(15), 3002-3019.
25. Kahn, W. A. (1990). Psychological Conditions of Personal Engagement and Disengagement At Work. *Academy of Management Journal*, 33(4), 692–724.
26. Kahn, William A. (2017). Psychological Conditions of Personal Engagement and Disengagement at Work. *The Academy of Management Journal*, 33(4), 692–724.

27. Kaplan D.M., Wiley J.W. & Maertz C.P. Jr (2011) The role of calculative attachment in the relationship between diversity climate and retention. *Human Resource Management* 50, 271– 287.
28. Karatepe, O. M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, 132-140.
29. Lam W., Chen Z. & Takeuchi N. (2009) Perceived human resources management practices and intention to leave of employees: the mediating role of organizational citizenship behavior in a Sino-Japanese joint venture. *The International Journal of Human Resource Management* 20, 2250–2270.
30. de Lange A.H., De Witte H. & Notelaers G. (2008) Should I stay or should I go? Examining longitudinal relations among job resources and work engagement for stayers versus movers. *Work & Stress* 22, 201–223.
31. Laschinger H.K.S., Leiter M., Day A. & Gilin D. (2009) Workplace empowerment, incivility, and burnout: impact on staff nurse recruitment and retention outcomes. *Journal of Nursing Management* 17, 302–311.
32. Lee, C. H., & Bruvold, N. T. (2003). Creating value for employees: investment in employee development. *The International Journal of Human Resource Management*, 14(6), 981-1000.
33. Leiter M.P., Laschinger H.K.S., Day L. & Oore D.G. (2011) The impact of civility interventions on employee social behavior, distress, and attitudes. *Journal of Applied Psychology* 96, 1258–1274.
34. Meng, B., & Han, H. (2014). The effects of empowerment on employee psychological outcomes in upscale hotels. *Journal of Hospitality Marketing & Management*, 23(2), 218-237.
35. Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of management journal*, 44(6), 1102-1121.
36. Moran G. (2011) The hidden costs of employee turnover. *Entrepreneur*. Available at: <http://www.entrepreneur.com/article/220254>, accessed 15 September 2012.
37. O'Connell M. & Kung M.C. (2007) The cost of employee turnover. *Industrial Management* 49 (1), 14–19.
38. Park, J., & Gursoy, D. (2012). Generation effects on work engagement among US hotel employees. *international journal of Hospitality Management*, 31(4), 1195-1202.
39. Peterson S.L. (2007) Managerial turnover in US retail organizations. *Journal of Management Development* 26, 770–789.
40. Pizam, A., & Thornburg, S. W. (2000). Absenteeism and voluntary turnover in Central Florida hotels: a pilot study. *International Journal of Hospitality Management*, 19(2), 211-217.
41. Rahman, W., & Nas, Z. (2013). Employee development and turnover intention: theory validation. *European journal of training and development*.
42. Richman, A. (2006). Everyone wants an engaged workforce: How can you create it? *Workspan*, 49, 36-39.
43. Robinson, D., Perryman, S., & Hayday, S. (2004). *The drivers of employee engagement*. Institute for Employment Studies.
44. Robyn, A., & Du Preez, R. (2013). Intention to quit amongst Generation Y academics in higher education. *SA Journal of industrial Psychology*, 39(1), 1-14.

45. Rousseau L. (1984) What are the real costs of employee turnover? *CA Magazine* 117 (12), 48.
46. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*.
47. Salanova, M., & Agut, S. i Peiró, JM (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: the mediation of service climate. *Journal of applied Psychology*, 90(6), 1217.
48. Salleh, R., & Memon, M. A. (2015). A review on the effects of pay satisfaction on employee engagement and turnover: a proposed mediating framework. *International Business Management*, 9(3), 344-348.
49. Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two-sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3, 71-92. doi:10.1023/A:1015630930326.
50. Schaufeli, W.B. and Bakker, A.B. (2004), "Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study", *Journal of Organizational Behavior*, Vol. 25 No.3, pp. 293-315.
51. Shaw, K. (2005) 'An engagement strategy process for communicators', *Strategic Communication Management*, Vol 9, No 3, pp26-29.
52. Shuck, B., Reio, T.G., Jr., & Rocco, T. S. (2011). Employee engagement: An examination of antecedent and outcome variables. *Human Resource Development International*, 14 (4), 427 - 445. doi: 10.1080/13678868.2011.601587
53. Simons, T., & Hinkin, T. (2001). The effect of employee turnover on hotel profits: A test across multiple hotels. *Cornell Hotel and Restaurant Administration Quarterly*, 42(4), 65-69.
54. Simpson M.R. (2009) Predictors of work engagement among medical–surgical registered nurses. *Western Journal of Nursing Research* 31, 44–65.
55. Sonnentag, S. (2003). Recovery, work engagement, and proactive behavior: a new look at the interface between nonwork and work. *Journal of applied psychology*, 88(3), 518.
56. Truss, C., Soane, E., Edwards, C., Wisdom, K., Croll, A. and Burnett, J. (2006) *Working Life: Employee Attitudes and Engagement 2006*. London, CIP.
57. Vinje H.F. & Mittlemark M.B. (2007) Job engagement's paradoxical role in nurse burnout. *Nursing and Health Sciences* 9, 107–111.
58. White G.L. (1995) Employee turnover: the hidden drain on profits. *HR Focus* 72 (1), 15.
59. Wollard, K. K., & Shuck, B. (2011). Antecedents to employee engagement: A structured review of the literature. *Advances in developing human resources*, 13(4), 429-446.
60. Youngblood S.A., Mobley W.H. & Meglino B.M. (1983) A longitudinal analysis of the turnover process. *Journal of Applied Psychology* 68, 507–516.
61. Zheng, C., & Lamond, D. (2010). Organisational determinants of employee turnover for multinational companies in Asia. *Asia Pacific journal of management*, 27(3), 423-443.

2. Social Sustainability, Work-Life and Human Resource Management

Rushil Varma

Research Scholar,
Amity Business School,
Amity University Lucknow,
Uttar Pradesh, India.

Dr. Archana Sharma

Associate Professor,
(Human Resources & Organizational Behavior),
Amity Business School; Amity University Lucknow,
Uttar Pradesh, India.

Abstract:

Social sustainability is an important constituent of the triple-bottom-line in the broader context of sustainability. The term social encompasses the societal, human and social dimensions. In this paper, we have deliberated on the human dimension of social sustainability as related to the work. We look at the interplay of human factors, human resource management (HRM) and the relationship with sustainability. Challenges encountered in devising sustainable HRM are reviewed and the sustainable work-life and work-life quality are analysed. The state of the human dimension of social sustainability is considered and these inputs are taken into account to arrive at an understanding of sustainable work systems. Presently the discussion of a sustainable work system is in its infancy and a lot more work needs to be done towards developing a robust model of sustainability in work systems.

Keywords: *Social sustainability, triple bottom line, HRM.*

2.1 Introduction:

The review of sustainability or sustainable development with a central focus on HRM and Quality of work-life is relatively uncharted. However, as early as 1992, it was observed that humans deserved a productive and healthy life in balance with the nature and environment (UNCED,1992). It appears that human resources management was somehow left out in the race to adapt to sustainability themes.

2.1.1 Social Sustainability and HRM:

Social sustainability forms one of the triple bottom line of sustainability. Two dimensions of human resource management must be considered from the perspective of sustainability.

The economic definition views human resources as an input factor in the production function to achieve economic goals (Zink, 2011). The other integrative approach views human resources as the best possible employment of people to maximise productivity, and profitability and ensure a better work-life balance for the employees (Cascio,2006).Another viewpoint is further expanded as a part of strategic management which calls for the HR managers to be the voice of the workers in managerial decision making, offer employment opportunities for self and organizational growth and enable the employees to meet the requirements of their jobs (Ulrich,1998). The focus, therefore, is on a duality of goals, and employee well-being in addition to the productivity of the employer. The renewed emphasis on ergonomics facilitates the interactions of humans with the systems to streamline systemic performance while maximizing employee welfare.

Further, ecological and environmental aspects of work-life especially in hazardous industries such as mining, metallurgy and heavy engineering, involving toxic material handling and harmful waste gas emissions, have taken centre stage (Zink,2010b).

2.2 Challenges for Social Sustainability:

Certain trends are visible across societies and economies as regards the discussion on social sustainability (Zink,2010a). These are globalization, market dynamics, demographic development, changes in value systems, technological progress and urbanization. These changes affect society and also the companies and their employees. Globalization has changed the job description and scope for jobs with varying levels of education. Market dynamics have led to a quickened pace and an increased level of work flexibility as regards work descriptions, their designs and structures. Information and communication technologies (ICT) have made the workplace flexible. This was very evident in the recent COVID-19 crisis when people were forced to work from home. IT companies the world over had already adapted this form of work culture even before the pandemic. Added to the short term orientation the intensity of jobs is on the rise and with the demand for the jobs, job security is at stake. The number of relatively insecure and precarious jobs is rising in the service industry. The twin constructs of workability and employability are in focus now as key indicators of the competitiveness of the company. The youth are attracted to the urban areas for better job opportunities than the rural areas. The younger employees with professional qualifications have a propensity to spend and consume more with the elevated salaries in the service sector and give more importance to having a better and more satisfying life and a work-life balance.

These trends call for a major change in the HRM strategies and rework on the old strategies. Layoffs might be inevitable as the first step toward organizational restructuring towards shareholder value maximization (Kennedy, 2000). However, some research is available to show that instead of achieving these goals such measures have resulted in health hazards for not only the laid-off workers but also the survivors (Cascio, 2002; Noer, 1997). The spectre of job insecurity can cause poor health in employees due to stress and fear (Virtanen et al., 2002). A healthy organization is more likely to achieve its commercial and social objectives, and this is possible only if the employees are in line with the broad vision of the organization and work in a sustainable way towards these goals. Human resources strategies also aim to bring about the financial success of the organization. Pfeffer (1998) showed that

job security was the key to nurturing the trust and commitment of the employees which led to higher competitiveness of the organization. Job insecurity was related to health issues and resultant deleterious effects on creativity, commitment and productivity. A high value was placed on work-life quality and balance which was central to employee motivation and performance.

2.3 Work-Life Quality:

Work-life quality (WLQ) is an indicator for measuring social sustainability. WLQ is a set of organizational policies and practices which foster employee involvement, empowerment, safety at the workplace and physical and mental well-being of the employees in the workplace. Governments all over the world are seeking to create more jobs for the people. It is imperative to create good jobs rather than creating more jobs. The job quality index (JQI) uses some parameters such as wages, forms of employment, work time and work-life balance, work conditions and job security, skills and development opportunities and collective bargaining. These six sub-indicators are averaged to give the overall job quality index. JQI is a measure that can be compared across industries or countries for easy benchmarking. Quality of work-life when discussed from the lens of sustainability must take into account other broader issues such as pension schemes.

2.4 Social Sustainability at Work:

Pfeffer (2010) analysed the sustainable use of resources and discussed varied key aspects of work-life such as healthcare, layoffs, hours of work, type of work profiles and job design. While employee health insurance is a legal requirement in developed economies, the same is not the case for developing countries including India. Investment in group health insurance is important to ensure good health which is a part of human factors and the well-being of the human capital. Layoffs are said to have myriad negative effects (Pfeffer, 2010; Blakely et al., 2003; Eliason and Storrie, 2009) and downsizing also negatively affects work behaviour. Increased work hours and intensity of work (Rousseau, 2006) can have unfavourable effects on the employees' health. Health problems also arise due to conflict at work or family or a lack of balance between work and life. An important element of job design is how much control an employee has over his work. Poor job design results in irregular metabolism, heart disease, heightened morbidity and mortality (Marmot, 2004).

The positive effects of globalization are also coupled with the negative effects of the same (Zink, 2009). Such negative consequences of globalization are not caused by the worldwide operations of companies in the western and developed economies. These aspects must be considered and given a place in any framework for social sustainability.

2.5 Sustainable Work Systems:

The concepts of corporate social responsibility, business ethics and shareholder value maximization have existed for quite some time but now they have taken centre stage as the sustainable development goals of the United Nations (UNSDG 2030) are drawing closer. With less than eight years to go, it has become imperative to adopt and embrace certain business methods and practices to enhance and enrich the work-life quality.

In general, a working system can be defined as a system where human participants either themselves or with the help of mechanised processes conduct businesses using IT, energy and other technologies to manufacture goods and services for customers. In traditional ergonomics, the work system is defined in terms of input, conversion process and output. The socio-technical approach considers the interaction of three subsystems, namely, the technological subsystem, personnel subsystem and the relevant external subsystem. Hendrick and Kleiner (2002) defined a work system as comprising job design, hardware or software, internal environment, external environment and organizational design. Zink (1999) postulated that economic and ecological aspects are built into any work system. A sustainable work system should comprise of i) a sustainable work system able to function in its environment to attain the economic and operational goals, ii) employees tackling workplace assignments through on the job learning, and a general feeling of well-being and iii) safeguarding the diversity and regenerative potential of economic and ecological resources. A work system so designed must meet the sustainability challenge and demands of various stakeholders and not just the owners. Short term goals of productivity and profitability must also include the long term goals of sustainability, regeneration and reduction of resource usage. Viewed from this angle, many elements of quality of work-life become apparent as necessary ingredients of a sustainable work system (Ehnert, 2009).

The design of the work process has economic goals of productivity and efficiency, social goals of job satisfaction and personal growth and environmental goals of reduction of waste and pollutants in business activities. Thus the understanding of sustainability is already built into the design of work systems.

2.6 Sustainable Work Systems:

A sustainable work system should consider the following factors:

- Human and social capital elements such as skill sets, knowledge management, health, trustworthiness, organizational identification, motivation, etc.
- Globalisation and demographic changes.
- Work intensification and short term orientation of work resulting from technology.
- A life cycle perspective in the work system includes the design process, manufacturing, assembly and disassembly, reuse, reduction and recycling of resources.
- Capacity building and learning as the main building block of human potential and social capital.
- Tackling irreversible change and the increasing complexity of workplace in a socially responsible way.
- Including soft factors like leadership and empathy in the company culture.
- Devising sustainable work systems for achieving sustainability goals and targets.
- Focusing on achieving social sustainability as a part of the three pillar model of social, ecological and economic sustainability.

These concepts mentioned above share a hard linkage with the demographic makeup of many countries which can be summarised as the concepts of workability and employability. Workability is parallel in approach to corporate health management which derives its mandate from the guidelines of the World Health Organization. The health definition of the

WHO calls for the eradication of all disease or morbidity and also calls for health as indicated by physical and mental health (WHO, 2011). A holistic approach would be to build the employee healthcare system around the central core concept of health circles and to put in place a measurement system for kaizen type secular improvement (Zink and Thul, 2006).

Kira and Eijnatten (2009) define a sustainable organization as one that is constantly adapting, changing and developing in response to the external environment. Sustainable systems, therefore need to be developed such that they would promote mental models of the employees and enable employees to take action and cope with increasingly complex business situations and enhance the employee's sense of meaningfulness at work. This becomes equally important for individuals and teams and groups alike (Kira and Eijnatten, 2009). The creation of sustainable work systems also needs to include the life cycle approach of products. In addition to the development process from the manufacturing, assembly, disassembly, repair, maintenance and disposal of the product at the end of the life cycle one must also consider the working conditions and also the possible negative impact on the users. The workplace becomes the place of choice to apply sustainability principles as a major part of life is spent working.

Sustainable work contributes to earning one's living with a possible growth opportunity. Work design in line with the labour laws and definitions of decent work as devised by the International Labour Organization (ILO, 2011) or Organization for Economic Cooperation and Development (OECD, 2011) needs to be devised. We can now enumerate the ingredients of a sustainable work system as follows-

- a. Value creation for work system analysis,
- b. Life cycle approach based on HRM criteria,
- c. Learning management and capacity building,
- d. Strategies to create social capital through HRM strategies,
- e. Socially responsible restructuring at the workplace,
- f. Corporate health management with a focus on mental well-being,
- g. Life cycle approach for improving the quality of work-life and work-life balance,
- h. Training programmes to inculcate a sustainability culture at work,
- i. Leadership training for introducing sustainability at the workplace.

The key task for human resource management in this process is to strike a balance and manage the workplace complexities and stress credibly. Awareness must be provided to all employees towards adopting a sustainable work system, culture and practices.

2.7 Summary and Outlook:

The triple bottom line of sustainability includes social sustainability, and economic and environmental sustainability. Social sustainability also includes the human factors which are taken as an integral constituent of the HRM sustainability strategy. Evaluation of the quality of life can be considered as an indicator for measuring the depth of sustainability. The value of human resources may not be adequately recognised in most organisations though it is believed that in the western world a demographic change has taken place in

response to the challenges posed by globalisation. Elements of the sustainable work systems can be evaluated by placing a higher weightage on work systems with sustainable elements. In contrast with the traditional models of employability and workability, life cycle analysis seems a more practical and viable approach to creating sustainable HRM systems. The debate on sustainable work systems is in the nascent stage and a lot more empirical work is required to be carried out to take the nebulous field of study towards greater maturity.

2.8 References:

1. Blakely TA, Collings SCD, Atkinson J (2003) Unemployment and suicide: evidence for a causal association? *J Epidemiol Community Health* 57:594–600.
2. Cascio WF (2002) *Responsible restructuring: creative and profitable alternatives to layoffs*. Berrett-Koehler, San Francisco.
3. Cascio WF (2006) *Managing human resources: productivity, quality of work-life, profits*, 7th edn. McGraw-Hill/Irwin, New York.
4. Ehnert I (2009) *Sustainable human resource management: a conceptual and exploratory analysis from a paradox perspective (Contributions to management science)*. Physica, Heidelberg
5. Eliason M, Storrie D (2009) Does job loss shorten life? *J Hum Resour* 44:277–302.
6. Hendrick HW, Kleiner BM (2002) *Macro ergonomics: theory, methods, and application*. Lawrence Erlbaum, Mahwah/London
7. ILO (International Labour Office) (2011) *Introduction to international labour standards*. ILO, Geneva.
<http://www.ilo.org/global/standards/introduction-to-international-labour-standards/lang-en/index.htm>. Accessed 25 January 2022
8. Kennedy AA (2000) *The end of the shareholder value*. Perseus Publishing, Cambridge, MA
9. Kira M, van Eijnatten FM (2009) Sustained by work: individual and social sustainability in work organizations. In: Docherty P, Kira M, Shani AB (eds) *Creating sustainable work systems*. Routledge, Abingdon, pp 233–246.
10. Marmot M (2004) *The status syndrome: how social standing affects our health and longevity*. Times Books, London.
11. Noer DE (1997) Layoff survivor sickness: what it is and what to do about it. In: Gowing MK, Kraft JD, Quick JC (eds) *The new organisational reality: downsizing, restructuring and revitalization*. American Psychological Association, Washington, DC
12. OECD (2011) *OECD guidelines for multinational enterprises*. <http://www.oecd.org/dataoecd/56/36/1922428.pdf>. Accessed 25 January 2022.
13. Pfeffer J (2010) Building sustainable organizations: the human factor. *Acad Manag Perspect* 24:34–45.
14. Pfeffer J, Sutton RI (1999) *The knowing-doing gap: how smart companies turn knowledge into action*. Harvard Business School, Boston.
15. Rousseau DM (2006) The shift in risk from employers to workers in the new employment relationship. In: Lawler EE III, O’Toole J (eds) *America at work: choices and challenges*. Palgrave Macmillan, New York, pp 153–172.
16. Ulrich D (1998) *Delivering results*. Harvard Business School, Boston
17. UNCED (1992) *United Nations conference on environment and development. Rio declaration on environment and development*, Rio de Janeiro. United Nations Department of Economic and Social Affairs (DESA), New York.

15. Virtanen P, Vahtera J, Kivimäki M, Pentti J, Ferrie J (2002) Employment, security and health. *J Epidemiol Community Health* 56:569–574
16. WHO (2011) Introduction to international labour standards. <http://www.ilo.org/global/Standards/introduction-to-international-labour-standards/lang-en/index.htm>. Accessed 01 Feb 2022
17. Zink KJ (1999) Safety and quality issues as part of a holistic (i.e. socio-technological) approach. *Int J Occup Health Saf Ergon* 5:279–290.
18. Zink KJ (2006) Human factors, management and society. *Theor Issues Ergon Sci* 7(4):437–445.
19. Zink KJ (2009) Human factors and ergonomics in industrially developing countries. In: Scott PA (ed) *Ergonomics in developing regions. Needs and applications*. CRC Press, Boca Raton/ London/New York, pp 15–27.
20. Zink KJ (2010) Relevance of sustainability for human factors and the role of IEA. In: SIE Società Italiana di Ergonomia (ed): *Ergonomia: valore sociale e sostenibilità*. IX Congresso Nazionale, 27.–29. ottobre 2010. Edizioni Nuova Cultura, Rome, pp 30–35.
21. Zink KJ (2011a) Personalwirtschaft und Arbeitswissenschaft: Möglichkeit eines integrativen Ansatzes? *Zeitschrift für Arbeitswissenschaft* 65(1):50–53.
22. Zink KJ, Thul MJ (2006) Corporate health management: designing and evaluating health in organizations. In: Marras WS, Karwowski W (eds) *Interventions, controls, and applications in occupational ergonomics – the occupational ergonomics handbook*, 2nd edn. CRS, Boca Raton/London/New York, pp 7–1–7–39.

3. Essence of Work-life Balance for Sustainable Human Development

Dr. Partha Naskar

Joint Director (Accounts),
Netaji Subhas Administrative Training Institute
Personnel & Administrative Reforms Department
Government of West Bengal, Kolkata, India.

Abstract:

Organisational climate is one of the prominent indicators that affect organizational goals of present-day business houses. In today's business uncertain environment both in organisations and in-home front the challenge of maintaining work-life balance is a call of the hour both on employee-employer consciousness. Employees are the real asset of the organization and the key enabler for organisational excellence. With a brief introduction on the concept of the origin of work-life balance the paper moves on through a detailed literature survey outlining effectiveness of e-leadership and e-training, integration between ethical perspective, psychological constituents, prospects of multilevel sources to the context of creating ideal work-life balance situations in the organizational domain. The findings of the study reveal the core areas of imbalances of work-life balances, the real state of affairs of work-life balance and the thrust areas of work-life balance. The purpose of this paper is to explore the impact of work-life balance on human development and to reveal the identifiable areas of stress and concern pertaining to work-life imbalance situation. The paper concludes with a discussion on the relevance of work-life balance to pave the road way for real sustainable equilibrium between qualitative life and quantitative living ensuring satisfaction, happiness and wellbeing for work force of today's millennium.

Keywords: *worklife, human, balance, organisation, sustainable.*

3.1 The Origin of Work-life Balance:

In the age of information and communication technology the older ways of performing work are being replaced with digitalized mode. The people factor at work is the key enabler of any organizational development. During the period of Industrial Revolution era the concept of "day off," "week end" was mostly common practices for the workers at work place. With the passage of time a new meaning has evolved with the recent technological changes and has transformed 24 X 7 hours as the working domain for present business houses. At this juncture the evolution of the work-life balance has taken place maintaining a state of equilibrium between one's professional and personal life amidst work responsibilities and family bound difference including all aspect of personal life, physical and mental health. Despite the world-wide quest for work-life balance, it can be defined as a term which maintains a state of balance that an individual need for both work and other aspects of life. With the changing facets the importance of work-life balance has become very much pertinent in the present environment and is considered as a prime factor that

engrosses a healthy work environment and life style simultaneously. Maintaining work-life balance not only helps us in segregating work from life but also paves the way in leading a healthy professional work flow and personal life style respectively. Maintaining proper measure of work-life balance helps employees to reduce job stress and promote job satisfaction in the work place. The avenues and the agenda to handle work place and work-life in a better way promulgating work-life balance proponents is the need of the millennium.

3.1.1 Effectiveness of E-Training & E-Leadership on Work-life Balance: An Overview:

In the last few years with the advancement of information technology the need for speedy and quality services has transformed from manual to e-mode. The aspect of e-training backed by usage of internet has revolutionalised the organizational platform especially in training. As a result, the emergence of electronic training and its effectiveness has put forward the significance of training on international level with global phenomenon. It can be unanimously agreed that e- training is an effective input for the development of human resources for the millennial- generation symbolized as Generation Y – the generation of young people characterized by the use and adaptation of technology. E-training resembles e-learning in many ways in terms of delivery methods and technology use in order to achieve a particular goal or skill. On the contrary, e-leadership has created a revolution in the digitalized world with the development of information technology. E-leadership achieves the same goals as traditional leadership where leaders can communicate with their employees on the same platform to meet employee needs and to build relationship between employees. Work-life balance acts as a bridgeway between e-training and e-learning especially for millennial-generation employees. The crux of organizational performance rests on employee productivity and leadership styles where flexible work environment induces work-life balance environment and projects how to create a healthy and supportive work environment resulting improved employee performance. Assessing the congruence between e-training, e-leadership and work-life balance create avenues for work motivation in the future for the sake of organisational sustainability. Studies reveal that e-leadership & e-training has a positive effect on employee performance and the effect of work-life balance on employee performance results has a direct positive outcome at the organizational terrain. The effectiveness of e-training, e-leadership and work-life balance amidst present environment needs to be reoriented for upliftment of employee performance and motivation.

3.1.2 Integrating Employee Performance and Work-life Balance: A Holistic Approach:

With the advent of human resource management people factor at work has gained importance and recognition. In the last couple of years there has been a growing concern among the HR professionals to take care of the human element at work. The initiative of creating avenues and opportunities of work and non-work activities is of prime concern at work domain. Today initiatives to create propensities for work-life balance are very much pertinent issue for both employees and employers. Studies reveal that a happy person at home is more productive at work field and simultaneously enjoy their work with commitment and satisfaction at work place.

The crux behind such integration of work and life is the pathway towards organization rejuvenation. The spillover-crossover model propounded by Bakker describes the combination of one crossing the border and same will be transmitted to the closely related individual as crossover. The degree of flexibility, permeability is characterised through blending of work & life where both are amalgamated together. Integrating work-life can be connoted as the synergies between work and life domain. It is the work-life integration which denotes merging of varied work in order to enable the individual to fulfill the obligation of both domains. The reflection of work-life integration can be visualized through flexible work arrangements – the tool enabling an individual to work differently from normal schedule place and method of work. The dynamics of flexible work arrangements include flexitime, flexiplace, job share, compressed work and reduced hours. In today's world a perfect blend between work-life integration & flexible work arrangements acts as an enabling tool to provide realistic solution to organizational members at organizational hemisphere. Work-life integration has manifold positive returns in form of stress reduction, more control, employee engagement, motivation and work commitment, co-operation & coordination, productivity and employer branding with reputation. To achieve the real equilibrium point of work-life balance in the present turbulent uncertain work environment is too difficult. In spite of ever-growing constraints, it is quite necessary to break the boundaries of two domains for creating holistic life integration for the business world in the days to come.

3.1.3 Foundations of Work-life Balance: An Ethical Perspective:

Work-life balance is one of the realistic aspects in the present organizational terrain. Research aspects reveal that work-life balance is supported by namely two concepts achievement and happiness. In the present world the mammoth share of work time is being spent in the work space leaving less time to take care of individual and personal needs. With the growing concern of the awareness of the work-life balance the organizational culture at work place has started building the foundations of ethical values. Generally, organisations balance is a cliché displayed on website, job interviews or at career fairs in the day-to-day phenomenon. According to anonymous survey respondent (ASR) the propensity and the potential of employee's intentions and inclination at work environment determines the question of maintaining balance at work. The ethical issue of work-life balance arises when employee feels so pressured by their work environment that they rather waste hours of their work time at their desk and they could rather spend relaxing and living their lives. Present day enterprises organises of a lot of co-curricular activities in the form of social class, team membership, corporate cup teams, periodical gathering encouraging employees to join these teams along with the performing jobs assigned to them. The habit of spending passion and interesting moments at work domain rather than spending leisure hours at home is a matter of great concern and possesses a question of culture in the minds of the employees amidst work environment. There are examples where collective motivations of employees induce a worker results in contributing at work and the end result is that work becomes their life. The bondage of ethical issue concern to work-life balance where it has been stated by Raymonds Gaiter: "A concern for justice in a community should be, in critical part, a concern that its institutions enables and encourage us always to see, and in seeing to be responsive to the full humanity in each of our fellow human beings. To do justice is to recognize and honour the inherent value of the humanity of another ".

Thus, the ethical concern of work-life balance is quite imperative in the organizational hemisphere as the human element is the starting point for any situational aspect leading to morality.

3.1.4 Psychological Constituents in Work-life Balance: An Outline:

Life is a balancing act and the relationship between the institutional framework and home front is the real phenomenon of work-life balance. Work-life balance has recently taken the attention at organizational domain where the main objective focuses on life and work and maintaining equilibrium between two. The physical, emotional and mental health is the core of work-life balance where in the psychological state of affairs of individuals induces to undertake necessary effort in challenging situations. Positive psychology on one hand promotes positive waves fostering optimism and productivity and on the other hand distributes happiness and relaxes on another. Studies reveal that psychological capitals are the real asset behind an individual positive psychological state of development characterised by confidence, determination and qualitative behaviour and self-efficacy. Optimism as a dimension of psychological capital has a close connectivity with positive orientation supplemented by positive emotion, motivation and realistic outlook. Simultaneously self-efficacy is the yardstick of employee's conviction mobilizing employees to undertake the course of action for successful execution of work- and work-related performance. Business enterprises today are undergoing phases of uncertainty, adversity, conflict, failure amidst such undesirable environment. It is the resilience or positive psychological capacity which helps individuals to be flexible and adopt highly uncertain situations. The dilemma, the inequilibrium, the imbalance all such negative situations can be eliminated with resilient force encouraging employees to take risks and combat adversity for better organizational outcome. Psychological drive is the true ingredient for upholding successful work-life balance integrating life and work and eliminating stress, strain and constraints both in job and in one's personal life. Studies reveal that an accelerated work-life balance results in good productivity and performance levels and suffer less stress and uncertainty in day-to-day work-life. The positive relationship between work-life balance and psychological capital supports an individual to keep a balanced and positive vision to his life and work field.

3.1.5 Prospects of Multi level Sources of Work-life Balance:

Work and life both are indispensable aspect for any individual of the organizations to manage. It is a situation where a worker needs to balance the status between personal and professional life. In the present working world, there are different sources of work-life balance and the prospects with support of such sources acts as an enabling tool to improve the level of work-life balance of the employees and simultaneously to upgrade their work-related performance. Over the last few decades there has been a considerable instance regarding the work-life practices on the family and personal life of the employees. It had been witnessed that individuals engaged in multiple roles experience satisfaction from divergent roles by effectively distributing time and effort across these roles in salient life balances. Such balances across multi domains influence results in power, prestige resources and emotional gratification focusing a harmonious interface between work and private life. The role of government policy and work-life balance ensures efficient and coordinated

hours under regulated framework which governs the conduct and time management of the employees. Studies reveal that government policy supporting work-life balance enhance employee work-life satisfaction and the role of organizational compliance in work-life balance satisfaction put forward an elevated work-life balance situation. The significance of family support in work-life balance situation also plays a vital role wherein the role of work domain and no work domain life, family, spouse acts as a pivotal part in increasing employees work-life balance satisfaction. Moreover, gender and work-life balance equilibrium also play a significant role in imbuing work-life balance satisfaction. Research projects that moderate positive relationship between organizational compliance to work-life balance policies will be longer for female compared to male employees and on the contrary gender with moderate positive relation between management support with work-life balance and employees for work-life balance will be stronger for female than male worker. The implication and the attributes relating to work-life balance suggest the need for the government organisations and the business houses at private entities to take a realistic approach and suggest options to support work-life balance for effective utilization of human resources in the days to come.

3.2 Objectives of the Study:

In the light of the above literature review the present study intends to examine the following objectives:

- a. The broader objective of the study is to identify the prominent domains/arenas influencing the work-life balance of the employees in both public and private sector organisations.
- b. To design a research scale in the nomenclature “Potential Evaluation of Work-Life Balance-Scale” i.e. ‘PEWLB’- Scale.
- c. To ascertain the difference between the working arrangements and work-life balance policy in both public and private sector organisations.
- d. To suggest appropriate strategies of mindfulness for enhancement of work-life balance leading to a happy and rejuvenated life.

3.3 Research Methodology:

An exploratory and causal research was carried out among employees of government departments and private organisations specifically in Kolkata.

A. Research Design:

Step – I: Defining the domains considering literature review & the opinion of related expert & judges The four major domains are

- **Domain A: Enhancement of Working Environment at Organisational Platform**
- **Domain B: Building Family-Work-life Equilibrium**
- **Domain C: Initializing Physical Health Agenda at Work Place**
- **Domain D: Establishing Aesthetic Values for effective employee mental strata**

Step- II: The Opinions of Domain Experts for designing the Items of the Scale.

The constructed primary survey scale was distributed among domain experts in the field of manpower planning, human capital management and strategic HRM. Such experts were representatives from the academia, government officials and managers practicing in their profession in Kolkata. Their opinions and suggestions were considered for the creation of the research scale with regard to the choice of the sub domains and items for the study.

Step- III: Assessing the applicability of the items.

To assess the applicability of 32 items in the scale two techniques were adopted. One was through rating by experts and the other by statistical technique of item analysis.

Step-IV: Questionnaire Construction & Testing.

The respondents were asked to respond on their perception of the critically of each sub-domain in relation to each of the items mentioned. The response has been made on the basis of five - point scale. Based on the responses an attempt has been made to create the final scale. The final questionnaire consisted of basic demographic information about the respondents and the responses from the total sample for all the items following a rating scale 1-5, 1 meaning 'not observed at all' & 5 meaning 'extremely observed'.

The benchmark of the extent of stress on a Scale of 1 to 5 has been defined as:

1 = Not observed at all; 2 = Less Observed; 3 = Somewhat Observed; 4 = Very much Observed; 5 = Extremely Observed

The Reliability Test is being conducted for four domains: **In all cases the value of Cronbach alpha appeared to be greater than 0.70, thus showing all the constructs in the scale as reliable.**

Sample of the study:

A sample size of 223 employees from different hospitality sector organisations in private field and public sector departments of the Government of West Bengal were analysed using questionnaire and convenient sampling method. Data were collected from randomly selected. The sampling technique is Purposive, Stratified and Convenient Sampling. The procedure for data collection from the above mentioned 223 respondents in the different employee categories has been considered as follows:

- a. Primary face to face interaction with the individual respondents.
- b. Primary interaction with specific contact persons in the selected organizations.
- c. Telephonic interaction with the contact person and / or respondents with the questionnaire discussed and explained to them.
- d. E-mail communication with the contact persons and the respondents of the selected organization.

- e. A combination of sum or all of the above four approaches as was felt suitable in specified cases.

3.4 Findings & Discussion:

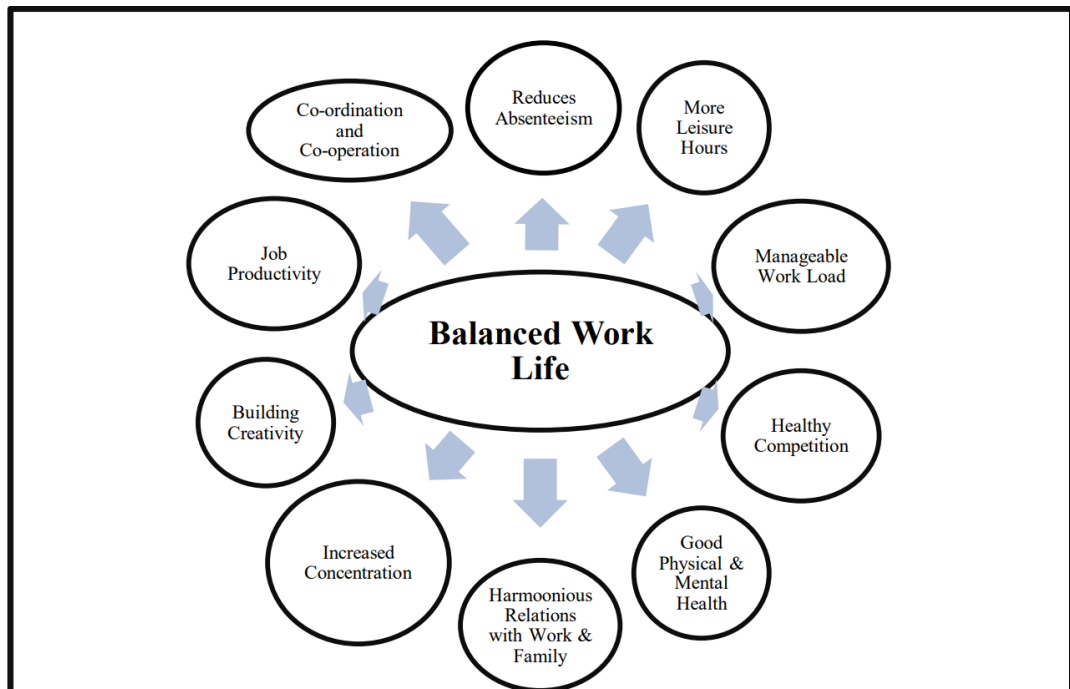
There are varied categories of jobs across the globe such as private, public, health care, academics, information technology, banking, health care, daily labour, farming, food service, finance, insurance, sales and many more. It has been observed that work-life imbalance has a significant negative impact on employees, organisations, family and society at large. The results reveal that the overall score of work-life balance of the public sector varies significantly from the private sector. Based on numerous studies the various effects of work-life imbalance can be outlined in the following table:

Findings I: (Table 3.1) - Outcome of Work-life Imbalance

Sr. No.	Different Effects of Work-life Imbalance on	Nature of Work-life Imbalance
1.	Mental Status	<ul style="list-style-type: none"> • Creates anxiety • Aggregates emotions • Mounts stress& depression within oneself • Source of disorder, instability and frustration
2.	Physical Health	<ul style="list-style-type: none"> • Creates exhaustion • Causes disturbance in sleep • Generates fatigue within the body • Creates hypertension
3.	Family Life Equation	<ul style="list-style-type: none"> • Results in family conflict • Scarcity of time for family • Exhibits poor life quality • Signs of neglect visible
4.	Organisational Platform	<ul style="list-style-type: none"> • Emergence with long absence of employees • Results in dissatisfaction • Decline in work productivity • Consequence of low commitment

Based on researches on varied domains it can be said that balanced work-life can upgrade employee satisfaction and accelerate good functioning at work with same pace at home front and paving the way for improvement of quality of life in our day-to-day activities. The manifold advantages of balanced work-life can be portrayed in the following figure:

Findings II (Figure 3.1) - Balanced Work-life



Understanding the fact that the boundary between work-life and personal life co-exist and work can't be separated from personal life, findings of the study focuses on the prominent areas for work-life rejuvenation and well-being. It is equally important to address the prominent arenas for a balanced work-life situation. The interface between work and life interrelated roles need special attention for improvement of holistic development and well-being. The major thrust areas for improved work-life balance are depicted in the following figure as the major findings of the study:

Findings III: Thrust Areas for Improved Work-life Balance

- A. Positive environment in the work place: Work place is considered to be the functional terrain of any organisational activity. A congenial work place is a favourable work place for both the employer and employees working in an organisational structure. A feel-good breeze, an optimistic flavour creates innovative dimensions at work. The very root of bold connectivity of work practices can be streamlined through critical workplace conditions ranging from physical risks to unaccommodating atmosphere prevailing in the organisational work field. A good work environment is one that brings out the best in people.
- B. Clear cut time boundaries for both at work and at home: The foundation behind attainment of any organisational goal lies on the nature of activity, occupational traits, time-frame which usher on the employee intensions towards contributing organisational turnover. It is quite evident a rational, explicit and flexible time-line earmarked between work at home and work at office generates a balanced equilibrium for the employees working from work field and home.

- C. Avenues for confidence building training at work place: The core of any growing pace of work rests on sound HR policies tied with well structured training system intended for employees at work arena. People work best in a setting marked with training programmes supplemented through promotional avenues and upgradation of skills and abilities. The significance of strategic workplace projects a coordination of qualitative professional life and happy family life of employees and the community at large.
- D. Prioritising healthy mind and body for work force: The basic ingredients behind any fruitful outcome can be vested on the performance of work force in an organisational domain. A health body coupled with energetic mind is the life-line which boosts productivity and motivation within the workforce. The parameters governing forces behind harmonious well-being between every organisational members ranging from fresh mind, spirited soul, fitness mantra, sound health all lead towards creation of a contended workforce with all its underlying zeal and enthusiasm.
- E. Creating arrangements for safe and secured environment at work place: The fatal consequences arising out of the outrage of the workers at the job site results in accidents, injury and even loss of lives. Locating roots of workplace aggression would generally minimize the probability of the occurrence of unwanted situations. The gift of safe and civil work atmosphere, a climate free from threats, danger, risks with the existing policy for safety, security, preventive measures- all induces a positive feeling, a sense of belongingness and motivation among the workforce.
- F. Avoidance of multitasking nature of work at work place: It can be well apprehended that the thirst for organisational survival begins its journey in the workplace and the human factor within. People work best in a system structured by flexibility, support and personal dignity which utilizes one's skills and abilities and eliminating multi-tasking phenomenon of work at the functional platform. Multiple work attributes at times creates bottlenecks in the coordination and integration in the employee relationship. The relevance of existing set of HRM policies in the model designed by job structure, communication flow and emphasizing management strategies creates waves of new millennium approach.
- G. Having trust and good communication among co-workers: The notion of organisational mission can be achieved with integration of tasks associated with the indispensable hands of the workers. Practising mutual respect, coordination, cooperation gears vibes of restructuring workplace by making employees compatible, comfortable, courageous and amiable for individuals and teams supporting this understanding in a simpler way 'united we stand divided we fall'

3.5 Implications & Usefulness of the Study:

Managing human resource at work place is a complex task in the today's digitalized world. Human Resource Management is primarily concerned with appraising the right people, right place right time at organizational platform. With the increasing diversity of the family structure represented at the work place the issue of work-life balance has emerged as a significant aspect of a healthy work environment in today's business life. The paper highlights the root cause of work-life balance and also projects avenues for maintaining a harmonious work-life relationship in the work place and personal life for overall well-being. The total life planning is a new and innovative approach to work-life as it helps employees to examine and co-relate the potentials of their professional and personal life in the coming days. Work-life programmes have the capacity to significantly improve employee moral

with increased responsibilities in today's market place. Work-life balance is a conjugation between employee well-being and work place attributes and to encourage employees to look at their lives at a whole in today's changing work environment. Living in the digital age means the HRM practices need to reorient, redesign and reallocate the changing challenges of work-life balance and to support employee's willingness to serve in hardship situations. The present study is a humble attempt of the authors to explore and to examine the relevance of work-life balance proponents amidst pandemic climate in order to build a bridgeway between life and livelihood of people for wellbeing, wellness and prosperity at large.

3.6 References:

1. Abioro, M. A., Oladejo, D. A., & Ashogbon, F. O. (2018). Work-life Balance Practices and Employees Productivity in The Nigerian University System. *Crawford Journal of Business & Social Sciences*, 8(2), 49-59.
2. Bataineh, K. A. (2019). Impact of Work-Life Balance, Happiness at Work, on Employee Performance. *International Business Research*, 12(2).
<https://doi.org/10.5539/ibr.v12n2p99>
3. Brummelhuis, L. L. T. and T. V. D. Lippe (2010), "Effective Work-Life Balance Support for Various Household Structures", *Human Resource Management*, 49(2), 173-193.
4. Crosbie, T., & Moore, J. (2004). Work-life balance and working from home. *Social Policy and Society*, 3(03), 223-233.
5. Delecta, P. (2011). Work-life Balance. *International Journal of Current Research*, 3(4). [Indonesian]
6. Felstead, A., Jewson, N., Phizacklea, A. and Walter, S. (2002), "Opportunities to work at home in the context of work-life balance", *Human Resource Management Journal*, 12, 54-76.
7. Fineman, M. (1999). Why diversity professionals should care about work/life balance. *Mosaics*, 5, 6, 6-7.
8. Ganguli, S. (2009). *Live happily, work happily* (1 ed.). Allied Publishers Pvt Ltd.
9. Greenhaus, J. H., K. M. Collins and J. D. Shaw (2003), "The Relation between Work-Family Balance and Quality of Life", *Journal of Vocational Behavior*, 63, 510-531.
10. Kalliath T & Brough P (2008b) Achieving work-life balance: Current theoretical and practice issues, *Journal of Management & Organization* 14: 227- 238.
11. Kim, H. K. (2014). Work-Life Balance and Employees' Performance: The Mediating Role of Affective Commitment. *Global Business and Management Research*, 6(1), 37.
12. Luthans, F. (2002b). Positive organizational behavior: Developing and managing psychological strengths. *Academic of Management Executive*, 16, 57-72.
13. Meenakshi, S. P., Subrahmanyam, V., & Ravichandran, K. (2013). The Importance of Work - Life- Balance. *IOSR Journal of Business and Management*, 14(3), 31-35.
<http://www.iosrjournals.org/iosr-jbm/papers/Vol14-issue3/F01433135.pdf>
14. Mehta, P., & Kundnani, N. (2015, Jan). Work-Life Balance At A Glance- A Synthetic Review. *Journal of Business Management & Social Sciences Research*, 4(1), 49-53.
15. Rani, S. V., & Selvarani, M. (2010). Work/life balance reflections on employee satisfaction. *Society for Human Resource Management*, <http://www.shrm.org/surveys>
16. Susi, S., & Jawaharrani, K. (2011). Work-Life Balance: The key driver of employee engagement. *Asian journal of management research*, 2(1), 474-483.

4. Work-Life Balance and its Impact on Employee's Satisfaction – A Study of the IT Sector

Ramya Singh

Research Scholar,
Amity Business School,
Amity University,
Lucknow, Uttar Pradesh, India.

Dr. Archana Sharma

Associate Professor,
Amity Business School,
Amity University,
Lucknow, Uttar Pradesh, India.

Abstract:

This study examines the impact of work-life balance on employee satisfaction and how it influences an individual's performance in the workplace. Work-life balance is becoming a major discussion across the country, it directly exerts an impact on an individual's mental and physical health.

The study was conducted in several IT sector organizations from various metro cities in India. The current research work uses primary data to conduct and execute the objective. A semi-structured interview was conducted using a sample of 110 IT sector employees from Bangalore, Delhi, and Gurgaon.

The findings show that employees who manage to find an equilibrium in their work and life are more successful than employees who are less satisfied with their work-life balance. A positive work-life balance is reflected in the employees in the form of their overall satisfaction whereas a negative work-life balance translates into anxiety, depression, and mental breakdown.

However, the research is based on data retrieved from confined demography and a small sample size. Also, not every IT sector industry works in the same way. Hence to validate the study, a bigger sample size is required. Work-life balance has both positive and negative aspects. If the organization focuses more on the positive aspect, then it can surely reduce absenteeism and early resignation. It can also increase individuals' satisfaction, growth, and performance. Mental health has become a priority for every individual and a positive work-life balance ensures a sound and healthy mind.

Keywords: *Employee satisfaction, IT sector, Mental health, Work-life balance.*

4.1 Introduction:

Recent growth in every industry on the global level required huge time and effort to reach the top, in the race of winning employees are losing their personal space and time, and organizations desire to maintain a policy to manage work-life balance so that they can establish an organization with highly skilled and motivated employees, Work-life balance shows the balance between work-life and personal life balance, it is becoming a major discussion over the time (Haar, Russo, Suñe, & Ollier-Malaterre, 2014), it is directly related to employee satisfaction, work and life are two different dimensions no individual can ignore any of them because that will turn into a disaster for individuals life. Employee satisfaction plays a significant role in an individual's life and the growth of an organization, employee satisfaction is headed towards the positive side of an individual's personality, and employees satisfaction is associated with no. of factors like anxiety, stress, reward, bonus, quality of direction, high skill require systematic training, personal growth, and development (Rani, Kamalanabhan, & Selvarani, 2011) satisfaction lead towards motivation, and development, and also gives self-growth. After going through conceptual papers, it was analyzed that in today's scenario employee satisfaction plays a significant role in individuals' growth, and the number of employees is increasing no. women are getting more hired, and sometimes it creates biases (Baral & Bhargava, 2010) and to maintain that organization is creating stress-free also providing a healthy environment to work, (Baral & Bhargava, 2010) flexible working hours, also a component of work-life balance are playing the huge role in employees satisfaction.

Era is changing with a change it requires development and highly skilled employees to make work easy for technical professionals and software engineers are highly skilled employees (Rani et al., 2011) so IT sector is booming to the great extent, there are going through a bulk-hiring, employment women's are incising (Rani et al., 2011) workforce is combined with both men and women they are giving equal input in the organization when there is a lot of employment then there is a lot of requirements for change and development, as a result, it creates chaos in the organization, to maintain restful environment organization adopt different techniques like managing work-life balance, providing flexible working hour, by solving their grievances.

Environment plays a significant role in an individual's life hence, provide that organization is taking steps to provide jobs according to their skill and give them a decentralized environment so that they feel responsible for their work and duties (Baral & Bhargava, 2010), giving them authority to make their decisions. The employment concept has been expanded it is just not related to remuneration it also becomes a part of providing customer support giving high performance and, it is more consumers and employees (Shujat, 2011).

4.2 Literature Review:

it was found that work-life balance has a positive relationship with employees' satisfaction, and it was also found that companies provide employees with the opportunity to develop their skills and personality, and workload and work-life balance, also show a significant positive relationship in case employees are making any mistake they are allowed to work for it.

(Rani et al., 2011) The author conducted research in the IT sector on 210 respondents because he identified the work-life balance impact on employees' satisfaction to check the relationship between superior and subordinate construct, consisting of career opportunity, workload, bonus, and payment. Flexible working hours are given to them to create motivation, flexible working hour plays a significant role for employees they get time to relax themselves (Fleetwood, 2007) employees get back to their work with the same energy if they get proper time to meditate on their mind.

As the work-life balance is becoming a necessary treatment for every organization, and organization is moving forwards toward more nudging than policing, individual when they are doing the separate activity and completing separate responsibility are happier than employees who are working in a group (Haar et al., 2014) their study was based on gender, collective and individual working employees and result was in more inclined towards employees who are working individual than performing collectively.

Women are facing biases based on their household activity because of that they are not able to work to their full potential (Hilbrecht, Shaw, Johnson, & Andrey, 2008) men are more available for full-time employment, and parenting is also an important aspect of work-life balance (Carol Emslie and Kate Hunt, 2009) families where they follow traditional culture women's face problem in managing their work and life, work-life balance encourages quick-fix solution that can reduce inequalities and create a competitive environment at work (Carol Emslie and Kate Hunt, 2009).

A study by Krishnan & Loon (2018) based and then add full stop. on empirical research The finding shows a positive relationship between employees' satisfaction and work-life balance in academics. Employees are more satisfied with work-life balance. It ultimately leads employees to perform well and gives them the motivation to work in a better way.

Organizations can only create equilibrium in the work-life balance of employees if there are great managers who care about their employee's health and safety and believe in following standard working hours (Baral & Bhargava, 2010) supervisor plays a key role in creating satisfaction in the organization, if the anger is focused toward employees health and work then he will resolve grievances on time provide them good working condition, giving them more nudging treatment instead of policing. It was also found in (Baral & Bhargava, 2010) research that employers make some policies to work symmetrically way and focus on their work-life enrichment.

Literature shows that positive effects of giving subordinated roles and responsibilities interventions are working (Krishnan & Loon, 2018) Stress becomes a considerable reason it creates a lot of disbalance. It's been seen stunted in employees' performance (Beehr, Jex, Stacy, & Murray, 2000).

Stress plays a significant role in creating disbalance in work and life, time management is correlated to stress management if employees are not getting disparate time for their work or their family eventually it will lead to stress (Macan, Dipboye, Phillips, & Shahani, 1990). Training are been provided to management and employees to manage their life and work and also to give them responsibility which they can finish within their time limits.

4.3 Research Objective:

The objective of this research is to determine the impact of work-life balance on employee job satisfaction in the IT industry, as well as which components of work-life balance have a greater impact on employee job satisfaction.

4.4 Research Methodology:

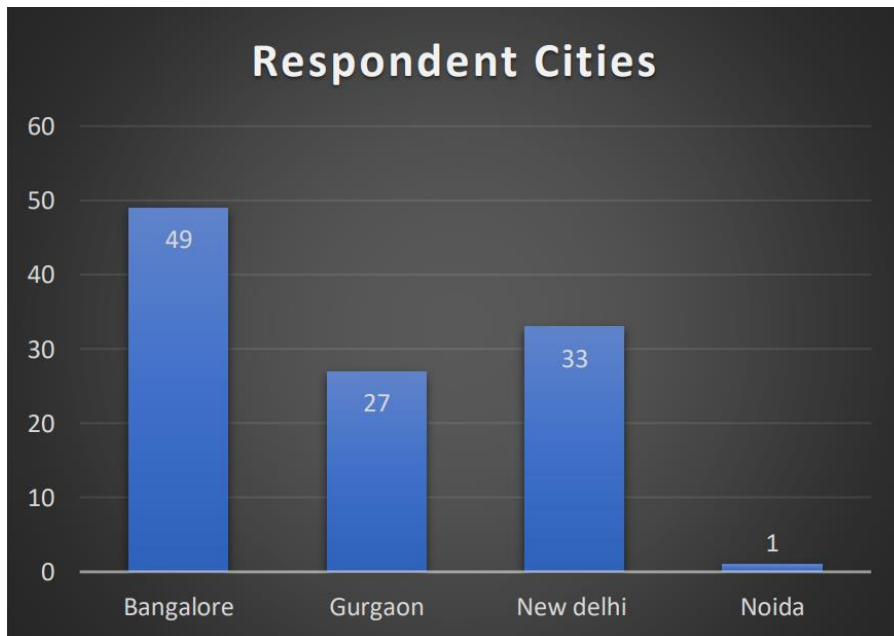
To test the research concept of work-life balance and employees satisfaction the authors specifically identified which type of firms are primarily exposed to this concept of work-life balance it has been observed that highly stressed organization is IT-based organization (Rani et al., 2011) was the first step of choosing the organization then based on multi-stage sampling Gurgaon, New Delhi, Bengaluru these three regions have been identified primarily NCR region for ease of this research, the researcher did multi-stage sampling to be more specific age was identified under the age 25-35 IT employees were taken for the study because they facing more challenge as they have started or they are in a mid of their career they have to manage their personal life and work-life. a greater level of work-life balance measurement is happiness, health efficiency, increased performance, and increased productivity. The current research work uses both exploratory and descriptive research methods to conduct and execute the research. A semi-structured interview including the 5-point Likert scale was conducted using a sample of 110 IT sector employees from Bengaluru, Delhi, and Gurgaon to check the resulting semi-structured questionnaire used in the survey there was equal to no. male and female respondents.

Table 4.1: Respondents' Demographic Information:

Category	Frequency	Percentage
Gender		
Male	55	50%
Female	55	50%
Experienced	0-2	33%
	2-4	19%
	4-6	34%
	More than 6 years	14%
City	Bangalore	49
	Gurgaon	27
	New Delhi	33

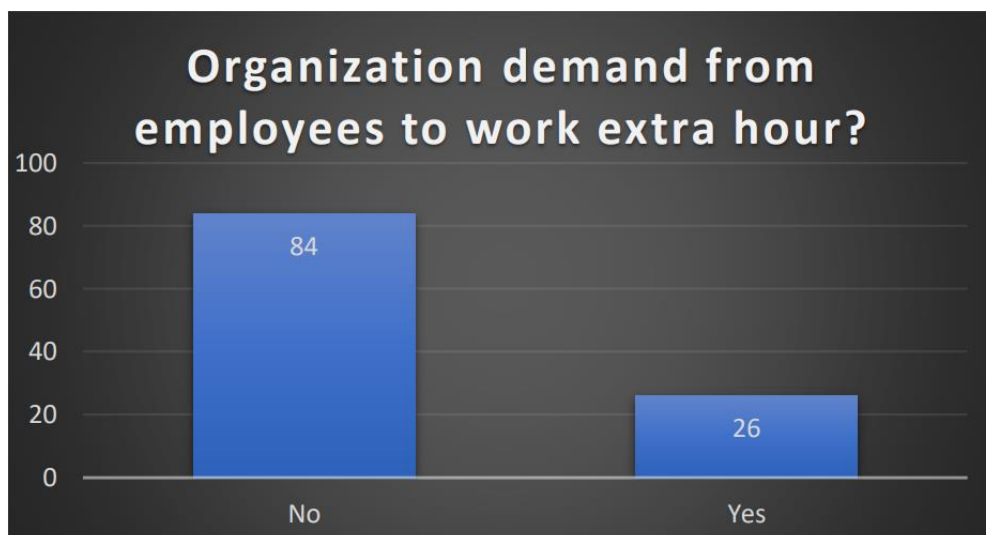
Demographic data was based on respondent Name, age, gender, total work experience, position, and city, a total number of male respondents were 50% of the total respondent and 50% of the women respondent.

The demographic based work experience related questions were asked to understand the pressure and stress level of individuals Among them 33% were having 2 or lesser year of experience, 19% were having 2-4 years of working experience, 34% were having 4-6 years of experience and 14% respondents had more than 6 years of experience.



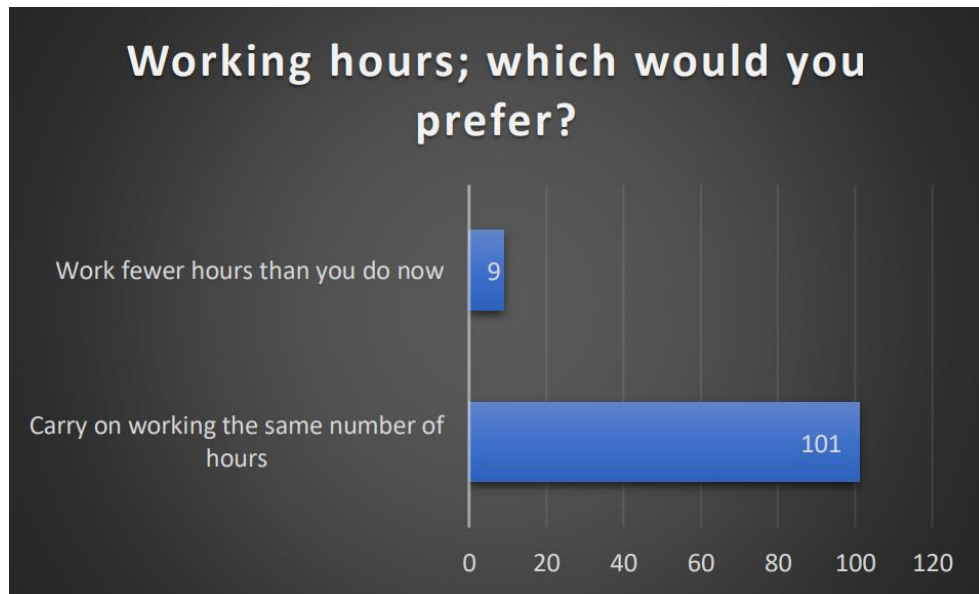
(Graph 4.1)

In (graph 4.1) shows 49 out of 110 belongs to Bangalore, 27 from Gurgaon, 33 from New Delhi and 1 from Noida.



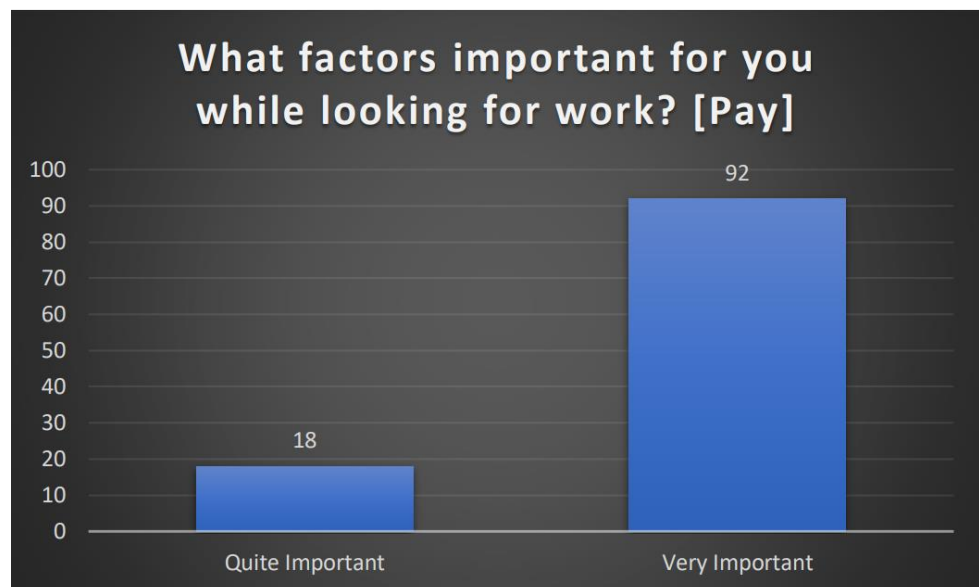
(Graph 4.2)

In graph 4.2 it shows 84 out of 110 are satisfied with work-life balance, and 26 are working extra ours.



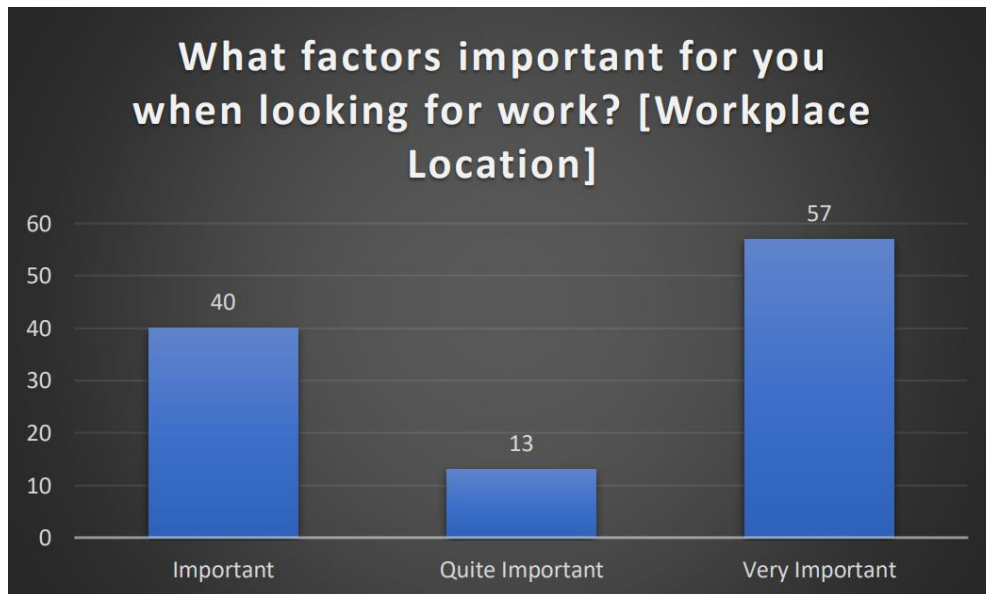
(Graph 4.3)

101 employees were happy from there time management, and 9 out of 110 were willing to work less hour.



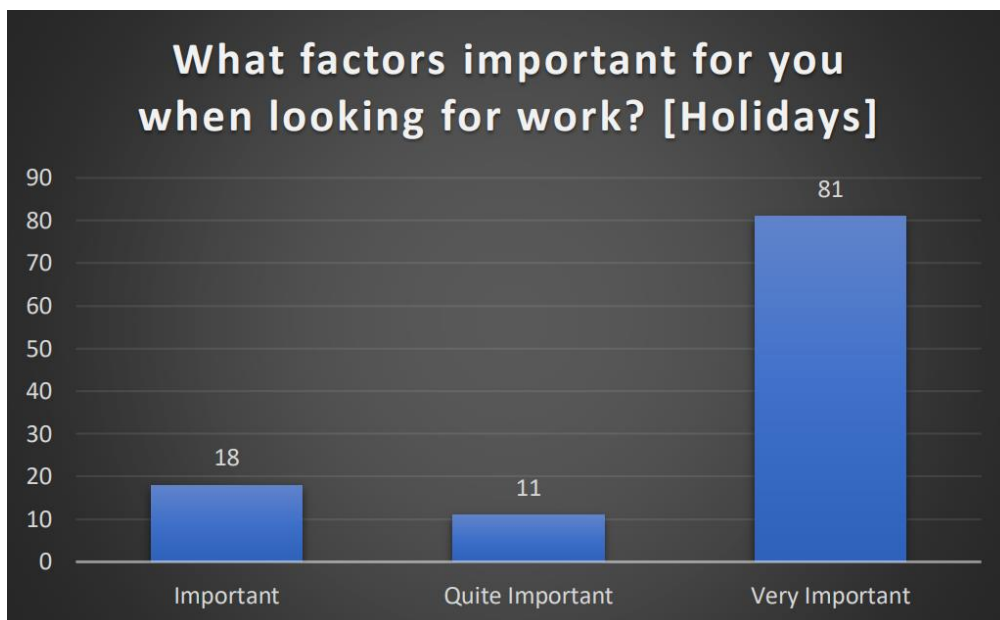
(Graph 4.4)

In (Graph 4.4) is concerned with remuneration and to what extent it affects the decision of the individual, for 92 people it is an important factor and for 18 people it is quite important. It gives a major contribution to an individual's decision when choosing a job.



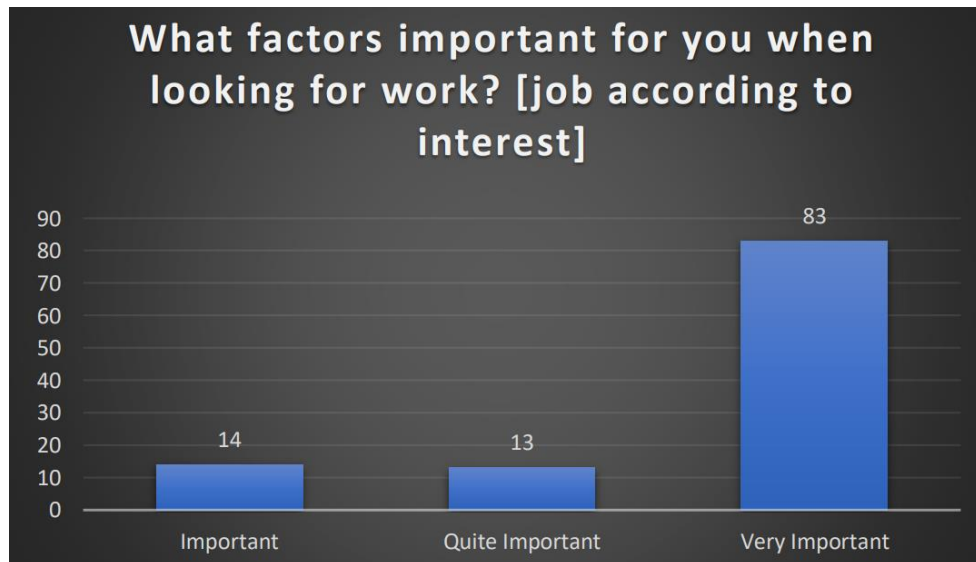
(Graph 4.5)

In (graph 4.5) it shows that for 57 out of 110 it is very important factor, for 40 it plays an important role and for 13 out of 110 it is quite important factor.



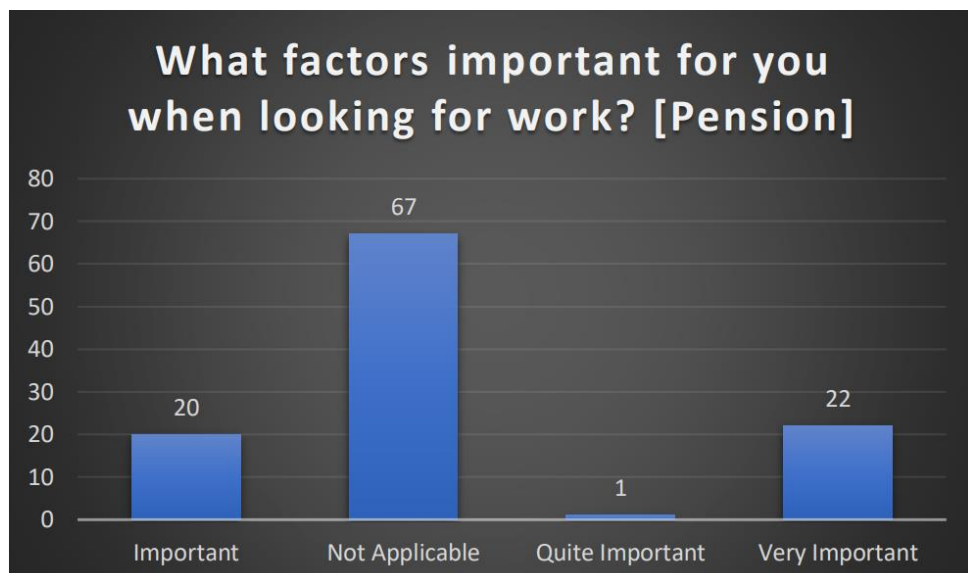
(Graph 4.6)

In (graph 4.6) it talks about weekly holidays it is very important factor for 81 people, for 11 out of 110 it is quite important factor and for 18 it is important factor.



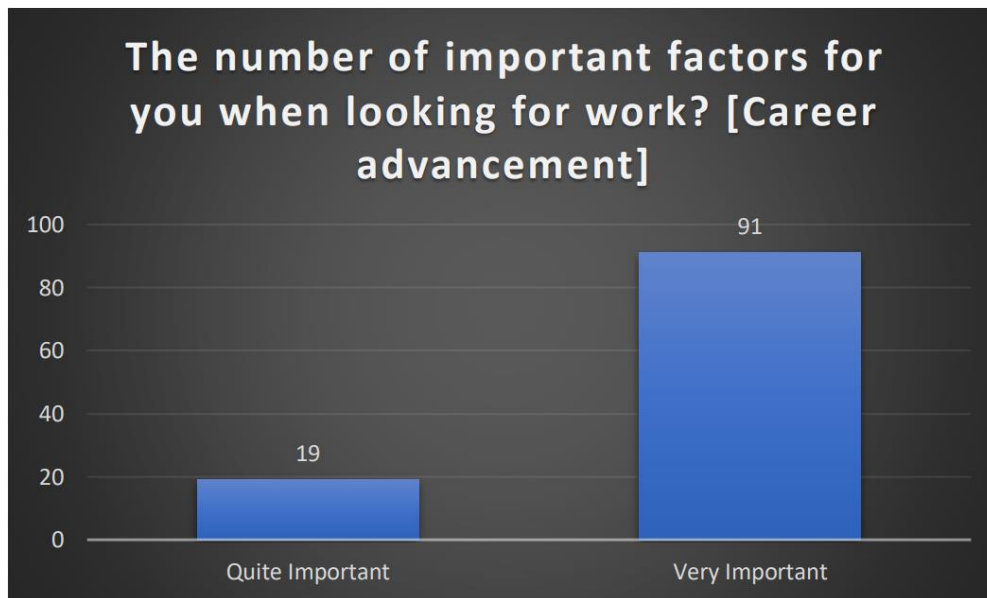
(Graph 4.7)

Employees can perform a job that interests them if they are not interested in their job productivity will decline, in a process to check that question was asked interest in the job is important for them 83 people responded very important, 13 responded quite important, and 14 respondents responded importantly.



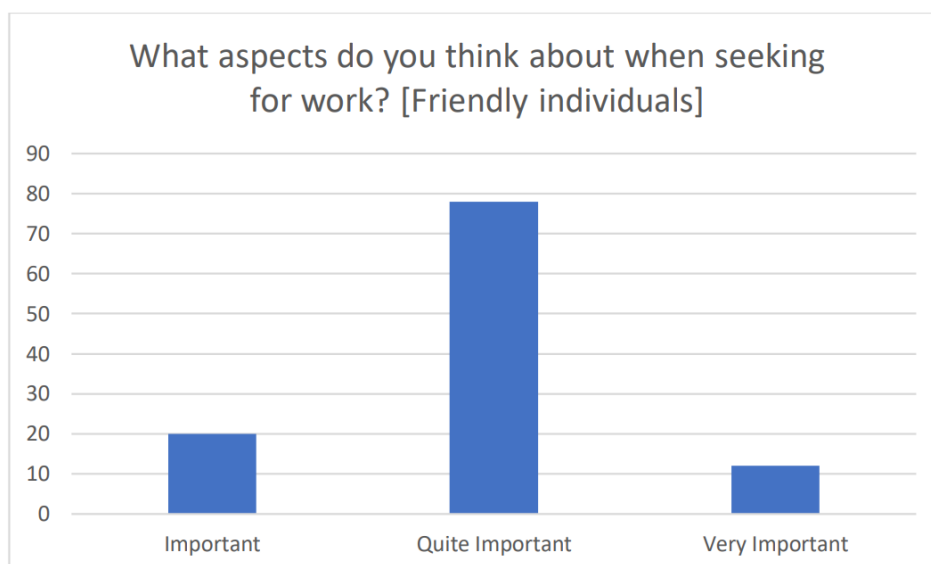
(Graph 4.8)

Graph 4.8 shows that for 22% of people it is a very important factor, for 1 % of people it is quite important, for 67% of people it is not applicable, for 20% of people it is an important factor.



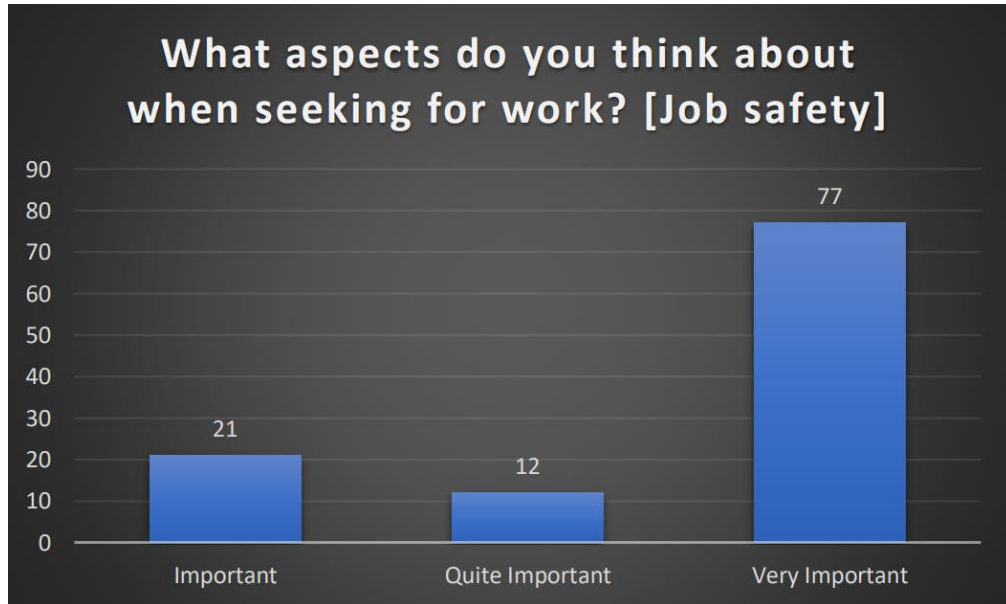
(Graph 4.9)

Graph 4.9 shows that for 91 people career development is a very important factor and for 19 respondents it is quite important factor hence, it has been anatomizing that career development is a considerable factor for employees while searching for a job.



(Graph 4.10)

Graph 4.10 shows that for 11% of respondent's friendly environment is an important factor, for 79% of respondents it is quite important, and for 20% of respondents, it is an important factor.



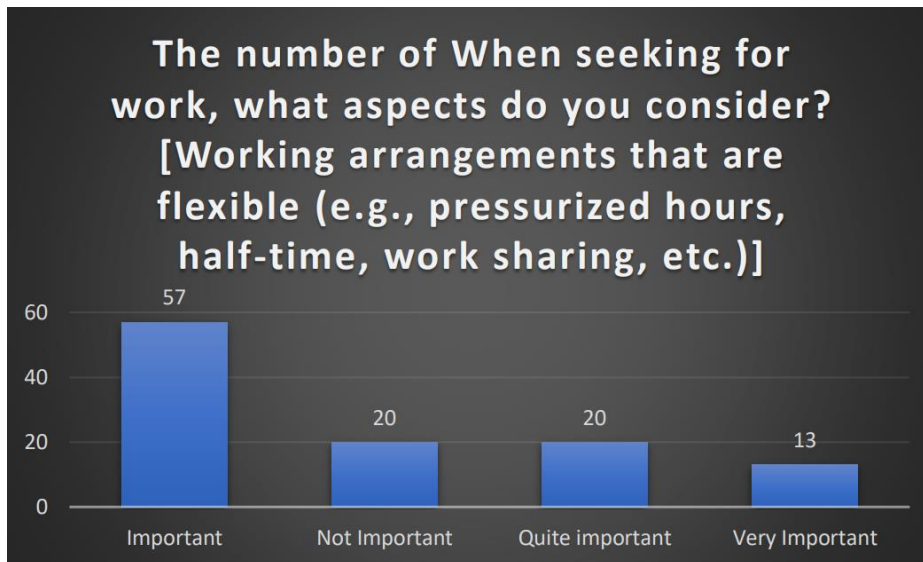
(Graph 4.11)

Graph 4.11 shows that for 77 people it is a very important factor, for 12 respondents it is quite important, and for the other 21 it is an important factor.



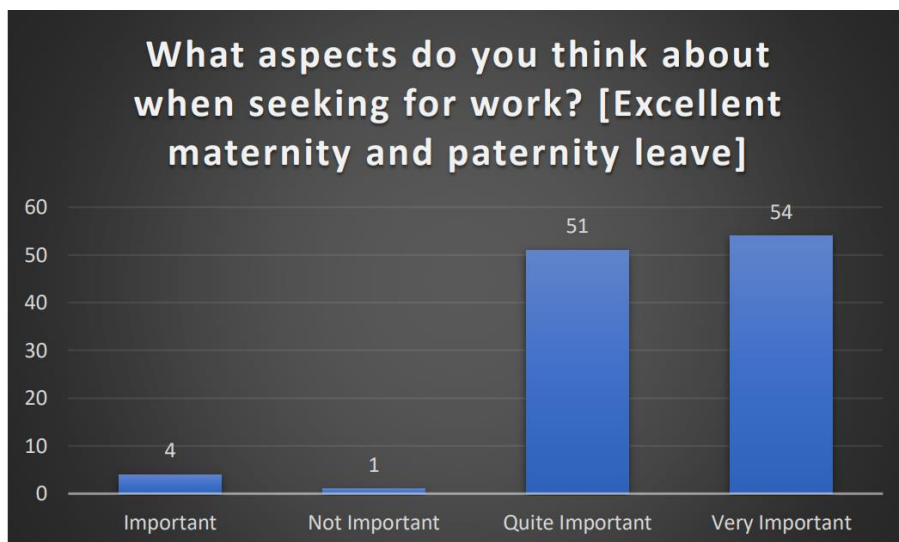
(Graph 4.12)

According to (Graph 4.12) it was examined that training opportunity is very important for 35 people, quite important for 70 people, for 5 respondents it is an important factor.



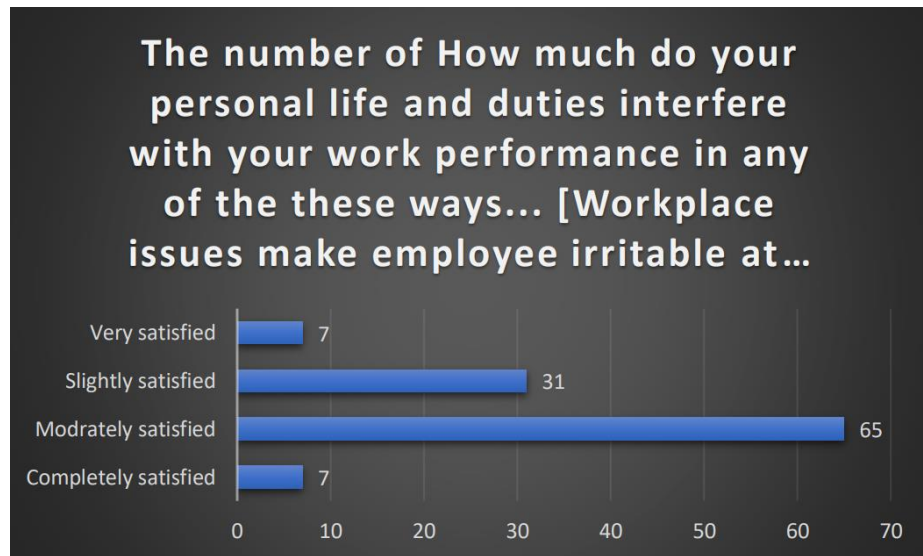
(Graph 4.13)

In (Graph 4.13) flexible working hours and the need for part-time have been studied for 13 it is very important, for 20 people it is a quite important factor, for 20 it is not important, and for 57 it is important. The majority of the respondent doesn't need a change in their working hours.



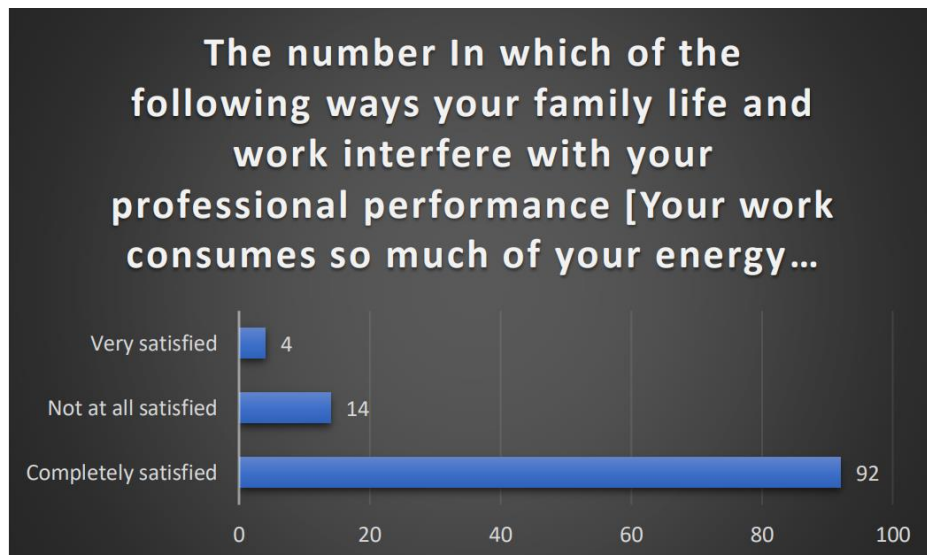
(Graph 4.14)

Maternity/paternity leave is a major discussion in Asian countries (Chandra, 2012) to check the impact of paternity/ maternity leave survey was conducted on 54 people it is very important, for 51 it is quite important in more are male respondents, for 4 people it is quite important, and for 1 it is no important.



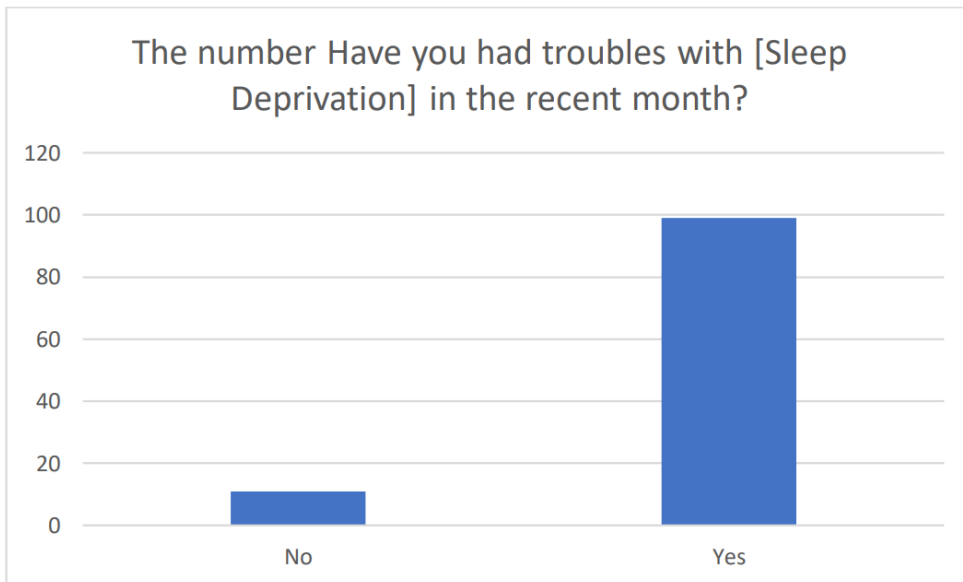
(Graph 4.15)

In (Graph 4.15) 7 respondent are very satisfied with their family and work responsibility, 31 respondents are slightly satisfied, 65 respondents are moderately satisfied and other 7 respondents are completely satisfied.



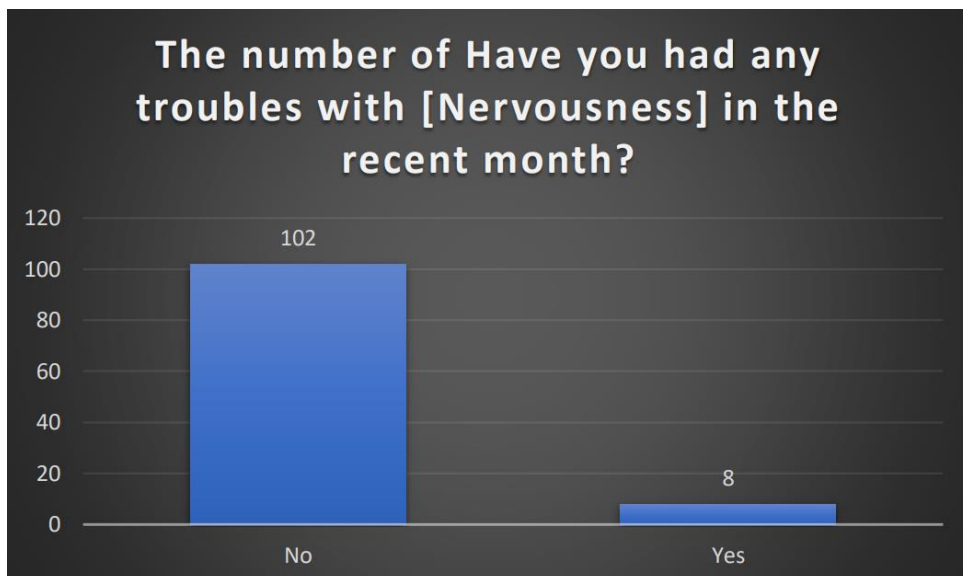
(Graph 4.16)

In (Graph 4.16) question was asked related to how much their work and workload interfere in their personal life and creates a disbalance in that in which 4 respondents said they are very satisfied their work is not interfering in their personal life, 14 were not at all satisfied, and 92 respondents were completely satisfied.



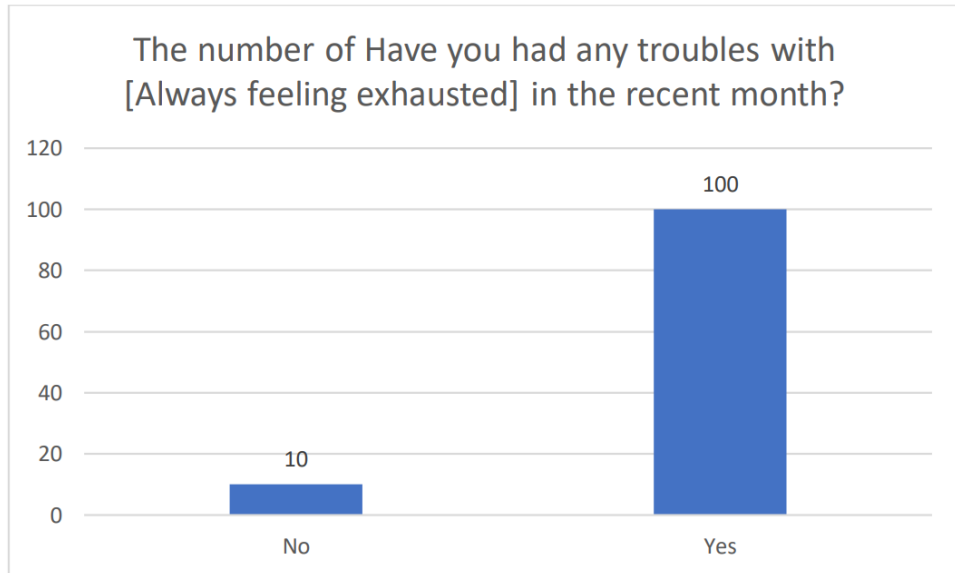
(Graph 4.17)

To check the level of pressure one individual is tolerating question was asked, about is they are facing any difficulty in sleeping to which 99 respondents said yes, they are facing difficulty and 11 respondents said no they are not facing difficulty.



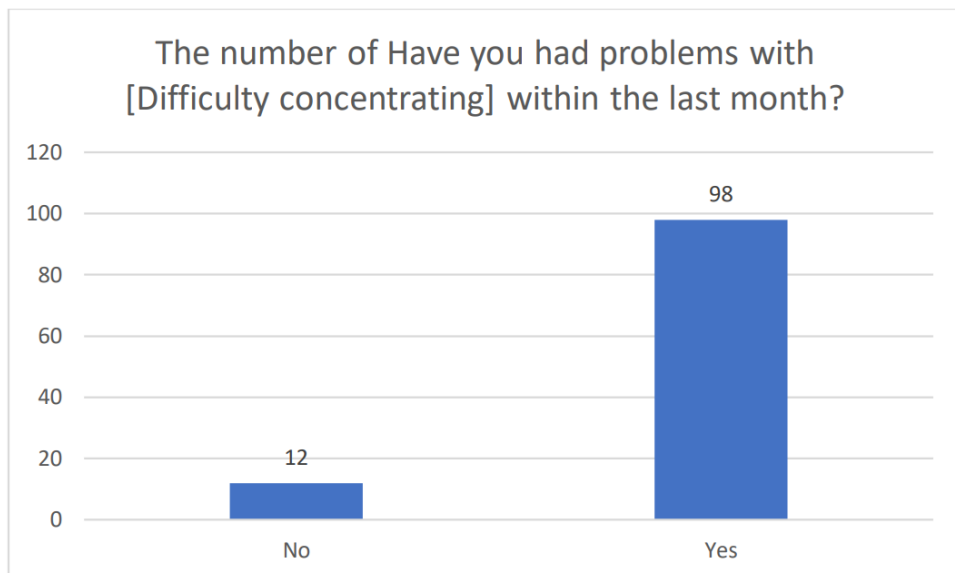
(Graph 4.18)

In (Graph 4.18) the researcher is trying to check the working style and load of an individual employee through their nervousness level in which 8 respondents said yes and 102 respondents said no, hence they are getting comfortable environment to work.



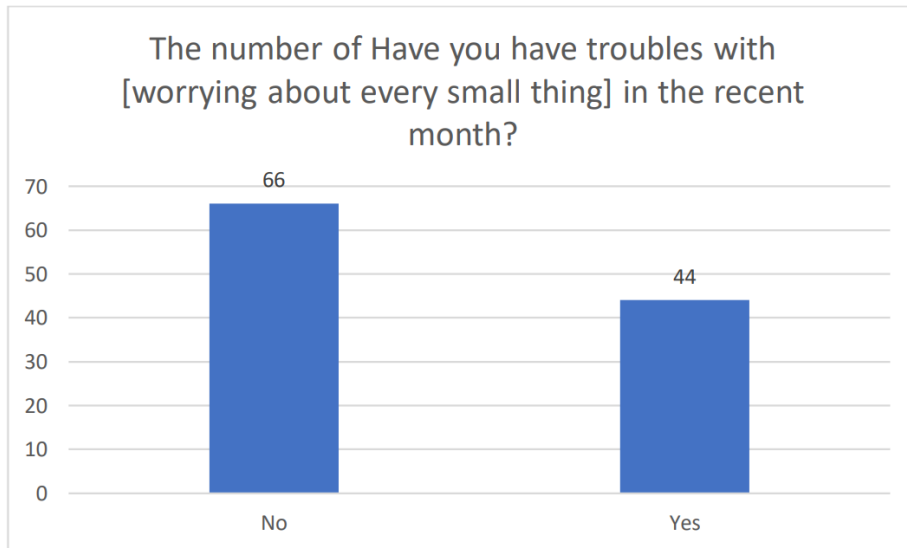
(Graph 4.19)

Due to high workload and pressure from family employees feel dissatisfied and feel tired while working in the organization, not able to give their 100% to one place to check that questions were asked, which shows that 10 respondents said No they don't feel tired and 100 respondents said yes, they feel tired.



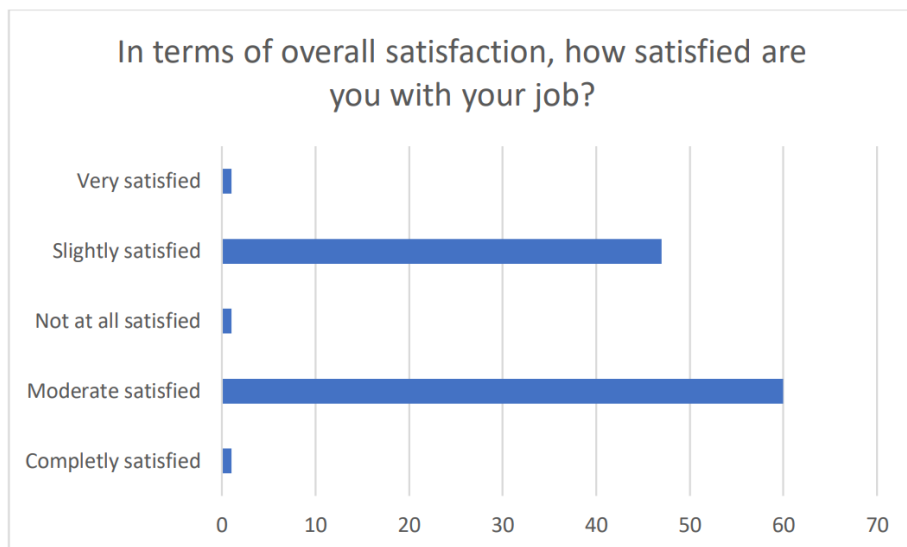
(Graph 4.20)

In (Graph 4.20) shows that 98 people are facing difficulty in concentrating and 12 people are not facing any difficulty in concentrating.



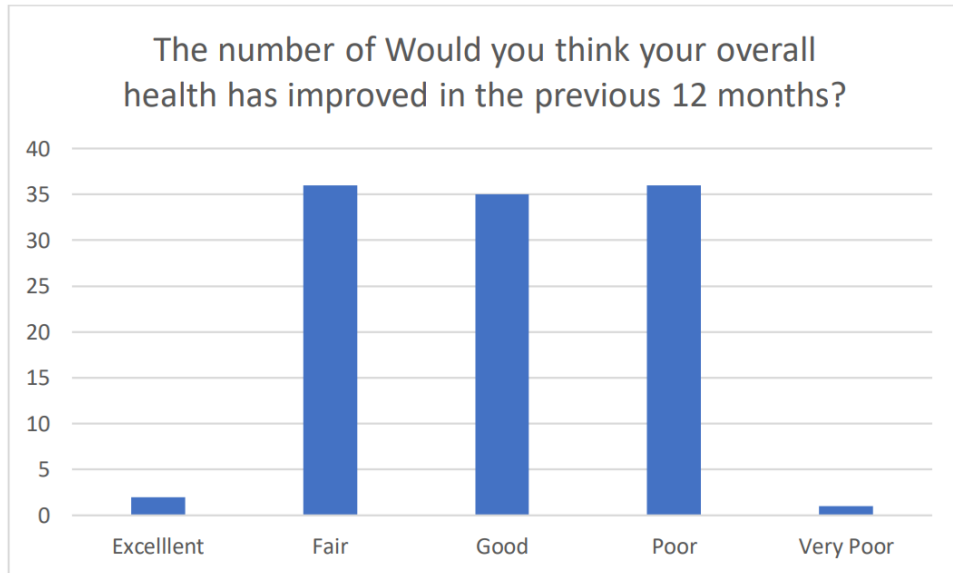
(Graph 4.21)

In (Graph 4.21) check the mental pressure and mental health few questions were asked of which 44% of respondents responded yes, they are having some issues with the level of workload and pressure, and other 66% of respondents responded no they are not facing any issues regarding workload and pressure.



(Graph 4.22)

In (Graph 4.22) researcher wants to check the direct satisfaction level of employees with their profession, 1 respondent was completely satisfied,60 respondents were moderately satisfied, 1 out of 110 were not at all satisfied with his job, 47 other were completely satisfied and other 1 was very satisfied.



(Graph 4.23)

To check the health level of employees on which level organization pressure is affecting their health and in which way it impacts the satisfaction level of employees, based on respondent responses in the past 12 months 1 respondent's health has been very poor, 36 respondent health was poor from past 12 months, 35 respondents' health were good, 36 respondent health were fair and 2 respondent health excellent.

Cronbach's Alpha:

Cronbach's alpha coefficient values were acceptable (between 0.821 and 0.875), demonstrating the compound measure's dependability. The information is presented in table (4.2).

Variables	Number of Items	Cronbach's Alpha
Work-Life Balance	5	0.836
Job Satisfaction	6	0.834

Descriptive Statistics:

Variables are mean and standard deviation

Types of Variables	Variables	Mean	Standard Deviation	Lever	Order
Independent Variable	Work-Life Balance	3.84	0.76	Moderate	1
Dependent Variable	Job Satisfaction	3.62	0.73	Moderate	2

The dependent and independent variables' mean and standard deviations were computed for each dimension. The standard deviation quantifies data dispersion and offers a measure of the data's spread or variability, whereas the mean highlights the data's central tendency.

The average score for work-life balance is 3.84, suggesting that it is widely utilized. To put it another way, work-life balance is critical, and a high score implies that respondents value it.

4.5 Findings:

The finding of this research shows a significant positive correlation between work-life balance and employee satisfaction, the current research was based on both empirical and conceptual research method and a survey shows that IT employees are satisfied with their working hour they are only required to work on standard hours, moving towards the stress level of employees it shows the significant negative relation with employees satisfaction employees are getting work pressure which is creating mayhem in their lives neither can focus on their work nor their personal life, research also shows that life management shows a positive correlation with employees satisfaction, employees can manage their work and life both and literature review shows management is taking significant steps to manage individuals work-life balance.

4.5 Conclusion Result and Discussion:

Descriptive analysis confirms that work-life balance has a positive impact on employees' satisfaction, the organization is focusing on individual's work-life balance study also discuss based on the literature review it was examined superior take care of individual's role and responsibility and provide them a job which they can complete without any conflict.

The further study discusses if employees are satisfied with their working hours or whether employees are required to give their extra time organization and are satisfied with that or not 84% of respondents said they don't need to give their extra time to the organization and the other 26% says that they are giving their extra time to the organization and they are getting paid for that also out of 110 respondents, 109 are satisfied with their working hour they don't want any changes more are the respondent are from Bangalore, when questions, where asked what factor is important while looking for the job 91 respondents, said pay is an important factor while looking a job location is very important for 57 people, holidays are very important for 81 respondent, for 83 people interest in the job is an important factor, pension also plays a significant role while choosing an organization but instead of pension organization provide bonus and it is a very important factor for 26 respondent, career development is very important for 91 respondent, environment plays a significant role in organization it decided that surrounding is interactive or not when questions was asked to respondent whether they need friendly environment on what extent it is important for them 11 people said it is very important factor for them and for 79 respondent it is important factor, job security is very important factor for 77 people, maternity/ paternity leave is very important factor for 54 respondent's hence it was analyzed that mostly people are satisfied with their working hour also career development and interest in job plays significant role while choosing a job.

To check the compression level of an individual from work and family 7 respondents said they are completely satisfied 65 moderate satisfied, pressure from family and to what extent in interfering work 92 respondents said yes to conclude it was analyzed they can manage their work and family to great extent, to their anxiety level and their stress level few questions were asked 99 people are facing difficulty in sleeping, 8 respondents feel nervous more often, 100 people feel tired most of the time, 98 respondent feel difficult in concentration, 44 people said they are busy for little things it shows that their stress level is high few direct questions were asked if they are satisfied with their work 60 respondent said they are moderate satisfied.

The research, however, is based on data retrieved from confined demography and the sample size is small as well. Also, not every IT sector industry works in the same way. Hence to validate the study, bigger sample size is required. this study is limited to the IT industry in the following regions and can be expanded to different industries in the same region or different industries and different combinations it has a social impact and its industry impact in terms of organizational performance and social impact in terms of work-life human balance and happiness.

4.6 Reference:

1. Baral, R., & Bhargava, S. (2010). Work-family enrichment as a mediator between organizational interventions for work-life balance and job outcomes. *Journal of Managerial Psychology*, 25(3), 274–300. <https://doi.org/10.1108/02683941011023749>
2. Beehr, T. A., Jex, S. M., Stacy, B. A., & Murray, M. A. (2000). Work stressors and coworker support as predictors of individual strain and job performance. *Journal of Organizational Behavior*, 21(4), 391–405. [https://doi.org/10.1002/\(SICI\)1099-1379\(200006\)21:4<391::AID-JOB15>3.0.CO;2-9](https://doi.org/10.1002/(SICI)1099-1379(200006)21:4<391::AID-JOB15>3.0.CO;2-9)
3. Carol Emslie and Kate Hunt. (2009). ‘Live to Work’ or ‘Work to Live’ A Qualitative Study of Gender and Work–life Balance among Men and Women in Mid-life - Emslie - 2008 - Gender, Work & Organization - Wiley Online Library. *Gender, Work and Organization*, 16(1), 151–172.
4. Chandra, V. (2012). Work-life balance: eastern and western perspectives. *International Journal of Human Resource Management*, 23(5), 1040–1056. <https://doi.org/10.1080/09585192.2012.651339>
5. Fleetwood, S. (2007). Why work-life balance now? *International Journal of Human Resource Management*, 18(3), 387–400. <https://doi.org/10.1080/09585190601167441>
6. Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of work-life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*, 85(3), 361–373. <https://doi.org/10.1016/j.jvb.2014.08.010>
7. Hilbrecht, M., Shaw, S. M., Johnson, L. C., & Andrey, J. (2008). <Done Hilbrecht_et_al-2008-Gender, _Work_&_Organization.pdf>. *Gender Work and Organization*, 15(5), 454–476.
8. Krishnan, R., & Loon, K. W. (2018). The Effects of Job Satisfaction and Work-Life Balance on Employee Task Performance. *International Journal of Academic Research in Business and Social Sciences*, 8(3).

<https://doi.org/10.6007/ijarbss/v8-i3/3956>

9. Macan, T. H., Dipboye, R. L., Phillips, A. P., & Shahani, C. (1990). <Mecan & Shahani 1990 College Studenta Time Management Correlations With Academic Performance and Stress.Pdf>. *Journal of Educational Psychology*, 82(4), 760–768.
10. Rani, S., Kamalanabhan, T. J., & Selvarani, M. (2011). Work/life balance reflections on employee satisfaction. *Serbian Journal of Management*, 6(1), 85–96.
<https://doi.org/10.5937/sjm1101085r>
11. Shujat, S. (2011). Impact of Work-life Balance on Employee Job Satisfaction in Private Banking Sector of Karachi. *IBT Journal of Business Studies*, 7(2), 8–15.
<https://doi.org/10.46745/ilma.jbs.2011.07.02.02>

5. Flexible Work Arrangements: An Eco-friendly HR Practice for Sustainable Development

Akash Kaushik

Research Scholar, ABV-SME,
Jawaharlal Nehru University,
New Delhi, India.

Arvind Kumar

Professor, ABV-SME,
Jawaharlal Nehru University,
New Delhi, India.

Abstract:

Purpose: *The objective of this study is to display clear thoughts and ideas on the necessity of FWAs for the long-term development of business and management organisations. To begin, we must implement better practises in order to survive and thrive, while also taking care of our environment.*

Theoretical Framework: *The primary focus of this study is on the unparalleled benefits of FWAs for enterprises and the environment. Furthermore, this study illustrated the benefits and significance of FWAs for sustainability. Flexible work arrangements are in high demand among today's workforce, particularly among the Millennial generation, hence it is critical for organisations and managers to prioritise this sector. This study also emphasises the quantitative benefits. FWAs are appealing from both a business and an employee standpoint. It's a gold mine for balancing the three Ps: profit, planet, and people.*

Research Methodology: *The descriptive research technique was used throughout the investigation in this review paper. Secondary data is seen as evidence to support our thesis. In this study, both quantitative and qualitative studies are taken into account.*

Findings: *According to the conclusions of this study, Flexible Work Arrangements play a vital role in environmental sustainability. This will benefit not only the organisation but also our natural environment.*

Managerial Implications: *FWAs are appealing from both a business and an employee standpoint. It's a gold mine for balancing the three Ps: profit, planet, and people.*

Originality: *There has been no research on flexible work arrangements as an environmentally friendly endeavor to date. This is the first study in the academic community to address this issue.*

Keywords: *Flexible work arrangements, Environmental aspect, Work-life balance.*

5.1 Introduction:

This section is divided into various sub-sections for redefining the various terms more clearly and concisely.

5.2 Meaning and Types of Flexible Work Arrangement:

(From the Georgetown University Law Center) A flexible work arrangement is characterised as flexibility in the schedule of hours worked, amount of hours done, and work location. The freedom to choose when to work, how many hours to work, and where to work is referred to as flexible work arrangements.

FWA has been defined by various authors, for example, as "giving employees some control over how long, when, and where they work for different periods" (e.g., weeks, days, or seasons) (Michael and Kossek, 2011, p.8) and "the arrangements that enable work to be completed outside of regular workday temporal and/or physical boundaries" (Michael and Kossek, 2011, p.8) (Hyland and Rau, 2002, p.117).

Part-time, job sharing, Flextime, compressed hours, annual hours working, and zero-hours contracts are all examples of FWA (Chartered Institute of Personnel and Development, 2019, p3). As a result, they are all regularly utilised procedures within the realm of FWA. Each generation has their own perspective on FWA and how it should be implemented. However, findings in the United States demonstrated a rise in Millennials' need for flexible hours and flexible work locations, as well as desired personal development opportunities. (Bassett, 2008).

5.3 Significance of FWAs about Sustainability:

Sustainability combines economic, environmental and societal aspects concerning the relationship of 3 p (profit, planet and people). The economic aspect is related and to wealth formation by maintaining sustainability; Environmental aspect is concerned with the impact of business operations and environmental degradation i.e waste emission and recycling policy; Social aspect covers the impact of business operation on human rights, health, labour and towards other communities (Blake-Beard, Katsoulakos and Katsoulacos, 2007 et al., 2010).

All of these difficulties are intensifying, causing organisations to modify, manage, and implement new innovative work arrangements. (Carvalho and Martens, 2017)

5.4 Why FWA?

Traditional work arrangements are carefully defined, limited in time and space, and are founded on the notion that workers are supposed to concentrate only on their task. (Hyland and Rau, 2002) Many organisations are still working on this concept (Gajendran and Harrison, 2007) As a consequence, they do not give sufficient flexibility for today's workforce and are unable to adjust to changing events, circumstances, and demands.

With the passage of time, the internet-enabled on-demand economy, the growing number of IT- based economies, and the confluence of megatrends such as digital disruption, smart industrial artificial intelligence, and global connectivity are altering the work environment. The internet- driven on-demand economy, the expanding number of IT-based economies, and the convergence of megatrends including digital disruption, smart industrial artificial intelligence, and global connectivity are transforming the employment environment over time. Madden, 2016, Engineering and Medicine, 2017, Mar 2016 (National Academies of Sciences). The workplace is changing and becoming more contemporary, with more flexible working options. (Lake, 2013)

Transformations in technologies, markets, lifestyles, and workforce composition create new contexts in which businesses must organise their work processes.

Changes in technology, markets, lifestyles, and the makeup of the workforce all provide new settings in which businesses must conduct their operations.

The following nine trends, as identified by Lake (2013), give background for change in moving toward more flexible work practises:

- a. Outsourcing, re-engineering, and lean organisations
- b. The proportion of women in the workforce is increasing;
- c. Changes in the workforce and demographics;
- d. Personal autonomy and individualism
- e. The line between work and home is blurring; Globalization is number six.
- f. Manufacturing decline, development of service and information economies; GDP SOL
- g. The use of information and communication technology (ICT) in the workplace and personal life;
- h. Environmental sensitivity.

5.5 Benefits and importance of FWA:

Increase the ability to participate: The ability to participate in work that was previously not possible due to factors such as caring responsibilities, health issues, or worker location.

Enhancement of work-life balance: It allows an employee greater flexibility in completing his work. As a result, they manage their personal and professional lives well.

Job Contentment: It increases an employee's satisfaction with his or her job by giving them more autonomy in their work.

More chances of success: Every employee at FWA gives their all, which increases the chances of success in any organisation.

Increase your ability to attract top talent: Because of FWA, a company can attract employees, and as a result, they are sometimes known as the employer of choice for Millennials.

Improve your ability to retain employees: By enabling them to be flexible with their employment. Employees can handle their personal lives easily, which encourages them to stay with their company.

Better employee health, safety, and happiness: Employee health and well-being increase as a result of the reduced stress level and good support.

Reduced absenteeism: Absenteeism is lower in organisations where FWA is used compared to organisations where FWA is not used or used in a limited way. Employees are more active and absenteeism is low as a result of improved health and mobility to adjust work-life schedules.

Increased workforce diversity: Here, diversity is measured more in terms of gender, age, and geographical boundaries. People are not restricted to the traditional Monday-Saturday or 9-to-5 work week; they can contribute from anywhere and at any time.

Innovation: When we provide varied FWA to workers, we provide them autonomy, which leads in psychological progress, and they now have time to perform something worthwhile and produce unique ideas.

More stands for women: This provides women greater freedom to do their tasks at their leisure. Women confront several hurdles while working, including maternity leave, child care obligations, and giving care to the elderly.

5.6 Benefits from Environmental POV:

Sustainability Dimensions	Flexible employment arrangements have a number of advantages for Employees' needs	Flexible employment arrangements have a number of advantages. Employer's perspective
Environmental	<p>Fewer rush-hour travels</p> <ul style="list-style-type: none"> • Lower time and fuel use • Lower air pollution • Increased recycling and trash reduction <p>A less consumer-driven way of life*</p>	<p>*Saving money on things like water, coffee, and paper towels.</p> <ul style="list-style-type: none"> • Increased recycling and waste reduction • Employer image that is environmentally friendly

The key advantages of FWAs are reduced use of various types of resources by both employees and companies, improved work-life balance, reduced stress, increased productivity, improved employee satisfaction, and improved health outcomes (Ramuné et, al., 2018)

5.7 Empirical Evidence:

Apart from this all there are also some numerical figures which entail the benefits of FWA in quantitative terms. These all below mentioned facts and figures are taken from FLEXIBLE WORKING SOLID FACTS which was released by Regus.com in July 2018 which was the result of a study in 16 countries which are Australia, Austria, Canada, China, France, Germany, Hong Kong, India, Japan, Netherlands, New Zealand, Poland, Singapore, Switzerland, United Kingdom and the United States.

Findings are as follows –

- a. By 2030, the economies of the 16 countries studied will have contributed more than \$10 trillion to the global economy.
- b. Flexible working might save about 3.5 billion hours of travel time in 16 nations by 2030;
- c. By 2030, flexible working could save 214 million tons of carbon dioxide in carbon emissions;
- d. According to a recent Regus analysis, flexible working may enhance the US economy by \$4.5 trillion yearly by 2030, while China and India might earn \$1.4 trillion and \$376 billion annually, respectively. (Regus,2018, key findings, p. 3).

Due to this, all above benefits more organizations are offering flexibility in performing work remotely to meet employees demand work-life balance (Galinsky, Bond & Sakai, 2008). As found in research remote working not only helps workers in balancing their work & family, but it also reduces operating costs, saves costs related to employee turnover, and helps attract and retain talented employees for an organization (Saltzstein, Ting & Saltzstein, 2001; Stavrou,2005)

5.8 Research Methodology:

In this review article descriptive research technique has been used throughout the study. Secondary data are taken into consideration as evidence to support our argument. Quantitative as well as qualitative studies both are taken into consideration in this study.

5.9 Conclusion:

The purpose of this study is to depict the clear views and ideas over the importance of FWAs for sustainable development of business and managing organizations in future. Right now we are in the 4th Industrial revolution in this we have seen the impact of globalisation, technologies, demanding customers, gig economy and these all have changed the perception of the organisation from being archetypal to being modern and adaptable. We need to implement better practices to survive and thrive and on the other hand, we need to take care of our environment as well. The traditional business perceives nature as an equally accomodating dumpsite on the hand we have horrendously degraded our environment. Now the time has come to take initiatives by which we can manage our business and environment as well. To manage it successfully we need to merge sustainability, social responsibility, environmental steward governance and economic benefits into current business practices.

This research focuses on the extraordinary advantages of FWAs. FWAs are the cure for business and environmental management. Workers who have access to flexible working arrangements are more likely to engage in pro-environmental initiatives at work and at home, according to a study paper titled "Work, life, and sustainable living" from the Centre for Work + Life at the University of South Australia.

According to the Centre for Work + Life research, employees who were satisfied with their working conditions were less inclined to prioritize convenience and more likely to participate in more ecologically friendly behaviors.

In nutshell, FWAs are attractive from both employer and employee perspectives. It is a bonanza for balancing the combination of 3Ps profit, planet and people.

5.10 References:

1. Bassett, B. (2008). Working with Generation Y. *OfficePro*, 68(2), 16
2. Blake-Beard, S., O'Neill, S.R., Ingols, C., Shapiro, M. (2010). Social sustainability, flexible work arrangements, and diverse women. *Gender in Management: An International Journal*, 25 (5), 408-425. C, Ramunè., V, Milita., A Rūta (2018).
3. Centre for life + work (2013, December) *Work, life and sustainable living: How work, household and community life interact to affect environmental behaviours and outcomes*. Retrieved from https://www.unisa.edu.au/contentassets/a8461340d3ca4464a85b67cbaa3eb138/work-life-and-sustainable-living-report_final.pdf
4. Chartered Institute of Personal and Development (2019, January). *Megatrends Flexible Working*. Retrieved from https://www.cipd.co.uk/Images/megatrends-report-flexible-working-1_tcm18-52769.pdf
5. Gajendran, R. S., & Harrison, D. A. (2007). The Good, the Bad, and the Unknown About Telecommuting: Meta-Analysis of Psychological Mediators and Individual Consequences. *Journal of Applied Psychology*, 92(6), 1524 –1541.
6. Galinsky, E., Bond, J., & Sakai, K. (2008). 2008 national study of employers. Retrieved from <http://familiesandwork.org/site/research/reports/2008nse.pdf>
7. Georgetown University Law center (2010). *Workplace flexibility 2010* Retrieved from <https://scholarship.law.georgetown.edu/cgi/viewcontent.cgi?article=1009&context=legal>
8. Implementation of Flexible Work Arrangements for Sustainable Development. *European Journal of Sustainable Development* (2018), 7, 4, 11-21
9. Katsoulakos, T. and Katsoulacos, Y. (2007). Integrating corporate responsibility principles and stakeholder approaches into mainstream strategy: a stakeholder-oriented and integrative strategic management framework. *Corporate Governance*, 7 (4), 355-369.
10. Kossek, E. et.al. (2011). How Work–Family Research Can Finally Have an Impact in Organizations. *Industrial and Organizational Psychology*. 4. 352–369 P 8.
11. Lake, A. (2013). *Smart Flexibility. Moving Smart and Flexible Working from Theory to Practice*. Routledge.
12. Madden, C. (2016). Job flexibility over job security: generations at work. Hello Clarity. Retrieved from http://helloclarity.com.au/2016/08/16/job_flexibility_new_generations

13. Mar, B. (2016). What Everyone Must Know About Industry 4.0. Forbes. Retrieved from <https://www.forbes.com/sites/bernardmarr/2016/06/20/what-everyone-must-know-about-industry-4-0/#5c9c10a2795f>
14. Martens, M.L. and Carvalho, M.M. (2017). Key factors of sustainability in project management context: A survey exploring the project managers' perspective. *International Journal of Project Management*, 35, 1084–1102.
15. National Academies of Sciences, Engineering and Medicine. (2017). *Information Technology and the U.S. Workforce: Where Are We and Where Do We Go from Here?* Washington, DC: The National Academies Press.
16. Ramunė Čiarnienė¹, Milita Vienažindienė², Rūta Adamonienė(2018). Implementation of Flexible Work Arrangements for Sustainable Development *European Journal of Sustainable Development* (2018), 7, 4, 11-21
17. Rau, B. and Hyland, M. (2002). role conflict and flexible work arrangements: the effect on applicant attraction. *Personnel psychology*.55.111-136 P 117
18. Regus (2018, July). Flexible working solid facts. Retrieved from http://vastgoedberichten.nl/wp-content/uploads/2018/10/181017-Regus_FlexibleWorkingSolidFacts_SummaryReport.pdf Review, 16(2), 86–94.
19. Saltzstein, A., Ting, Y., & Saltzstein, G. (2001). Work-family balance and job satisfaction: The impact of family-friendly policies on attitudes of federal government employees. *Public Administration Review*, 61, 452-467.

6. Impact of HRM Practices on Employee Engagement in Indian Private Banks

Pooja Yadav

Research Scholar,
Birla Institute of Technology,
Mesra (Lalpur Extension Centre),
Ranchi, Jharkhand, India.

Dr. Abhaya Ranjan Srivastava

Assistant Professor,
Birla Institute of Technology,
Mesra (Lalpur Extension Centre),
Ranchi, Jharkhand, India.

Abstract:

Recent years have seen a significant increase in the importance of employee engagement among academics and business consultants. Employee engagement still needs more attention in the academic research community, nevertheless, considering how crucial it is to comprehend the many antecedents of it. Examining the link between employee engagement and human resource management (HRM) practices is the goal of this study. The information was gathered from 118 employees of private sector banks in Delhi and Uttar Pradesh. The study has made use of regression analysis. According to the study's findings, there is a strong correlation between employee engagement and salary as well as training and development.

Keywords: *Employee Engagement, HRM Practices, Private Sector Banks.*

6.1 Introduction:

Over the past few years, interest in employee engagement has grown among academics, researchers, and a variety of corporate practitioners. According to, a company's competitiveness and success are built on its ability to engage its employees (Gruman and Saks, 2011). Employee involvement is positively correlated with performance outcomes, according to research by Macey et al. and Kahn (1992). (2009). According to Macey et al., employee engagement can also give a company a competitive advantage (2009). Employee engagement has been cited in numerous studies by Baumruk (, 2004), Richman (2006), Kular et al. (2008), and Shuck & Wollard as a crucial factor in shaping a person's behaviour, attitude, and performance in the workplace (2010).

Additionally, studies have shown that employee involvement has a favourable impact on a company's profitability, return on assets, and financial results (Xanthopoulou et al., 2009). Employee involvement has been shown to have a favourable impact on both client

happiness and job performance (Macey et al., 2009). (Salanova et al., 2005). According to a different study, firms must prioritise having engaged workers because their contributions increase the bottom line (Demerouti & Cropanzano, 2010).

Therefore, it is important to put an emphasis on employee engagement to boost organizational performance and obtain a competitive edge. The Gallup survey from 2012 emphasised in the study that only 13% of employees worldwide are engaged on average, indicating that the majority of them are disengaged. Due to the majority of employees' lack of motivation and improper involvement, this high level of employee disengagement means that there are no organizational outcomes. According to this report, low engagement levels are a major challenge for all organisations worldwide. Another study by Kahn (1990) found that a low degree of employee engagement can obstruct employees' ability to work and be productive because disengaged workers are not psychologically present at their workplaces. For instance, Bates (2004) calculated that the cost of productivity loss caused by disengaged workers in the USA might reach USD 300 billion annually.

On the other side, employee engagement levels have a beneficial impact on an individual's success within the company (Saks, 2006). Additionally, researchers have demonstrated that motivated individuals are successfully and enthusiastically attached to their work (Schaufeli & Salanova, 2007), which positively affects a number of organizational performance measures like employee productivity, loyalty, and customer satisfaction (Harter et al., 2002). As a result, employee engagement is crucial to the organization's performance. Kahn (1990) asserts that three psychological factors, namely psychological usefulness, psychological safety, and psychological availability while at work, determine an individual's level of participation (Huselid, 1995).

Human resource management (HRM) strategies claim a beneficial relationship between employee motivation and behaviour (Delery and Shaw, 2001). As a result, drawing a link between HRM practices and employee engagement makes reasonable. Rarely has the relationship between common HRM procedures and employee engagement been researched in the past. Menguc et al. (2013), for instance, looked at the relationship between employee engagement, supervisory service, and supervisory feedback. Given this situation, it is reasonable to draw the conclusion that figuring out how to increase employee engagement at work is the primary problem. The purpose of this study is to determine how HRM practices affect employee engagement.

6.2 Literature Review:

6.2.1 Employee Engagement:

Employee engagement is defined as the positive views that employees have toward their employers and may help them execute their jobs more efficiently for the benefit of their employers, according to various past studies (Karatepe, 2013). Employee engagement, according to Kahn (1990), is the psychological state of mind that workers experience when they do their assigned tasks. In order to improve employees' psychological wellness and support organisational success, the author identified three psychological conditions: psychological availability, psychological meaningfulness and psychological safety.

The concept of burnout has been the focus of numerous investigations (Maslach et al., 2001). They contend that these are the key differences between the essential traits of engagement and burnout: energy and dedication for engagement, and exhaustion and cynicism for burnout: (Barkhuizen and colleagues, 2014) Employee involvement, as defined by Rothbard (2001), is the psychological presence of employees at work, much like Kahn (1990) did. He went on to add that two essential elements of engagement—employees' focus and level of involvement—should also be taken into consideration.

Employee Absorption refers to the intensity of one's focus on a part and the state of being immersed in that part, whereas attention has to do with cognitive availability and how much time is spent thinking about a part. Existing research identifies a variety of traits that help a person perform better at work than a disengaged employee. These factors can be divided into three categories. First off, joyful moods give engaged workers a boost in confidence and a positive attitude on their work (Timms et al., 2015), which could lead to greater performance (Bakker et al., 2012).

Additionally, by enabling workers to consider a wider range of ideas and options, positive emotions like happiness, interest, and contentment support the development of their personal resources (i.e., their physical, intellectual, social, and psychological capabilities) and may ultimately improve results. Second, because they have more physical resources than disengaged workers, engaged employees perform better.

Previous studies have demonstrated a favourable correlation between financial resources and involvement. For instance, according to Shuck and Reio's (2014) research, engaged workers report less psychosomatic problems than disengaged workers. According to Agarwal (2014), there is a correlation between labour capacity and engagement among Indian workers. Thirdly, in accordance with the "laws" of the exchange philosophy, employees of an organisation who get psychological and financial resources feel obligated to repay the organisation (Cropanzano & Mitchell 2005). Saks (2006) continued by stating that becoming more involved is one method for employees to give back to their employer. As a result, when a worker's psychological contract has been met, they are more driven to put forth more effort in their work (Khan, 1990).

6.2.2 HRM Practices and Employee Engagement:

According to several researchers, effective HRM procedures foster employees' psychological well-being, which may inspire them to attain organisational goals and objectives (Becker et al., 1998). The definition of HRM practices is the process of overseeing employees who work with other resources to achieve organisational goals (Schuler & Jackson, 1987; Wright & Snell, 1991, Schuler & MacMillan, 1984). HRM techniques are created for driving the workforce toward corporate performance and include highly committed organisational practices including salary, training, employee participation, selectivity, and flexible work arrangements (Huselid, 1995; Becker et al., 1998; Delery & Shaw, 2001).

In order to improve organisational performance, Gruman & Saks (2011) created a model illustrating the connection between performance management and employee engagement.

Employee engagement may be impacted by the overall performance management process, claim Gruman and Saks. According to Mone and London (2010), implementing good performance management techniques can aid in fostering and maintaining a high level of employee engagement, which raises performance. Suan and Nasurdin (2014) made a similar argument, asserting that training, prizes, and performance reviews increase employees' motivation for their work and enhance it. Additionally, prior studies have discovered a suppositional basis for the relationship between HRM practices and employee engagement under the standards of SET that contends that if organisations give their employees resources through HRM practices, the workers will be compelled and engaged to perform their work at a higher level (Karatepe, 2011). In light of this, a link between HRM procedures and employee engagement may be suggested.

6.3 Training and Development:

Training and development are considered as one of the key predictors of employee motivation and performance in the HRM literature. Researchers have proposed that training and development programmes be created and financed by organisations to enhance workers' task-related skills and capacities so that workers can handle challenging workplace scenarios (Karatepe et al., 2007, Yang & Fu, 2009,; Schlesinger & Heskett, 1991). As a result, it is anticipated that the organization's greater degree of training and development will aid in their improvement of performance and skills. In his study, Kahn (1990) also made the case that businesses may provide staff members the tools they need to execute their jobs more effectively and more engaged by investing in training and development initiatives. Additionally, training and development initiatives support employees' self-assurance and availability in their roles (Gruman & Saks, 2011). Additionally, research has linked training and development to improvements in workers' psychological well-being (Luthans et al., 2008). Mental health and employee engagement are favourably associated (Gruman & Saks, 2011). The SET guidelines, which specify that when employees see their company is concerned about how they will develop, this trend can also be explained. When a corporation makes an appropriate investment in training programmes, the employees reciprocate by becoming more committed to achieving the firm's goals. 2013 (Karatepe).

A. Compensation:

Organizations frequently utilise compensation as a primary HRM approach to motivate people to work hard. According to Kahn (1990), employee engagement will increase as long as they believe their company offers a fair compensation package for the work they do. Numerous empirical studies (such as those by Batt, Colvin, and Keefe (2002) and Grace & Khalsa (2003) show a strong positive correlation between compensation and favourable employee opinions of the organisation. Employees in Lebanon's public and private sectors were more engaged when they received a fair wage package, according to Azoury et al. (2013). Additionally, according to SET, employees will be more engaged if they feel that their organisation is providing resources that are appropriate for the work they are doing (Saks, 2006). On the other hand, a number of studies (including Anitha, 2014; Sarti, 2014) found a weak association between pay and performance. According to the previous discussions, it is anticipated that the appropriate compensation policies will aid in enhancing employees' psychological wellbeing and raising engagement levels.

6.4 Objective of the Study:

The study's overarching goal is to examine the effects of two crucial areas—compensation and training on employee engagement. The following are the study's primary goals:

- a. To study the impact of HRM practices on employee engagement.
- b. To study the impact of training and development on employee engagement.
- c. To study the impact of compensation on employee engagement.

Hypothesis:

In light of the study's goals, the following hypothesis was developed and put to the test:

Hypothesis 1: The independent variable training and development has a favourable association with employee engagement, according to hypothesis 1.

Hypothesis 2: Employee engagement and the independent variable compensation are positively correlated.

6.5 Research Methodology:

The purpose of the current research is to assess how HRM practices have affected employee engagement at private banks in Delhi and Uttar Pradesh. Both primary and secondary sources were employed in the investigation. The study's secondary sources were taken from textbooks, research papers, journals, and news stories that were relevant to the topic. The workers of private banks in the study area served as the main sources of the data. Convenience sampling is used in the study. The study's intended audience consists of bank personnel in the private sector. The organised questionnaires are used to gather the responses. 160 surveys are issued total, and 118 have been filled up and returned.

6.6 Result and Discussion:

A. Demographic Profile:

The demographic profile of bank employees is displayed below. Out of 118 samples, Table 6.3 (appendices) reveals that 52.5 percent of respondents are men and 47.5 percent are women. The majority of respondents are single, as shown by Table 6.4 (appendices), which shows that 47.5% of respondents are married and 52.5% of respondents are single. The age of the respondents is displayed in Table 6.5 (appendices). It shows that 38.1 percent of respondents are under the age of 30, while 50.0 percent of employees are between the ages of 31 and 40, and 11.9 percent of respondents are between the ages of 40 and 50. The educational backgrounds of the respondents are shown in Table 6.6 (appendices), which shows that 11.9 percent of the respondents have a graduate degree, while 70.3 percent have a postgraduate degree and 17.8 percent have a different educational background. Table 6.7 (appendices) lists the names of the banks to which the respondents belong; it reveals that 6.8% of respondents work for ICICI Bank, 10.2% for HDFC Bank, 6.8% for Yes Bank, and 76.3 % for other private banks.

B Variables Measurement: Utilizing a five point Likert scale, the replies are totaled: strongly disagree (1) to strongly agree (5). Regression analysis and Cronbach's alpha for reliability are the statistical methods used in the current study. With a Cronbach's alpha value of .661, a 7- item scale was modified to measure employee engagement.

There are 12 total items measuring all the aspects of HRM practices, including compensation, training and development. 5 elements have been used as compensation, and its Cronbach alpha value is .559. Similarly, 7 items with a Cronbach alpha value of .683 are used to measure training and development.

C. Regression Analysis:

The findings of the regression analysis used to assess the relationships between the independent variables (HRM practices) and the dependent variables are shown in Table 6.1. (Employee Engagement)

Table 6.1: Regression Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636 ^a	.405	.394	.26733
a. Predictors: (Constant), COMP, TD COMP (compensation), TD (training development)				

Table 6.2: Coefficients Results

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.513	.285		5.317	<.001
	MEANTD	.170	.051	.266	3.342	.001
	MEANCOMP	.447	.075	.476	5.985	<.001
a. Dependent Variable: EE (employee engagement)						

Additionally, it is determined that the regression equation is significant (F=39.10, p. 001), and the R2 value for the regression line is .405; this indicates that independent factors can account for 40.5 percent of the variance in the dependent variable. The regression coefficient results show a significant and positive link between training and development and compensation (r=.266) and employee engagement (r=.476, p.001). Since there is a statistically significant correlation between employee engagement and HRM factors like compensation and training and development, hypotheses H1 and H2 are supported.

6.7 Discussion:

From the results shown above, it can be concluded that employee engagement is positively correlated with banking workers' perceptions of HRM practices relating to remuneration and training and development, and the correlations between the variables are statistically significant. These results imply that salary and training and development are key determinants of the level of engagement of banking personnel in Delhi and Uttar Pradesh.

The results of this study indicate a substantial positive association between compensation and employee engagement in this scenario, which is consistent with earlier research by Azoury et al. (2013) who discovered a similar relationship in Lebanon. According to their analysis, the majority of bank employees in Lebanon come from middle-class or low-income families, therefore higher pay can encourage staff to work more. According to Juhdi et al (2013) Malaysian workers who receive high pay packages exhibit high levels of engagement.

Many academics have stated that enticing compensation is a key factor in encouraging workers to be more engaged at work, particularly in developing nations (Bergmann, 2001). Nevertheless, some other research (such as Anitha (2014) and Sarti (2014) did not discover a substantial link between pay and employee engagement. In their study, Sarti and colleagues (2014) discovered that pay had little influence on caregiver participation in Italy.

However, the results for training and development show a significant relationship between training and development and employee engagement, which is consistent with findings from other studies. Manuel (2014) noted in his study that there is a strong relationship between training and employee engagement because it helps employees feel valued and understand their significance, which in turn encourages them to engage more with the organization.

A different study by Huang and Su (2016) revealed that staff training and development serve as a platform for fostering a sense of achievement and advancement, hence raising employee engagement levels. Employees believe that the training provided to them increases their level of engagement, satisfaction, and motivation to work in their banks, according to Afroz (2018), who focused on the research of employee engagement in the banking sector in Bangladesh. This study demonstrates a significant link between employee engagement and training and development. The outcomes are consistent with the earlier research that was done in different settings. In their study, Otieno et al. (2015) explained that when employees receive various benefits from the organisation, such as training and other resources, they are more likely to feel responsible to return the business by increasing their job engagement.

According to Shantz et al. (2013), training can boost employee engagement by encouraging a positive outlook and helping people build a work-related mentality that is defined by vigour, determination, and absorption.

6.8 Managerial Implications, Limitations and Conclusion:

The results of the current study have revealed a number of important insights regarding the connection between employee engagement and HRM practices. As this study includes a

number of job-related predictors of employee engagement, it will be vital to look at other important antecedents of employee engagement, such as organisational support, fairness, incentives and recognition, perceived supervisor support, etc. Work features, justice dimensions, and empowerment are three HRM strategies that may have an impact on employee engagement. As a result, future research may examine a wide range of factors that influence employee engagement. Future studies may consider more HRM strategies in order to pinpoint the most crucial engagement components.

In the future study, other variables like hardiness, positivism, self-efficacy, etc. could be included as they are personality traits that can affect employee engagement. In certain research, such as Maslach et al. (2001), self-esteem and locus of control were found to be significant predictors of burnout (opposite of engagement). According to the findings of their study, (Cropanzano & Mitchell, 2005), employees who have significant feelings of trade have strong obligations to follow the rules of reciprocity. Thus, the social exchange tenet might be used to analyse the relationship between various variables and participation.

Future studies could examine the role that the reciprocal ideology plays in mediating the relationship between different organisational practices and employee engagement. The study also has a number of practical applications. The findings of this study will help managers and decision-makers in the banking sector in Delhi and Uttar Pradesh understand how various HRM strategies might increase employee engagement. These findings can help managers and policy makers use employee engagement and human resource management practices to raise employee engagement levels and provide their banks a competitive edge in the modern economy. For businesses like banks, achieving employee engagement is essential for gaining a competitive edge.

The current study adds to knowledge in a number of ways, but it also has certain drawbacks. For instance, only workers of the several private sector banks in Delhi and Uttar Pradesh are included in this analysis. Therefore, additional financial institutions, insurance firms, NBFCs, etc. may also be included in the future study. The study's use of cross-sectional data, which makes it difficult to identify the causes of differences in variables, is another drawback. In order to clarify the causation, future study may employ a variety of additional survey tools and may take into account longitudinal or experiment research designs.

The study's focus on employees of private sector banks in Delhi and Uttar Pradesh precludes generalising its findings about the role HRM practices and employee engagement in other contexts. This is another study's drawback.

Employee engagement has been seen as an important construct among practitioners and academicians, but there hasn't been much empirical research done on the topic, as indicated by (Karatepe & Demir, 2014). The study presents empirical information concerning the connection between HRM practices and employee engagement, which can help managers and policy makers of private sector banks with offices in Delhi and Uttar Pradesh better understand how to increase employee engagement using effective HRM practices. Therefore, this study may serve as a strategic tool for bank managers and policy makers to learn how to increase employee engagement.

6.9 Bibliography:

1. Aarabi, M., Subramaniam, I., & Akeel, A. (2013). Relationship between motivational factors and job performance of employees in Malaysian service industry. *Asian social science*, 9(9), 301.
2. Agarwal, U. (2014). Examining the impact of social exchange relationships on innovative work behaviour: role of work engagement. *Team performance management*, 20(3/4), 102-120.
3. Albrecht, S. (2012). The influence of job, team and organizational level resources on employee well-being, engagement, commitment and extra-role performance: Test of a model. *International Journal of Manpower*, 33(7), 840-853.
4. Azoury, A., & Sleiaty, F. (2013). Employee engagement in family and non-family firms. *International Strategic Management Review*, 1(1-2), 11-29.
5. Bakker, A. B., & Bal, P. (2010). Weekly work engagement and performance; A study among starting teachers. *Journal of Occupational Psychology*, 83(1), 189-206.
6. Bakker, A. B., Demerouti, E., & Brummelhuis, L. L. (2012). Work engagement, performance and active learning; the role of conscientiousness. *Journal of Vocational Behaviour*, 80(2), 555-564.
7. Bakker, A., Demerouti, E., & Lieke, L. (2012). Work engagement, performance and active learning: the role of conscientiousness. *Journal of Vocational Behaviour*, 50(4), 555-564.
8. Barkhuizen, N., Rothmann, S., & Vijver, F. (2014). Burnout and work engagement of academics in higher education institutions: effects of dispositional optimism. *Stress and health*, 30(4), 322-332.
9. Bates, S. (2004). Getting engaged.
10. Baumruk, R. (2004). The missing Link: The role of employee engagement in business success. *Workspan*, 47(11), 48-52.
11. Bindl, U., & Parker, S. (2010). Proactive work behaviour: Forward thinking and change-oriented action in organizations. *American Psychological Association*, 2, 567-598.
12. Consulting, G. (2012). The relationship between engagement at work and organizational outcomes. *Gallup Management Journal*.
13. Delery, J. E., & Shaw, J. D. (2001). The strategic management of people in work organizations: Review, synthesis and extension. *Research in Personnel and Human Resource Management*.
14. Demerouti, E., & Cropanzano, R. (2010). From thought to action: *employee work engagement and job performance*. Hove: Psychology Press.
15. Fredrickson, B. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologists*, 56(3), 218.
16. Gruman, J. A., & Saks, A. M. (2011). Performance management and employee engagement. *Human resource management review*, 21(2), 123-136.
17. Harter, J., Schmidt, F., & Hayes, T. (2002). Business-unit-level relationship between employee satisfaction, employee engagement and business outcomes: a meta analysis. *Journal of Applied Psychology*, 87(2), 268.
18. Huselid, M. (1995). The impact of Human Resource Management practices on turnover, productivity and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672.

19. Jagannathan., A. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308-323.
20. Kahn, W. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.
21. Karatepe, O. (2013). High performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, 132-140.
22. Kular, S., Gatenby, M., Rees, C., Soane, E., & Truss, K. (2008). Employee engagement: A literature review. *Kingston Business School*.
23. Macey, William A., Schneider, B., Barbera, K. M., & Young, S. A. (2009). *Employee engagement: Tools for analysis, practice, and competitive advantage*. Wiley and sons.
24. Maslach, C., Schaufeli, W., & Leiter, M. (2001). Job burnout. *Annual review of psychology*, 52(1), 397-422.
25. Mengue, B., Auh, S., Fischer, m., & Haddad, A. (2013). To be engaged or not to be engaged: the antecedents and consequences of service employee engagement. *Journal of Business Research*, 27(1), 2163-2170.
26. Richman, A. (2006). Everyone wants an engaged workforce how can you create it? *Workspan*, 36-39.
27. Rothbard, N. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative science quarterly*, 46(4), 655-684.
28. Saks, A. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial psychology*, 21(7), 600-619.
29. Salanova, M., Agut, S., & Peiro, J. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty. *Journal of Applied Psychology*, 90(6), 12-17.
30. Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *HRM Development Review*, 35(2), 89-110.
31. Timss, C., O'Driscoll, M., Kalliath, T., Siu, O., Sit, C., & Lo, D. (2015). Flexible work arrangements, work engagement, turnover intentions and psychological health. *Asia Pacific Journal of Human resources*, 53(1), 83-103.
32. Xanthopoulou, D., Bakker, A., & Schaufeli, W. (2009). Work engagement and financial returns: A diary study on the role of job and personal resources. *Journal of occupational and Organizational Psychology*, 82(1), 183-200.

Appendices:

Table 6.3

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	62	52.5	52.5	52.5
	Female	56	47.5	47.5	100.0
	Total	118	100.0	100.0	

Table 6.4

		Marital Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	56	47.5	47.5	47.5
	Unmarried	62	52.5	52.5	100.0
	Total	118	100.0	100.0	

Table 6.5

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 30	45	38.1	38.1	38.1
	31-40	59	50.0	50.0	88.1
	40-50	14	11.9	11.9	100.0
	Total	118	100.0	100.0	

Table 6.6

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduation	14	11.9	11.9	11.9
	Post Graduation	83	70.3	70.3	82.2
	Others	21	17.8	17.8	100.0
	Total	118	100.0	100.0	

Table 6.7

		Bank_name			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ICICI Bank	8	6.8	6.8	6.8
	HDFC Bank	12	10.2	10.2	16.9
	YES Bank	8	6.8	6.8	23.7
	Others	90	76.3	76.3	100.0
	Total	118	100.0	100.0	

7. Role of Corporate Social Responsibility Education in The Job Seekers' Organizational Attractiveness – An Exploration of Professors' Perceptions and Expectations

Mr. Esrafil Ali

Research Scholar,
Department of Business Administration,
Sambalpur University,
Sambalpur, Odisha, India.

Prof. Biswajit Satpathy

Professor,
Department of Business Administration,
Sambalpur University,
Sambalpur, Odisha, India.

Abstract:

The main objective of this paper is to explore the perceptions and expectations of professors regarding corporate social responsibility (CSR) education in Western Odisha and investigate its role in job seekers' organizational attractiveness. This is a qualitative research study of professors in business management/engineering institutes and universities in Western Odisha. In-depth interviews were conducted with 20 professors (3 professors, 2 associate professors, and 15 assistant professors). Purposive sampling was used to select the professors engaged in teaching CSR courses.

The data were treated in Nvivo software and analyzed using thematic and matrix analysis. The study reveals that the professors perceive CSR education as an essential factor for job seekers making decisions. Results suggest that the present CSR courses and their teaching pedagogy need to be revamped and revised by the educational institutes/universities, considering the current requirements and expectations of the industry.

The findings also indicate a need for transformative learning for students to learn more awareness of the needs and benefits of CSR education. And can sensibly choose socially responsible companies for their career. Results indicate a change in how CSR is understood by innovative and new pedagogy. Study findings have implications for academic advisors, curriculum designers, teaching faculty, and industry practitioners. This paper is the first attempt to explore the perceptions and expectations of the professors about CSR education, considering Western Odisha as a case. The study addresses the gap in the present CSR education, its course coverage, teaching-learning techniques, students' expectations, and industry requirements.

Keywords: *Corporate Social Responsibility Education, Transformative learning theory, Job Seekers, Organizational Attractiveness.*

7.1 Introduction:

In this paper, we aim to investigate professors' perceptions at the business management and engineering institutes and universities in Western Odisha regarding the notion of Corporate Social Responsibility (CSR) education. Therefore, we discussed two main topics here: *CSR course teaching and its application in business and CSR as an attraction factor for jobs.*

As pointed out by Sleeper *et al.* (2006), Sobczak *et al.* (2006), and Cornelius *et al.* (2007), business students have positive sensitivity towards social issues. Also, the educational institute's culture has a more significant influence on the company's perceptions in terms of CSR. In this context, there is an increase in the expectations of students to learn CSR and apply the understanding in decision making, conflict-tackling about CSR issues. In another study, Kolodinsky *et al.* (2010) studied students' attitudes towards an organization's social responsibility. Results revealed that students who carry idealist perceptions give more importance to CSR. The study also indicated that CSR might appeal to such students for students with more caring and concern for others.

On a related note, Franco *et al.* (2017) researched and found that the students who value benevolence, social issues, morale, etc., are more attached to the organizational CSR philosophy. The result also indicates that as more involvement of students in the themes, the more chance of them to get connected with corporate CSR activities. In addition, Stadler *et al.* (2017) conducted a study to investigate the professor's perception of educational institutions concerning social responsibility initiatives. The study reported that the three factors – the professors positively take economic, legal, and ethical responsibilities.

In India, discussions on CSR education and teaching have increased owing to several factors, such as:

- Introduction of new CSR laws in India under the Companies Act, 2013
- Challenges faced by corporate while implementing CSR initiatives in India
- Issues in transparency in CSR spendings
- Narrow perceptions towards CSR initiatives

To bring about significant changes in the attitudes of business corporates in India, the new CSR law was enacted and implemented with various provisions. Due to this CSR mandate, companies that previously resisted spending money on CSR for societal development would come forward and make a significant contribution.

The law also mandates companies to form CSR committees for better regulations, monitoring, and recommendation on CSR activities. In India, companies face various obstacles in effectively implementing CSR initiatives due to a lack of expertise, skills, knowledge, and enthusiasm. The government could provide statutory guidelines for definite directions for implementing CSR efforts in different areas. In addition, companies in India

used to hide their annual profit amount if they were compelled to spend a fixed part on CSR. This invites unfair CSR practices and hinders transparency in CSR spending. These factors often create severe challenges for CSR efforts by Indian companies.

In Odisha, the government has always been way forward in implementing CSR initiatives through various projects and social development activities. The state has constituted a CSR Council under Chief Secretary, Govt. of Odisha as Chairman with 23 other members. The Council recommends various projects to Corporations located in Odisha while planning their CSR initiatives. The Council closely monitors the projects. The state has also developed and designed a portal called "Go Care," wherein all the pertinent information about CSR initiatives is available for the public.

In the financial year 2021-22, 102 projects are proposed by the Government Department of Odisha with Rs. 1439.51/- lakh. Before this, in the year 2020-21, there were 516 projects with Rs. 35438.55/- lakh spending. Likewise, in the year 2019-20, a total of 936 projects were proposed and approved with a cost of Rs. 38521.47/- lakh. The highest spending was observed in Rural Development area in all the years. The Odisha Government has proposed and approved

1230 projects for different sectors as of 2021. More projects are sanctioned for rural development and the second-largest area in education and skill development. Further, the health care sector has the third-highest projects. The areas such as technology incubators and disaster management are yet to receive the projects from the government According to a report, 21 PSUs and 285 private companies operating in Odisha. They have taken an active part in reaching the unreached districts of Odisha in terms of CSR initiatives. Angul, Ganjam, Jajpur, Jharsuguda, Keonjhar, Khordha, Koraput, Rayagada, Sambalpur, and Sundargarh have experienced more than 90% of CSR spending by the companies. However, few selected districts have received less than 15% of CSR support from the corporates.

To increase CSR spending in the untouched districts, the government has developed various strategies, such as building partnerships with corporates, NGOs, and MNCs, Innovative projects offerings, etc. Moreover, the government also generated more awareness among the public and community about CSR in Odisha.

In terms of CSR, corporates' contributions in Odisha are remarkable. Companies such as MCL, ACC, OMC, HAL, Emami, Tata Songe, Tata Steel BSL, etc., have taken active participation in Social and Community development. They have reached the unreached sector of Odisha for development and growth. Odisha has many success stories in terms of CSR project implementations. In 2019, Tata Sponge took various CSR activities, such as organizing an industrial training program in sewing for girls empowerment. The company has opened a residential school, "Residential Bridge School, to reduce the caste divide."

Similarly, Jindal Steel and Power have started on-the-job training and placement assistance to the apprentices. The company also started "Kishori express" for medical aid. Hindalco has a program called "Sanskar," a self-help group for women empowerment.

Axis Bank has joined hands with Harsha Trust to promote farm-based cultivation and boost agricultural livelihood. The company ACC Trust supports sustainable community development by helping the women of SHGs and non-SHG members.

More specifically, in Western Odisha, the government has constituted a council known as the Western Odisha Development Council for socio-economic development, fulfillment of the needs of the society in general, etc. Rich minerals surround Western Odisha. Most districts have iron, bauxite, coal, graphite, and manganese. This has resulted in various private and public sector organizations in the region. Organizations such as MCL, Hindalco, TRL, Vedanta, ACC, JSW, L&T, OCL, RSP are located in this region. It is important to note that Western Odisha experienced a wide geographical spread regarding CSR spending. From the year 2014-18, it was found that around 90% of the CSR activities are concentrated in only 10 districts of the state, out of which five districts were from Western Odisha only. The district of Angul, Keonjhar, Sundergarh has the highest spending in CSR. According to a report released by Odisha Govt., it was declared that the Boudh district of Western Odisha is an important center where there is an enormous scope of the corporates to contribute to CSR activities in the areas of cultural development and preservation of Odisha heritage. Significant companies of Western Odisha, such as MCL, Vedanta, Hindalco, TRL, SAIL RSP, etc., contribute to the state's development through their respective CSR initiatives.

It is also important to note that due to the Covid pandemic, many companies have come forward to join their hands as a part of CSR activities to help the Covid affected people in Western Odisha. MCL has signed an MoU with the Jharsuguda district administration to set up a 70- bed Covid hospital in Western Odisha. Further, Vedanta Limited is helping the farmers in their agriculture farming by joining their helping hands with the Department of Horticulture, Odisha Govt. As a part of internal CSR, Hindalco took a significant step to provide health insurance to their employees for Covid. In response to the Covid outbreak, ACC has stepped up to help the community by distributing foods to the needy, facilitating masks to the people, educating people as a part of their CSR initiatives. To fight the Covid, L&T has provided various medical aids, medical advice helplines, counseling, and quarantine facilities. Thus, it is imperative to note that the companies of Western Odisha are much ahead of CSR initiatives and projects for social and community development.

In Odisha, the government has adopted two significant initiatives to encourage CSR education and spread awareness among students and other stakeholders:

- Partnership building and stakeholder involvement
- Awareness generation and knowledge management

The government has initiated a strategic partnership with corporates and management institutes/universities to spread CSR education and awareness among the students and stakeholders. The research/knowledge management firms also assist in developing the best CSR practices and CSR knowledge in the students. Secondly, since the students located in Western Odisha are not much aware of the CSR activities, rules, and laws, awareness generation programs are implemented to understand CSR information on the trends of CSR spending, implementation, projects, etc.

The institutes/universities such as IIT, IIMs, NITs, IIITs, State Universities, Private B Schools have collaborated with corporates to organize various practical MDPs, Workshops, STPs, Live Projects, etc. learn practical aspects of CSR.

On the whole, CSR commitment in Odisha has made management institutes/universities pay more attention to CSR education and teaching to students. The institutes/universities located in Odisha play a vital role in social development, providing young students with opportunities to become qualified and competitive CSR professionals globally.

This is also to improve the students' knowledge about the company's CSR reputations and initiatives, which help them put themselves in place to choose a suitable company for employment. This guided the investigation to explore the role of CSR education in job seekers' organizational attractiveness.

Therefore, our study is an attempt to answer the following research questions (RQ):

RQ1. Is the CSR course taught in the curriculum sufficient to have overall students' perceptions and awareness about CSR? If enough, please elaborate on how? How does the course help students in dealing with business tasks, incorporating CSR in decisions, developing CSR obligation, conflict- tackling abilities relating to CSR, and fostering change in CSR behavior? What could be the other aspects of CSR that may be taught to students to enhance their capability in CSR-related issues?

RQ2. How much importance do graduates give to CSR over other factors like salary, career growth, place of job, etc., while choosing potential organizations for a job? Please elaborate in detail.

7.2 Empirical Literature:

CSR education and job seekers organizational attractiveness.

There are many ways that researchers conceptualized the relationship between CSR education and job seekers' organizational attractiveness.

Fukukawa *et al.* (2007) conducted a study about the values and attitudes of MBA Students towards social and environmental accountability. They found that the universalism value has a positive link and supports social and environmental responsibility. A study conducted by Christensen *et al.* (2007) reveals that majoring in business schools believes these topics should be a part of the curriculum. Further, the result also shows that the top 10 business school students want these subjects to be included in their courses.

Likewise, Amran *et al.* (2010) endeavored to study the experience of Graduate Business School in developing the new MBA program, specializing in sustainable development. The objective is to identify the need for sustainable education in the management field. The findings highlighted that most of the panel members advised to include sustainability education as a specialization course in the second year.

A study by Tseng *et al.* (2010) attempted to explore CSR education by taking the viewpoints of small and medium enterprises. The paper focuses on the CSR practices implemented by the small and medium enterprises and analyses their perceptions concerning CSR education. The findings suggest that large-scale enterprises focus more on CSR education than SMEs. More the scale of business creates a positive vibe for CSR involvement.

Further, the result also reported that many firms had CSR departments with CSR funding and annual reporting; they positively take the concerns of CSR issues. Another important finding of the study was that the CSR issues, CSR courses, and education might influence CSR implementation in the firms. The study also found that most firms have CSR reporting mechanisms necessary for an enterprise. Subsequently, in their research, Panwar *et al.* (2010) looked into the environmental science student's perceptions about CSR. The study indicates that the students are least satisfied with the industry's economic concentrations. Instead, the industry that takes care of the environmental issues is more significant. Additionally, Maxfield (2011) revealed in his study that teaching economics courses with CSR content considerably influences the students. They come to know the pricing and profit maximization of perfect markets in the lenses of CSR, which is very useful for their knowledge and development.

In their study, Mather *et al.* (2011) found that CSR is embedded into the program's curriculum in business management education. However, add-on training is required for the students to implement the CSR activities.

Holley (2012) views that the students give more importance to CSR aspects and value to include them in the curriculum for studies. Similarly, Cockalo *et al.* (2015) looked into a business student's attitudes towards CSR and Competitiveness. The study reported that an organization's competitiveness increases with the social responsibility of business. The students believe that CSR and competitiveness are interrelated to each other; however, other factors also may impact the competitiveness of an organization. Koljatic and Silva (2015) studied students' attitudes when they join the MBA program and after the program is completed in terms of social issues. The findings indicate that only the MBA students demonstrate a positive attitude towards socially responsible management in some cases.

Additionally, Andre (2016) views that stakeholders are essential to include when it comes to CSR perception. The ethics of care among stakeholders are significant while measuring CSR effectiveness. In a similar line, a study by Camilleri (2016) found that many organizations take the initiative to provide training and development programs to their employees to pursue higher studies and enhance their moral skills, corporate sustainability, and professional development. In contrast to these findings, Oltra *et al.* (2016), in their study, found that the student's ethical awareness does not depend on ethics/CSR courses unless they take such courses when they study in their higher education. Further, the findings also indicate that CSR courses may rarely help solve students' moral issues in their professional lives.

Jorge *et al.* (2017) conducted a study to understand including stand-alone courses on CSR and ethics. The result reveals that the courses related to CSR are viewed as soft courses in the MBA programs of various institutes compared to other courses. The CSR courses are

included as elective courses rather than core courses. Further, it was found that the institutions with AACSB rankings give more importance to CSR and ethics as elective courses than the institutions that are non-accredited. Jayakumar and Joshi (2017), in their study "Rethinking the role of management education in developing a new locus of CSR responsibility," found that program such as PGPDM helps develop the CSR orientations among the practitioners and implementers of CSR. The program is designed so that it helps teach CSR-related competencies.

Further, the program includes various projects and practical assignments that help develop the learners' professionalism. Owusu *et al.* (2017) investigated the environmental literacy among the students of Ghana. The study documents that the level of literacy among students about environmental issues is good. There is a positive relationship between students' interest in the environment and literacy.

Saxena and Mishra (2017) conducted a study on "CSR perception: a global opportunity in management education." The significant outcome of the survey indicates that CSR and corporate success are positively related. However, it was also pointed out that the CSR perceptions regarding short-term success are not as significant as the student's viewpoint. Leventhal *et al.* (2017) empirically analysed the effect of age and gender on CSR attitudes and education. The paper shows a gender difference concerning CSR attitudes and responsible management education. Junior *et al.* (2018) studied the perspectives of Brazilian students about CSR. They found that the students give importance to philanthropic aspects of CSR first, and then to ethical and economical. Holtbrugge and Oberhauser (2019) undertook an empirical study of students' CSR orientations in Indian perspectives. The study reveals that business education helps build socially-minded students, which results in strategic CSR orientations among students.

The above findings suggest that most of the studies were undertaken considering the scenario of a global context. Significantly few studies are associated with Indian students/job seekers. Therefore, there is a long way to move and explore this relationship of education and job seekers' organizational attractiveness in the Indian context. Previous literature also suggests an urgency for further studies on the relevance of CSR teaching and learning in educational institutions. Overall, the literature indicates that the need for CSR education and its importance in students' careers are essential; however, the inclusion of effective CSR teaching and learning pedagogy in the formal courses is a question. Therefore, this issue has posed a significant challenge to recuperate new CSR learnings, skill improvement, and practical applications. Secondly, this gap also challenges new job seekers to strategically choose companies for the job in terms of CSR reputation, considering CSR learning as a base.

- ***Transformative learning theory:***

The transformative learning theory was initially developed by Mezirow (1978). Transformative learning theory involves the identification of learners' critical reflections. It also comprehends the learner's beliefs, attitudes, and emotional reactions. This theory states the process by which an individual engages in critical thinking that helps in a profound shift in their perceptions and perspectives towards a very relaxed and justifiable

way of looking at themselves and the environment around them (Cranton and Wright, 2008). According to Mezirow (2003), transformative learning theory indicates a new and revised interpretation of the experience, guiding future action. **Figure 7.1** captures the process involved in the theory. Therefore, the theory proposes that “the first element in understanding how individuals process new knowledge is transformative learning. It is about contributing to a more significant social change through education, which makes appealing to social and sustainability learning”.

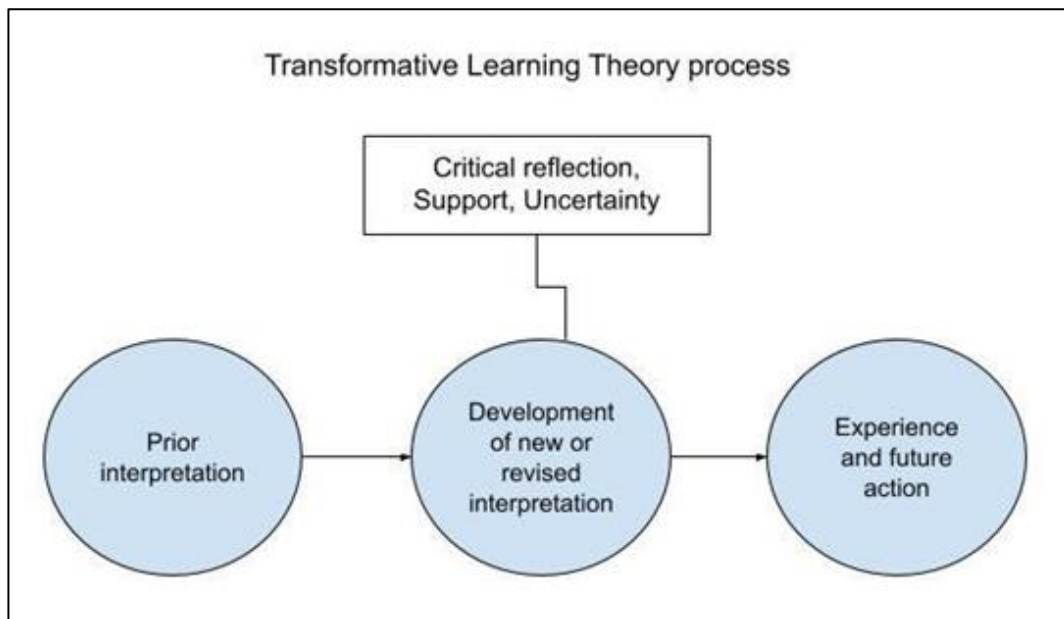


Figure 7.1: Process Involved in Transformative Learning Theory

Source: Researcher's own creation

Caspersen *et al.* (2014) state that the “learning outcomes” from transformative learning process refer to what learners are capable of doing and thinking by the end of the learning period." Following the deployment of transformative learning theory in the study on sustainable education, Aboytes and Barth (2020) made a case for a transformative learning approach to CSR education by suggesting that the implications of transformative learning theory induce new insights into CSR education.

- ***The research framework of the study:***

Figure 7.2 captures the research framework of the study. It shows that the CSR education (such as CSR skills, CSR experimental learnings, CSR sensitivities) taught by professors influences the job seekers. The effectiveness of this teaching-learning process will affect the job seekers' perceptions towards organizational attractiveness in terms of CSR. Suppose the job seekers understand to assess the new roles, relationships, and actions critically and build a deeper self- understanding level. In that case, it might transform their perceptions' level of influence.

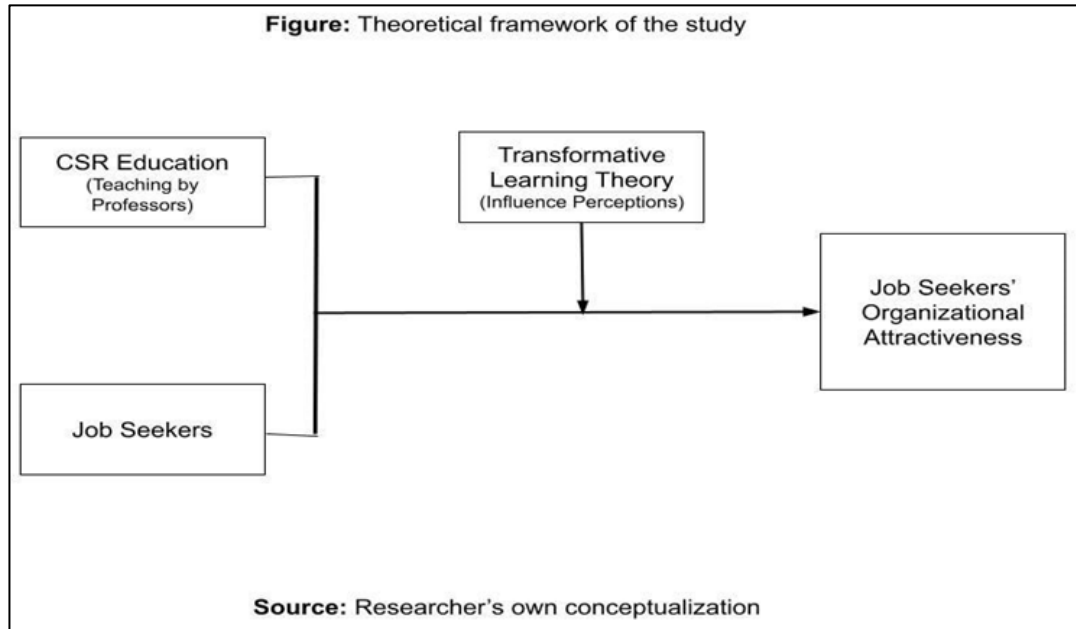


Figure 7.2: Research framework of the study

Source: Researcher's own

7.3 Research Methodology:

- *The approach of the study:*

This study intends to assess the viewpoints of professors on CSR education. Hence, the study adopted the qualitative mode of inquiry. This approach helps understand the personal perspective on a specific issue, event, or circumstance (Hale *et al.*, 2007). According to Bradbury-Jones *et al.* (2010), the qualitative study helps the researchers to obtain the perceptions and perspectives about CSR.

- *Population and sample:*

The population for the study comprised of Professors who teach CSR courses in business management and engineering institutes and universities of Western Odisha. It is recommended that a small and diverse nature sample be adopted for qualitative research (Oberseder *et al.*, 2011); we selected 20 Professors for our study. According to Warren (2002), the recommended sample for academic research is between 20-30. The study applied purposive sampling for choosing the respondents (Devers and Frankel, 2000). Very few business management and engineering institutes and universities in Western Odisha have CSR as a compulsory or elective course for students. Thus, Professors from five universities and three institutes were purposively selected for the study (**Table 7.1** presents the name of institutes/universities for the study). BPUT, GMU, OSOU, SU, VSSUT, IIMS, NITR, RIMS were the universities and institutes selected.

Adopting the theory of "data saturation" to achieve the sample data source, we chose 20 Professors from 8 institutes/universities.

Table 7.1: Name of Institutes/Universities and abbreviations used for the study

No.	Institutes/Universities	Abbreviations
1	Biju Patnaik University of Technology	BPUT
2	Gangadhar Meher University	GMU
3	Indian Institute of Management Sambalpur	IIMS
4	National Institute of Technology Rourkela	NITR
5	Odisha State Open University	OSOU
6	Rourkela Institute of Management Studies	RIMS
7	Sambalpur University	SU
8	Veer Surendra Sai University of Technology	VSSUT

- **Sample descriptions:**

In all, 20 Professors (3 professors, 2 associate professors, and 15 assistant professors) participated in the research. They were associated as BPUT (3), GMU (2), IIMS (2), NITR (2), OSOU (2), RIMS (2), SU (5), and VSSUT (2). Table 7.2 presents the details of respondents and their designations. Of the total respondents, 12 were male, while the remaining were female (Table 7.3).

Table 7.2: Details of respondent's designation

No.	Institute/University	Respondents			Total
		Assistant	Associate	Professor	
1	BPUT	3	0	0	3
2	GMU	2	0	0	2
3	IIMS	2	0	0	2
4	NITR	1	1	0	2
5	OSOU	1	0	1	2
6	RIMS	1	0	1	2
7	SU	3	1	1	5
8	VSSUT	2	0	0	2
	Total	15	2	3	20

Table 7.3: Details of respondent's gender

No.	Institute/University	Respondents		Total
		Male	Female	
1	BPUT	1	2	3
2	GMU	1	1	2
3	IIMS	1	1	2
4	NITR	1	1	2
5	OSOU	2	0	2
6	RIMS	1	1	2
7	SU	3	2	5
8	VSSUT	2	0	2
	Total	12	8	20

The respondents were purposely selected with at least three or more years of teaching experience. This is because of their understandings of the CSR education being investigated (Table 7.4 depicts the respondent's experience). The study respondents comprised professors, associate professors, and assistant professors of the sample unit. The reasons for choosing this category of professors were their exposure and experience in CSR education and teaching expertise (Ryan *et al.*, 2007).

Table 7.4: Details of respondent's experience

No.	Respondents Code	Designation	Years of Experience
1	BPUT01	Assistant Professor	15
2	BPUT02	Assistant Professor	8
3	BPUT03	Assistant Professor	5
4	GMU01	Assistant Professor	10
5	GMU02	Assistant Professor	11
6	IIMS01	Assistant Professor	21
7	IIMS02	Assistant Professor	15
8	NITR01	Associate Professor	12
9	NITR02	Assistant Professor	3.5
10	OSOU01	Assistant Professor	5
11	OSOU02	Professor	30
12	RIMS01	Assistant Professor	10
13	RIMS02	Professor	27
14	SU01	Associate Professor	28
15	SU02	Assistant Professor	10
16	SU03	Assistant Professor	4

No.	Respondents Code	Designation	Years of Experience
17	SU04	Assistant Professor	10
18	SU05	Professor	27
19	VSSUT01	Assistant Professor	3
20	VSSUT02	Assistant Professor	8

- ***The procedure followed for data collection:***

According to McNamara (1999), an interview is a helpful technique to obtain in-depth information about a particular event or issue. Thus, we adopted the interview technique to collect the relevant information from the respondents. The use of interviews helps the researcher gather the information and opinion in a detailed manner. Interviews were conducted with selected professors. The interview method was semi-structured, and the questions were presented to achieve the research objectives. We used the blended model of online and offline interviews with the respondents. Due to Covid and social distancing constraints, we conducted 16 online interviews over zoom and 4 face to face. The duration of both types of interviews lasted for 20-30 minutes. The interviews were conducted over four months.

The questions were posed based on the theme of the study. Few probing questions were also asked, such as, "*How does the course help students deal with business tasks?*"; "*What could be the other aspects of CSR that may be taught to students to enhance their ability in CSR- related issues?*"; "*How much importance do graduates give to CSR over the other factors like salary, career growth, place of job, etc., while choosing potential organizations for a job? Please elaborate in detail*". The details about research objectives, research questions, mode of interview, and other protocols were shared with respondents over email well in advance.

- ***Reliability and validity of interview questions:***

To test the credibility of the designed interview questions, we adopted the method of "Expert Review" and "Peer Feedback." During the study, we collected expert reviews on the theme of the study, research objectives, research questions, and possible research findings. Secondly, we also took the feedback from the peers who were academic researchers in the related field. The outcomes of both the methods report that there was no inconsistency observed in the interview questions.

- ***Data analysis methods:***

The study used thematic and matrix analysis for treating the qualitative data. Thematic analysis helps researchers identify themes based on what respondents say about a particular event or issue. According to Barun and Clarke (2006), thematic investigation is done by classifying various data and coding them into different meaningful themes.

Thematic analysis is a common and widely used method to analyze and interpret qualitative studies (Bryman, 1988). Moreover, we also used the matrix analysis method to support the findings of thematic analysis in our research. Data were treated in Nvivo software. **Figure 7.3** captures the steps followed for thematic analysis.

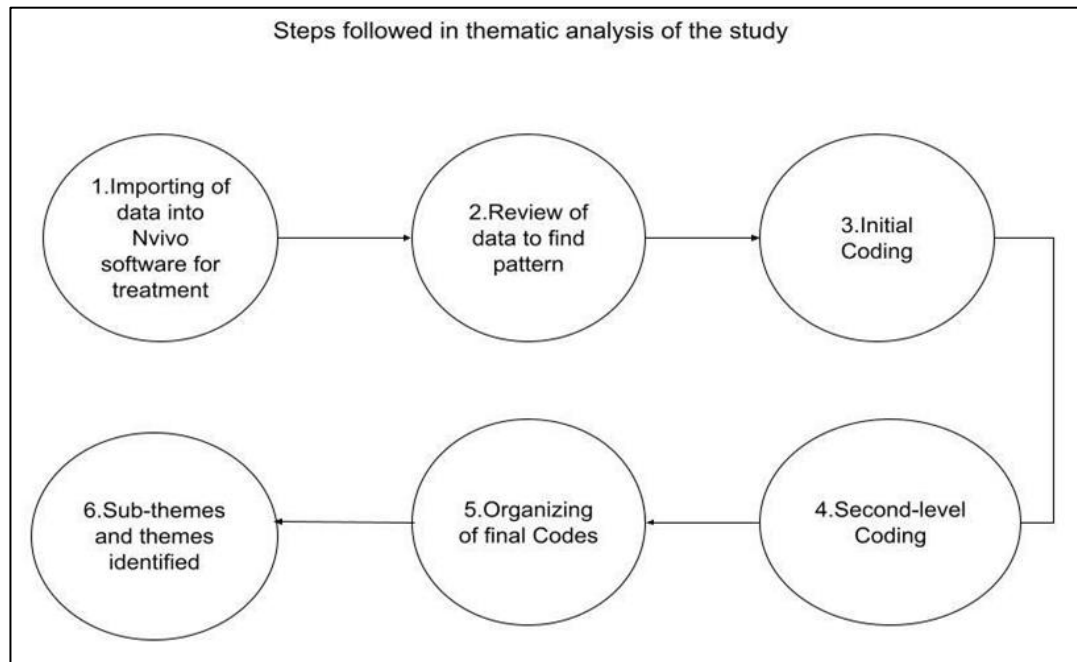


Figure 7.3: Thematic Analysis Process Followed in The Study

Source: Researcher's own elaboration

The steps followed for thematic and matrix analysis were as under:

- Data were imported into the Nvivo software for treatment
- Data was read and reviewed carefully to get familiar and identify a pattern in them.
- Once patterns were recorded, the initial coding was done to view the responses comprehensively.
- The second-level coding was also done by merging similar codes.
- The final codes were then organized to identify sub-themes and themes based on their similarities.
- The sub-themes and pieces were then studied to achieve the research objectives.
- The analysis outputs such as matrix tables, code charts, comparison codes, word frequencies, code frequencies, etc., were imported from the software to get the results.

7.4 Data Analysis and Findings:

7.4.1 Thematic Analysis of RQ1:

The specific objectives from RQ1 were to understand the perceptions of professors about:

- CSR courses taught to students
- CSR awareness among students
- CSR course benefits to students in dealing with business decisions
- CSR other aspects to be introduced to students

From the analysis, we could note three important themes viz. *CSR course content, design and development, CSR new knowledge, skills, and practical applications, and CSR teaching and learning methods*. Various sub-themes were also identified for each theme. Table V demonstrates the articles and related sub-themes for RQ1.

- ***CSR course content, course design, and development***

The sub-theme that resulted in the theme, *CSR course content, course design and development* from the analysis are the *course content and delivery, course design and development, and course curriculum and its adequacy*, as mentioned in **Table 7.5 & 7.6**. In the opinion of some professors, CSR's course content helps the students learn the ethical and moral issues of the organization. This is evident in the statement:

"Yes, the CSR course helps the students to analyze corporate social responsibility and ethics issues that are faced by organizations" (NITR02)

"Yes, the course gives basic input on CSR and also how to handles the cases" (RIMS02)

One of the professors draws attention to the need to revise the course content. He said:

"It requires revision of contents based on the need of the hour" (OSOU02)

While addressing the course delivery and its methods, most professors emphasize the alignment of practical application with theoretical concepts. For instance, as quoted during the interview:

"There should be the inclusion of some experimental and experiential learning pedagogy which help students to learn the practical aspects of CSR" (SU05)

"But can be through practical live examples' sustainable problem-solving approach" (SU03)

"However, the legal aspects, the mandatory aspects of CSR and adequate examples of CSR from international arena may be exposed to the students for augmenting their level of awareness and knowledge" (SU01)

Theme-1 Sustainability & Human Resource

"More the practical engagement of students will be there; they will learn and apply their mind and experiences in their future career" (SU05)

From the professor's perspectives, practical aspects, consultation with CSR professionals, and involvement in projects are crucial factors in CSR course design and development, which is the need of the hour. Also, they believe that the present course is designed so that students get practical exposure in terms of CSR learning. As remarked by professors:

"The course content is so designed that students get involved in practical aspects of CSR in the classroom learning" (BPUT02)

"The syllabus should be designed in consultation with the CSR professional working in industries" (OSOU02)

"The course is well designed to help a student to have a basic understanding of CSR concepts and social realities" (SU02)

"The other aspects could be involvement of students in CSR projects of the companies, state government, NGOs" (SU05)

Course curriculum and its adequacy is a vital sub-theme that emerged out of the coding of interview responses. In the opinion of many professors, the CSR curriculum is sufficient to make aware the students about CSR aspects, as they stated:

"Yes, the course is being designed in such a way so that students can incorporate CSR practices at various levels and workplace" (GMU01)

"Yes, the CSR course is sufficient to aware students and give them a perspective" (IIMS01)
"Yes. It is exhaustive and covers the core subject of CSR" (IIMS02)

"Yes, the paper on CSR provides basic understanding and awareness about CSR to the students" (SU02)

However, few professors do not support the adequacy of the curriculum and believe that it should be revised as per the need of the students and industry expectations. They opine that the curriculum is more of theoretical nature than the practical one, and it should be revisited. For example:

"No. the curriculum is not very sufficient in nature" (OSOU02)

The general understandings that run through professors' perceptions about the CSR course content, course design, and development need revisions of course contents and its design emphasizing more practical CSR learnings, feedback from industry and CSR professionals, and students and social expectations, etc. This is evident in the quotes depicted above.

Table 7.5: Themes and sub-themes developed from RQ1 interview transcripts

Research Question	Theme	Sub-theme
<i>Is the CSR course taught in the curriculum sufficient to have overall student's perceptions and awareness about CSR? If sufficient, please elaborate how? How does the course help students in dealing with business tasks, incorporating CSR in decisions, developing CSR obligation, conflict-tackling abilities relating to CSR and fostering change in CSR behaviour? What could be the other aspects of CSR that may be taught to students to enhance their ability in CSR-related issues?</i>	CSR Course Content, Design and Development	CSR Course Content and Delivery, CSR Course Design, CSR Course development, CSR Curriculum and its adequacy
	CSR New Knowledge, Skills and Practical Applications	CSR Sensitivity, CSR Lessons and its Practical Implications, CSR Problem Solving Skills, CSR Knowledge Enhancement, CSR Awareness, CSR Legal Knowledge
	CSR Teaching and Learning Methods	CSR Teaching and Learning Pedagogy

Table 7.6: Matrix analysis: sub-theme identified per theme for RQ1 and RQ2 based on initial, second-level and final coding

No.	Sub-themes identified	Theme				
		Theme from RQ1			Theme from RQ2	
		CSR Course Content, Design and Development	CSR New Knowledge, Skills and Practical Applications	CSR Teaching and Learning Methods	CSR and Job Seekers Behavioural Perceptions	CSR as an attraction factor for job
1	CSR based recruitment strategies	0	0	0	7	0
2	CSR, and Job Seekers Perceptions	0	0	0	28	0
3	CSR Importance while choosing Job	0	0	0	0	30
4	CSR Reputations	0	0	0	0	3

Theme-1 Sustainability & Human Resource

No.	Sub-themes identified	Theme				
		Theme from RQ1			Theme from RQ2	
		CSR Course Content, Design and Development	CSR New Knowledge, Skills and Practical Applications	CSR Teaching and Learning Methods	CSR and Job Seekers Behavioural Perceptions	CSR as an attraction factor for job
5	CSR Course Content and Delivery	20	0	0	0	0
6	CSR Course Design	17	0	0	0	0
7	CSR Course development	17	0	0	0	0
8	CSR Curriculum and its adequacy	17	0	0	0	0
9	CSR Awareness	0	25	0	0	0
10	CSR Knowledge Enhancement	0	20	0	0	0
11	CSR Legal Knowledge	0	4	0	0	0
12	CSR Lessons and its Practical Implications	0	25	0	0	0
13	CSR Problem Solving Skills	0	20	0	0	0
14	CSR Sensitivity	0	13	0	0	0
15	CSR Teaching and Learning Pedagogy	0	0	18	0	0
	Total	71	107	18	35	33

- **CSR new knowledge, skills, and practical applications:**

The second most important theme that responds to the RQ1 that emerged from the notes of the interviews is *CSR's new knowledge, skills, and practical applications*. In the analysis, we could identify six important sub-themes under the above theme, namely CSR sensitivity, CSR lessons and their practical applications, CSR problem-solving skills, CSR knowledge enhancement, CSR awareness, and CSR legal knowledge (as depicted in **Table V & VI**)

The interview study finds that CSR sensitivity is one of the critical components for teaching CSR content to students. The professors comprehend that CSR sensitivity can influence the student's behavior and, therefore, plays a significant role in establishing CSR image among them long-term. The study reveals that the knowledge of CSR sensitivity helps students develop an understanding of social impact, social issues, social development, and environmental issues. The following quotations are evident of the findings:

"The students after studying the course are sensitized to the social issues, voluntarily participate in social development and understand the social fabric and use CSR activities for tackling conflicts and risk aversion. Students can be further engaged in practical aspects by visiting CSR sites and understanding the nuances at the field level" (IIMS01).

"The fresh graduates need to put more emphasis on corporate social responsibility to understand the influence of social and environmental factors in business operations" (NITR02)

"With CSR, one ensures utilitarianism, i.e., the greater good of the people, that will further help in building a strong brand equity" (NITR02).

While addressing the CSR lessons and practical applications aspects, some professors expressed their concern for valuable exposure delivered to students based on real-time CSR issues that industries are facing. They comprehend that CSR subject and content should be more practical and based on applications. The results also indicate that the present CSR education lacks contribution to valuable learnings for students. It is evident from the below- mentioned quotes:

"The CSR subject or other related subjects should carry more practical applications" (BPUT01)

"The course is being designed in such a way so that students can incorporate CSR practices at various levels and workplace" (GMU01)

"The students understand CSR as a concept, associated regulations and implementation by the corporations" (IIMS01)

"It is not only theoretical, but a practical exposure is given to students through various case studies which are based on real-time issues" (IIMS02)

Theme-1 Sustainability & Human Resource

In the opinion of professors, students should learn to solve CSR-related problems by engaging themselves in practical assignments, CSR projects, etc. They should know how to handle the ethical issues faced by organizations. Professors believe that these capabilities and competencies of solving CSR-related problems may help organizations build a strong brand image. Here are two excerpts that support the findings:

"Students can be further engaged in practical aspects by visiting CSR sites and understanding the nuances at the field level" (IIMS01)

"Yes, the CSR course helps the students to analyze corporate social responsibility and ethics issues that are faced by organizations" (NITR02)

Most of the professors thought that an in-depth understanding of CSR rules and regulations & knowledge and awareness of CSR legal aspects are essential for students. By mapping the interview responses of the professor, two critical observations stand out here: First, To understand the CSR rules, students should experience the mandatory aspects of CSR relating theory with practice. Second, students should be involved in experimental learnings for making ethical and legal decisions about CSR issues. Here are two example quotes:

"However, the legal aspects, the mandatory aspects of CSR and adequate examples of CSR from international arena may be exposed to the students for augmenting their level of awareness and knowledge" (SU01)

"The students after studying the course are sensitized to the social issues, voluntarily participate in social development and understand the social fabric and use CSR activities for tackling conflicts and risk aversion" (IIMS01)

The preceding statement by the professors is an expression of concerns about CSR's new knowledge, skills, and practical application. This is evident from the interview excerpts presented above. Many professors believe students are deprived of new knowledge and skills about CSR ethical and social aspects. Professors believe that CSR thoughtfulness, CSR skillfulness, hands-on experience on CSR moral problem solving, knowledge of CSR mandatory laws, rules, regulations, etc., are inevitable for students to learn in their CSR course.

- ***CSR teaching and learning methods:***

One important sub-theme that emerged through thematic analysis and is used to organize professors' responses regarding CSR teaching and learning methods is *CSR teaching and learning pedagogy*.

Professor's explained their viewpoints about methods of teaching and learning that should be adopted while teaching CSR to students. Professors believe that education should be such that the theoretical concepts should be applied and implemented practically. Further, they stress that case-based learning flipped classroom learning, experimental learning, etc., should be adopted as a teaching-learning pedagogy. As professors point out in the interview:

"It should be seen that the theoretical concepts should be implemented in real life" (GMU02) "Case-based learning enables students towards decision making" (IIMS02)

In general, professors believe that the pedagogy of teaching “CSR practical aspects” should be reformed and revised. They are not satisfied with the current method of teaching CSR that is practiced in institutes/universities. The preceding also show that contemporary pedagogy such as collaborative learning, experimental learning, context-based learning, case-based learning, etc., could help prepare students with new skills and capabilities to thrive in a rapidly changing CSR environment.

A. Matrix analysis of RQ1:

The matrix analysis of RQ1 is presented in **Table 7.7**. The professors were asked to share their perceptions and viewpoints for CSR course teaching, CSR awareness, and CSR learnings. Three themes were identified during the analysis: *CSR course content, course design and development, CSR new knowledge, skills and practical applications, and CSR teaching and learning methods*. Also, related sub-themes were ascertained. **Table 7.6** demonstrates the matrix analysis of identified themes and sub-themes.

Table 7.7: Matrix analysis: RQ1– number of sub-themes identified per respondent

Theme					
No.	Respondents	CSR Course Content, Design and Development	CSR New Knowledge, Skills and Practical Applications	CSR Teaching and Learning Methods	Total
1	BPUT01	1	2	0	3
2	BPUT02	2	3	0	5
3	BPUT03	1	2	0	3
4	GMU01	1	1	0	2
5	GMU02	1	1	1	3
6	IIMS01	2	6	2	10
7	IIMS02	2	2	1	5
8	NITR01	1	1	0	2
9	NITR02	1	4	1	6
10	OSOU01	1	2	1	4
11	OSOU02	3	2	2	7
12	RIMS01	2	3	1	6
13	RIMS02	1	1	0	2
14	SU01	3	3	2	8
15	SU02	2	5	2	9
16	SU03	2	1	1	4

Theme					
No.	Respondents	CSR Course Content, Design and Development	CSR New Knowledge, Skills and Practical Applications	CSR Teaching and Learning Methods	Total
17	SU04	1	0	0	1
18	SU05	5	4	3	12
19	VSSUT01	1	0	0	1
20	VSSUT02	1	1	1	3
	Total	34	44	18	96

The analysis found that "CSR new knowledge, skills, and practical applications" is an essential and significant theme for RQ1.

Various sub-themes were learned under "CSR new knowledge, skills, and practical applications," of these, 'CSR lessons and its practical applications,' 'CSR awareness,' 'CSR knowledge enhancement,' and 'CSR problem-solving skills' were the key influencers of professor's perceptions, being identified by most of the respondents.

Overall, the professor believes that learning CSR practical aspects and its applications in real life are more important for students. They emphasize practical knowledge of CSR for students, which helps them make managerial decisions.

The theme "CSR course content, course design, and development" was also identified, emerging as the second most important theme. The strongest sub-theme under this theme was "CSR course content and delivery" (as indicated by 20).

Professors believe that CSR course coverage, CSR course design, CSR course development, and CSR curriculum & its adequacy are the key factors that influence students' learning.

The least talked about the theme was "CSR teaching and learning methods." Professors discussed the theme, and then a vital sub-theme identified was "CSR teaching and learning pedagogy" (as indicated by 18). There was a consensus of professors that teaching pedagogy "CSR practical aspects" should be revisited and revised.

7.4.2 Thematic analysis of RQ2:

The specific objective from RQ2 one was to understand professors' perception as to what extent students give CSR as an essential factor while choosing a potential organization for a job. Two themes emerged from the study:

CSR and job seekers' behavioral perceptions and CSR as an attraction factor for jobs.
Table 7.8 shows the themes and sub-themes developed from RQ2 interviews.

Table 7.8: Themes and sub-themes developed from RQ2 interview transcripts

Research Question	Theme	Sub-theme
<i>How much importance do graduates give to CSR over the other factors like salary, career growth, place of job etc. while choosing potential organizations for a job? Please elaborate in details.</i>	CSR and Job Seekers Behavioural Perceptions	CSR based recruitment strategies, CSR and Job Seekers Perceptions
	CSR as an attraction factor for job	CSR Importance while choosing job, CSR Reputations

- **CSR and job seekers behavioral perceptions:**

Two sub-themes stemmed from CSR and job seekers' behavioral perceptions, namely *CSR-based recruitment strategies and CSR & job seekers perceptions*. From the professor's perspective, it was found that students are well-aware of the company's social development and CSR initiatives they undertake. Companies incorporate CSR developments into their recruitment strategies. Students believe that companies who practice CSR in an extended manner also treat their employees better. Students comprehend that companies with high CSR initiatives attract more potential job seekers. Further, professors also believe that if students have more options in the job market, they prefer companies with a positive CSR image. As remarked by professors:

"They know that if they choose a company who are inclined towards social developments and improvement of quality of life of society, such organization will give better treatment to their employees also" (BPUT02)

"However, they also choose companies by their CSR reputations if they have more options of jobs in the market" (SU05)

Analyzing the interview text thematically, some professors, in contrast, pointed out that students are more concerned about their salary and pay package rather than the CSR reputation of the company. According to them, students put minimal emphasis on CSR factors over salary and monetary benefits. Here are some excerpts:

"Because students drove from beginning of their life regarding the importance of the money only" (BPUT01)

"They emphasize a negligible deal while choosing a particular job concerning other factors over CSR activities" (GMU01)

"Though students would like to join more responsible corporations, but the entire system of higher education and loan repayment forces them to join a workplace with higher pay package" (IIMS01)

Theme-1 Sustainability & Human Resource

The responses of some professors such as BPUT02 and SU05 from the analysis indicate that job seekers perceive CSR as a positive factor for job attraction. They believe that companies with high CSR reputations and better social image in society can give better treatment to their existing and potential employees.

However, few professors express concern about CSR's role in changing job seekers' mentality and perceptions. This agrees with the statements of BPUT01 and GMU01, and IIMS01. They indicate that job seekers' first preference is always a salary and career path and development. Job Seekers are least bothered about the company's CSR; instead, they would focus more on pay packages, job security, safe working conditions, employee development opportunities, etc.

- ***CSR as an attraction factor for job:***

Two important sub-theme emerged through thematic analysis and analyzed the professor's perceptions of CSR and job seekers' attractiveness: *CSR importance while choosing a job and CSR reputation*. Most of the professors thought CSR is significantly less important to students who enter the job market and provided various reasons why it was so. For example:

"No, in reality, students are giving very less importance to the CSR dimensions while choosing their recruiter" (BPUT01)

"Very less importance. They are more concerned about salary and career growth. They are not bothering about whosoever the company" (BPUT03)

"The fresh graduates need to put more emphasis on corporate social responsibility to understand the influence of social and environmental factors in business operations" (NITR02)

On the contrary, few professors also indicate that students prefer those companies that are doing well in terms of CSR programs. Students feel that companies with a positive CSR reputation shall provide more benefits and employee development. Few are some excerpts that support the statement are as below:

"Because they expect that the company where they are working should practice the CSR activities and benefit the society in some or other way" (OSOU02)

"They believe that organizations/ Corporate bodies having CSR programmes and recruitments for the same follow their personal policies and provide the related benefits to employees who are working in CSR too" (SU02)

The general understanding that runs through the professor's perception under this theme is that CSR reputations of a company play a vital role in attracting job seekers in the market. Secondly, CSR activities help build a positive image among job seekers. They prefer to join those companies that are more inclined towards social upliftment, quality of work-life and social development.

The foregoing statement of a few professors also expresses concern about CSR as an attraction factor for job seekers. They believe that CSR has very little importance to job seekers as they concern more for money than the company's social image.

A. Matrix analysis of RQ2:

Two themes were identified from RQ2. They are - *CSR and job seekers' behavioral perceptions, and CSR as an attraction factor for a job.* **Table 7.9** presents themes and matrix analysis, which depict the professor's perceptions about CSR as an essential factor while choosing a potential organization for a job.

From the matrix analysis (as shown in **Table 7.6** and **7.9**), it was found that "CSR and job seekers behavioral perceptions" was the most discussed theme (indicated as 35). Under this theme, the most influential sub-theme was identified as 'CSR and job seekers perception .' The second was 'CSR-based recruitment strategies.' Professors felt that to attract the best talent in an organization, companies should formulate strategic CSR plans and policies. They should integrate CSR with business strategies for attracting and retaining the best job seekers.

The second theme was 'CSR as an attraction factor for job.' The various sub-themes were also identified. Among these, 'CSR importance while choosing job' and 'CSR reputation' are key influencers of the professor's perceptions. Professors comprehend that CSR has a more significant influence on job seekers' perceptions to make a suitable job choice when the CSR reputation of an organization is high. Secondly, they also felt that the organizations that engage more in CSR activities could improve their reputation, attracting potential job seekers for employment.

Table 7.9: Matrix analysis: RQ2– number of sub-themes identified per respondent

Theme				
No.	Respondents	A: CSR and Job Seekers Behavioural Perceptions	B: CSR as an attraction factor for job	Total
1	BPUT01	2	1	3
2	BPUT02	1	2	3
3	BPUT03	1	1	2
4	GMU01	1	1	2
5	GMU02	0	1	1
6	IIMS01	5	3	8
7	IIMS02	1	1	2
8	NITR01	0	1	1
9	NITR02	1	1	2
10	OSOU01	1	1	2
11	OSOU02	3	3	6

Theme				
No.	Respondents	A: CSR and Job Seekers Behavioural Perceptions	B: CSR as an attraction factor for job	Total
12	RIMS01	3	3	6
13	RIMS02	1	0	1
14	SU01	2	3	5
15	SU02	3	3	6
16	SU03	2	1	3
17	SU04	1	1	2
18	SU05	2	3	5
19	VSSUT01	1	1	2
20	VSSUT02	1	1	2
	Total	32	32	64

7.5 Discussion and Concluding Remarks:

In India, the job seekers' population is not uniform. Their beliefs, thinking, and perceptions differ from region to region. More specifically, job seekers in Western Odisha do not know enough about CSR development because of their educational studies and understanding of CSR. Today, the impact of CSR education on students' ethical and social awareness is questionable.

Thus relevant concerns are raised about the effectiveness of CSR teaching- learning in our study. Secondly, the low level of CSR understanding among job seekers in Western Odisha fails to positively impact them regarding choosing a reliable company for jobs that are ethical and socially responsible. This has also raised concern for inquiry and investigation.

The study was carried out to determine the role of CSR education in the job seekers' organization attractiveness, interpreting the professor's perceptions and expectations in Western Odisha. To answer the investigated research questions, a qualitative methodology was used. There were two main reasons for adopting this approach for the study. Firstly, after analyzing the existing literature, we found that there were minimal studies that conducted the in-depth interview method to study professors' perceptions in CSR education. Most of the studies have adopted the quantitative approach.

Secondly, there is no denying that professors in educational institutions extend their best efforts into teaching, changing students' behavior, and acting as a catalyst of change. Therefore we have taken into account the perceptions of professors to study the role of CSR education in attracting job seekers for employment. Further, professors have been directly involved in teaching students a level of critical thinking, beliefs, attitudes, and positivity through the transformative teaching-learning method. We found that previous studies have focused more on analyzing and interpreting students' perceptions on the topic.

In the current study, we investigated the professor's perceptions to get a comprehensive view of the contribution of existing CSR education and its helpfulness in transforming the attitudes and behavior of job seekers in choosing jobs, considering CSR as an essential factor. Our analyses produced *four main* findings, which need further discussion and elaboration:

First, in the perspective of the professors, it is noticed that most institutes and universities require coverage of practical learning in the CSR teaching course curriculum. We note that the professor's concept reveals the need to revise course contents and its design after integrating academic requirements and industry expectations. As students' involvement could be a potential driver for changes in CSR aspects in industry and society, it is imperative to identify how students could be engaged in socially-minded/ethically-minded activities for CSR interest. This needs a change in the present course content and curricula, which could advance the study of CSR and ethics for students. These outcomes corroborate the existing literature which focuses on the importance of CSR course content in the contemporary environment (Maxfield, 2011; Mather *et al.*, 2011; Panwar *et al.*, 2010).

Second, our study highlights some valuable contributions to the theory and framework. [transformative learning theory (Mezirow, 1978)] that help throw light on CSR learning. In this context, it is imperative to note that the CSR new knowledge and skills in students teach them to solve CSR-related problems and issues. The professors discoursed similar perceptions and feelings while addressing the difficulties for CSR learning by adopting new skills and knowledge to students. It is pertinent to note that today's students are the future decision-maker for corporate dealings that are of greater importance. They will reciprocate their new learnings and understanding in their decisions when they implement various corporate and business strategies. Thus, the inclusion of CSR new learnings and practical exposure in CSR courses could change their attitude, which can help companies to make effective decisions for societal development. Given this finding, it would be worth noting that an in-depth understanding of CSR in terms of ethical dimensions, rules, regulations, mandatory laws, etc., is equally essential for students. The students can be more aware of the new CSR aspects when they are more engaged and involved in classroom discussions and extensive readings. Based on those above, it is felt that the current course curriculums used in various institutes and universities in Western Odisha require a revisit and revision. And, it is the responsibility of institutes and universities to have new course curricula that address this emerging need. This is in line with the transformative learning theory that seeks to incorporate new CSR knowledge, appealing to social and sustainable learning. These findings substantiate the prior studies on the practical understanding of CSR (Holley, 2012; Cockalo *et al.*, 2015; Andre, 2016; Camilleri, 2016).

Third, in developing countries like India, increased attention to ethics, CSR education, and sustainability in various educational institutions have been recorded. To this, many institutions and universities have revisited and revised their CSR course curricula to include new teaching pedagogy and methodologies for facilitating the understanding of sustainability concepts in a business environment. We found another difference in our study. Many professors believe that the teaching and learning methods were traditionally practiced in many institutions and universities in Western Odisha. Based on interviews,

professors suggested that the methods of teaching should make a difference in student attitudes. Concerning pedagogic aspects, Professors further reflected that the traditional and informal education approaches should be reformed. The educational institutes/universities should value the transversality, modify the pedagogical course outlines, add more new learning methodologies (such as case-based teaching, flipped classroom, experimental learning, understudy live projects, etc.), create opportunities for field training, and involvement in research projects. The application of new pedagogy in teaching CSR will enhance the understanding and knowledge and inculcate among the student's personal beliefs and values that affect CSR behaviors for the organization, environment, and society. The studies by Amran *et al.* (2010), Sleeper *et al.* (2006), Sobczak *et al.* (2006), and Cornelius *et al.* (2007) all highlight the relevance of the application of new teaching and learning pedagogy for CSR education.

Fourth, and perhaps the consequences of the first, second and third, is the understanding of professor's viewpoints as to what extent job seekers consider CSR as an essential component. At the same time, they choose potential organizations for a job based on their CSR understanding and knowledge. This result can be analyzed from two different perspectives of CSR. The first perspective of a few professors reflects that job seekers give due importance to CSR in the job choice process. In this context, job seekers are likely to rate CSR as necessary when companies have established a positive CSR image in business and society. The additional exciting finding also revealed that job seekers prefer socially responsible companies if they have more options in the job market. The second aspect is the other cohort of professors' perceptions who comprehend that job seekers prefer work culture, compensation, and career opportunity above CSR. These two findings can be viewed as the outcome of a limited understanding or ambivalence about CSR in job seekers. It also reflects the low level of CSR content and coverage in their current course and the predominance of the traditional teaching- learning approach. It is also noteworthy that the job seekers were far more indecisive in both aspects. Therefore, a more holistic conceptualization of CSR knowledge may enhance the job seekers' ability to see the connections between their perceptions and the CSR values and their competency to scale the CSR credibility of prospective companies before job choice. This may be a matter of concern at the immediate level to bridge the gap between organizational CSR and job seekers' attraction. It would be possible only if the educational institutes/universities put extra efforts into advanced learning for CSR and ethics and take their responsibilities in this area seriously enough. Several research studies (Daniel and Turban, 2000; Albinger and Freeman, 2000; Klimkiewicz, K *et al.* 2017; Zhang and Gowan, 2012; Rong-Tsu Wang, 2013; Jones, Willness and Madey, 2014; Joo, *et al.*, 2016) have tried to establish the relevance of CSR education and job seekers organizational attractiveness.

7.6 Practical implications:

Overall, the research findings of our study are consistent and corroborate with those of the existing literature. But the study is one of the efforts to investigate the issues of CSR education in the views of professors who are directly involved in teaching and transforming students' behaviors. The results presented here shed some light on the current CSR teaching and learning process practiced in educational institutes/universities, specifically in Western Odisha. Additionally, the study also provides information about the job seekers' CSR understanding and knowledge, which significantly contribute to their

job choice decisions. The study indicates a need for immediate attention on how to promote CSR education for students, with a focus on the contribution that can be made by various institutes/universities. Practically, the study will help institutions/universities, academic advisors, faculty councils, and boards of studies know in which area improvement is required to maintain and increase CSR teaching coverages. The findings also reinforce the importance of CSR on job seekers' decisions for choosing a particular company. Thus, every institution/university shall improve CSR learning as an effective weapon for job seekers to win the race of finding the best choice company for employment.

In this context, the dynamic role of various institutes/universities is imperative and crucial, where there is a necessity of revamping the existing curriculum by including innovative learning pedagogy and practical aspects. Further, the study will also help the faculty fraternity understand the gap between CSR teaching and students' learning. This will allow faculty to adopt a responsive pedagogical approach in CSR courses and broader CSR practical components in the curricula.

7.7 Limitations and Avenues of Further Research:

The limitations of the study are mainly associated with its approach and sample. First, the qualitative research is not generalizable to the overall population of professors in Western Odisha owing to the limited number of educational institutes/universities and the limited geographical focused areas. Second, for the research survey, the sample of professors was not very large to cover all the aspects of CSR teaching and learning issues. We examined only professors' perceptions in the survey portion, whereas the student's viewpoints were not studied. This provides an opportunity in the future for academics and other researchers to further analyze CSR education, issues, and challenges considering students as survey respondents.

7.8 References:

20. Aboytes, J. G. R., & Barth, M. (2020). Transformative learning in the field of sustainability: a systematic literature review (1999-2019). *International Journal of Sustainability in Higher Education*.
21. Albinger, H. S., & Freeman, S. J. (2000). Corporate social performance and attractiveness as an employer to different job seeking populations. *Journal of Business Ethics*, 28(3), 243-253.
22. Amran, A., Khalid, S. N. A., Razak, D. A., & Haron, H. (2010). Development of MBA with specialisation in sustainable development: The experience of Universiti Sains Malaysia. *International Journal of Sustainability in Higher Education*
23. André, K. (2016). The ethics of care as a determinant for stakeholder inclusion and CSR perception in business education. *Society and Business Review*.
24. André, K. (2016). The ethics of care as a determinant for stakeholder inclusion and CSR perception in business education. *Society and Business Review*.
25. Bradbury-Jones, C., Irvine, F., & Sambrook, S. (2010). Phenomenology and participant feedback: convention or contention? *Nurse researcher*, 17(2).
26. Braun, V. and Clarke, V. (2006) Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3 (2). pp. 77-101. ISSN 1478-0887 Available from: <http://eprints.uwe.ac.uk/11735>

27. Bryman, A. (1988). *Quantitative and qualitative in social research*. London, England.
28. Camilleri, M. A. (2016). Reconceiving corporate social responsibility for business and educational outcomes. *Cogent Business & Management*, 3(1), 1142044.
29. Camilleri, M. A. (2016). Reconceiving corporate social responsibility for business and educational outcomes. *Cogent Business and Management*, 3(1).
<https://doi.org/10.1080/23311975.2016.1142044>
30. Caspersen, J., Frølich, N., Karlsen, H., & Aamodt, P. O. (2014). Learning outcomes across disciplines and professions: measurement and interpretation. *Quality in higher education*, 20(2), 195-215.
31. Christensen, L. J., Peirce, E., Hartman, L. P., Hoffman, W. M., & Carrier, J. (2007). Ethics, CSR, and sustainability education in the Financial Times top 50 global business schools: Baseline data and future research directions. *Journal of Business Ethics*, 73(4), 347-368.
32. Cockalo, D., Djordjevic, D., Besic, C., & Bogetic, S. (2015). Undergraduate business
33. Cornelius, N., Wallace, J., & Tassabehji, R. (2007). An analysis of corporate social responsibility, corporate identity and ethics teaching in business schools. *Journal of Business Ethics*, 76(1), 117-135.
34. corporate identity, ethics and corporate social responsibility. *Journal of Business Ethics*, 76(1), 1–5. <https://doi.org/10.1007/s10551-006-9277-0>
35. corporate social responsibility: Business student predictors. *Journal of Business Ethics*, 91(2), 167–181. <https://doi.org/10.1007/s10551-009-0075-3>
36. Cranton, P., & Wright, B. (2008). The transformative educator as learning companion. *Journal of Transformative Education*, 6(1), 33-47.
37. da Silva Junior, A., de Oliveira Martins-Silva, P., Feu, K. S., Komino, A. C., da Silva, V. C., & de Araújo Vasconcelos, K. C. (2018). Corporate social responsibility in the perspective of Brazilian management students: The inversion of the pyramid. *Social Responsibility Journal*.
38. Devers, K. J., & Frankel, R. M. (2000). Study design in qualitative research--2: Sampling and data collection strategies. *Education for health*, 13(2), 263.
39. Franco, C. E., & Suguna, G. (2017). Corporate Social Responsibility Influences, Employee Commitment and Organizational Performance. *International Journal of Research -GRANTHAALAYAH*, 5(1(SE)), 23– 27.
[https://doi.org/10.29121/granthaalayah.v5.i1\(se\).2017.1917](https://doi.org/10.29121/granthaalayah.v5.i1(se).2017.1917)
40. Fukukawa, K., Balmer, J. M. T., & Gray, E. R. (2007). Mapping the interface between
41. Greening, D. W., & Turban, D. B. (2000). Corporate social performance as a competitive advantage in attracting a quality workforce. *Business & society*, 39(3), 254-280.
42. Hale, E. D., Treharne, G. J., & Kitas, G. D. (2007). Qualitative methodologies I: Asking research questions with reflexive insight. *Musculoskeletal Care*, 5(3), 139-147.
43. Haski-Leventhal, D., Pournader, M., & McKinnon, A. (2017). The role of gender and age in business students' values, CSR attitudes, and responsible management education: Learnings from the PRME international survey. *Journal of Business Ethics*, 146(1), 219-239.
44. Holley, D. (2012). Student attitudes to socially responsible business: A case study of mine
45. Holtbrügge, D., & Oberhauser, M. (2019). CSR orientation of future top managers in India. *Journal of Indian*
46. *Business Research*, 11(2), 162–178. <https://doi.org/10.1108/JIBR-01-2018-0039>

47. Jayakumar, T., & Joshi, R. K. (2017). Rethinking the role of management education in developing a “new” locus of CSR responsibility. *Journal of Work-Applied Management*, 9(1), 51–69. <https://doi.org/10.1108/jwam-02-2017-0004>
48. Jones, D. A., Willness, C. R., & Madey, S. (2014). Why are job seekers attracted by corporate social performance? Experimental and field tests of three signal-based mechanisms. *Academy of Management Journal*, 57(2), 383-404.
49. Joo, Y. R., Moon, H. K., & Choi, B. K. (2016). A moderated mediation model of CSR and organizational attractiveness among job applicants: Roles of perceived overall justice and attributed motives. *Management Decision*.
50. Jorge, M. L., Peña, F. J. A., & de los Reyes, M. J. M. (2017). Analysing the inclusion of stand-alone courses on ethics and CSR: A study of the MBA curricula of the Financial Times top-ranked business schools. *Sustainability Accounting, Management and Policy Journal*.
51. Klimkiewicz, K., & Oltra, V. (2017). Does CSR enhance employer attractiveness? The role of millennial job seekers' attitudes. *Corporate Social Responsibility and Environmental Management*, 24(5), 449-463.
52. Koljatic, M., & Silva, M. (2015). Do business schools influence students' awareness of social issues?
53. Evidence from two of Chile's leading MBA programs. *Journal of Business Ethics*, 131(3), 595-604.
54. Kolodinsky, R. W., Madden, T. M., Zisk, D. S., & Henkel, E. T. (2010). Attitudes about
55. Mather, G., Denby, L., Wood, L. N., & Harrison, B. (2011). Business graduate skills in sustainability. *Journal of Global Responsibility*.
56. Maxfield, S. (2011). Teaching economics to business students through the lens of corporate social responsibility and sustainability. *Journal Of Economic Education*, 42(1), 60-69.
57. McNamara, C. (1999). General guidelines for conducting interviews.
58. Mezirow, J. (1978). Perspective transformation. *Adult education*, 28(2), 100-110.
59. Mezirow, J. (2003). Transformative learning as discourse. *Journal of transformative education*, 1(1), 58-63.
60. Öberseder, M., Schlegelmilch, B. B., & Gruber, V. (2011). “Why don't consumers care about CSR?": A qualitative study exploring the role of CSR in consumption decisions. *Journal of business ethics*, 104(4), 449-460.
61. Odisha - CSR Knowledge Paper. (2018). <https://csr.odisha.gov.in/Forms/KRDocument/Odisha - CSR Knowledge Paper.pdf>
62. Owusu, G. M. Y., Kwakye, T. O., Welbeck, E. E., & Ofori, C. G. (2017). Environmental literacy of business students in Ghana. *International Journal of Sustainability in Higher Education*.
63. Panwar, R., Hansen, E., & Anderson, R. (2010). Students' perceptions regarding CSR success of the US forest products industry. *Social Responsibility Journal*.
64. Ryan, S. V., Nathaniel, P., Pendergast, L. L., Saeki, E., Segool, N., & Schwing, S. (2017). Leaving the teaching profession: The role of teacher stress and educational accountability policies on turnover intent. *Teaching and Teacher Education*, 66, 1-11.
65. Saxena, M., & Mishra, D. K. (2017). CSR perception: a global opportunity in management education. *Industrial and Commercial Training*, 49(5), 231–244. <https://doi.org/10.1108/ICT-12-2016-0085>

66. Sleeper, B. J., Schneider, K. C., Weber, P. S., & Weber, J. E. (2006). Scale and study of student attitudes toward business education's role in addressing social issues. *Journal of Business Ethics*, 68(4), 381-391.
67. Sobczak, A., Debucquet, G., & Havard, C. (2006). The impact of higher education on
68. Stadler, A., Reis, E. A. D., Arantes, E. C., & Corso, J. M. D. (2017). Study on Professors' Perception with Respect to Higher Education Institutions' Socially Responsible Initiatives. *BBR. Brazilian Business Review*, 14, 592-608. students' and young managers' perception of companies and CSR: An exploratory analysis. *Corporate Governance*, 6(4), 463-474. <https://doi.org/10.1108/14720700610689577>
69. students' attitudes towards CSR and competitiveness of Serbian economy. *Journal of Engineering Management and Competitiveness*, 5(1), 12-20. <https://doi.org/10.5937/jemc1501012c>
70. Tormo-Carbó, G., Oltra, V., Seguí-Mas, E., & Klimkiewicz, K. (2016). How effective are business ethics/CSR courses in higher education? *Procedia-Social and Behavioral Sciences*, 228, 567-574.
71. Tseng, Y. F., Wu, Y. C. J., Wu, W. H., & Chen, C. Y. (2010). Exploring corporate social responsibility education: The small and medium-sized enterprise viewpoint. *Management Decision*, 48(10), 1514-1528. <https://doi.org/10.1108/00251741011090306>
72. Wang, R. T. (2013). Modeling corporate social performance and job pursuit intention: Mediating mechanisms of corporate reputation and job advancement prospects. *Journal of Business Ethics*, 117(3), 569-582.
73. Warren, C. A. (2002). Qualitative interviewing. *Handbook of interview research: Context and method*, 839101. workers in Chile. *Social Responsibility Journal*, 8(2), 174-185. <https://doi.org/10.1108/17471111211234815>
74. Zhang, L., & Gowan, M. A. (2012). Corporate social responsibility, applicants' individual traits, and organizational attraction: A person-organization fit perspective. *Journal of Business and Psychology*, 27(3), 345-362.

8. Pandemic and Work-Life Balance – Insights from Consulting Industry

Dr. Sonal Pahwa

Assistant Professor,
Jagan Institute of Management Studies,
Delhi, India.

Paras Jain

Graduate Student,
Jagan Institute of Management Studies,
Delhi, India.

Abstract:

As the world is recovering from the effects of the pandemic, there is an enormous focus on Work- life Balance. Professionals are paying never seen before attention to this aspect as they realign their lives and are trying to prioritize what really matters. In the name of professionalism, it has become a norm to check emails at all hours, take business calls at the dinner table and work on our laptops even on the weekends and holidays. This was more evident during the pandemic when people collectively experienced a lot of stress and work pressure due to challenges of online mode of working while dealing with huge personal losses simultaneously. Business leaders across the industries are trying to explore innovative ways to offer better work-life balance to their teams. The purpose of this research is to throw some light on this concept, hurdles in achieving the same and suggest some practical ways to achieve the optimum balance in this 'new normal'. This case study is based on primary data collected through a questionnaire by employees working in a young and expanding Indian consulting firm. This study contributes to the already available literature on the topic of work-life balance and its findings provide insights for improving work-life balance for organizations working in similar domains.

Keywords: *Work-Life Balance, Consultancy, Pandemic, Stress Management, Employee Engagement.*

8.1 Contextual Background:

When Covid-19 pandemic hit the world, everyone was unprepared and suddenly the world had to change gears and new ways to work and live were being explored. Work from home was the most immediate and suitable response which made it possible for the organizations (except the front- line workers) to continue delivering the expected services. Initially, everyone was happy, working safely from the comforts of their homes and having extra couple of hours which were earlier spent traveling to-and-fro from the office, was a real bonus. Companies realized that they don't need to pay huge office rents and the savings from this can be put to better use. But very soon remote working started to blur the line

between personal and professional life. So much so that the work stress started taking a toll on people's physical as well as mental wellbeing. The norm, i.e., 8h workday 40h work week, turned to endless meetings and constant work pressure, all thanks to the increased connectivity and technology. Achieving the right work-life balance has become the top priority of employees. A recent survey (Consultancy.org, 2021), claimed that employees in the white-collar jobs in the UK were working 25% more hours than prior to the pandemic. 31% of the junior consultants, in a survey, stated they are considering changing their profession due to the excessive workload which they faced. Needless to reiterate the importance of work-life balance in order to lead a happy and productive life.

Research has proven that adequate work-life balance leads to employees having less stress and better health resulting in a reduction in employee turnover and happier employees. Happier employees make a happy workplace which directly reflects in the productivity and efficiency of employees and lead to a positive work environment for everyone.

An individual takes up different roles at different phases of his lifetime. It is important to be able to give adequate time and energy to each phase in order to lead a satisfactory life. This can be defined as maintaining a healthy work-life balance. A common misconception states that work- life balance means dividing equal hours for work and for family, however, it is not true. It simply means having a sense of autonomy over the demands of different roles and being able to meet these demands generating a feeling of balance (Brough and Kalliath 2009).

While technology has made things easier but as a flip side because of 24-hour connectivity, every task has come under the 'urgent and immediate' category. Employees face continuous tussle between work demands and personal needs and constantly strive to achieve the much-desired balance.

Work-life balance is a well-accepted concept which acknowledges the importance of mental wellbeing and satisfaction for achieving work excellence. In the 1970s the concept was confined to work-family balance (Lockwood, 2003), which was mainly due to the increased participation of women in the workforce. It became hard to manage the work as well as fulfill family responsibilities. However, it was argued that not only women, but also men play a significant role in building a family. Also, not only married couples, but also single individuals face work balance issues, thus giving rise to the concept as we know it today. Another reason which has led to dissatisfaction among employees is the rapid diffusion of technology. Advancement in technology has connected the world closer than ever before, resulting in increased work pressure. The expected time to respond to a query has significantly reduced. Competition is immense as the customer has multiple options, making deadlines even tighter and customer satisfaction of utmost importance. This has led to frequent burnouts and higher stress levels among employees. The concept has witnessed renewed limelight in view of the pandemic. The major reasons are that people are acknowledging the importance of better physical and mental health. This not only leads to improved productivity at the work front but also offers more enriching interpersonal relationships. Those who perceive their life to have adequate balance in all important components are more satisfied and able to contribute more towards their personal and professional goals.

The nature of work in consulting is well known to be highly demanding. The work in this industry is challenging and intellectual in nature and demands a lot of dedication and hard work which tends to make the work environment highly intense. Various studies show that top consultants across the globe, on an average, work 9.3 hours per week extra than expected and are actually paid for. As much as 77% of the consultants work more than the expected hours (Consultancy.org, 2021). However several other factors, such as seniority level and gender, also affect the overtime done by an individual. It is observed that junior consultants put in more hours than well-established consultants, and overtime done by women is about an hour less per week. Whereas senior consultants (male) almost work 13 hours extra per week (Consultancy.org, 2021).

For employees in a consulting firm, work hours are even more intense than a ‘normal’ office job. Employees must juggle around the client's needs and incorporate a lot of travel which means a lot of early mornings and late evenings are part of a usual day. Stringent deadlines impose immense pressure to always accomplish a little more than what the hours allow in a typical day and moreover, client needs are ever changing. Other than this, consultants are usually expected to do research work, attend events like conferences, symposiums and also pitch for new clients simultaneously while working on their ongoing assignments. They are also guilty of a lot of self- imposed stress in the name of competition.

HR professionals across industries are trying innovative ideas to reduce this burden on employees. Some of the steps taken by consulting firms to reduce this work pressure are mandatory breaks between different projects, job rotation from front-end client dealing to back-end support teams. They are also actively discussing the issue of work-life balance in the form of counseling sessions to help employees release work stress and achieve higher satisfaction.

How successful have the companies been in achieving the goal? Are they able to implement these policies at the ground level effectively? How do the employees feel about their status of work-life balance? These are some of the questions that this research aims to answer.

8.2 Review of Literature:

The concept of consulting came into existence in the late 19th century and gained substantial popularity by 1930s. Following section discusses some of the recent research work in the field of work-life balance.

Sr. No.	AUTHOR	TITLE	YEAR	KEY FINDINGS
1	<i>Rawat, Preeti S.</i>	Women, Patriarchy & Work-life Balance: A Qualitative Study	2022	The study is focused on the female working population in the urban areas of the country. By using NVIVO and DICTON for analysis, the author was able to conclude that working is a way of earn respect for women however efforts to achieve WLB

Theme-1 Sustainability & Human Resource

Sr. No.	AUTHOR	TITLE	YEAR	KEY FINDINGS
				usually lead to stress as per the respondents (working women and their spouses or other significant member of the family). Also, women prefer joint families over nuclear family so as to have more support. Intrinsic motivation acts as a coping mechanism for many.
2	<i>Rañeses, Melvin S.</i>	Investigating the Impact of Remote Working on Employee Productivity and Work-life Balance: A Study on the Business Consultancy Industry in Dubai, UAE.	2022	The author starts by explaining the rise of remote working (also known as telework, hot desking, WFH, hoteling, etc.) due to the COVID-19 pandemic as well as technological advancements. The research concludes that remote working has a strong positive impact on employees' productivity but at the same time it has no significant impact on WLB of individuals.
3	<i>Sanghamitra Chaudhuri</i>	Work-Life Balance policies and organizational outcomes – a review of literature from the Indian context	2020	The author highlights the need of employee retention programs due to the increased competition. The study does a systematic review of literature of empirical studies conducted around WLB and related domains in India from 2007 to 2017.
4	<i>Huong Le</i>	Work-Life Balance in Asia: A Systematic Review	2020	Author clearly explains how the concepts on WLB from west cannot be applied to Asia in the same manner. Gaps in the current literature are identified and factors affecting employee perception are discussed in detail.
5	<i>Khaled Adnan Bataineh</i>	Impact of Work- Life Balance, Happiness at Work, on Employee Performance	2019	The Study has perfectly explained the relationship between WLB and employee performance. The researcher

Sr. No.	AUTHOR	TITLE	YEAR	KEY FINDINGS
				collected data from 289 employees from a pharmaceutical firm in Jordan through a questionnaire. The results of the study concluded that WLB significantly affects employee performance.
6	<i>J Johari</i>	Autonomy, workload, work-life balance and job performance among teachers	2018	Author conducted a survey among teachers in public schools in Malaysia to determine the relationship between WLB and job performance among teachers. The sample size consisted of 302 teachers who expressed their opinions via a questionnaire. The study concluded that while autonomy and WLB had a significant impact on job performance, the workload had no major influence on the same.
7	<i>Oludayo, O A</i>	Work-Life Balance Initiative as a Predictor of Employees' Behavioral Outcomes	2018	The author ascertained the impact of WLB initiatives on employee behavior in commercial banks in Nigeria. For this primary data was collected from the 5 biggest commercial banks in the area from a total of 339 respondents. Various factors were identified that directly influence employees' behavior. The study also highlights the need to develop a sound WLB program to keep the employees motivated and engaged.
8	<i>Lewis, S.</i>	The meanings of work-life balance: Cultural perspective	2018	The study explored the gaps in the extant literature on work-life balance. The authors start by discussing the varied definitions in two streams of literature, i.e., organizational studies and work-family interface research. The

Theme-1 Sustainability & Human Resource

Sr. No.	AUTHOR	TITLE	YEAR	KEY FINDINGS
				research also tries to predict the future of WLB in the highly globalized world.
9	<i>Alan Felstead</i>	Assessing the growth of remote working and its consequences for effort, well-being, and work-life balance	2017	The author has critically evaluated whether remote working is equally beneficial for both the employee and the employer or not. The study concludes that while remote working may result in higher flexibility for the employees it can cost work-life balance due to the inability to “switch-off”.
10	<i>Barber, Larissa K</i>	Work-life balance: Contemporary perspectives	2016	The author provides a detailed analysis of the evolution of the concept of the past decades. The study not only covers the theories and concepts related to the topic but also discusses the recent criticism related to it. Finally, the paper concludes by elaborating on the importance of the concept in the workplace and the barriers in achieving the same.
11	<i>M. Joseph Sirgy</i>	Work-life balance: A Quality-of-Life Model	2016	The author has done a thorough review of literature after which they were able to identify and curate the list of four factors that play a crucial role in work- life balance. A model depicting four groups each having individuals with different levels of satisfaction is then created and explained in detail.
12	<i>Marta Mas - Machuca</i>	Work-life balance and its relationship with organizational pride and job satisfaction	2016	The author has tried to assess the relationship between work-life balance and job satisfaction while keeping in mind the role of support of supervisors and autonomy in a job. Primary data

Sr. No.	AUTHOR	TITLE	YEAR	KEY FINDINGS
				was collected through a questionnaire from pharmaceutical firms. The study concluded that there is indeed a strong relationship between support and autonomy in WLB which in turn results in organizational pride and job satisfaction.

8.3 Research Objectives and Methodology:

This research is undertaken with the objective of demystifying the reality of work-life balance for employees of consulting firms. This study follows a case-study approach incorporating a detailed analysis of employee’s perception about their work-life balance in a young and expanding Indian consulting firm founded in 2016. It is a financial consultancy firm located in Gurugram, India which provides strategies, financial modeling, due diligence, equity research, CRM, and credit analysis services to its clients which include investment banks, Venture Capital firms, Asset Managers, etc. The researchers followed a descriptive research design and collected primary data using questionnaire. Out of the total sample of 150, 138 responses were received. However, only 135 responses were considered as 3 were incomplete. To evaluate the adequacy of sample for the statistical analysis, KMO and Bartlett’s test was run and value of 0.89 was obtained for KMO at 0.00 significance level for Bartlett’s test. Also, secondary data analysis integrated with personal observation was used to envisage a ‘conceptual model’ and determine the effect of work-life balance. The researchers have also reviewed academic and influential research papers to gain useful insights into the phenomena. The study not only provides a detailed analysis of what the employees feel about their work-life but also provides practical suggestions to improve the same. The questionnaire for data collection was designed keeping in mind the four dimensions which were carefully chosen after detailed literature review and a conceptual model was envisaged. Under the Time Management category, the questions were asked to know how the respondents plan their day/week and prioritize their work, their habits like procrastination, ability to meet deadlines, comfort level about having leisure time with friends and family and their overall comfort level about the time management skills. Under the Health and Fitness category, the respondents were asked about their habits related to frequency of exercise, energy levels, sleep patterns and how they usually feel about their fitness level. In the category of Diet and Nutrition, the questions were asked about respondent’s eating habits, frequency of eating home cooked/outside meals and their intentions of switching to healthy diet habits. And, in the category of Organizational Support, questions were asked about perception of employees regarding organization’s policies such as flexible hours, mandatory breaks and providing time off to employees. The data was collected by asking the respondents to answer 31 statements. The responses were then converted to a five-point scale using mathematical formula and a score out of five was obtained for each dimension which resulted in an overall score out of 20.

The foremost objective of this study was to understand the concept and factors affecting the work- life balance in view of the recent pandemic. The study aimed at assessing the perception of employees about this concept at a young and growing consulting firm. An effort has been made to review the phenomena from a holistic viewpoint incorporating aspects beyond the workspace. Also, few practical suggestions have been made to improve the work-life balance of employees at consulting and similar firms.

8.4 Data Analysis:

In order to understand the concept in a holistic manner, a thorough review of literature was done and researchers came up with a four-dimensional model to assess the current status of work-life balance in the chosen organization



Figure 8.1: Work-life Balance - Conceptual Model Authors' own compilation

Each factor in the model plays an important role in improving the work-life balance status for an individual. A short questionnaire was prepared to understand the perception of employees in respect to these domains. The questionnaire for data collection was designed keeping in mind the four dimensions which were carefully chosen after detailed literature review and a conceptual model (Figure 8.1) was envisaged. Under the Time Management category, the questions were asked to know how the respondents plan their day/week and

prioritize their work, their habits like procrastination, ability to meet deadlines, comfort level about having leisure time with friends and family and their overall comfort level about the time management skills.

Under the Health category, the respondents were asked about their habits related to frequency of exercise, energy levels, sleep patterns and how they usually feel about their fitness level.

In the category of Diet and Nutrition, the questions were asked about respondent’s eating habits, frequency of eating home cooked/outside meals and their intentions of switching to healthy diet habits. And, in the category of Organizational Support, questions were asked about perception of employees regarding organization’s policies such as flexible hours, mandatory breaks and providing time off to employees.

The data was collected by asking the respondents to evaluate the 31 statements which covered all the four domains of the Diamond model. The following table illustrates the responses received through the questionnaire –

Sr. No.	Statements	Yes (%)
Section 1: Health & Fitness		
1	Do you exercise more than 3 days in a week?	47.4
2	Are you frequently tired for no reason?	60.7
3	Do you have stiff and sore muscles? (Unrelated to recent exercise)	20
4	Do you catch colds or the flu easily?	32.6
5	Do you have seasonal allergies or known allergies to dust, animals, or mold?	16.3
6	Do cold, flu, or other infections tend to linger in your system for more than 5 days?	8.8
7	Do you frequently feel “stressed out”?	60
8	Do you have difficulty falling asleep or maintaining sleep through the night?	36.3
9	Do you become dizzy or lightheaded when standing up too quickly?	23.7
Section 2: Diet & Nutrition		
10	Do you skip breakfast more than once a week?	65.2
11	Do you skip meals and snack instead on most days?	40
12	Do you drink plenty of fluids at regular intervals during the workday?	8.1
13	Do you dine out every weekend?	40.7
14	Do you eat fried foods more than 3 days a week?	43.7
15	Are you willing to improve your nutrition habits if advised?	71.1
Section 3: Time Management		
16	Do you mostly do things in order of priority?	65.9

Sr. No.	Statements	Yes (%)
17	Do you get your assignments done on time most of the time?	95.5
18	Do you procrastinate in tackling difficult or unpleasant tasks?	17
19	Do you prepare a daily or weekly “to-do” list?	25.2
20	Do you spend enough time planning your work?	34.8
21	Do you consciously try to spend less time on trivial matters?	24.4
22	Do you plan time to relax and be with friends in your weekly schedule?	31.1
23	Are you satisfied with the way you use your time?	14
Section 4: Organizational Culture		
24	Do you find your company policies like Focus Fridays beneficial? (Setting time aside to focus on work and employees are guided not to keep/attend any meetings)	68
25	Does your company have policies on virtual happy hours?	100
26	Does your company allow flexi-hours?	100
27	Do you find wellbeing time off policies useful?	90
28	Do you find the counseling sessions for the employees organized by your company useful?	66
29	Does your company provide work from home allowances?	100
30	Does your company have a policy on mandatory short breaks between work?	0
31	Does your team culture facilitate work-life balance?	75

8.5 Research Findings:

In each of these domains, based on the responses collected, a score out of five was given to the organization to better summarize the findings. The results of this survey indicate that in the domain of health and fitness it is evident that 47% of the respondents follow an exercise regime trying to stay physically fit. Whereas, 20% of the respondents suffer from a weak immune system making them prone to illnesses more easily. Also, 60% of the respondents feel stressed due to their work on a regular basis. Another important observation is that around 36% of respondents have difficulty falling asleep which could result in reduced productivity in the long run.

In the time management domain, as much as 95% of the respondents are able to finish the work assigned to them within deadlines. However, Majority of them tend to procrastinate and find it difficult to take out time to spend with friends and family. It was observed that only 35% of the respondents spend enough time planning their work, while only 25% make a weekly to-do list.

About the diet and nutrition domain, 65% of respondents skip breakfast and 40% tend to snack instead of having timely meals. 91% of respondents do not keep a track of their fluid intake and 45% suggest that fried food forms a big component of their meals on a regular

basis! However, more than 70% of these respondents are willing to improve their eating habits and are ready to take proper counseling sessions to help build a healthy lifestyle.

In the last section, i.e. organizational culture, the company has policies like virtual happy hours, flexi-hours, work-from-home allowances, etc. which significantly boost the morale of employees improving their overall productivity. On an average, 80% of the respondents find policies like focus Fridays important and counseling sessions useful for achieving work-life balance. Also, 75% of the respondents suggest that their team culture facilitates work-life balance.

According to this analysis, a score of 3.31 was obtained in the in the dimension of health and fitness, 2.76 in the dimension of time management, 2.35 in the Diet and Nutrition while score of 3.74 was observed in the dimension of organizational culture. Hence, the overall score is 12.16 out of 20.

8.6 Recommendations:

After studying the above data and analyzing the findings of the survey, evaluating employee responses about work-life balance, lots of information and insights are gained. The observations and suggestions provided by the researchers aim to help the company to survive in the highly competitive market.

- The company should organize workshops and training sessions on varied topics like health and nutrition, importance of mental health, time management, etc. These sessions should be followed up by a proper action plan designed by employees for themselves to make them more accountable towards their health and mental wellbeing goals.
- Employees can be encouraged to form and actively participate in help groups of like-minded individuals so that they can benefit from the group energies
- Making policies on mandatory short breaks must be considered as it will not only help the employees stay relaxed and motivated, in turn improving their productivity, but it will also help eliminate the chances of burnout, the most common issue faced in the workplace.
- The company can consider how more flexibility can be incorporated in their work style so that employees are in a better position to balance their personal and professional demands and are in a much more comfortable space.
- Magistral Consulting must work towards bringing in more efficiencies in their system by coaching employees on successful time management techniques. They can explore implementing ‘no-meeting days/hours’ and schedule meetings in slots of 25 or 45 mins instead of 30 or 60 mins which helps in conducting more productive discussions.
- They should also relook at a balanced way of load allocation which should be in alignment with organization's requirements.
- The company should organize fun activities and celebrate important cultural events so that employees feel engaged and have a sense of ownership.
- The way company acknowledges a good performer, they should also keep an eye on the non-performers and put in extra efforts on them so their performance can be improved.

8.7 Conclusion:

In the post pandemic world, organizations have to renew their outlook towards employee engagement and satisfaction, not only for retaining the best world but also to maintain their productivity. Today, employees do not only wish to have a balanced life but are willing to take the necessary steps in the direction of achieving the perfect work-life balance for themselves. Organizations need to provide the conducive environment for this and look for more innovative ways to offer the best possible level of work-life balance. The conceptual model discussed in this paper draws attention towards important focus areas in which organizations need to play a proactive role in order to achieve better work-life balance for employees and reap the advantages of improved productivity and higher satisfaction levels.

8.8 Limitations and Scope for Future Research:

Due to time constraints and lack of resources the sample for current study has been taken only from Delhi NCR region. To explore further, the future studies should focus on consulting firms from other Indian regions and also comparison at global level can be drawn by taking the study forward in other Asian countries. A study with focus on impact of cultural, social and political factors on work-life balance can also contribute significantly to the knowledge base.

8.9 References:

1. Adnan Bataineh, K. (2019). Impact of work-life balance, happiness at work, on employee performance. *International Business Research*, 12(2), 99-112.
2. Barber, L. K., Grawitch, M. J., & Maloney, P. W. (2016). Work-life balance: Contemporary perspectives.
3. Brough, P., & Kalliath, T. (2009). Work–family balance: Theoretical and empirical advancements. *Journal of Organizational Behavior*, 30(5), 581–585.
4. Chaudhuri, S., Arora, R., & Roy, P. (2020). Work–Life balance policies and organisational outcomes—a review of literature from the Indian context. *Industrial and Commercial Training*.
5. Felstead, A., & Henseke, G. (2017). Assessing the growth of remote working and its consequences for effort, well-being and work-life balance. *New Technology, Work and Employment*, 32(3), 195-212.
6. Gandhi, P., Madan, S., & Arora, P. (2021). Virtual Workplace: A new normal for the organisations. *Ilkogretim Online*, 20(5).
7. Johari, J., Tan, F. Y., & Zulkarnain, Z. I. T. (2018). Autonomy, workload, work-life balance and job performance among teachers. *International Journal of Educational Management*.
8. Le, H., Newman, A., Menzies, J., Zheng, C., & Fermelis, J. (2020). Work–life balance in Asia: A systematic review. *Human Resource Management Review*, 30(4), 100766.
9. Lewis, S., & Beauregard, T. A. (2018). The meanings of work-life balance: A cultural perspective.
10. Lockwood, N. R. (2003). Work/Life Balance: Challenges and Solutions. *HR Magazine*, 48(6), 2.

11. Mas-Machuca, M., Berbegal-Mirabent, J., & Alegre, I. (2016). Work-life balance and its relationship with organizational pride and job satisfaction. *Journal of managerial psychology*.
12. Oludayo, O. A., Falola, H. O., Obianuju, A., & Demilade, F. (2018). Work-Life Balance Initiative As A Predictor Of Employees' behavioural Outcomes. *Academy of Strategic Management Journal*, 17(1), 1-17.
13. Rañeses, M. S., un Nisa, N., Bacason, E. S., & Martir, S. (2022). Investigating the Impact of Remote Working on Employee Productivity and Work-life Balance: A Study on the Business Consultancy Industry in Dubai, UAE. *International Journal of Business & Administrative Studies*, 8(2), 63–81
14. Rawat, P. S., & Athaide, N. (2022). Women, Patriarchy & Work-life Balance: A Qualitative Study. *Indian Journal of Industrial Relations*, 57(4), 523–538
15. Sirgy, M. J., & Lee, D. J. (2016). Work-life balance: A quality-of-life model. *Applied Research in Quality of Life*, 11(4), 1059-1082.
www.consultancy.org/career/work-life-balance, Retrieved on April 5th, 2022

9. Effect of Surveillance on Employees Psychological well-being in the Banking Sector

Harsheen Kaur

Research Scholar,
Amity Business School, Amity University,
Lucknow.

Dr. Richa Raghuvanshi

Assistant Professor (Grade II),
Amity Business School, Amity University,
Lucknow.

Abstract:

- **Purpose:** *Psychological well being is the subjective feeling of contentment, happiness, satisfaction with life experience, understanding of achievements, utility, belongingness, and no distress. The paper purpose is to understand and evaluate how surveillance affects the psychological well-being of an employee in the banking sector. In addition which programs strengthen their well-being?*
- **Methodology:** *This research study shall incorporate quantitative and qualitative methods. A self-structured questionnaire will be used to elicit information. Sample size chooses shall be 50-100, and the sampling technique will be Non-Probability – Convenience Sampling. The data collection method will be both primary and secondary.*
- **Findings:** *This research indicates that surveillance does affect the mental well-being of employees. However, a constant monitoring may be undertaken with the consent of employees.*
- **Research limitation:** *This research is limited to employee perspective towards surveillance in the banking sector in the state of Uttar Pradesh, India.*
- **The practical implication:** *This study encourages organizations to emerge with techniques and well-being programs, so that the psychological well-being of an individual may not be influenced by surveillance.*
- **Social implication:** *This research will help the individual to understand the importance of surveillance and how to operate it without affecting individual mental well-being.*
- **Originality:** *This study will help the researchers to a certain extent in understanding how to use surveillance in the banking sector with emerging techniques.*

Keywords: *surveillance, workplace surveillance, mental health, Stress, well-being, psychological well-being, banking sector Uttar Pradesh, India.*

9.1 Introduction:

We live in a multi-culture society where the dimensions of an individual participating in the society are of various interests, from a highly conservative to an open society. None of us expects to be under surveillance because we need privacy under control. Some cultures and organizations do not see surveillance as a significant threat. However, in today's context, surveillance of any individual intending to penetrate or interject his/her privacy is a tricky question of practice.

It remains a crucial question. This research problem confines the banking sector, where banking is ultimately a financial sector, a sector engaged in the services of human beings. We see individuals working in a financial sector burdened with the stress, anxiety and complex challenges they interface with like professionals. It gets compounded when they are under surveillance, where their psychological behaviour changes because of supervision. Therefore, we intend to study how surveillance impacts employees in the banking sector and choose a specific location, the state of Uttar Pradesh, India.

We work with high respect and close boundaries and do not discuss our life's privacy in a professional practice. In this, we will see how it impacts employees' professional and psychological well-being and the organization as a whole. The context of liberty and freedom to operate within the organization's boundaries gets challenged, so the study becomes very pertinent.

Organizations and surveillance are closely associated, and workplace surveillance encompasses technology in compliance with social responsibility. Personal data gathering, location tracking, internet and e-mail monitoring, biometrics and covert surveillance are some critical areas of development. Stresses between advanced technologies have aided outfits and made the workers realize that constant monitoring of employers has invaded employees' privacy rights. Diverse evidence supports that employees are misapplying information and communication technologies against their employers as they reveal collectively disagreeable practices and prompt unexplored thinking about resistance.

Organizations primarily monitor employees to protect their assets, although the nature and intensity of surveillance broadly affect how a company views its employees. Workplace surveillance affects employee well-being, productivity, work culture, creativity and motivation. An administration that emphasizes task designs, supervisory processes, employees' expectations about monitoring, and an appraisal of the company's operating environment can judge its downsides.

Surveillance monitors employees' activities, behaviour, or other changing information to influence, manage, direct, or protect them. However, the right of the employer to operate workplace surveillance is authorized under law and procedures are also introduced. Furthermore, employers do not want to stand answerable for their employee's behaviour and misconduct. Therefore, employers monitor their employees' inappropriate use of web resources ranging from copyright infringement (downloading and installing copyrighted software) to inappropriate e-mail, calls and unethical behaviour that promotes a hostile work environment.

- **Privacy:** Significantly rarer studies examine the importance of surveillance without exploring the impact on personal privacy. Information technology (IT) makes it economically and technically feasible to collect, store, integrate, and interchange data and information quickly and efficiently. The power of IT to hold and retrieve information can harm the RIGHT TO PRIVACY OF EVERY INDIVIDUAL (psychology book). Many organizations monitor confidential e-mail messages by employees, and their personal information is collected frequently by staying on the World Wide Web (WWW). Computer monitoring is performed so that employers can collect adequate data about their employees to boost the efficiency and quality of services. The relationship between privacy and surveillance is significant in all personal and professional life.
- **Workplace Psychology:** In this research, the 'effective' surveillance and electronic performance systems are interconnected, following the hierarchy in many organizations. Effective systems occur not by electronic notice boards or reminders on a computer screen but by using CCTV, microphones and back-office whiteboards. Both the CCTV and microphones are for appropriate business reasons, such as preventing fraud and ensuring customer safety. However, their use changes employee behaviours similar to the overt electronic notice boards. When Employees are aware of CCTV cameras in the workplace, surveillance provokes a negative or positive psychological response; similarly, someone working in a strictly monitored environment causes a psychological response to cameras.
- **Psychological effects of workplace surveillance in the modern world:** Excessive surveillance at workplaces has adverse effects on employees, such as increased stress, loss of identity and the emergence of privacy issues. Many surveys observed that employees are more likely to suffer from fitness, stress, and honourable problems under surveillance. In many cases, the workers fail to manage pressure under surveillance and discontinue the job. Inflexible and unplanned surveillance in the workplace violates the employees' right to privacy. Employees who fail to relish their privacy at work feel suffocated and depressed. Here, solitude means both instructive and decisional. Privacy enables power over personal information, our bodies, and personal choices for our self-concept.

Benefits of Effective Surveillance in The Banking Sector:

Demonetization has built awareness about banking and the Indian economy while raising concerns about the effectiveness of the existing surveillance systems. Today, we aim to relieve light on the benefits of banks and their customers when an effective CCTV surveillance system has opted.

- **Prevent robberies** – Proper bank video surveillance setup is an obstacle to robbers. In a worst- case scenario, it provides crucial images and videos that act as shreds of evidence for law enforcement.
- **Fraud inspection** – Video and audio surveillance systems with advanced video analytics such as facial recognition significantly aid imitation inspections at banks by recording transaction data and capturing images of criminals. The employees fear getting caught in manipulation since the data can determine criminals and help in protecting customer accounts.

- **Coordinate information from multiple banks** – Modern bank video surveillance allows multiple branches to transmit footage to a superior monitoring room over the internet. It makes audits and controls very easy and cost-effective.
- **Integration with alarm systems** – Surveillance systems integrate bank security cameras into a single network. Security systems get more prompt and resourceful in banks.
- **Intelligent functionality** – Intelligent security with video analytics such as motion sensing, facial recognition, and behavioural recognition can effectively identify suspicious or unnatural activity around the banks.
- **Digital storage** – Digital technology, storage and management of surveillance footage are more efficient, convenient, and accessible, allowing search techniques that help pinpoint specific incidents and identify suspects easily, quickly, and accurately.
- **Continuous surveillance** – Bank's security cameras allow for constant surveillance of banking facilities, protecting outside workday hours. It is beneficial for ATMs, which customers access 24 hours.
- **Data recognition** – Video surveillance systems can form data recognition, which helps search footage for specific bank transactions and images of particular individuals.

Rule and Brantley (1992) suggested a definition of 'workplace surveillance' as "any systematic monitoring by management of individual employees' job performance, were carried out to ensure compliance with management expectations". Botan & Vorvoreanu (2000) explicitly distinguish between workplace surveillance and workplace monitoring, indicating "the term monitoring can be applied to all automated collection of information about work, regardless of purpose.

Seegers & van Elderen (1996) investigated how work-related stressors affected the physical and psychological well-being in a large Dutch banking organization and what levels of absenteeism observe. Invitations to complete a questionnaire to five hundred bank directors, 376 (75.2%) responded by finishing the forms.

(Godin et al., 2005; Stansfelda & Candy, 2006; Bhagat et al., 2010; Burke, 2010; Dalgaard et al., 2017) The literature supports the idea of occupational stress as a disease promoter, placing employees' societal and mental health at threat and harmful to their social, professional and affective lives. High levels of absenteeism, poor performance, staff turnover, and violence in the workplace follow. In their paper, (Devi and Sharma 2013, Beehr & Glazer, 2005) used a random sample of 501 employees to observe how stressors affected leading edge bank employees in India, role stressors being events demands and constraints creating role stress by affecting an individual's role fulfillment.

(Fernandes et al., 2012; Devi&Sharma, 2013) researchers looked closely at function stressors in the banking sector in a study. They research into the role stressors of frontline Indian bank employees revealed significant differences among employees, divided into three categories: "overloaded employees," "unclear employees," and "underutilized employees." Employees had profiles different from those in the other categories, and the results reinforced the requirement for customized approaches to role stress management.

(Priyanka Das & Alok Kumar Srivastav's 2015) mentioned "A Healthy Employee is a Productive Employee" identified that banks must manage individuals at work to enhance the physical working environment; by enhancing an employee's psychological well-being, revenue increases and reduction in employee retention. The study concluded that the stress level among the select public sector banks is limited. The necessary action will help employees release stress, increase productivity, and help the banks achieve greater heights, goals and objectives.

(Costigan et.al., 2013; Carson et al., 2015, Nathanson et.al., 2014; Reid et.al., 2016., Vaala, 2010., Iannotti et al., 2007., Ofcom, 2015 & United (Nations Assembly, 1989) argued that extensive body of work suggests that screen time might be related to declining physical health and executive functioning in children and adolescents, though the nature of the links with such outcomes investigated and physical correlates of screen time are unclear. Such work is necessary because young people and children widely use digital screens and have internationally recognized rights for play and information.

(Patalay & Fitzsimons, 2016, Tennant et al., 2007 & Diener et al., 1999, Clarke et al., 2011 & Ryff, 1989) Well-being is more than the lack of unhealthy life and reflects a subjective sense of flourishing. Research in grown-up populations indicates that psychological well-being is a multifaceted construct concerning subjective cognitive and emotional judgments different from low psychopathology. Furthermore, well-being across the life course studies through different theoretical ranging from critical snapshots regarding social, emotional functioning, and life satisfaction to value-oriented models that tap a more comprehensive range of concepts, including purpose in life, growth, and self-acceptance.

(Giahi et al., 2015; Malamardi et al., 2015; Kan and Yu, 2016; Giorgi et al., 2017) stated well-being and its elements, such as occupational stress, depression, and insomnia, have increased attention in research exploring the financial service industry. Most of these studies found that occupational health psychology declares that this increased attention is motivated by contextual changes in the financial service industry and changes in the internal organization of banks.

(Mrs Caral Lopes & Ms Dhara Kachalia 2016) surveyed private and public banks. The study found a significant relationship between the type of the banks, age, gender, education and impact of occupational stress. They have shown that technological growth has revolutionized the banking sector, and the competition is globalized nowadays because of the economic conditions. The stress the employees faces is overgrowing; therefore, the banking sector adopts new strategies for maintaining good physical and mental conditions to improve productivity.

Hassard et al., (2017); Kaur et al., (2017) In recent decades, the global economy and deregulated markets have led to significant transformations in how financial services work, particularly true of the organization and execution work in the sector. There was an immense transformation in the structure of banks and the consequence of new technology on employees' active lives.

(Tarafdar, et.al, 2019, Ayyagari et. al, 2011; Backhaus, 2019) mentioned stress from technology presence and usage is techno-stress, whereas technology reducing privacy can be referred to further specifically as techno-invasion. These invasive technology uses are significant predictors of workplace stressors and burnout.

(Jeske & Santuzzi, 2015, Ravid et al., 2020) Close performance monitoring (via cameras, chat, phone recording and data entry) negatively affects job attitudes such as job satisfaction and affective commitment. Electronic performance monitoring tends to be detrimental to job satisfaction when used for punishment. Monitoring has more negative associations when continuous/unpredictable or assessed at a group level.

(Laird et al., 2018, Amabile et al, 1990; Gagné & Deci, 2005) Surveillance is associated with decreased problem-solving performance, suggesting that lower quality solutions and decisions may reach under a watchful electronic eye. Particularly in competitive and high-tech industries, the risks of hampering creativity and innovation are incalculable. Individual creativity is also lower when evaluated and surveilled. There may be a similar problem of psychological safety in work teams reduced by surveillance and increased interruption in the translation of intrinsic motivation into creativity.

(Nelson, 2019) argued that when employee surveillance is done, it becomes even more critical for the manager to supervise as it can affect the values and ethics of an individual. Surveillance capabilities may be mainly risky when paired with existing top-down management culture. Surveillance expands administrator powers beyond work outputs and into the realm of employee behaviour modification, a powerful and individualized form of control that threatens worker autonomy. As a result, organizational management decisions and ethical culture will strongly determine how surveillance capabilities leverage toward competing goals.

(Jennifer Stoddart, Privacy Commissioner of Canada) revealed that 'workplace privacy is a significant part of one's autonomy. If the employees do not enjoy privacy in the workplace, it will harm their sense of dignity, freedom, and autonomy. The Commissioner said that continual surveillance is a very dehumanizing process. It affects the enthusiastic personnel. Due to the increased use of cameras, productivity, stress, and anxiety also increased.

9.3 Objectives:

- To study the benefits of surveillance in the banking sector.
- To study the effect of surveillance on an employee's psychological well-being in context to the banking sector.

9.4 Methodology:

This research incorporates both quantitative and qualitative methods for the study. A self-structured questionnaire is used to elicit information. Sample size is around 80-100, and the selection technique is Non-Probability – Convenience Sampling. Primary Data is collected through questionnaire via Google form and a structured questionnaire (General Psychological well being Index by Dupuy) is used for the same. Also, the open ended

questions were asked to the employees through personal interview. Secondary data is collected through articles and research papers published in reputed peer reviewed journals and eBooks. Further, excel and SPSS is used for data analysis.

9.5 Findings and Discussion:

- There are two options in which males are 62.2 % and Females are 28.4%. According to the analysis it is been observed that males are more in numbers in banking sector as compare to females.
- There are four options in which 20-30 age group people are highest in number with 31.1% in table 2 and there are three options in which most of the employees are post graduate with 56.8 % in table 4.
- There are five options in which we got to know that bank employees are more in accounting and operation department with 29.7 and 24.3%.
- 82.4% employees believes that their computer usage get monitored by the organization in table 9 and with the help of survey we analyze that married are more in banking sector as compare to single.
- Employees working in the banking sectors are having less than 5 years or lies between 5-10 years of experience in the organization.
- In this study we originate that most employees were graduates and postgraduates.
- In the banks mostly video/camera surveillance is used to monitor employees.
- Banking employees are aware about the monitoring and mail checking is also been done by the organization to monitor employee work.
- With the help of research, we learned that electronic monitoring helps increase an employee's efficiency.
- Most of the employees agreed with the policies regarding electronic monitoring in their organization.
- 25.7% of employees think that they feel depressed while being monitored.
- More than half of the employee feels that Monitoring leads to frequent sickness and bodily disorder to many employees at the workplace.
- 51% of employees agreed that constant monitoring makes me conscious.
- Employees agreed that their knowledge and skills were properly not used because of Monitoring.
- With the help of the survey, we got to know that Monitoring like telephone tracking, mail-checking and video surveillance affects their work.
- Most of the employees agreed that electronic tracking makes them downhearted and low.
- According to the survey we analyzed that over monitoring makes the employee feel pressurized and stressed.
- More than 37.8% of employees agreed that they are worried about their health because of extra screening.
- According to the respondent, we got to know that employees feel surveillance makes them sad, discourage, hopeless and sometimes feel less valued while working.
- Employees believe that they miss their quality time because of work pressure.

9.6 Conclusion and Recommendation:

According to the findings, most of the respondents feel that electronic Monitoring is convenient and saves time; hence monitoring would be an excellent mechanism. More than half of the employee feels that surveillance affects their mental well-being. Monitoring like telephone tracking, mail-checking and video surveillance affects their performance and privacy. The study concluded that surveillance is an excellent medium to use if it does not affect an employee's mental health. It also mentions that there should be some constraints monitoring employees as it affects their privacy and creativity. The study revealed that because of constant monitoring the employee feels frequent sickness and bodily disorder at the workplace.

9.7 Limitation and Future Research:

- The limitations of this study convey opportunities for future research.
- Not much work has been done in this area and thus, the review of literature is confined to selective papers only.
- One limitation is the small sample size, which makes this study very exploratory. Using a larger sample from the banking field might have enhanced the generalisability of the results. Another way could be to compare public and private bank perceptions.
- Future research could test and refine the customer perception in measuring digitalization by adding new dimensions. Thus, the results are indicated because of the study's exploratory nature and findings; the study might represent a particular group of people.
- Moreover, future studies in this context should also consider whether the only outcome variable is the well-being of employees on an individual level, given the increasingly team- oriented nature of work in banks.

9.8 References:

1. Ajunwa, I., Crawford, K., & Schultz, J. (2017). Limitless worker surveillance. *Calif. L. Rev.*, 105, 735.
2. Amabile, T. M., Goldfarb, P., & Brackfield, S. C. (1990). Social influences on creativity: Evaluation, coaction, and surveillance. *Creativity research journal*, 3(1), 6-21.
3. Ananny, M., & Crawford, K. (2018). Seeing without knowing: Limitations of the transparency ideal and its application to algorithmic accountability. *New Media & Society*, 20(3), 973–989. Anteby, M., & Chan, C. K. (2018). A self-fulfilling cycle of coercive surveillance: Workers' invisibility practices and managerial justification. *Organization Science*, 29(2), 247-263.
4. Ayyagari, R., Grover, V., & Purvis, R. (2011). Technostress: technological antecedents and implications. *MIS quarterly*, 35(4), 831-858.
5. Bhave, D. P. (2014). The invisible eye? Electronic performance monitoring and employee job performance. *Personnel psychology*, 67(3), 605-635.
6. Bhave, D. P., & Glomb, T. M. (2016). The role of occupational emotional labor requirements on the surface acting–job satisfaction relationship. *Journal of Management*, 42(3), 722-741.

7. Chen, J. V., & Ross, W. H. (2007). Individual differences and electronic monitoring at work. *Information, Community and Society*, 10(4), 488-505.
8. Cynthia D. Fisher (2010). *Happiness at Work.*, 12(4) 384–412. doi:10.1111/j.1468-2370.2009.00270.x
9. Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational behavior*, 26(4), 331-362.
10. Gagné, M., Deci, E. L., & Ryan, R. M. (2018). Self-determination theory applied to work motivation and organizational behavior.
11. Gu, Y., & You, X. (2020). Recovery experiences buffer against adverse well-being effects of workplace surface acting: A two-wave study of hospital nurses. *Journal of advanced nursing*, 76(1), 209-220.
12. Holt, M., Lang, B., & Sutton, S. G. (2017). Potential employees' ethical perceptions of active monitoring: The dark side of data analytics. *Journal of Information Systems*, 31(2), 107-124. Huppertz, A. V., Hülshager, U. R., De CalheirosVeloza, J., &Schreurs, B. H. (2020). Why do emotional labor strategies differentially predict exhaustion? Comparing psychological effort, authenticity, and relational mechanisms. *Journal of occupational health psychology*.
13. Jensen, J. M., & Raver, J. L. (2012). When self-management and surveillance collide: Consequences for employees' organizational citizenship and counterproductive work behaviors. *Group & Organization Management*, 37(3), 308-346.
14. Jeske, D., & Santuzzi, A. M. (2015). Monitoring what and how: psychological implications of electronic performance monitoring. *New Technology, Work and Employment*, 30(1), 62-78.
15. Lindgreen, A., & Swaen, V. (2010). Corporate social responsibility. *International journal of management reviews*, 12(1), 1-7.
16. Van De Voorde, K., Paauwe, J., & Van Veldhoven, M. (2012). Employee well-being and the HRM–organizational performance relationship: a review of quantitative studies. *International Journal of Management Reviews*, 14(4), 391-407.

Annexure

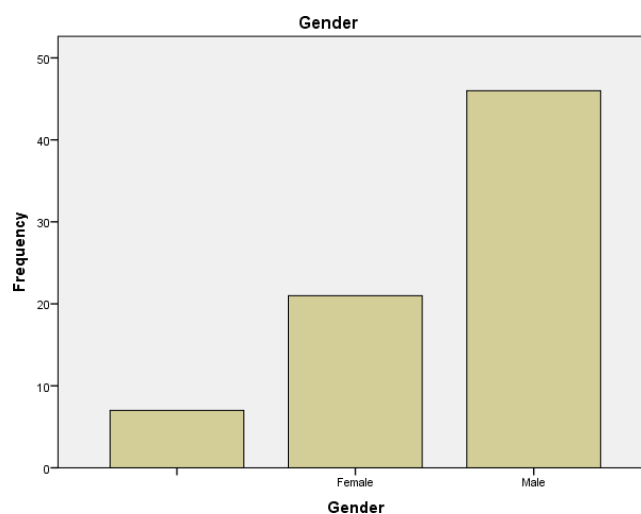


Figure 9.1

Effect of Surveillance on Employees Psychological well-being in the Banking Sector

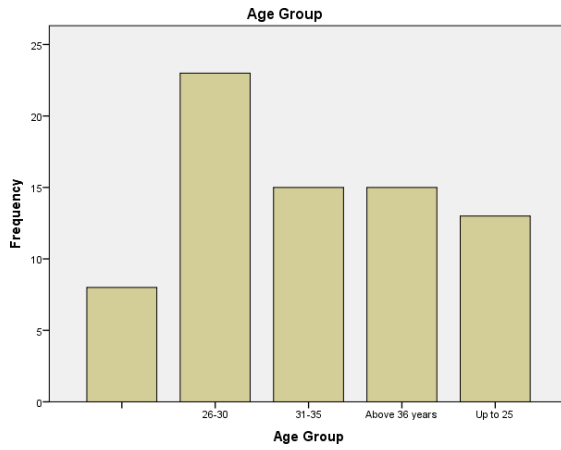


Figure 9.2

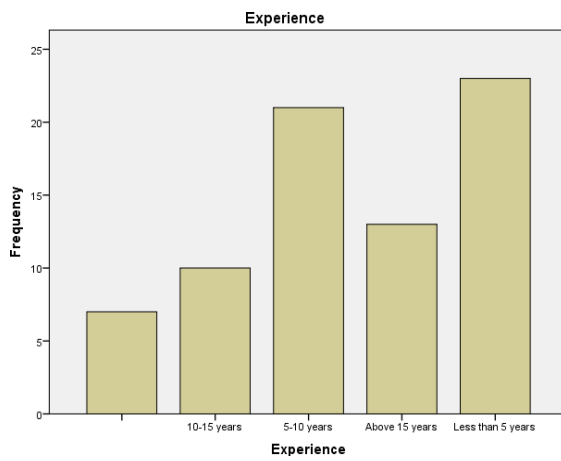


Figure 9.3

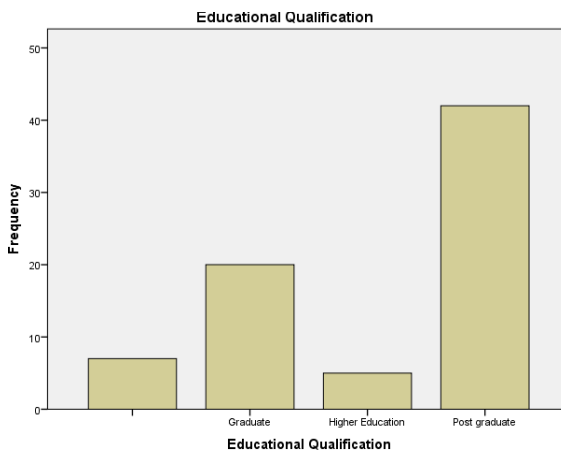


Figure 9.4

Theme-1 Sustainability & Human Resource

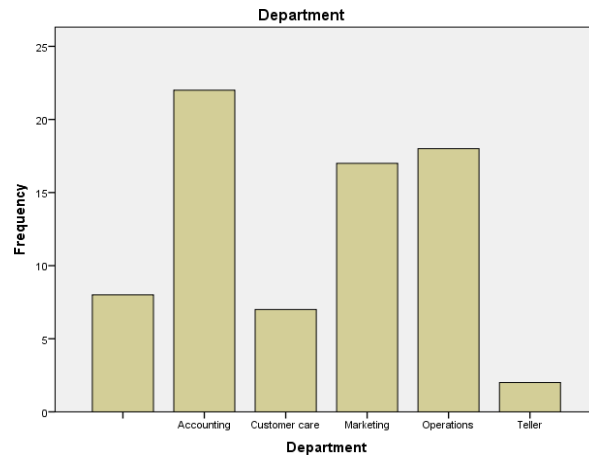


Figure 9.5

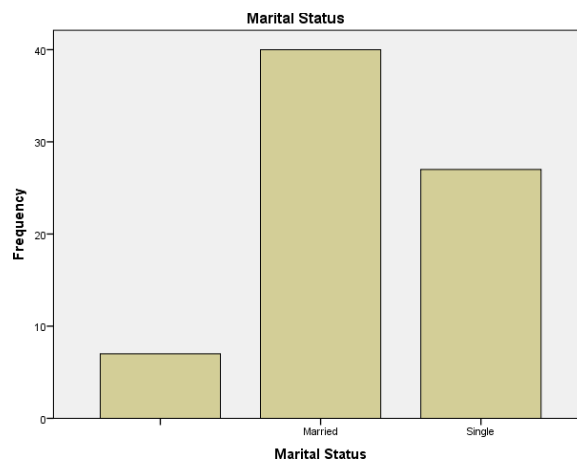


Figure 9.6

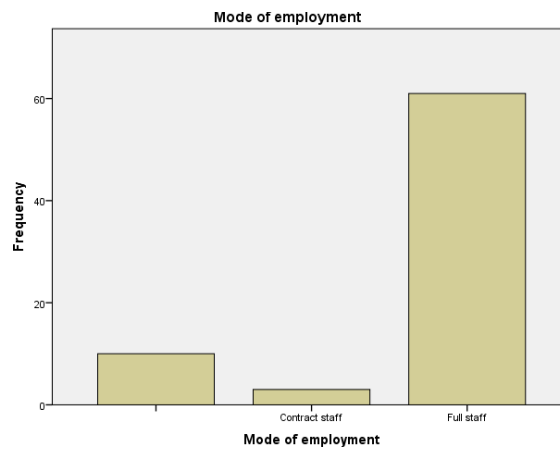


Figure 9.7

Table 9.8: Which form of electronic monitoring are you familiar of?

	Frequency	Percent	Valid Percent	Cumulative
Attendance monitoring	7	9.5	9.5	9.5
Direct supervision of work	7	9.5	9.5	18.9
GPS tracking for employee	14	18.9	18.9	37.8
ID card	3	4.1	4.1	41.9
Internet usage monitoring	3	4.1	4.1	45.9
Monitoring software Valid	3	4.1	4.1	50.0
Phone/message monitoring	7	9.5	9.5	59.5
Physical searches	3	4.1	4.1	63.5
Store files and records about employee work activities	3	4.1	4.1	67.6
Time/work schedule	9	12.2	12.2	79.7
Video/camera surveillance	15	20.3	20.3	
Total	74	100.0	100.0	100.0

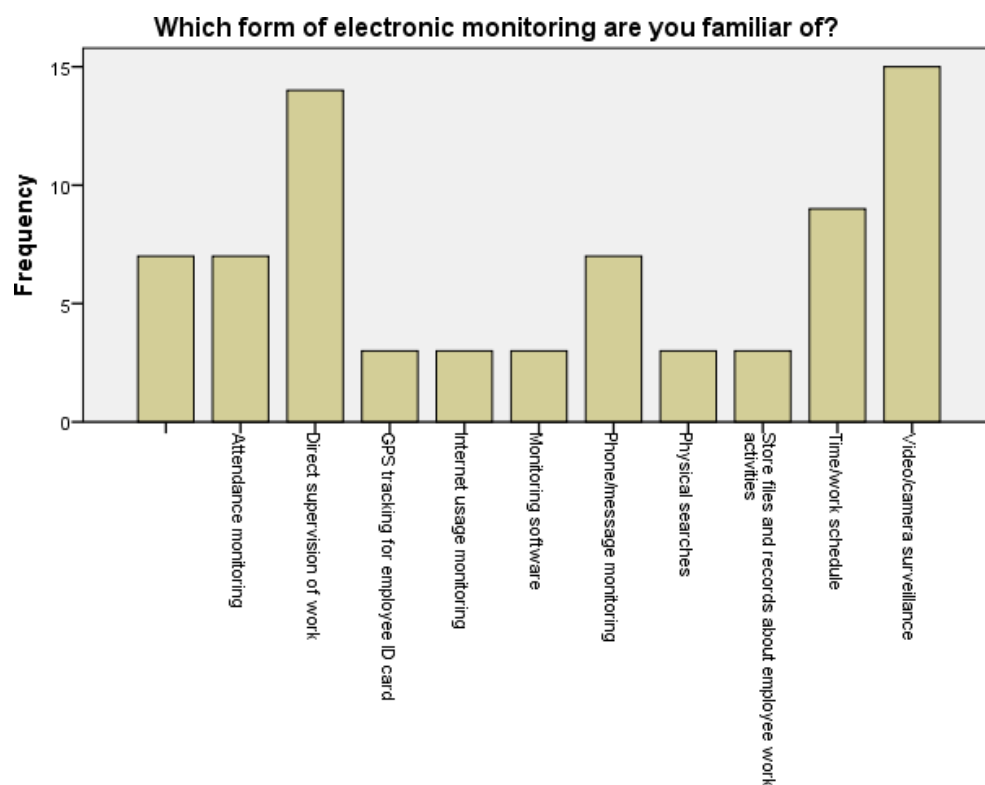


Figure 9.8

Table 9: Does your computer usage get monitored by the organization?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	8	10.8	10.8	10.8
Valid Yes	5	6.8	6.8	17.6
Total	61	82.4	82.4	100.0
	74	100.0	100.0	

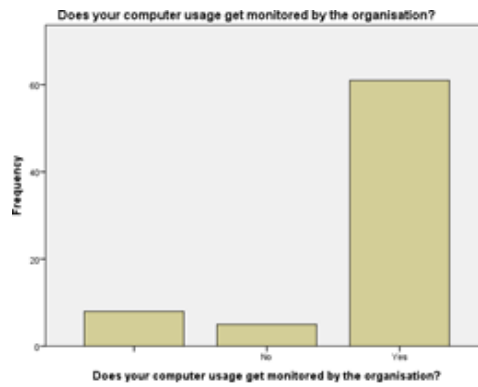


Figure 9.9

Table 10: Are your email messages regularly tracked by the organization?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	8	10.8	10.8	10.8
Valid Yes	13	17.6	17.6	28.4
Total	53	71.6	71.6	100.0
	74	100.0	100.0	

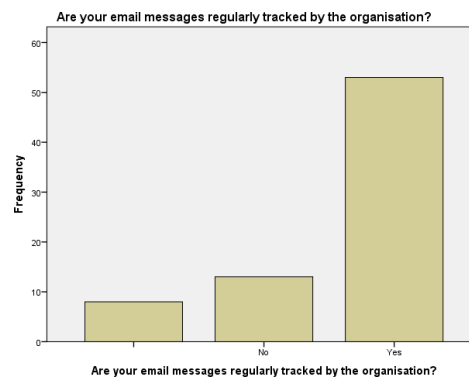


Figure 9.10

Table 9.11: How you perceive electronic monitoring?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Do not know	7	9.5	9.5	9.5
Negative	6	8.1	8.1	17.6
Positive	12	16.2	16.2	33.8
Total	49	66.2	66.2	100.0
	74	100.0	100.0	

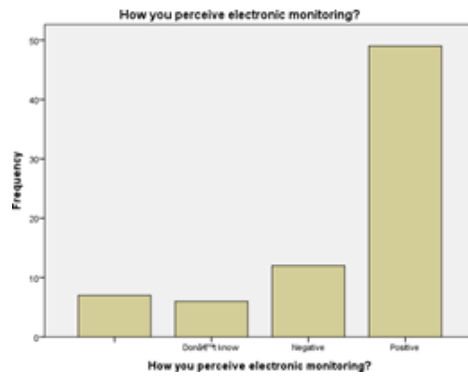


Figure 9.11

Table 9.12: Are you aware of being monitored?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	7	9.5	9.5	9.5
Yes	11	14.9	14.9	24.3
Total	56	75.7	75.7	100.0
	74	100.0	100.0	

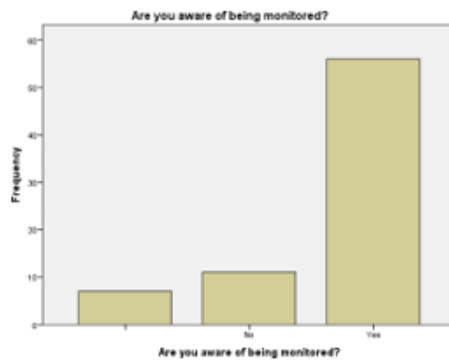
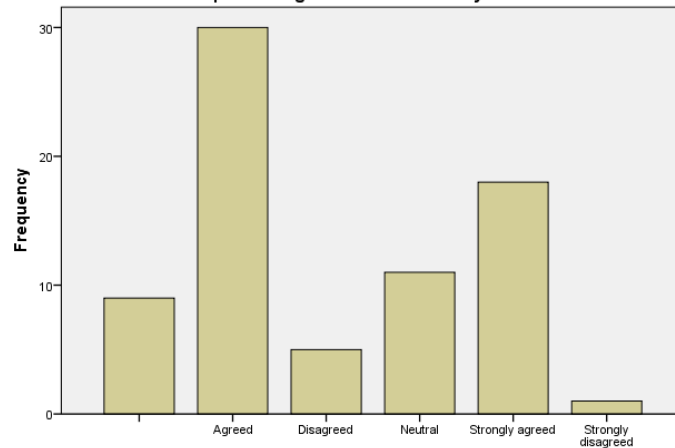


Figure 9.12

Table 9.13: Do you think electronic monitoring is necessary for the organization because it improves organizational efficiency?

	Frequency	Percent	Valid Percent	Cumulative Percent
	9	12.2	12.2	12.2
Agreed	30	40.5	40.5	52.7
Disagreed	5	6.8	6.8	59.5
Valid Neutral	11	14.9	14.9	74.3
Strongly agreed	18	24.3	24.3	98.6
Strongly disagreed	1	1.4	1.4	100.0
Total	74	100.0	100.0	

Do you think electronic monitoring is necessary for the organisation because it improves organisational efficiency?



Do you think electronic monitoring is necessary for the organisation because it improves organisational efficiency?

Figure 9.13

Table 9.14: Do you agree with the policies regarding electronic monitoring in your organization?

	Frequency	Percent	Valid Percent	Cumulative Percent
	8	10.8	10.8	10.8
Agreed	33	44.6	44.6	55.4
Disagreed	4	5.4	5.4	60.8
Valid Neutral	16	21.6	21.6	82.4
Strongly agreed	13	17.6	17.6	98.6
Total	74	100.0	100.0	100.0

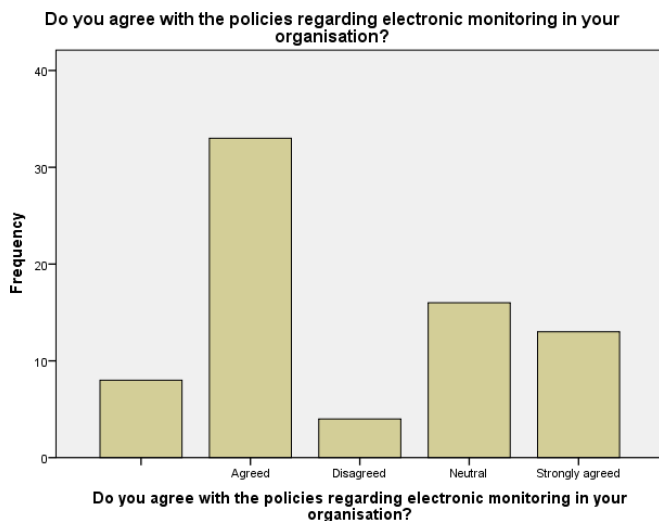


Figure 9.14

Table 9.15: Do you agree that electronic monitoring is effective in your organization?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agreed	8	10.8	10.8
	Disagreed	34	45.9	56.8
	Neutral	5	6.8	63.5
	Strongly agreed	14	18.9	82.4
	Total	13	17.6	100.0
	74	100.0	100.0	

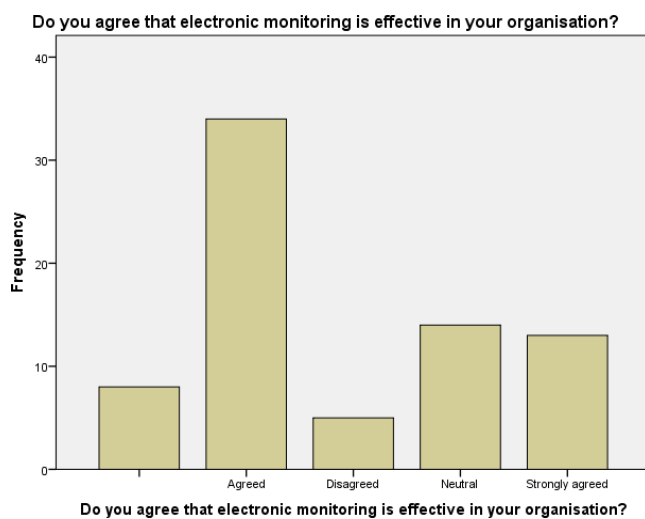


Figure 9.15

Table 9.16: Electronic monitoring leads to frequent sickness and bodily disorders to many employees at the workplace. Do you agree?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agreed	32	43.2	43.2	54.1
Valid Disagreed	7	9.5	9.5	63.5
Valid Neutral	20	27.0	27.0	90.5
Valid Strongly agreed	5	6.8	6.8	97.3
Valid Strongly disagreed	2	2.7	2.7	100.0
Total	74	100.0	100.0	

Electronic monitoring leads to frequent sickness and bodily disorders to many employees at the workplace. Do you agree?

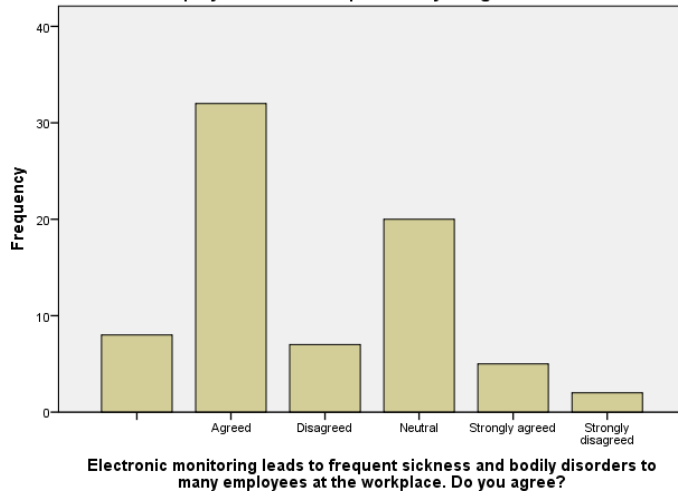


Figure 9.16

Table 9.17: I feel depressed while being monitored.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agreed	21	28.4	28.4	40.5
Valid Disagreed	14	18.9	18.9	59.5
Valid Neutral	19	25.7	25.7	85.1
Valid Strongly agreed	5	6.8	6.8	91.9
Valid Strongly disagreed	6	8.1	8.1	100.0
Total	74	100.0	100.0	

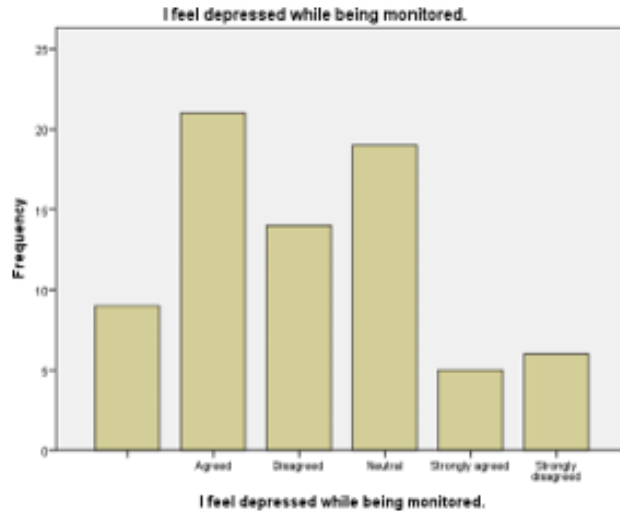


Figure 9.17

Table 9.18: Constant monitoring makes me conscious.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agreed	38	51.4	51.4	63.5
Disagreed	7	9.5	9.5	73.0
Neutral	12	16.2	16.2	89.2
Strongly agreed	7	9.5	9.5	98.6
Strongly disagreed	1	1.4	1.4	100.0
Total	74	100.0	100.0	

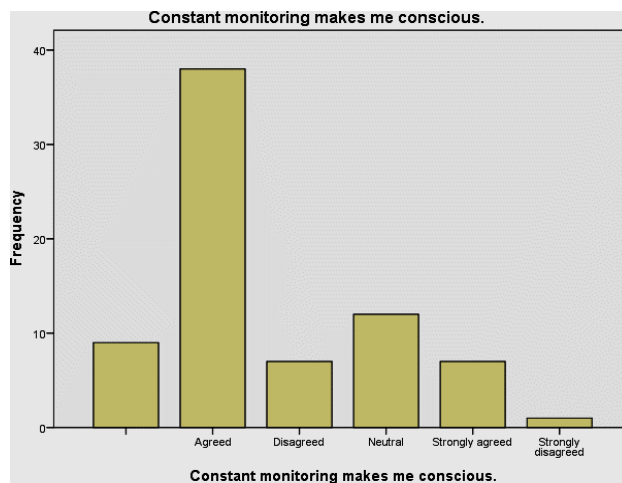


Figure 9.18

Table 9.19: Electronic tracking makes me downhearted and low.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	9	12.2	12.2	12.2
Agreed	24	32.4	32.4	44.6
Disagreed	11	14.9	14.9	59.5
Neutral	23	31.1	31.1	90.5
Strongly agreed	5	6.8	6.8	97.3
Strongly disagreed	2	2.7	2.7	100.0
Total	74	100.0	100.0	100.0

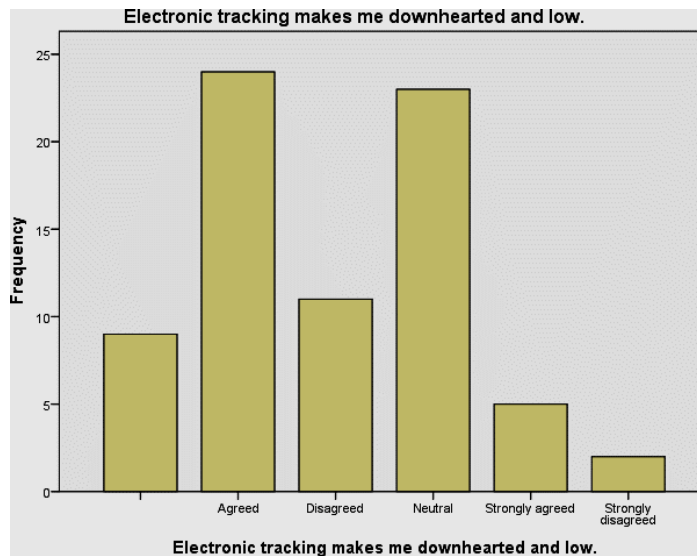


Figure 9.19

Table 9.20: Over monitoring generally makes me feel pressurized and stressed.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	9	12.2	12.2	12.2
Agreed	24	44.6	44.6	56.8
Disagreed	11	13.5	13.5	70.3
Neutral	23	17.6	17.6	87.8
Strongly agreed	5	10.8	10.8	98.6
Strongly disagreed	2	1.4	1.4	100.0
Total	74	100.0	100.0	100.0

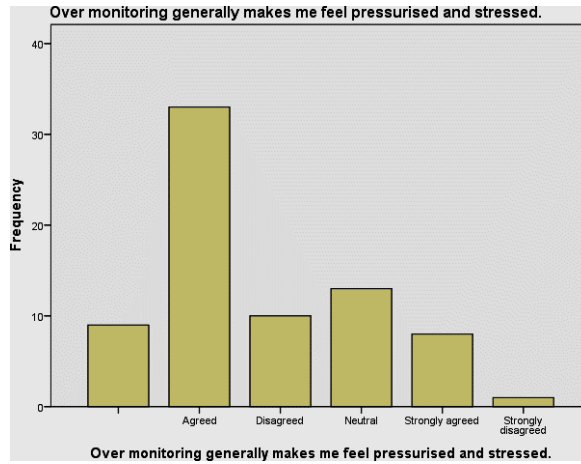


Figure 9.20

Table 9.21: I feel surveillance makes me sad, discouraged and hopeless and sometimes I feel less valued while working.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agreed	23	31.1	31.1	44.6
Disagreed	16	21.6	21.6	66.2
Neutral	19	25.7	25.7	91.9
Strongly agreed	5	6.8	6.8	98.6
Strongly disagreed	1	1.4	1.4	100.0
Total	74	100.0	100.0	

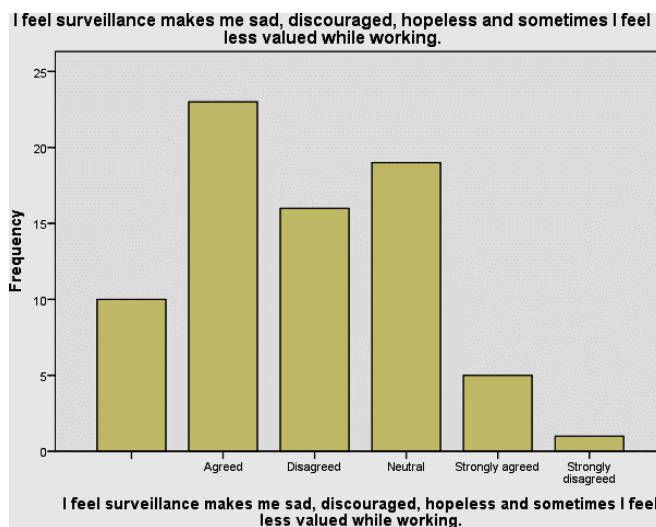


Figure 9.21

Table 9.22: Extra screening makes me feel concerned and worried about my health.

	Frequency	Percent	Valid Percent	Cumulative Percent
Agreed	9	12.2	12.2	12.2
Disagreed	28	37.8	37.8	50.0
Neutral	9	12.2	12.2	62.2
Strongly agreed	22	29.7	29.7	91.9
Strongly disagreed	5	6.8	6.8	98.6
Total	1	1.4	1.4	100.0
	74	100.0	100.0	

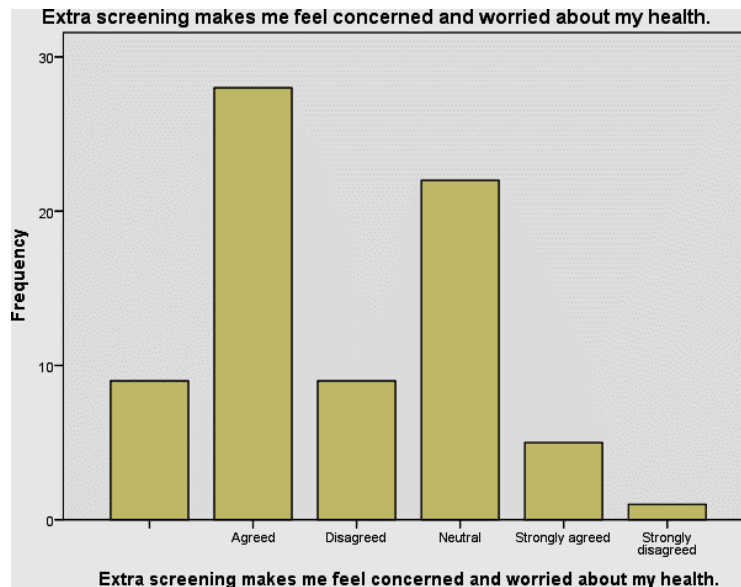


Figure 9.22

Table 9.23: Due to over monitoring, I lose control on my mind and act very differently sometimes.

	Frequency	Percent	Valid Percent	Cumulative Percent
Agreed	10	13.5	13.5	13.5
Disagreed	25	33.8	33.8	47.3
Neutral	12	16.2	16.2	63.5
Strongly agreed	20	27.0	27.0	90.5
Strongly disagreed	6	8.1	8.1	98.6
Total	1	1.4	1.4	100.0
	74	100.0	100.0	

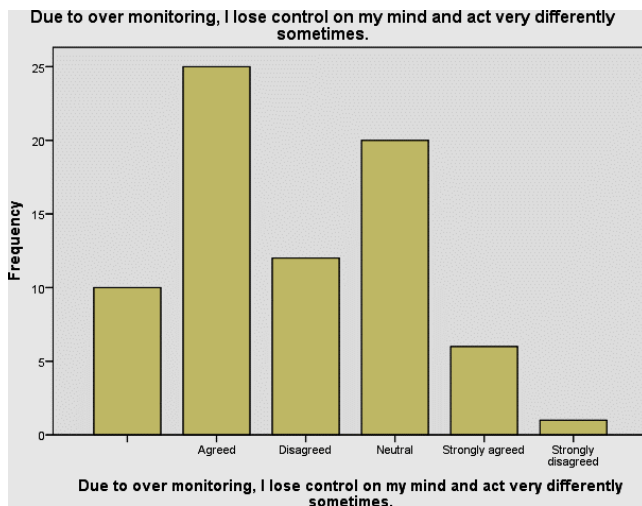


Figure 9.23

Table 9.24: Telephone tracking, e-mail checking and other digital monitoring makes me anxious, worried and upset.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agreed	9	12.2	12.2	12.2
Disagreed	21	28.4	28.4	40.5
Neutral	14	18.9	18.9	59.5
Strongly agreed	22	29.7	29.7	89.2
Strongly disagreed	6	8.1	8.1	97.3
Total	2	2.7	2.7	100.0
	74	100.0	100.0	

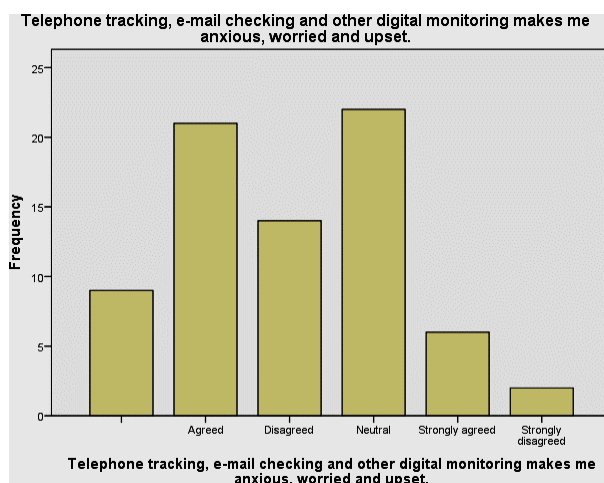


Figure 9.24

Table 9.25: I feel emotionally stable and sure of myself at the time of not being monitored.

	Frequency	Percent	Valid Percent	Cumulative Percent
	9	12.2	12.2	12.2
Agreed	25	33.8	33.8	45.9
Disagreed	11	14.9	14.9	60.8
Neutral	24	32.4	32.4	93.2
Strongly agreed	4	5.4	5.4	98.6
Strongly disagreed	1	1.4	1.4	100.0
Total	74	100.0	100.0	

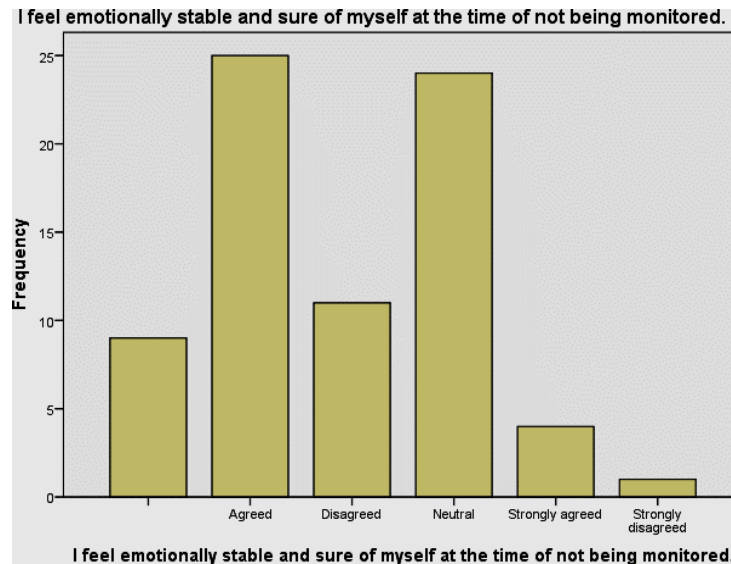


Figure 9.25

Table 9.26: I feel tired and exhausted at work.

	Frequency	Percent	Valid Percent	Cumulative Percent
	9	12.2	12.2	12.2
Agreed	16	21.6	21.6	33.8
Disagreed	15	20.3	20.3	54.1
Neutral	21	28.4	28.4	82.1
Strongly agreed	8	10.8	10.8	93.2
Strongly disagreed	5	6.8	6.8	100.0
Total	74	100.0	100.0	



Figure 9.26

10. Demographic, Geographic, and Performance Factors for Recommendation of Soft Competency Assessment Results

Tio Sampurno

Talent Development PLN,
Pangkalpinang, Indonesia.

Muhammad Husni Thamrin

Integrated Management System PLN,
Pangkalpinang, Indonesia.

Beni Hedyantama

Human Capital Service Balikpapan PLN,
Balikpapan, Indonesia.

Abstract:

One of the references for promoting employees is using recommendations of soft competency assessment result. These recommendations provide an overview to management whether the employee has good soft competencies if promoted to structural position. This study uses demographic factors (Age, Gender, Position Level, Job Target, Education Level), geographic factors (unit location), and performance to test whether these factors affect the results of employee assessments. This study uses the Mann Whitney U test on the variables of Age, Gender, Position Level, Performance and Kruskal Wallis H test on the variables of Job Target, Education Level, and Unit Location. The results showed that gender, unit location, and performance had no effect on the results of the assessment where the P Value was more than the critical limit of 0.05. Meanwhile, Age, Position Level, Job Target, Education Level affect the results of employee assessments.

Keywords: *competency, assessment, demographic, geographic, performance.*

10.1 Introduction:

In order to maximize the way an employee works, the ability to apply skills or competencies is needed. These competencies are not only hard competencies but soft competencies are also needed. In Lesson from The Top by Neff and Citrin containing sharing and interviews with 50 of the most successful people in America, they agree that the most determining fluency is not technical skills but self- quality which is included in soft skills or related skills with other people (people Skill) (Muqowim, 2012). In literature, soft skills have been described in different ways by a number of scholars and researchers (Anggiani, 2017), (Gibbons-Wood & Lange, 2000), (Balcar, 2014), (Cimatti, 2016), (Lippman, Ryberg, &

Moore, 2015), (Yassin, Hasan, Amin, & Amiruddin, 2008), (Ellis, Kisling, & Hackworth, 2014), (Jhon, 2008), (Byham & Moyer, 1996). According to (Anggiani, 2017) skill refers to the personal traits that improve the interaction of individuals, and their job performance and soft skills are interpersonal and extensively applicable. The word 'soft skills' which is used synonym with core skills, personal skills, and basic proficiencies (Gibbons- Wood & Lange, 2000). Hence, soft skills are the non- intellectual capabilities that are inborn in individuals and are essential for desirable social relationships in the working environment. Soft skills are hardly measurable skills closely related to an individual's attitude e.g., cooperation, communication, independence, leadership, and creativity (Balcar, 2014) expressed that soft skills indicate all those capabilities which are not directly related to a specific task, but these are imperative in any position because these skills are mostly referred to the relationships with other individuals engaged with the organization. According to (Cimatti, 2016) soft skills indicate a wide-ranging collection of skills, capabilities, attitudes, behaviors, and personal attributes that empower individuals to successfully steer their environment, cooperate with others, perform excellently and accomplish the goals. These skills are extensively applicable and enhance other skills i.e., vocational, academic, and technical skills. Generic skills are also called soft skills, common skills, key skills, employability skills, essential skills, competencies skills, basic skills, and transferable skills (Lippman, Ryberg, & Moore, 2015). The soft skills recognized as significant in the working environment are; communications, motivation, teamwork, enthusiasm, problem-solving, and trust (Yassin, Hasan, Amin, & Amiruddin, 2008). Similarly, (Ellis, Kisling, & Hackworth, 2014) built up a scientific classification including five dimensions of soft skills i.e., communication, conflict resolution, problem-solving, goal setting and planning, and task coordination. (Jhon, 2008) Described twenty-three personal soft skills indicator which are, flexibility, individual efficiency, managing, controlling, futuristic thinking, creativeness/invention, guidance, encouragement, goal alignment, decision-making, negotiation, constant learning, employee development / coaching, written statement, problem-solving, coordination, presenting, negotiation, empathy, conflict management, preparation/consolidating, relational, social skills, customer service, and self-management.

Soft competency (behavioral competence) in PLN is divided into three such as main competencies, role competencies, and stream competencies. The main competencies are soft competencies which are derived from the vision, mission and organizational values so that all individuals in the organization must possess all functions and level positions. Role competencies are soft competencies derived from business drivers and company strategic challenges so that they are required for individuals in an organization to be successful in a leadership position in various functions. Stream competence is a soft competency derived from the business driver and combined with functions within the company in order to be able to successfully carry out their work within these functions (Byham & Moyer, 1996). Each competency in a soft competency will contain a key behavior, namely a series of behavioral indicators required as evidence of mastery of the related competency. Key behaviors when displayed effectively will make the soft competency effective. Key behaviors can be used to evaluate the readiness of individuals to carry out their roles, both in the position role and the function (stream) assigned to them and direct their plans for behaviors that have not been effective. This set of key behaviors can be used as the most appropriate basis for designing assessment methods and tools as well as development guidelines. Using key behaviors and their definitions will help ensure the quality of the implementation of the system in Human Resources management is maintained.

To get the results of the soft competency assessment, the method and assessment tool is to conduct an online soft competency assessment using a Computer Based Assessment. The results of the soft competency assessment are in the form of recommendation results which are divided into three categories, development recommended (A), suggested with consideration (B) and not recommended (C) which is valid for 2 years (Guidelines for Competency Review of State Civil Servants, 2011). The recommendation results are used as one of the criteria in determining talent candidates to be promoted to structural employees (Sampurno, Hediyanama, & Widiyati, 2019).

During these 2 years, employees with recommended (A) to develop their soft competency with the aim of raising the bar, if employees with recommendation results are suggested with consideration (B) and not recommended (C) can develop their soft competency with the aim of filling the gaps. The program for developing recommendations for results A, B, and C can be carried out by means of Self Directed, Assignment and Training. Self-directed, namely competency development that is carried out independently and is the responsibility of each individual. Talent can take advantage of the support provided by the company, but the success of self-development lies in his personal self, abilities and efforts that he does independently. Self-directed can have a significant positive impact, because individuals are required to be independent and proactive to determine personal targets to be achieved in the context of self-development, after he understands the things that need to be improved (through the feedback process or CMC). This method can contribute about 20% impact on individual self-development (McCall, Lombardo, & Eichinger, 1996). Assignment, namely development carried out by giving assignments by a superior who acts as a mentor. The tasks given are tasks that are in line with key behaviors that need to be improved in a competency and are related to KPIs. The implementation of the assignment is expected to provide challenges and mobilize all individual abilities to complete with the best results. Assignment is a development in the form of experience programs such as project assignments, project improvement, or on the job training. Assignments given by superiors or authorities can create opportunities to improve individual competencies. This method can contribute about 70% to individual development. Training, which is the process of helping employees to gain effectiveness in their current or future jobs through the development of appropriate habits of thought, action, skills, knowledge, and attitudes (McCall, Lombardo, & Eichinger, 1996). Training/Workshop has a 10% impact on individual self-development, because the training or training materials contain knowledge and are recommended to be applied directly on the job. The formal training provided should be a program that is truly designed to develop leadership competencies, not just knowledge-based training. Implementation of development through training methods is not the main focus in OCR Leadership because its implementation is very dependent on the availability of existing resources.

Those programs that have been implemented are then re- measured by conducting an assessment. Recommendations from the assessment results that have been obtained of course need to be investigated further to find out whether the development program has an effect on employees, with the aim of knowing what factors affect the development of employee soft competencies, whether in terms of age such as old employees and young employees the recommendations are different or men and women had significantly different outcome recommendations or other factors. Previous research (Aryani, Wirawan, Saman, Samad, & Jufri, 2021) investigating the indirect effect of soft skills on career engagement

in different age groups (i.e. high school students, university students and employees), (Nyoman, 2009) analyzed the factors that affect employee soft competency such as (1) Characteristics (Age, Gender, Health Status, Physical Fitness and Nutrition), (2) Environment (Temperature, Hours of Activity), (Suleman, et al., 2021) researching the correlation between Soft Skills and Job Performance and in this study the factors The factors used are (1) demographics (Age (Aryani, Wirawan, Saman, Samad, & Jufri, 2021) (Nyoman, 2009), Gender (Nyoman, 2009), Position Level, Job Target, Education Level), (2) geography is the location of the unit where the employee works, and (3) performance (Suleman, et al., 2021).

10.2 Research Method:

A. Population:

According to (Sugiyono, 2008) population is a generalization consisting of objects/subjects that have certain qualities and characteristics that are applied by researchers who are studied and then drawn conclusions. In this study using population not sample, the population used was 251 employees who had recommendations for assessment results that were still valid, namely in 2020 and 2021.

B. Factors:

The factors in this study used are as follows:

Demographic factor:

- Age: an individual's age starting from birth to birthday (Lasut, Lengkong, & Ogi, 2017).
- Gender: the concept used to describe the differences between men and women socio-cultural (Christian, 2017).
- Position Level: grouping a series of positions according to the level of competence in each type of position from the lowest position to the highest position such as Functional and Structural (Employee Competency and Career Development System, 2008).
- Job Target: The expected structural position level starts from the lowest to the top such as Basic Supervisor, Upper Supervisor, Basic Management, Middle Management and Upper Management.
- Education Level: a stage in continuous education that is determined based on the level of development of the students and the breadth and depth of the subject matter (National Education System, 2013).

Geographic factor:

- Unit Location: work unit consisting of electricity
- Generation Unit, Electricity Transmission Unit, Electricity
- Distribution Unit, Electricity Project Unit, Parent Unit.
- Performance factor: the quality and quantity of work that can be achieved by an employee in carrying out his main duties and functions as an employee in accordance with the responsibilities assigned or given to him.

C. Normality Test:

Normality test is carried out to find out whether the sample taken is from a normally distributed population. Where in this test each variable is tested for normality. According to (Sugiyono, 2008) which is used to test the normality of the data as following:

$$D = \max_{1 \leq i \leq N} \left| \frac{1-i}{N} - F(Y_i) \right| \quad (1)$$

Where D = Kolmogorov Smirnov scores, $F(Y_i) = \frac{1}{N} \sum_{j=1}^i f_j$

$$D_3 = \frac{1}{D} \left[\sum_{i=1}^3 (R_{i+1} - R_i) \right] \quad (2)$$

D. Non-parametric test

Non-parametric test where the assumption of normality may be violated, then there is no need for a normality test such as the Shapiro Wilk or Lilliefors test. Mann Whitney U Test is a non-parametric test used to determine the difference in the median of 2 independent groups if the dependent variable data scale is ordinal or interval / ratio. Mann Whitney U test used to calculate Age (Generation X and Millennial (Smith & Nichols, 2015)), Gender (Female and Male), Position Level (Functional and structural) and Performance (Meet Requirements and Exceed Requirements). While the Kruskal Wallis H test was used calculate Job Target (Basic Supervisor, Top Supervisor, and Basic Management), Education Level (High School, Diploma Level 1, Diploma Level 3, Bachelor Degree, and Master Degree), and Unit Location (Electricity Generation Unit, Electricity Transmission Unit, Electricity Distribution Unit, and Parent Unit). The Kruskal Wallis H test is a ranking-based nonparametric test whose purpose is to determine whether there are statistically significant differences between two or more groups of independent variables on the dependent variable on a numerical data scale (interval/ratio) and an ordinal scale. The formula like below: Where n_1 = number of 1st sample ratings, n_2 = number of 2nd sample ratings, R_1 = 1st sample, R_2 = 2nd sample, R_1 = number of 1st sample rank, R_2 = number of 2nd sample rank.

$$K = (g - 1)$$

$$g \quad n \quad 2$$

$$\sum_{i=1}^g \sum_{j=1}^n (R_{ij}^2 - R_i)$$

Where K = Kruskal Wallis H scores, n = Number of observations in the group, R_{ij} = Rank (among all observations

observation j from group I , N = The number of observations in all groups, and $\frac{\sum_{j=1}^N x_{ij}}{N} =$

$$\bar{x}_i = \frac{\sum_{j=1}^N x_{ij}}{N}$$

$$\bar{x} = \frac{\sum_{i=1}^k \sum_{j=1}^N x_{ij}}{N}$$

10.3 Result and Discussion:

Statistically the data are as follows:

Table 10.1: Demographic - Age Data

Age	N	Mean	Std. Deviation	Variance
Generation X	14	2.86	0.363	0.132
Millennial	237	2.38	0.582	0.339

Table 10.2: Demographic - Position Level Data

Position Level	N	Mean	Std. Deviation	Variance
Functional	138	2.54	0.542	0.294
Structural	113	2.26	0.594	0.353

Table 10.3: Demographic - Job Target Data

Job Target	N	Mean	Std. Deviation	Variance
Basic	90	2.58	0.540	0.292
Top	123	2.34	0.598	0.358
Basic	38	2.24	0.542	0.294

Table 10.4: Demographic - Education Level Data

Education Level	N	Mean	Std. Deviation	Variance
High School	34	2.76	0.431	0.185
Diploma Level 1	5	2.20	0.447	0.200
Diploma Level 3	113	2.45	0.582	0.339
Bachelor Degree	94	2.24	0.581	0.337
Master Degree	5	2.40	0.548	0.300

Table 10.5: Demographic - Gender Data

Gender	N	Mean	Std. Deviation	Variance
Female	42	2.40	0.393	0.627
Male	209	2.41	0.574	0.330

Table 10.6: Geographic - Unit Location Data

Unit Location	N	Mean	Std. Deviation	Variance
Electricity Generation Unit	48	2.44	0.542	0.294
Electricity Transmission	35	2.63	0.490	0.240
Electricity Distribution	120	2.33	0.626	0.392
Parent Unit	48	2.42	0.539	0.291

Table 10.7: Performance

Performance	N	Mean	Std. Deviation	Variance
Meet Requirements	173	2.46	0.575	0.331
Exceed Requirements	78	2.31	0.588	0.346

Table 10.8: Normality Test

Factors		Kolmogorov-Smirnov ^a	Shapiro-Wilk
Age	GenX	0.000	0.000
	Millennial	0.000	0.000
Position Level	Functional	0.000	0.000
	Structural	0.000	0.000
Job Target	Basic Supervisor	0.000	0.000
	Top Supervisor	0.000	0.000
	Basic Management	0.000	0.000

Factors		Kolmogorov-Smirnov ^a	Shapiro-Wilk
Education Level	High School	0.000	0.000
	Diploma Level 1	0.001	0.000
	Diploma Level 3	0.000	0.000
	Bachelor Degree	0.000	0.000
	Master Degree	0.026	0.000
Gender	Female	0.000	0.000
	Male	0.000	0.000
Unit Location	Electricity Generation Unit	0.000	0.000
	Electricity Transmission Unit	0.000	0.000
	Electricity Distribution Unit	0.000	0.000
	Electricity Project Unit	0.000	0.000
Performance	Meet Requirements	0.000	0.000
	Exceed Requirements	0.000	0.000

Normality Test Results with Kolmogorov-Smirnov with Lilliefors Significance Correction and Shapiro Wilk then reject H_0 which means that the population values of all demographic, geographic and performance factors are not distributed normal where $p < 0.05$ so as to test whether the recommendations of the assessment results provide effect / not then a non-parametric statistical test is carried out, namely the Mann-Whitney U test or Kruskal Wallis H test.

Table 10.9: Mean Ranks Result

Factors		Mean Ranks
Age	GenX	176.93
	Millennial	122.99
Position Level	Functional	139.70
	Structural	109.27
Job Target	Basic Supervisor	144.69
	Top Supervisor	118.65
	Basic Management	105.51
Education Level	High School	165.88
	Diploma Level 1	98.40
	Diploma Level 3	130.71

Factors		Mean Ranks
	Bachelor Degree	107.57
	Master Degree	122.30
Gender	Female	126.55
	Male	125.89
Unit Location	Electricity Generation Unit	127.85
	Electricity Transmission Unit	149.61
	Electricity Distribution Unit	118.63
	Parent Unit	125.36
Performance	Meet Requirements	131.15
	Exceed Requirements	114.57

These results show the Mean Rank or the average rank of each group. In the age factor of Generation X employees, the average rank is higher than the average rank of Millennial employees, meaning that Millennial employees have better assessment results recommendations than Generation X employees. Structural employees have better assessment recommendations than functional employees. In the job target factor, the average ranking is sorted from higher to lower, namely basic supervisors, top supervisors and basic management, meaning that basic management employees have better assessment results recommendations than top supervisor employees and basic supervisors. In the education level factor, the average ranking is sorted from higher to lower, namely High School, Diploma level 3, Master Degree, Bachelor Degree and Diploma level 1, meaning that Diploma level 1 employees have better assessment results recommendations than employees with other education levels. In the Position Level Factor, the average female employee ranking is higher than the average male employee rating, meaning that male employees have better assessment results recommendations than female employees. In the unit location factor, the average ratings are sorted from higher to lower, namely Electricity Transmission Unit, Electricity Generation Unit, Parent Unit, and Electricity Distribution Unit, meaning that employees in the Electricity Distribution Unit have better recommendations for assessment results than employees in other units. In the performance factor of Meet Requirement, the average rank is higher than the average rank of Exceed Requirement, meaning that employees with Meet Requirement have better assessment results recommendations than employees with Exceed Requirement.

Table 10.10: Non-Parametric Test

Factors		P Value
Age	GenX	0.002
	Millennial	
Position Level	Functional	0.000
	Structural	

Factors		P Value
Job Target	Basic Supervisor	0.001
	Top Supervisor	
	Basic Management	
Education Level	High School	0.000
	Diploma Level 1	
	Diploma Level 3	
	Bachelor Degree	
	Master Degree	
Gender	Female	0.952
	Male	
Unit Location	Electricity Generation Unit	0.096
	Electricity Transmission Unit	
	Electricity Distribution Unit	
	Parent Unit	
Performance	Meet Requirements	0.058
	Exceed Requirements	

Based on table X, the results show that gender, unit location, and performance have no effect on the results of the assessment where the P Value is more than the critical limit of 0.05. Meanwhile, Age, Position Level, Job Target, Education Level affect the results of employee assessments.

10.4 Conclusion:

Based on the Mean Ranks, employees who have recommendations for better assessment results (Recommended or Suggested with Consideration) are Millennial employees, Structural employees, Basic Management, Diploma Level 1, male employees, and employees in the Electricity Distribution Unit. Meanwhile, employees who have poor assessment recommendations (Not Recommended) are Generation X employees, functional employees, high school employees, female employees, and employees in the Electricity Transmission Unit.

In accordance with (Aryani, Wirawan, Saman, Samad, & Jufri, 2021) soft skills positively influenced psychological capital and eventually increased career engagement in all age groups. However, the effect was stronger for students (both in high school and university)

than employees in the workplaces. Unlike most students, employees related soft skills to performance. Regardless of the effect on performance, students would be more likely than employees to perceive soft skill mastery as a source of efficacy. From (Aryani, Wirawan, Saman, Samad, & Jufri, 2021) research showed that young age (i.e., high school students, university students) increased career engagement then employees. (Nyoman, 2009) on the age factor, where often with changes in a person's age, many things will change. Changes in age in a person there are positive changes and negative changes. Examples of changes that exist such as when a person already has the ability to reason and have many abilities to change everything but the condition of the body will continue to decline due to the age factor. This is supported by (Trisnaningsih, Sinaga, Pujiati, & Asyik, 2019) where young teachers have soft skills that are better than older teacher soft skills. Then, the soft skills of teachers as civil servants are lower than the soft skills of teachers who are not civil servants.

Then on the structural employee factor, recommendations for better assessment results are obtained, this is very in line with the objectives of the assessment where employees who will serve are expected to have recommended assessment results or are recommended with consideration.

Then on the Basic Management factor, recommendations for better assessment results are obtained, this is very in line with the Organization Structure from Bottom to Top.

In terms of education level, it is surprising that Diploma level 1 has a better assessment result. According to the researcher, it is most likely in line with the age factor, where the age of Generation X is lower, the assessment results are appropriate because the bachelor's degree and master's degree education levels should be passed at an older age. On the other hand, according to (Nyoman, 2009), education that is carried out as well as possible will reduce errors in the future. Therefore, a person needs to be implanted or given a good and correct education and skills as talents or provisions later after being separated from the world of education.

Then, gender has no affect so that male and female employees both have the same recommendation on the results of the assessment, both recommendations are recommended, recommended with consideration and not recommended. This is also in line with (Nyoman, 2009) where almost all male activities can be carried out by women. However, in practice there are differences between men and women in the type of activity. Where men tend to do activities that involve a lot of physical ability, on the other hand women tend to do mental activities that require minimal physical work and ergonomically, these mental activities tend to require more cognitive abilities. Even though nowadays there are many kinds of things that can be done regardless of one's gender, but in practice in the field sometimes there are still many limitations. At PLN, jobs are dominated by men, but there are also women who work in business process which men are interested in, such as transmission and distribution.

Furthermore, the location of the unit does not affect the results of the assessment, according to the researcher, this is because the work environment at PLN is evenly distributed in terms of comfort. This is supported by (Nyoman, 2009) where if we pay attention to the internal climate in the place of activity, as long as it is within the limits of comfort it will not cause problems, but if it is outside the limits of comfort, it will become uncomfortable which can

become a nuisance or will even cause psychological effects, such as heat stress. Heat stress during activities depends on the intensity of the activity and the high environmental temperature. Therefore, in the activity or the formation of the living environment must pay attention to the temperature in the environment later. For example, in carrying out activities that need to pay attention to environmental temperature, namely when building a building when casting, if the environmental conditions are rainy and cold, it will be difficult to carry out casting activities. Meanwhile, if the conditions are hot, the condition of the concrete will quickly harden so that the work feels difficult. Even at PLN, on average, technical work has been carried out by outsourcing staff and the employee's obligations are only on the supervisory side.

In accordance with (Suleman, et al., 2021) using correlation analysis, a strong positive relationship was found between soft skills and job performance. But in this study soft skill has no affect to employee performance. According to the researcher, this is probably because at PLN the performance system is limited to a quota where the quota exceeds the requirement is very small compared to the employee quota to get the meet requirement value.

10.5 References:

1. Anggiani, S. (2017). Skill Influence on Employee Performance (Empirical Study of Frontlines three Star Hotels in Jakarta). *International Journal of Management and Applied Science*, (pp. 14-18).
2. Aryani, F., Wirawan, H., Saman, A., Samad, S., & Jufri, M. (2021). From high school to workplace: investigating the effects of soft skills on career engagement through the role of psychological capital in different age groups. (pp. 1326-1345). Emerald Publishing Limited.
3. Balcar, J. (2014). Soft Skills and Their Wage Returns: Overview of Empirical Literature. *Review of Economic Perspectives* 14(1) (pp. 3-15). 10.2478/revecp-2014-0001.
4. Byham, W. C., & Moyer, R. P. (1996). *Using Competencies to Build Successful Organization*. Development Dimensions International Inc.
5. Christian, A. (2017). Analysis of the Effect of Leadership and Gender on Employee Performance of PT City Era Abadi. AGORA.
6. Cimatti, B. (2016). Definition, development, assessment of soft skills and their role for the quality of organizations and enterprises. *International Journal for Quality Research* 10(1) (pp. 97-130). 10.18421/IJQR10.01-05.
7. Ellis, M., Kisling, E., & Hackworth, R. G. (2014). Teaching soft skills employers need. *Community College Journal of Research and Practice*, (pp. 433-453).
8. *Employee Competency and Career Development System*, 387 (2008).
9. Gibbons-Wood, D., & Lange, T. (2000). Developing core skills – lessons from Germany and Sweden. *Education + Training* (pp. 24-32). <https://doi.org/10.1108/00400910010317077>.
10. Guidelines for Competency Review of State Civil Servants, 23 (2011).
11. Jhon, D. (2008). Personal Soft Skills Indicator. *Journal Performance DNA International*.

12. Lasut, E. E., Lengkong, V. P., & Ogi, I. W. (2017). analysis Differences in Employee Performance Based on Gender, Age and Working Period (Study at the Sitaro Education Office). *EMBA Journal*.
13. Lippman, L. H., Ryberg, R., & Moore, K. A. (2015).
14. *Workforce Connections: Key Soft Skills that foster youth workforce Success: Toward a Consensus Across Fields*. Child Trends Publication.
15. McCall, M., Lombardo, M. M., & Eichinger, R. A. (1996).
16. *The Career Architect Development Planner*.
17. Minneapolis: Lominger.
18. Muqowim. (2012). *Teacher Soft Skills Development*.
19. Yogyakarta: Pedagogia. National Education System, 20 (2013).
20. Nyoman, S. I. (2009). *Holistik Soft Skill*. Denpasar: Udayana University.
21. Sampurno, T., Hedyantama, B., & Widiyati, M. A. (2019).
22. Predicting Candidates for Fit and Proper Test Using K-Nearest Neighbor. *International Conference of Artificial Intelligence and Information Technology* (pp. 413-416). Doi: 10.1109/ICAIIIT.2019.8834619.
23. Smith, T. J., & Nichols, T. (2015). Understanding the Millennial Generation. *Journal of Business Diversity*, (pp. 39-47).
24. Sugiyono. (2008). *Quantitative, Qualitative, and R&D Research Methods*. Bandung: Alfabetha.
25. Suleman, Q., Syed, M. A., Ahmed, S. Z., Khattak, A. Z., Noreen, R., & Qureshi, M. S. (2021). Association between Soft Skills and Job Performance: A Cross- Sectional Study among Secondary-School-Heads in Kohat Division, Pakistan. *International Journal of Innovation, Creativity and Change*.
26. Trisnaningsih, Sinaga, R. M., Pujiati, & Asyik, B. (2019).
27. *Soft Skills in The Teachers' Professional Development Perspective*. *Progresif Education Journal*, (pp. 40-49).
28. Yassin, S., Hasan, F. A., Amin, W., & Amiruddin, N. (2008).
29. *Implementation of generic skills in the curriculum*. *International Conference Sustainability in Higher Education: Direction for Change*. Perth Western Australia: Edith Cowan University.

11. Online Training as A Tool To Enhance Employee Performance in The IT Sector

Nishtha Verma

Research Scholar,
Amity University,
Lucknow.

Richa Raghuvanshi

Assistant Professor,
Amity University,
Lucknow.

Abstract:

The study aims to investigate the effectiveness of Online training in the Information technology (IT) sector. Training is an essential tool for enhancing the skills and productivity of the employees. In the IT sector, employees are quicker in adopting new technologies; therefore, online training is an excellent tool. The researcher will use qualitative and descriptive methods to study the effectiveness of online training methods in IT companies. For the study, the researcher will conduct an extensive literature review of the paper and articles published between 2000 - 2021, and a questionnaire will be distributed among IT sector employees. The questionnaire is designed based on the study's objective and theoretical framework. The research will be helpful for employees who are working in human resource management and the managers actively involved in strategic planning, more explicitly dealing with training and development. For the study, the researcher will collect data from the employees of IT companies in India only in selected companies; therefore, this limits the researcher's scope as it is not covering the data from Pan India. This study will give insights into the virtual training methods used in IT companies and their impact on employee performance. It will also help to promote digital literacy in society.

Keywords: *Online training, E-learning, Training and development, Employee performance, Human resource management, IT Sector.*

11.1 Introduction:

Training is a process to provide a quality learning environment for new and existing employees. Training also has a significant effect on productivity and performance. It is a continuous and systematic learning approach that helps the organisation achieve its goals through employees. (Khawaja et al. 2013). It involves training needs analysis (TNA), training design, training implementation, and training evaluation (Thakore, 2013). Online training has revolutionised the traditional in-person training method. Employees can learn skills faster at their own pace. At present, for conducting training, time and location are not barriers.

In the era of cutting-edge technology, Online training helps to share the information with the employees directly through their internet-enabled devices, which helps companies to manage the operational cost of training. This mode of training allows to deliver the content easily. Organisations use the IT system for their training programs, to deliver knowledge and information rapidly (Khawaja & Nadeem Ahmed, 2013). Online training help employees learn new skills and knowledge with the help of internet -enabled devices.

Preference for face-to-face and online training differs from employee to employee. The American Society for Training and Development stated that about one-third of all available eLearning content and material is pursued online. Corporations are adopting electronic learning to train employees, which has resulted in a rise in the use of e-learning and a collaborative environment for learning. The use of technology has become a new solution for training and education (Kamal et al., 2016).

It helps employees to complete their learning without interrupting their jobs. The key benefits of online training have transformed the learning and development landscape compared to traditional in-person training and development programs. As per the research shows that gamification with blending useful information yields the best results; such as better retention of information, Faster learning times, Increased productivity.

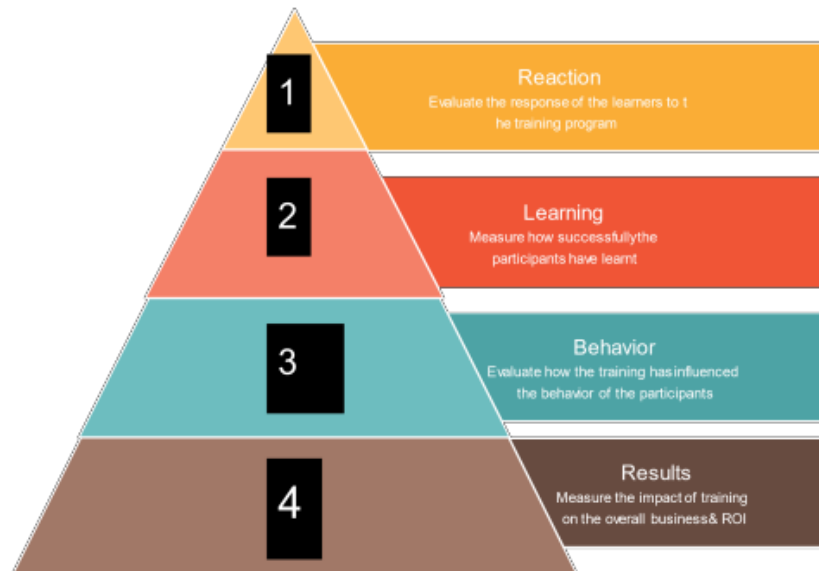
Online training brings what learners and trainers want, faster delivery, lower cost, better effective learning, and lower environmental impact. Online training is undoubtedly a huge cost saver for organizations. As per the studies online learning can offer savings of upto 70% or more compared to in-person training.

Cost- effectiveness and convenience will not benefit the organizations if online training is not producing the desired results. Thus, evaluating the training effectiveness is essential in the workplace (Long et al., 2008).

Utilizing the internet to improve employees' skills is the ultimate way to climb up the success ladder, as investing in employees' skills and knowledge is the best investment organization can make. Training all the employees at same time is not necessary. Employees can learn at their own pace.

Training content can be recorded and can be used for future. It aims to maximize sustainability and profitability. A learning management system (LMS) is software that uses technology to plan, implement, and manage all aspects of an organization's various training and learning processes. It also contains the learner's information to personalize the delivery, including job profile, preference, and job function. LMS helps to manage, supervise and track the performance of employees' online training material. It was not easy with the in-person training methods. (Bhardwaj & Dev Sharma, n.d.).

Online training becomes more accessible to collect data before, during, and after online training. The most accessible data to collect are trainee's reactions and learning, and these are the first two levels of the widely known training evaluation model developed by Donald Kirkpatrick (1950).



The Kirkpatrick Model can analyse and evaluate the training results for both formal and informal training styles. It includes four levels- Reaction- How employees react to the training program. Learning- How well employees understand and learn from training. Behaviour- How effectively employees are utilizing what they learned. Result- How does the implementation of skills and knowledge affect the organization.

To have better understanding of Online Training as a tool to enhance employee performance the objectives of the study are as follows-

- To understand the opinion based on the need of online training
- To Study the experience of online training to enhance employee productivity.

11.2 Literature Review:

Training and Development:

Organizational Training is well thought of as a set of activities that aims to upskill employees' knowledge, attitude, and competencies to improve their job performance and contribution to the organizational goals. (Thakore, 2013). Training has become an efficient tool to increase the employee's and the organization's productivity; it not only increases productivity but also provides an opportunity to learn and perform their job more efficiently, which ultimately helps the organization's growth. (Nda & Fard, 2013) In a rapidly changing world, handling competitions, Training and development are essential for an organization. Training and development are directly related to employees, but it ultimately benefits the organization in achieving its goals (Hoang et al., 2011). Well-designed and impactful Training is essential for the organization's continuous learning and skill development. Training and development activities help organizations learn, adapt, innovate, excel, improve, and achieve goals. (Salas et al., 2012)

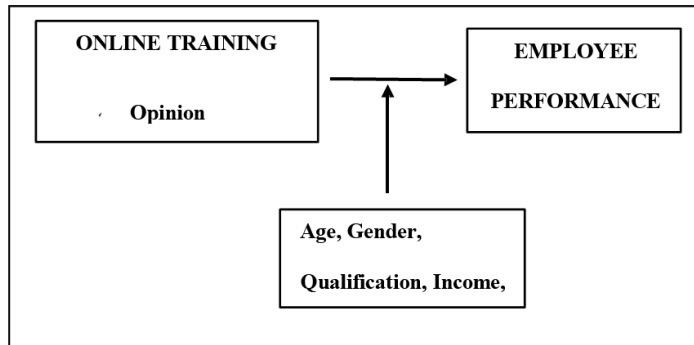
Online Training: Online training is gaining popularity to meet the immediate and strategic needs of a flexible, well-trained workforce (Kosarzycki et al., 2002). Online training requires a solid instructional design. The training needs to be divided into small modules with assessments between sessions. After the completion of training, there must be built-in learning and assessment activities to ensure the retention ability of the employee. For training the skills and for day-to-day tasks Virtual training is very effective. (White, 2021). Online training helps deliver the training anytime at any location, ultimately benefiting the organization by decreasing the cost related to training (Simmons, 2002). It takes place in two forms asynchronous or synchronous. In synchronous training, all parties are online simultaneously, while in asynchronous training, it is not necessary to be logged in simultaneously. Trainees can take their training at their own pace. (White, 2021). During online learning, trainees must be self-motivated; however, it is the trainer's responsibility in traditional in-person learning. Thus, online training gets compromised due to a lack of motivation, carelessness, or inability to navigate learning. (Long et al., 2008).

E-learning: With the advancement of information technologies e-learning paradigm has changed exceptionally. E- learning allows organisations to meet the increasing demand for corporate training without attending brick- and-mortar training (Ramayah, 2012). E-learning is more cost-effective than traditional classroom instruction. Additional expenses such as - appointing a trainer and cost of commutation operating expenses of training are significantly reduced due to E-learning. (Continu, 2021) To successfully implement e-learning, organisations should have strong support from the IT unit and the top management. (Chen & Chen, 2008). The examination of e-learning can be done at two levels, education, and training. In education, E-learning can be used from elementary to higher levels, and in training, E-learning can be used to upskill the knowledge of the employees. E-learning allows a fast pace of delivery of knowledge and information. (Farhat Fatma, 2013). Compared to the traditional classroom, e-learning acts differently for teaching and learning. It brings new challenges to professors and learners participating in this online learning environment. (Tîrziu & Vrabie, 2015). The proliferation of technology worldwide and the boom in information access have made distance learning more popular in recent times. Distance learning is one component of e-learning as it allows people to share knowledge despite geographical boundaries and limitations. (Moubayed et al., 2018).

11.3 Methodology:

Data and Sample: The major data was collected from following companies: Amazon, Tata Consultancy Services, Genpact, Tech Mahindra and Wipro for studying the impact of online learning on employee performance. The reason for choosing these companies for data collection is that they all have IT departments and this particular study focuses on the impact of online learning on employee performance in IT sector. These companies have good experience in online training, especially post covid. Major part of data was collected from Bangalore, being advanced in IT sector. Trochim (2007) stated in his article "Research Methods Knowledge Base" that participation should always be voluntary, and confidentiality of the participants should be assured. The modified questionnaire was created and circulated through google forms. Google forms have an option to store the participant's email address when they complete the survey; this option was turned off to ensure the respondent's confidentiality. The questionnaire was distributed to 200 IT employees out of which 150 were fit for final analysis. Self-structured questionnaire was

used consisting a total of 29 items. Out of 29 items, 8 were related to demography, 7 were close ended and 14 were five-point Likert scale forced type questions, where strongly agree was given at one and strongly disagree was given at five.



Data Analysis: Data was coded into Statistical Package for Social Science (SPSS) and excel for the analysis.

11.4 Findings and Discussion:

Please refer annexure of table and figures for detail prospective.

- a. As per figure 1 Out of 150 IT sector majority employees i.e., 88.7% are between 20-30 years 10% employees are between 30-40 years and only 1.3 are above 40 years. In figure 2 32% employees are female and majority employees in IT sector are male.
- b. 71.3% employees are graduate 23.3% are post graduate, 4.7% employees are completed intermediate and rest 0.7% are from other qualifications as shown in Table and fig 3
- c. As the figure 4 shows the various job designation of the collected data. This will help to understand the job structure and profile of the employees in IT sector.
- d. As the results shows in figure 5 and table 5 the experience of majority employees in IT sector are between 0-5 years i.e., 86%. The major employees and experience are from the youth.
- e. As per figure 6, 40.7% employees are earning between 1-5 lakh, 27.3 % employees are earning between
- f. 5-10lakhs 18% are earning less than 1 lakh and only 14% employees are having the high package of above 10 lakhs.
- g. As per figure 7, the study shows that majority of IT sector employees i.e., 76% perceived Positive 4% as unfavourable, and 20 found neutral to online training.
- h. As per table 8 figure 8, maximum employees, i.e., 89.3%, feel that online training helps them improve their productivity, but still, 10.7% of employees do not feel the same. The organizations should take proper feedback and rectify the problematic areas.
- i. Data are shown as per the table 9 fig. 9 majority of employees, i.e., 91.3%, agree that online training helps update job-related knowledge. That proves the usefulness of online training.
- j. 68% of IT sector employees feel that online training helps them to underset and the dynamics of human relationships, but 31.3% of employees do not feel the same about it can be seen in table 10 and fig. 10,

- k. Table 11 and figure 11 show that 86% of employees agree that online training helps them learn newer skills, which helps them improve their productivity. As a result, it shows the online training proving its effectiveness.
- l. As per table 12 and fig. 12, 88.7% of employees found it worth doing online training. But still 40.7% employees are facing problems during online training as per table and fig, 13. Organizations should take post-training feedback to understand and strategically plan to resolve the problems of the employees.
- m. As per table 14 and fig. 14, 82.7 percent of employees feel that online training helps adjust and adapt to the change in the work environment, and 17.3% of employees are still facing the issues regarding that. As per table (15), only 24% of IT sector employees strongly agree with the statement that online training help to enhance the productivity of the individual The organization should consider this and take proper action for that.
- n. As per table 16, 22% of employees strongly agree that adequate online training is provided in their working area, and 10.7% strongly disagree.
- o. As per table 17, most IT sector employees, i.e., 28.7%, feel neutral about the adequate safety taught during online training. That shows the lack of knowledge and inadequate safety instructions in the working area.
- p. As per table 18 Majority of IT sector employees strongly agree with the statement that online training needs further modifications. Organizations should take corrective action regarding that.
- q. As per table 19, 20 and 21 for work management achieving required skills and enhancement in presentation skills respectively, mixed results have been derived.
- r. Results show that the majority of IT sector employees, i.e., 28.7% agreed that online training enhanced their usage of internet and intranet skills, as shown in table and fig 22.
- s. As per table 23, out of 150 employees, less than ¼ employees strongly agree that, i.e., 24% of IT sector employees, enough practices have been provided during online training. IT sector organizations should take action regarding this situation and conduct more practice sessions so that employees can learn, practice, and master the skills.
- t. As per tables 24, 25, 26,27, and 28 online training as per job specification, the requirement of more frequent training, regarding productivity during training, fulfilling the need of employees and organization respectively, mixed and average results have been derived which is shown in the table. As per results, more frequent and customized training is required as per the job specification; training content should be engaging to increase productivity. As the result shows, Positive results are significantly less; organizations should look into it and find out where they are lacking.

11.5 Conclusion and Recommendation:

As per the above findings and results, it is concluded that Online training has positive results in most cases, but in some areas, either employee lack information, inadequate practices, or face problems during the online training. The fact cannot be ignored that in some cases, traditional in-person classroom training is better, like in case of interaction between trainer and trainees or in case of problem-solving. So before conducting online training, organizations should arrange proper resources and infrastructure and take care of customization and modification of the training content as per the organization's needs and employees' job profiles. The study shows that inadequate practices have been provided,

safety measures were not appropriately taught, and more frequent online training as per the job specification and computerized managed instructions are required. Enhancing work management, presentation skills, productivity, and internet and intranet skills are the significant expected results of online training. However, in many cases, mixed results have been found. Most of the employees agree with the statement that modifications are required in the online training. Organizations should take pre- and post-training feedback from the employees to understand their problems with the training program so that corrective and remedial actions can be taken. Employees who do not perceive positive online training organizations should give special attention to them and try to understand their problems and resolve them so it does not affect their productivity. The majority of employees agreed that online training is worth doing that positively impacts employees' productivity. However, if few employees are not feeling the same, organizations should look into it.

11.6 Limitation:

The study is limited to the online training in IT sector companies in India only. Since, the data was collected online through google forms, the results may not be completely accurate. The population can not be defined accurately as the location was not mentioned in questionnaire. For the analysis, frequency analysis has been done so results cannot be elaborated statistically.

11.7 References:

1. Bhardwaj, A., & Dev Sharma, K. (n.d.). Challenges of Corporate E-learning in India. 8(349), 349–355.
2. Chen, E. T., & Chen, E. T. (2008). Communications of the IIMA Successful E-Learning in Corporations Successful E-Learning in Corporations. 8(2).
3. Continu. (2022, August 5). In-person vs. online training: What does the research say? Continu. Retrieved August 8, 2022, from <https://www.continu.com/blog/in-person-vs-online-training/>Farhat Fatma, S. (2013). E-Learning Trends Issues and Challenges. 3(2), 1–10.
4. Hoang, H., Karis, E., Ghafoor Khan, A., Ahmed Khan, F., Aslam Khan, M., & Raja Abdul Ghafoor Khan, B. (2011). Impact of Training and Development on Organizational Performance Related papers Impact of Training and Development on Organizational Performance Impact of Training and ... FJM Community Influence of on-t he-job t raining on service delivery in Kenya Fores. Type: Double Blind Peer Reviewed International Research Journal Publisher: Global Journals Inc, 11.
5. Kamal, K., Alaghbari, M., & Atteia, M. (2016). E-training & employees' performance a practical study on the ministry of education in the Kingdom of Bahrain E-Training & Employees' Performance a Practical Study on the Ministry of Education in the Kingdom of Bahrain. Journal of Resources Development and Management ISSN 2422-8397 An International Peer-Reviewed Journal Vol.18, 18(March), 1–8.
6. Khawaja, J., & Nadeem Ahmed, B. (2013). Training and Development Program and its Benefits to Employee and Organization: A Conceptual. European Journal of Business and Management, 5(2), 243–252.
7. Long, L. K., DuBois, C. Z., & Faley, R. H. (2008). Online training: The value of capturing trainee reactions. Journal of Workplace Learning, 20(1), 21–37. <https://doi.org/10.1108/13665620810843629>

8. Moubayed, A., Injadat, M., Nassif, A. B., Lutfiyya, H., & Shami, A. (2018). E-Learning: Challenges and Research Opportunities Using Machine Learning Data Analytics. *IEEE Access*, 6(c), 39117–39138.
<https://doi.org/10.1109/ACCESS.2018.2851790>
9. Nda, M. M., & Fard, R. Y. (2013). the Impact of Employee Training and Development on Employee Productivity. *Global Institute for Research & Education*, 2(6), 91–93.
http://www.researchgate.net/profile/Dr_Rashad_Yazdanifard/publication/260219097_THE_IMPACT_OF_EMPLOYEE_TRAINING_AND_DEVELOPMENT_ON_EMPLOYEE_PRODUCTIVITY/links/00b4953030e52c7e4a000000.pdf
10. Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012). The Science of Training and Development in Organizations: What Matters in Practice. *Psychological Science in the Public Interest, Supplement*, 13(2), 74–101.
<https://doi.org/10.1177/1529100612436661>
11. Thakore, D. (2013). Training - A Strategic HRM Function. *International Letters of Social and Humanistic Sciences*, 11(January 2004), 84–90.
<https://doi.org/10.18052/www.scipress.com/ilshs.11.84>
12. Tîrziu, A.-M., & Vrabie, C. (2015). Education 2.0: E-Learning Methods. *Procedia - Social and Behavioral Sciences*, 186, 376–380.
<https://doi.org/10.1016/j.sbspro.2015.04.213>
13. White, J. T. (2021, August 12). Is online training effective? *WorkTraining.com*. Retrieved August 8, 2022, from <https://worktraining.com/knowledge/online-training-effective/>

ANNEXURES

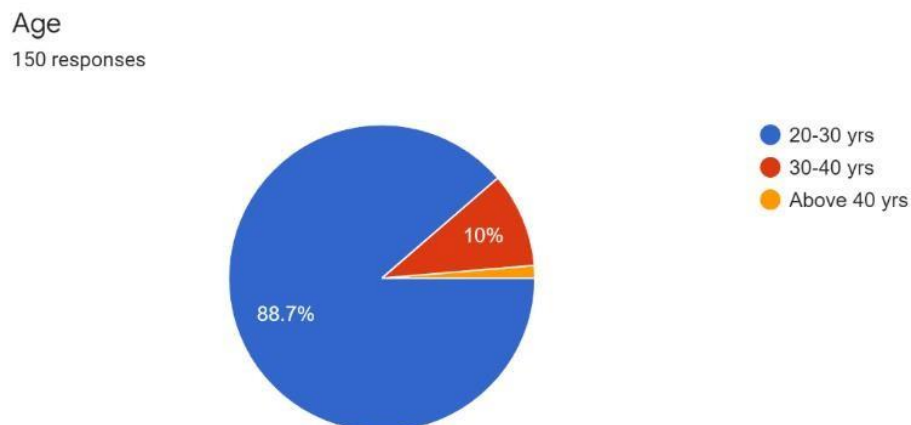


Figure 11.1

Theme-1 Sustainability & Human Resource

Gender
150 responses

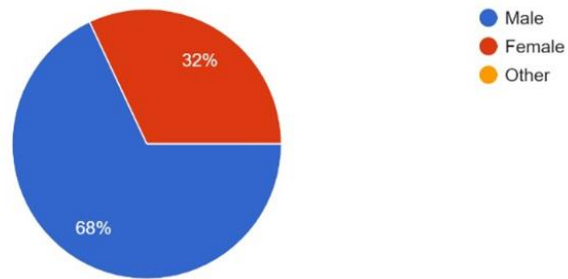


Figure 11.5: Experience

Income per annum
150 responses

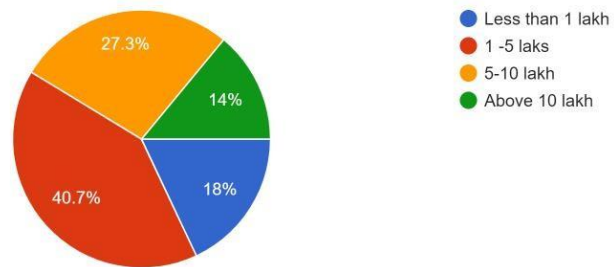


Figure 11.6: Income per Annum

How do you perceive online training
150 responses

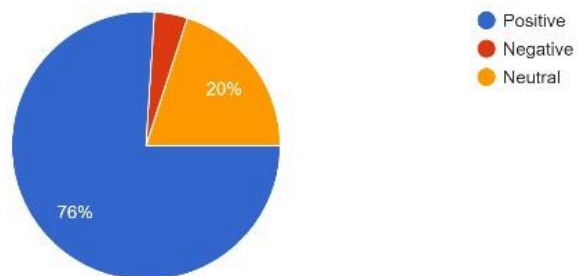


Figure 11.7: How do you Perceive Online Training

Table 11.8: Do you feel that online training help to improve the productivity?

		Frequency	Percent	Valid Percent	Cumulative Percent
	No	16	10.7	10.7	10.7
Valid	Yes	134	89.3	89.3	100.0
	Total	150	100.0	100.0	

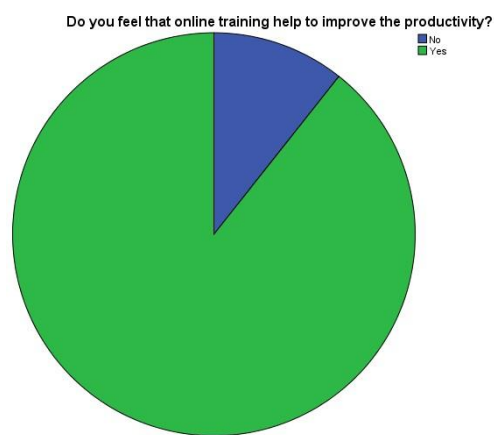


Figure 11.8

Table 11.9: Do you think online training helps to update job-related Knowledge?

		Frequency	Percent	Valid Percent	Cumulative Percent
	No	13	8.7	8.7	8.7
Valid	Yes	137	91.3	91.3	100.0
	Total	150	100.0	100.0	

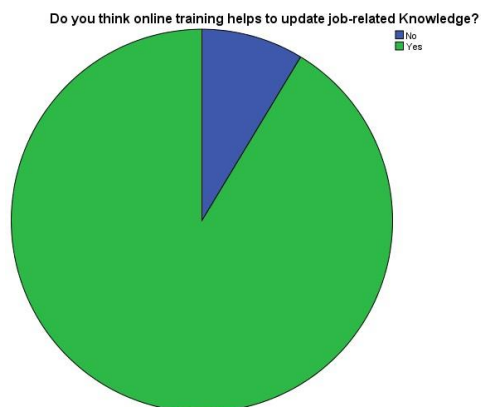


Figure 11.9

Table 11.10: Does the online training help to better understand the dynamics of human relationship?

		Frequency	Percent	Valid Percent	Cumulative Percent
	No	47	31.3	31.3	31.3
Valid	Yes	103	68.7	68.7	100.0
	Total	150	100.0	100.0	

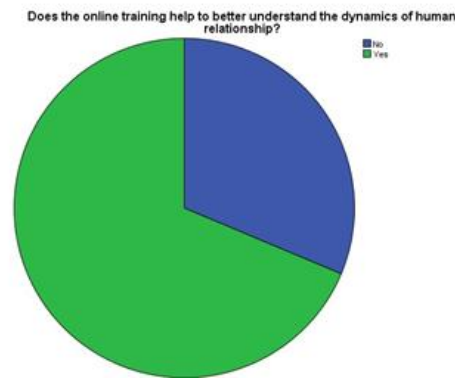


Figure 11.10

Table 11.11: Do you think online training helps to learn newer skills to perform the job more effectively?

		Frequency	Percent	Valid Percent	Cumulative Percent
	No	21	14.0	14.0	14.0
Valid	Yes	129	86.0	86.0	100.0
	Total	150	100.0	100.0	

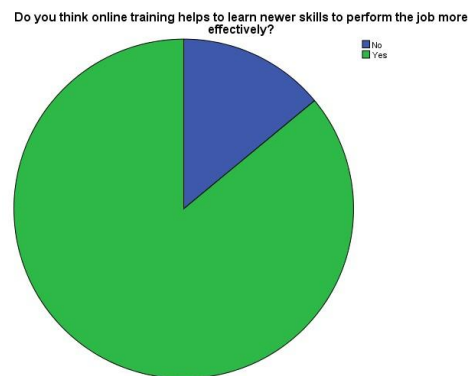


Figure 11.11

Table 11.12: Is Online training worthwhile?

		Frequency	Percent	Valid Percent	Cumulative Percent
	No	17	11.3	11.3	11.3
Valid	Yes	133	88.7	88.7	100.0
	Total	150	100.0	100.0	

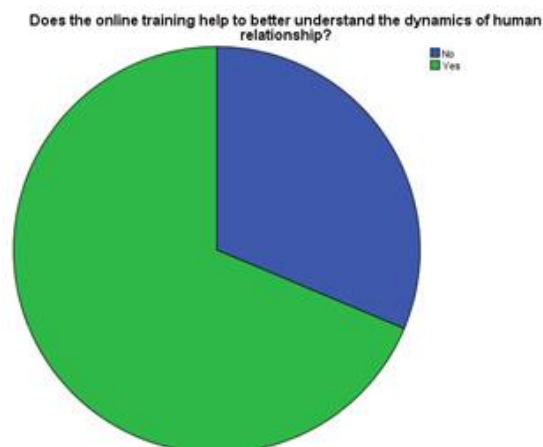


Figure 11.12

Table 11.13: Are you facing any problem during Online training?

		Frequency	Percent	Valid Percent	Cumulative Percent
	No	89	59.3	59.3	59.3
Valid	Yes	61	40.7	40.7	100.0
	Total	150	100.0	100.0	



Figure 11.13

Table 11.14: Do you feel online training helps to adjust and adapt to the change in the work environment?

		Frequency	Percent	Valid Percent	Cumulative Percent
	No	26	17.3	17.3	17.3
Valid	Yes	124	82.7	82.7	100.0
	Total	150	100.0	100.0	

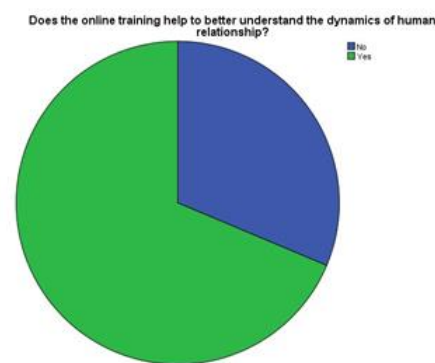


Figure 11.15: Do you agree that online training enhances the productivity of the individual?

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	36	24.0	24.0	24.0
	2	44	29.3	29.3	53.3
Valid	3	30	20.0	20.0	73.3
	4	26	17.3	17.3	90.7
	5	14	9.3	9.3	100.0
	Total	150	100.0	100.0	

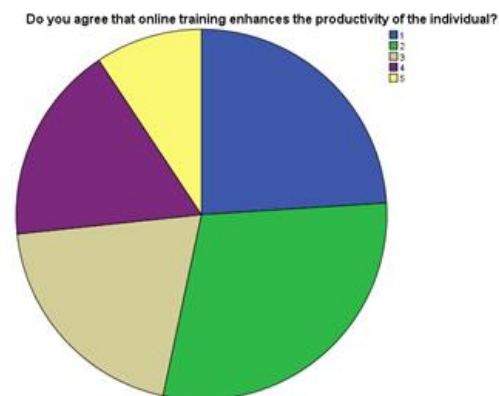


Figure 11.15

Table 11.16: Do you think that adequate Online training is provided in your working area?

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	33	22.0	22.0	22.0
	2	48	32.0	32.0	54.0
Valid	3	27	18.0	18.0	72.0
	4	26	17.3	17.3	89.3
	5	16	10.7	10.7	100.0
	Total	150	100.0	100.0	

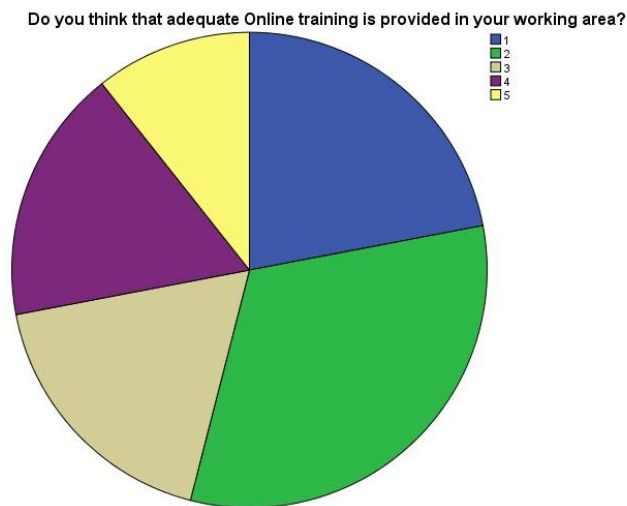


Figure 11.16

Table 11.17: Do you feel that adequate safety measures are taught in the Online training programs?

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	37	24.7	24.7	24.7
	2	30	20.0	20.0	44.7
Valid	3	43	28.7	28.7	73.3
	4	22	14.7	14.7	88.0
	5	18	12.0	12.0	100.0
	Total	150	100.0	100.0	

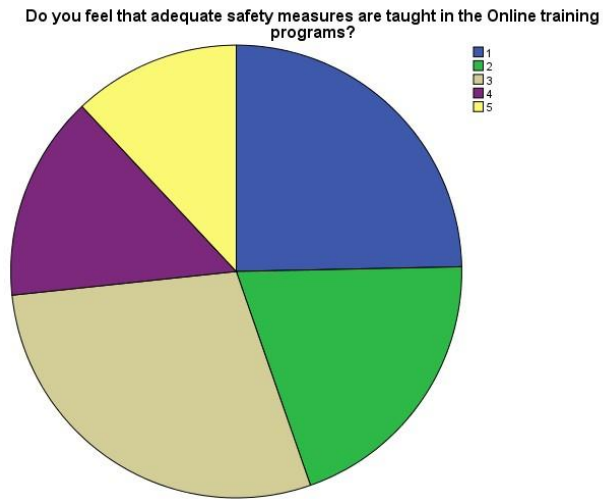


Figure 11.17

Table 11.18: Do you think that Online training need further modifications?

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	42	28.0	28.0	28.0
	2	40	26.7	26.7	54.7
Valid	3	25	16.7	16.7	71.3
	4	22	14.7	14.7	86.0
	5	21	14.0	14.0	100.0
	Total	150	100.0	100.0	

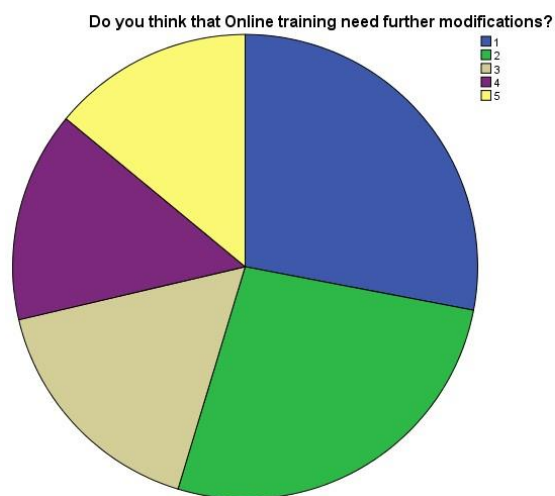


Figure 11.18

Table 11.19: Do you think Online training helps to manage your work better?

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	39	26.0	26.0	26.0
	2	43	28.7	28.7	54.7
Valid	3	30	20.0	20.0	74.7
	4	22	14.7	14.7	89.3
	5	16	10.7	10.7	100.0
	Total	150	100.0	100.0	

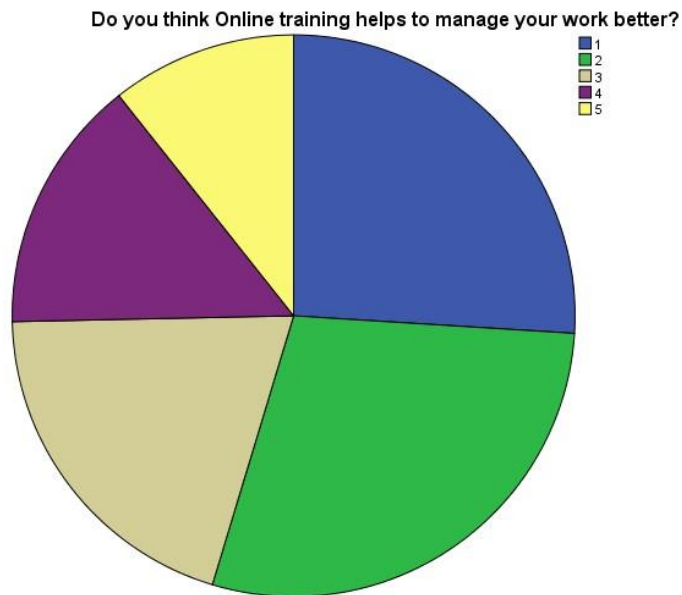


Figure 11.19

Table 11.20: Do you think that the required skill achieved after online training?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	26	17.3	17.3	17.3
	2	43	28.7	28.7	46.0
	3	41	27.3	27.3	73.3
	4	21	14.0	14.0	87.3
	5	19	12.7	12.7	100.0
	Total	150	100.0	100.0	

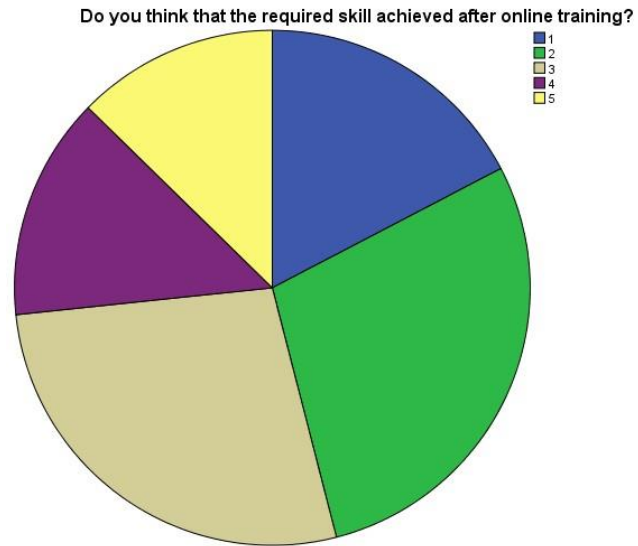


Figure 11.20

Table 11.21: Do you feel that your presentation skill enhanced after online training?

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	36	24.0	24.0	24.0
	2	38	25.3	25.3	49.3
Valid	3	36	24.0	24.0	73.3
	4	21	14.0	14.0	87.3
	5	19	12.7	12.7	100.0
	Total	150	100.0	100.0	

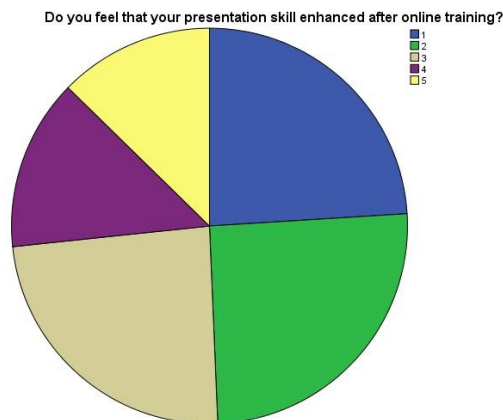


Figure 11.21

Table 11.22: Do you think that your usage of internet and intranet skills are enhanced with online training?

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	43	28.7	28.7	28.7
	2	38	25.3	25.3	54.0
Valid	3	25	16.7	16.7	70.7
	4	24	16.0	16.0	86.7
	5	20	13.3	13.3	100.0
	Total	150	100.0	100.0	

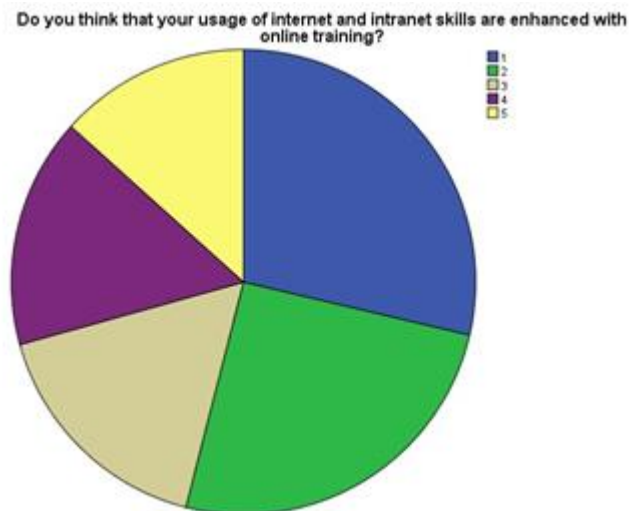


Figure 11.22

Table 11.23: Do you agree that enough practices are provided during online training?

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	36	24.0	24.0	24.0
	2	38	25.3	25.3	49.3
Valid	3	33	22.0	22.0	71.3
	4	29	19.3	19.3	90.7
	5	14	9.3	9.3	100.0
	Total	150	100.0	100.0	

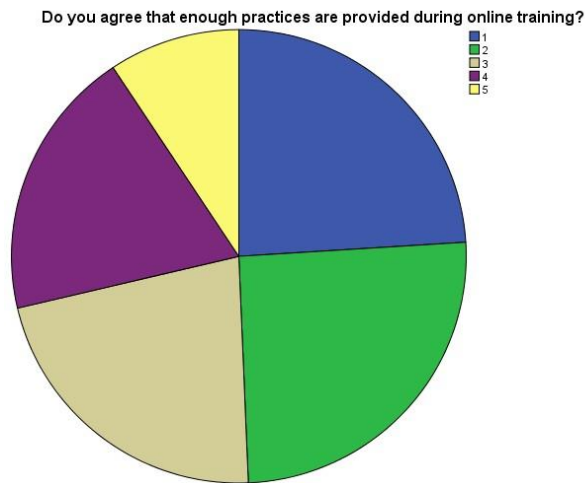


Figure 11.23

Table 11.24: Do you find the online training program relevant to your job specifications?

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	35	23.3	23.3	23.3
	2	42	28.0	28.0	51.3
Valid	3	32	21.3	21.3	72.7
	4	28	18.7	18.7	91.3
	5	13	8.7	8.7	100.0
	Total	150	100.0	100.0	



Figure 11.24

Table 11.25: Do you feel that the online training program required periodically?

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	35	23.3	23.3	23.3
	2	47	31.3	31.3	54.7
Valid	3	33	22.0	22.0	76.7
	4	18	12.0	12.0	88.7
	5	17	11.3	11.3	100.0
	Total	150	100.0	100.0	

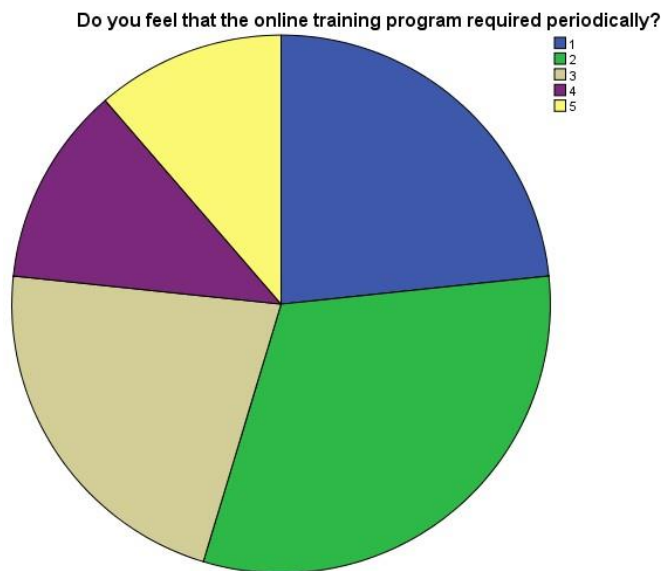


Figure 11.25: Do you feel that the online training program required periodically?

Table 11.26: Do you feel that the time spent in Online training is productive?

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	33	22.0	22.0	22.0
	2	50	33.3	33.3	55.3
Valid	3	28	18.7	18.7	74.0
	4	25	16.7	16.7	90.7
	5	14	9.3	9.3	100.0
	Total	150	100.0	100.0	



Figure 11.26

Table 11.27: Do you think that the Online training methods fulfil the needs of the employee as well as the organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	39	26.0	26.0	26.0
	2	47	31.3	31.3	57.3
Valid	3	27	18.0	18.0	75.3
	4	18	12.0	12.0	87.3
	5	19	12.7	12.7	100.0
	Total	150	100.0	100.0	

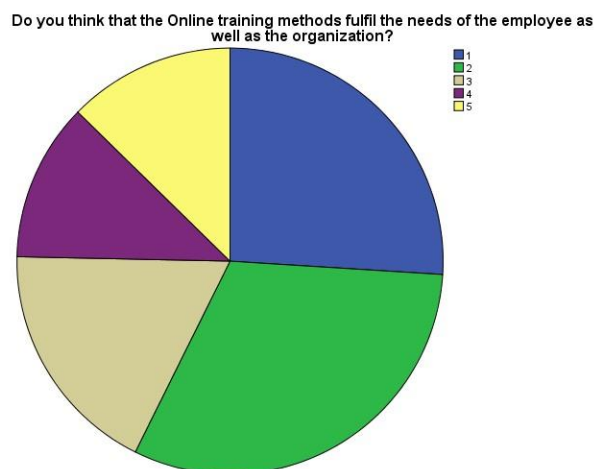


Figure 11.27

Table 11.28: Do you agree that computerized managed instruction training given to you during online training?

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	31	20.7	20.7	20.7
	2	40	26.7	26.7	47.3
Valid	3	43	28.7	28.7	76.0
	4	16	10.7	10.7	86.7
	5	20	13.3	13.3	100.0
	Total	150	100.0	100.0	



Figure 11.28

12. Green Human Resource Management: A Roadmap to Sustainable Business

Shraddha Rathod

Research Scholar,
Faculty of Commerce & Management,
Vishwakarma University,
Pune, Maharashtra, India.

Dr. Pooja Agrawal

Assistant Professor,
Faculty of Commerce & Management,
Vishwakarma University,
Pune, Maharashtra, India.

Abstract:

In recent years, Green Human Resources Management has become popular around the world as the world is facing climatic changes. For many years the main goal for business and business management was the accomplishment of short-term economic targets. However, after the industrial revolution, the growth of the system needed to be directed toward the environment. Green HRM means using every employee interface in such a manner to promote and maintain sustainable business practices as well as creates awareness, which can help organizations to operate in environmentally sustainable development. The emerging concept of GHRM carries great importance for both employees and the organization. Organizations' human resource functions can be important in creating a comprehensive approach in making a culture of sustainability.

The strategy is executed in changes to the different functions of HRM like recruitment, induction, employee compensation, conducting performance appraisal, and also determining training and development. Carbon footprint is one of the major issues faced by the world. Organizations must adopt policies which will help in reducing employees' office carbon footprints. By adopting practices like electronic filing, car-sharing, going paperless, recycling, conducting energy audits, teleconferencing, virtual interviews, recycling, telecommuting, online training, using energy-efficient office spaces, motivating employees to go for greener eco efforts etc. In this paper, an attempt has been made to promote the importance and role of Green HRM which involves crucial elements like environment-friendly HR practices. The present study focuses on various initiatives by different organizations to fulfil their commitment to society. It includes eco-sensitivity and the steps to be taken by the organization to reduce carbon footprints.

Keywords: *Green Human Resource Management, Carbon Footprint, Sustainability, Green.*

12.1 Introduction:

Since the industrial revolution, it has become necessary for organizations to give respect to the environment. Respect for the environment encourages the organization to work towards finding alternative options to become energy sufficient, use of renewable energy, less pollution generating options must be searched. The aim of going greener is to decrease the influence of our industrial actions on the environment.

Go green policies are nothing but the plan by companies to be performed to achieve their goal and commitment to society. GHRM practices must lead the organization to be in a competitive race for sustainable business.

The HR practices must be effective, efficient and cost-effective. The use of more and more technology in HR functions like conducting the Recruitment process through video conferences, training and development programs through VR and AR technology can result in the reduction of employee carbon footprints. Technology ensuring user-friendly lower cost helps organizations in more productivity and less employee retention rates.

What is Sustainability?

Sustainability can be defined as the superiority competitiveness of an organization in doing business. Sustainability is anxious to meet the requirements of the people today without any effect on future generations' requirements.

Green Human Resources Management (GHRM)

GHRM are the set of practices which motivate the organization as well as the employees of an organization to go green. Policies and practices are made to encourage the employees to adopt environmentally friendly practices. In recent few years, Green human resources management has become more popular around the world as the world is facing climatic changes. For many years the goal for business management was the accomplishment of short - range economic targets.

However, after the industrial revolution, the growth of the system needed to be respected towards the environment. In recent years go green practices are implementing and performed within an organization irrespective of sectors to reduce environmental issues.

12.2 Objectives:

The primary reason for this investigation is to:

- Green Human Resource Management has its role and functions in building a sustainable business.
- Different practices can aid in reducing office carbon footprints.
- Different green practices are followed by companies in India. That can be consolidated for building a green working environment.

12.3 Literature Review:

Environmental sustainability has become a topic of concern all over the business world. Researchers and stakeholders are dealing with the problems caused due to growth in the industrial revolution. It is the responsibility of organizations to make a balance between environment and the society. Many challenges and opportunities are created due to environmental issues which have a great impact on the sustainability of a business. Researchers are coming up with solutions to current ongoing issues related to environmental concerns (Jackson et al. 2011). According to Renwick et al, (2008) organisations environmental centric activities, practices combined into human resources are termed as green human resource management. Organisational sustainability of any industry is need to be more focused on line up its practices and policies with more of sustainable goals replicating (Deepika & Karpagam, 2016). The concept of GHRM arises from the industries. The actions of industries directly or indirectly can leave an effect on the ecological system. GHRM are nothing but practices by the organizations like actions to reduce the carbon footprints produced by organizations (Kapil, 2015a). The role of green practices in HRM functions can leave a greater impact on the day-to-day working process of organizations, the impact of applying green practices in the recruitment process, employee training and developments, and reward strategies can help companies to achieve green environment goals. HR initiatives can result in the enhanced working efficiency of organizations, reduction in utility costs, and effectiveness of organizations. Green human resources refer to the practices where employee involvement is needed to build competitiveness in organizations without human involvement it will be difficult for the organization to fulfil its commitment towards environment and society (Kapil, 2015b). GHRM practices can result in lower utility costs better working environment, grate employee engagement, lower retention rate and an eco-friendly working environment (Mandip, 2012). In 21st century it is more important for an organization financial and its monetary outcomes to be more focusing in attending it by minimization of its environmental footprint activities (Rani, S., & Mishra, K. 2014). In recent few years companies are practicing go green policy to minimize the effect on society, go green practices also help in formulating green policies and practices which helps in to train people to create awareness about the environment, environment protection linked duties of individuals which can result into building brand image and reputation of an organization.

An organization must manage its waste management, pollution, water conservation and its responsibility toward society. Companies are practicing policies like green campus, green building, waste management, water conservation, use of renewable energy, recycling and reuse concept, effective and efficient use of available resources and the most important practice is to motivate employees to adopt and practice the go green policies to achieve company's responsibility towards society. In last few years various study and research have recognized that global warming is the biggest threat to environment and economic development. The reason behind the raising levels of greenhouse gases in the atmosphere is increasing human activities. Various international standards contributed a guideline for assessing the carbon footprints produced by an organization but still there is lack of awareness how to measure and reduce the footprints (Tobias Bestari Tjandra, Ruisheng Ng, Zhiquan Yeo, Bin Song 2016). To fill the gap, the paper is proposed where the different office carbon footprint emission sources. Different sources like transportations, core devices and shared resources.

Organizations are facing the main issue of carbon footprints. Maintaining and reducing an organization's carbon footprint rate is kind of challenge faced by the world. By adopting practices like teleconferencing, electronic filing, car-sharing, going paperless, recycling, reusing, reducing, conducting an energy audit, and virtual interviews, telecommuting, virtual training and development program, energy self-efficient office spaces, green building, green campuses, and the most important is by motivating employees to go for greener and eco efforts etc. the company cut down its utility costs by adopting practices like recycling, reuse and reduce. Not only larger industries but small scale industries too can reduce their office carbon footprints but adopting more technology, by encouraging employees to less waste resources, energy self-sufficient techniques like e.g. use of solar energy and creating an eco- friendly working environment. Companies like Tata consultancy services (TCS) adopted practices like energy self-sufficiency by using in-house solar generation techniques. 76 MWH solar generated helped TCS reduce its energy consumption by 12.5% of its total requirements. To reduce its office carbon footprints TCS reduced its paper and printer consumption by using more use of technology and less use of paper which resulted into the 2% reduction in the carbon footprint of the organization. Wipro comes up with the concept of enterprise-wide policy which substituted CRT monitors with LCD monitors nearly 32000.

LCD monitors were installed which resulted in energy savings by 66%. Wipro has established a testing lab to complete its commitment to reduce its reduction of greenhouse gas emissions and to measure its carbon disclosure project as its internal carbon footprints. Wipro was also awarded ISO14001 certification. By developing new technology and implementing it in day to day working process could be helpful to the organization. Finding alternative energy sources could be helpful in reducing our dependence on natural sources (Liu 2010, ozen and Kusku,2008).

12.4 Research Methodology:

Data is collected through various comprehensive literature and other published articles sources like Google Scholar, Academia, Research Gate and other sources like books, journals, company's annual reports, websites and newspaper articles internet based. The qualitative and extensive study is done to understand the current scenario of environmental sustainability of the organizations.

12.5 Findings:

A. Role of HRM in Go Greener Environment Goal of the Organization

- **Green Human Resources Management – Recruitment & Job Design**

GHRM plays a vital role in the recruitment process. Now day's use of new technology in the recruitment process has changed the traditional modes of recruitment. The traditional mode is replaced with the online recruitment process which resulted in a reduction in paper use before technology use the traditionally filling where maintained which were time consuming and lots of wastage of papers. Technology helped to reduce paper wastage i.e reduction in office carbon footprints.

- **Green Human Resources Management – Selection Methods**

The next step in the recruitment process is the selection of the right candidates for the job. Screening of CV can be done based on the employee's behaviours towards the environment. In the selection process by asking the candidate's aptitude questions related to the environment can give his green score which can be a great help in the selection process. A green score can be used to select the candidates in the process.

- **Green Human Resources Management – HR Operations and the on-boarding Process**

In recent years the improvement in technology permits and motivates companies to go for paperless. Rather than documenting employees' information on paper use of technologies like cloud-based technologies are more effective where appointment, and offer letters were to be send by email, The maintenance and update of information can be done on portals cv, authorization letter, offer letters, recommendation letters and other documents of employment. Furthermore, induction programs should be designed in online mode in such a way that helps new employees to the aware working culture of the company.

- **Green Human Resources Management – Performance Management**

The motto of the performance management in GHRM is to assess the outcome of activities and efforts by the employees in the achievement of a goal. Green PM motivates the employees to perform with all their efforts and to improve their skills which help to achieve a final goal.

- **Green Human Resources Management – Compensation and Benefits**

Compensations and benefits to the employees for their performance can be in the form of monetary and non-monetary forms. Monetary rewards like cash incentives to the best-performing employee or team, bonuses. Non-monetary rewards include gifts, gift coupons, or recognition-based rewards.

B. Practices Which Aid in Reducing Office Carbon Footprints

Measure your offices carbon footprints: The first step in sustainable office is to measure the workplace's carbon footprint. Rather than just guesswork HR can actually achieve the goal of sustainable office by simply by keeping records, HR need to maintain the records for the assessment of internal audit of the data for carbon footprint measurements of organization.

Save paper by using more devices to note down: In the paperless office, one of the easiest ways to reduce paper wastage is by adopting more devices over the paper. The idea of going paperless is still a future reality. Today cloud-based systems like online business and online Learning have transformed the strategies in the workplace over a period of time companies are adopting paperless policies. Papers into robotized work processes also can be utilized for the reduction of office carbon footprint. Minimizing usage can result in less carbon footprint.

3R's rule - by implementing Recycle, Reuse, reduce policies: It's the main focus of green HRM is on sustainability. Reducing a company's carbon footprint doesn't have to be a major undertaking by taking small efforts we can make it in our everyday office work-life.

With small efforts like putting recycling bins next to every printer time, we accidentally print 20 copies instead of 2 copies, cardboard and papers are potentially recycling targets in the office.

Practices like reusable utensils for lunch by providing disposable plates and cups made of recycled material. Use of reusable silver, plates and coffee mugs can be used to encourage employees to use disposable products. Recycling products like glass, paper, plastic, and metal junk can encourage going for greener policies.

Turn off everything: Wastage of electricity is one of the major reasons behind the carbon footprint. To reduce office carbon footprints HRM should implement a few practices to go green office. At the workplace, it's a responsibility of an individual employee to make sure before leaving his desk turn off the computer system.

By making habits like before leaving unused rooms make sure to turn off all the lights at the end of the day. Power management options must be explored to reduce the wastage of electricity. Reductions in utility costs can significantly cut the costs.

By promoting teleconferencing: In recent years teleconferencing is widely used throughout the world.as travelling is time-consuming. Many companies are using technologies to conduct its meeting over the digital sphere.

Today most companies are using teleconferencing to reduce travelling time and travelling expenses. Removing the travel need is saving huge company resources. The reason behind promoting teleconferencing is to reduce the impact of pollution (carbon emission).

By adopting the latest power-saving appliances or alternative energy sources: Conservation of energy in the workplace is one of the biggest challenges faced by companies. Preservation of energy in the workplace has the potential for an incredible ecological effect. Replacing more energy-consuming PCs, bulbs and other lighting appliances with smart environment-friendly less energy-consuming devices need to be adopted.

Renewable energy like solar energy and wind energy must take into consideration Suzon Energy (the Suzlon one earth, one campus) is one of the best examples of alternative sources of energy. Suzon energy is a self-sufficient company the campus is completely run-on solar energy and wind energy which helps in the reduction of carbon emissions.

By motivating employees to meet a specific green score: The emerging concept of GHRM carries great importance for both employees and the organization. The assessment of employee's behavior towards the environment.in the process employees' aptitude questions assessment related to environment can give his green score which can be a great help in motivating employees to go green.

Table 12.1: Initiatives By A Few Indian Companies to Go Green

Company Name	Initiatives by Indian companies
TCS	<ul style="list-style-type: none"> • Energy saving by using LED lighting • Sensor-based lighting which automatically turns on and off • Eco-friendly green buildings which have an automatic cooling system • Waste reduction by composting and digesters for bio-waste • Cycling and car-pooling result in the reduction of fuel emissions • Rainwater harvesting by recycling rainwater • Maitree project-promotes community development projects
<p>Suzon Energy (The Suzlon 1- earth, 1- campus)</p>	<ul style="list-style-type: none"> • Self-efficient Energy- green building campus • Taken green banking initiative • Renewable energy-based hot water system • Water management and waste management treatment
<p>Rajiv Gandhi International Airport</p>	<ul style="list-style-type: none"> • Green airport. • Reduces plastic footprint. • Solid waste management.
<p>Wipro Technologies (The eco eye and Green IT)</p>	<ul style="list-style-type: none"> • Replacing CRT monitors with LED monitors • Green testing labs to access internal carbon footprints.

TCS:

Tata consultancy services (TCS) adopted practices like energy self-sufficiency by using in-house solar generation techniques. 76 MWH solar generated helped TCS reduce its energy consumption by 12.5% of its total requirements. To reduce its office carbon footprints TCS reduced its paper and printer consumption by using more use of technology and less use of paper which resulted into the 2% reduction in the carbon footprint of the organization. Tata has obtained certification for its 3 branches for its green building and green campuses.

Suzon Energy (the Suzlon one earth, one campus):

Suzon’s campus is a one of the greenest corporate campuses in the world Suzon energy have faith in in creating and maintaining a positive environment, equally inside and outside of its office walls. Suzlon one earth project is one of its own kind where it is the more of eco-friendly, self-sufficient headquarters of the company. Suzlon one project is completely self-sufficient and powered by renewable energies like hybrid wind turbines, solar panels, and photovoltaic cells. Suzlon one earth is also a LEED Platinum and GRIHA 5-star certified

building. Suzon energy also adopted the practices like rainwater harvesting, on-site waste conversion project, and 'office in garden' project to maximize sunshine use; it resulted in the reduction of 35% in its operating cost.

Rajiv Gandhi International Airport (RGIA):

RGIA is one of the greenest airports in the world. By adopting various practices like Integrated Online Environmental Monitoring stations. RGIA is the first airport in the Asia Pacific region to achieve the highest-level 3+ accreditation in carbon neutrality by ACI. RGIA initiated planting 273 hectares around the airport with various plant species and natural flora developed to maintain ecological balance. The initiative resulted into carbon sink by capturing 265 tons of CO₂ every year. The terminals at the airport are covered with Leadership in Energy and Environmental Design (LEED) certification for its eco-friendly structural design. By adopting the practices like single-use plastic within its premises to reduce its carbon footprint. By making sure all the retail outlets migrated to an eco-friendly alternative material. RGIA's administrative and engineering processes minimize and controlled air and noise pollution by operating electric vehicles for passenger transport.

Wipro:

Wipro has extended its green mission the physical infrastructure of Wipro's premises was developed according to LEED specifications developed by the US Green Building Council. Wipro has established a testing lab to complete its commitment to reduce its reduction of greenhouse gas emissions and to measure its carbon disclosure project as its internal carbon footprints. Wipro was also awarded ISO14001 certification. Wipro comes up with the concept of enterprise-wide policy which substituted CRT monitors with LCD monitors nearly 32000 LCD monitors were installed which resulted in energy savings by 66%.

12.6 Future Implications:

The concept of green movement within organizations is growing awareness regarding green practices. It is a best practice which can adopt for mapping a company's role in an eco-friendly environment. Green HRM is encouraging the employees and stakeholders of the organization to go greener concept. But still there need to be more alternative practices must be developed by the organizations more research is needed in the field of green HRM for more effectiveness of organizations GHRM is creating new opportunities in the field of GHRM. It is a best practice for mapping a company's future activities of an organization.

12.7 Scope of Study:

Irrespective of sectors companies nowadays are adopting green practices proposed by the various international committee's recommendations (international treaties e.g., Kyoto 1997, Bali 2007, Copenhagen 2009 on pollution) best practices performed practices around the world and government guidelines, not only manufacturing companies but services providing sectors are wonderfully dealing with the factors which include the factors like go greener motive, the importance of green HRM. For successful implementation of

sustainable business any corporate need to implement green programs in the HRM process like green recruiting, green hiring, green training, green compensation, and development and advancement of the firm's human capital. GHRM concept rotates around a few factors only for example go green motive, the importance of GHRM, requirements of GHRM, capabilities of GHRM and finding of practices performed by the organisation for fantastic outcomes. In recent few years, it appears that IT companies are practising and controlling green practices globally.

The green human resource comprises environmental- friendly factors which will be aided to HR in making policies, practices, and conservation knowledge capital.

12.8 Conclusion:

Green Human Resource Management is the developing concept of GHRM that carries great importance for both workforces and the organization. Green Human Resources Management is nothing but creating awareness among the employees to achieve the organization's sustainability goal. In a larger organization performing green HRM practices is somewhat difficult without the participation of internal and external participants (stakeholders) of the company. The employee's and worker's support is required to perform green practices. Human resources management plays a vital role in performing different strategies of go green practices. The use of more and more technology in HR functions like conducting the Recruitment process through video conferences, training and development programs through VR and AR is beneficial for the sustainability of organizations.

12.9 References:

1. Ahmad, S. (2015). Green human resource management: Policies and practices. *Cogent business & management*, 2(1), 1030817
2. Bangwal, D., & Tiwari, P. (2015). Green HRM—A way to greening the environment. *IOSR Journal of Business and Management*, 17(12), 45-53.
3. Cohen and Taylor, 2010; Ehner, 2009; Behrend, 2009; Philips, 2007. *International Journal on Recent and Innovation Trends in Computing and Communication* ISSN: 2321-8169 Volume: 2 Issue: 11 3633 – 3639
4. Deshwal, P. (2015). Green HRM: An organizational strategy of greening people. *International Journal of applied research*, 1(13), 176-181
5. Gill Mandip, Green HRM: People Management Commitment to Environmental sustainability, *Research Journal of recent sciences Growth? A Study Performed on Consumers in India - An Emerging Economy*”, *The International Journal of Environmental, Cultural, Economic and Social Sustainability*, 6(2); 277-291.
6. Jabbar, H., Abid, M., (2015). “A Study of Green HR Practices and Its Impact on Environmental Performance: A Review”, *MAGNT Research Report*, 3 (8): 142-154.
7. Jackson SE, Renwick DWS, Jabbour CJC, Muller-Camen M. State-of-the-Art and Future Directions for Green Human Resource Management: Introduction to the Special Issue. *German Journal of Human Resource Management*. 2011; 25(2):99-116. doi:10.1177/239700221102500203
8. Joyce, Mrs & Vijai, C. (2021). A study on green human resource management an introduction and practices with reference of selected companies a study on green human

- resource management an introduction and practices with reference of selected companies. 309-315. Kapil, P. (2015). Green HRM-Engaging Human Resource in reducing carbon footprint and enhancing environment sustainability: A case study based approach. *International Journal of Engineering Technology Science and Research*, 2(5), 14
9. Leszczynska, A. (2016, September). Conceptualization of Green Human Resource Management. In *Proceedings of the International Scientific Conference on Economic and Social Development "The Legal Challenges of Modern World"*, Split, Croatia (pp. 431-441). Rani, S., & Mishra, K. (2014). Green HRM: Practices and strategic implementation in the organizations. *International Journal on Recent and Innovation Trends in Computing and Communication*, 2(11), 3633-3639.
 10. Renwick, Douglas & Redman, Tom & Maguire, Stuart. (2012). Green Human Resource Management: A Review and Research Agenda. *International Journal of Management Reviews*.15. 10.1111/j.1468-2370.2011.00328.x.
 11. Renwick, Douglas WS, Tom Redman, and Stuart Maguire. "Green human resource management: A review and research agenda." *International journal of management reviews* 15.1 (2013): 1-14.
 12. Sammy, Adimuthu & Inore, Ishmael & Sauna, Richard. (2017). A Study on Implications of Implementing Green HRM in the Corporate Bodies with Special Reference to Developing Nations. *International Journal of Business and Management*. 12.117. 10.5539/ijbm.v12n9p117.
 13. Suharti, Lieli & Sugiarto, Agus. (2020). A qualitative study of green HRM practices and their benefits in the organization: an Indonesian company experience. *Business: Theory and Practice*. 21. 200-211. 10.3846/btp.2020.11386.
 14. Tobias Bestari Tjandra, Ruisheng Ng, Zhiquan Yeo, Bin Song, Framework and methods to quantify carbon footprint based on an office environment in Singapore, *Journal of Cleaner Production*, Volume 112, Part 5, 2016.
 15. Wehrmeyer, Walter & Vickerstaff, Sarah (2017). Analysis for Environmental Training Needs.10.4324/9781351283045-17

13. Sustainable Talent Management - Key Success Factor for Delivery Centre

Sanjoy Banerjee

Executive Director & Leader,
Global Delivery Centre PwC India,
Kolkata, West Bengal, India.

Dr. Shirshendu Roy

Associate Director,
Global Delivery Centre PwC India,
Kolkata, West Bengal, India.

Abstract:

A delivery center model helps in fulfilling client requirements with excellent technical capabilities, efficiency, and quality of deliverables. Nowadays client requirements are very dynamic i.e., changing very fast. This is mainly due to rapid changes in business scenarios and constant technical disruptions. To cater to these requirements, there is a constant need for people with new or specialized skills. However, it is quite a challenging task to get people with the right skills within a short period as required by the clients. Hence, there is a need for cross-skilling, upskilling the existing employees to keep their skills updated with the market demand. Institutionalization of a sustainable talent management framework helps in addressing these issues. On the other hand, employees with multiple skills will be on-demand, which will improve the fungibility, and eventually, it will have a positive impact on the performance of the delivery center.

Keywords: *Delivery Center, Technological Disruption, Cross-Skilling, Fungibility, Performance.*

13.1 Introduction:

In today's world globalization, technological disruption, strong competition and attritions are the main challenges faced by the organizations. Due continuous competition with others and to stay in the business, organizations shifted their focus from only delivery to improve quality and productivity by a structured talent management process (Kehinde, 2012). The organizations which focus more on their employee development has more probability of achieving their objectives and goals. That will help them to have a steady and sustainable performance. The overall growth and performance of the organization depends largely on the performance of its employees and it happens only when an employee with right skill is placed at right position at right time (Rop,2015). It has been observed that in recent time organizations are facing more skill issue than the other resources (Kehinde, 2012). The key success factor for organizational performance are skill, competency, and talent of the employees (Farndale et.al., 2004, Paauwe et.al., 2014) and very small portion, 3-5%

employees of the organizations are talented (Nikravan, 2011; Berger, 2004). “Talent is defined as the combination of qualification, knowledge, skills, competencies, and experience of an individual to learn and grow with the organization” (Nafei,2015). It is believed that the talented employees are efficient and effective. Organizations hired them for achieving their goals and objectives. Also, efficient employees inject efficiency in the overall system and ultimately improve the productivity and profitability figures of the organizations.

At present organizations realized the employees with right skill and competency plays a pivotal role in sustainable competitive advantage and good performance (Rop,2015). Due to this organizations now keen in developing a proper talent management strategy aligned with the global framework and relevant with respect to the market requirements (Agarwal, 2016). The purpose of implementing a proper talent management framework is to have pool of employees with diversified cutting-edge skills that will help the organization to meet their strategic goals with the sustainable performance (Campbell and Smith 2014).

The technological innovations, volatility of business made every investment value driven. The transformation projects which integrate the independent applications, upgrade legacy systems have the potential to provide business competitiveness and create value. These projects need custom development, integration of tools available in the market, data migration which are critical and need skilled resources to work on to maintain proper efficiency. Most of the service providers are struggling to address below mentioned challenges.

- Resources and business priorities
- Short release time and continuous changes
- Working with external and distributed team members
- Complex IT and work system
- On time deployment capability
- Meeting the expectations with high efficiency

This is where the concept of delivery centre came into the picture. Delivery centres are the organizations specialized on making delivery as per client requirements and operates at very high efficiency and accuracy. The employees of delivery centres have multiple skills with high proficiency. The main focus of delivery centre is on-time delivery, quality of deliverable and efficiency. To make most use of their employee’s delivery centres provide regular training on different technology, skills to their employees as per the market demand. So, talent management is essential activity for the delivery centres.

The paper is structured as follows:

- Section 2-consists of the theoretical background and hypothesis development
- Section 3- consists of the methodology used in current study
- Section 4- consists of the analysis and findings
- Section 5- Consists of proposed talent management framework for delivery centres
- Section 6- consists of discussion and conclusion
- Section 7- consists of limitations and future scope of research

13.2 Theoretical Background and Hypothesis Development:

13.2.1 Literature Review:

Society of Human Resources Management defined Talent Management (TM) as “is the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs” (Lockwood, 2006). According to Oladapo et.al. (2014), “the concept of talent management was officially born in 1997 when McKinsey commissioned research on the global war for talent to review the procedures companies in the United States were adopting to recruit the best performing employees”. “The aforementioned report found that organizations were aggressively competing for talented people in the context of the favorable economic climate and that the deep belief held by leaders that competitive advantage could be achieved from employing the best talent is a critical factor. The challenge was to manage the talent effectively and that organizations have to adopt talent management strategies” (Cappelli,2008). Apospori et.al. (2008) opined that recruiting talented people companies can have competitive advantages. However, optimization of talent management starting from talent attraction is needed and that should continue in the subsequent phases like talent retention & performance. Talent management is defined as “an organizational capacity to identify the right person for the right job and at the right time” by A United Nations Development Program (UNDP). Talent management is process aligned with HR system to deploy people in the right jobs based on their skill sets. UNDP also suggesting “Diversity & Inclusion” as another important aspect within the scope of strategic human resource management. It is the responsibility of the organizations to ensure that the organization has a gender and diversity balanced workforce. This an important priority of the organization to maintain gender, diversity balance within the organization. This needs policies, plan and investments in people to support UNDP goals.

Cheese et.al. (2007) concluded “to meet the challenge, companies must rethink how they hire, train and reward their employees, placing those tasks at the heart of their business plans”. Also, as per Sheehan et.al. (2018) “a systematic approach should be followed to implement any talent management initiative in any organization. Organizations that formally decide to ‘manage their talent’ undertake a strategic analysis of their current HR processes. This is to ensure that a coordinated, performance-oriented approach is adopted”. “The implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs” Lockwood (2007). Hence, talent management is a process of managing the set of activities related with nurturing of talents. Mehta (2011) opined that the abovementioned activities or core components, is considered as basic for the organization’s success with respect to the attraction, nurturing and retention of its talent. “Talent Management” system according to Mehta is:

- Strategic Workforce Planning: This initial stage in talent management identifies the needs and organization’s goals

- Talent Acquisition: Overall recruitment process starting from candidate identification to onboarding including screening, interviewing, tracking, and background verification (if any)
- Learning & Development: Allocation of employees based on their core competencies based on the strategic workforce planning
- Talent Retention: Integrating an employee development plan in the form of Individual Develop Plan (IDP) with the performance is essential for nurturing the skills and competencies of the employees and to retain them
- Career Movement: It is the responsibility of the organizations to identify the critical positions and identify potential leaders who can take these positions when needed.

Talent management is a continuous process, and it should be part of organizational culture. This will help in talent retention (Aljunaibi, 2014). On the other hand, Mehta (2011) concluded that organizations invest time to define talent management strategy, processes and money for implementation will win the battle of talent attraction to retention. Organizations should take a holistic approach to talent management rather than fragmented implementations. Also, talent management should be adopted as part of HR strategy of the organization.

13.2.2 Hypotheses:

Based on our understanding, experience and the objective of the study following hypotheses were developed.

Hypothesis 1 - H1: Talent attraction will have a positive influence on sustainable organizational performance

Hypothesis 2 - H2: Talent retention will positively influence sustainable organizational performance

Hypothesis 3 - H3: There is a significant relationship between rewards and compensation and employees' retention

Hypothesis 4 - H4: Learning and development will positively influence organizational performance

Hypothesis 5 - H5: Career management will positively influence organizational performance

13.3 Methodology:

In this study review-based approach, particularly, integrative review was followed to validate the hypotheses formulated for this study. Out of different available review approaches, integrative review approach (refer to Table-1), was followed in this particular study. An integrative review is generally used for a different purpose. The review types and respective disciplines are summarized in Table No 13.1.

Table 13.1: The review types and respective disciplines are summarized in

Authors	Discipline	Type of review	Contribution
Baumeister and Leary (1997)	Psychology	Narrative review	Overviews reasons for conducting a review, discusses common mistakes for conducting a review
Tranfield et al. (2003)	Management	Systematic review	Compares management and healthcare research, highlights the challenges of conducting a systematic review in management research, provides guidelines for conducting a systematic literature review in management research
Torraco (2005)	Human Resources	Integrative review	Defines the integrative literature review, provides guidelines and examples for integrative literature reviews, discusses contributions of an integrative literature review
Liberati et al. (2009)	Medicine	Systematic review meta-analysis	Provides guidelines for conducting and reporting systematic reviews and meta-analysis
Wong et al. (2013)	Medicine	Semi-systematic review	Provides guidelines for conducting a meta-narrative review
Davis et al. (2014)	Social Sciences	Systematic review and meta-analysis literature reviews	Synthesizes guidelines for Provides guidelines for conducting a systematic review and meta-analysis in social sciences
Palmatier (2018) et.al,	Marketing	Review papers and systematic reviews	Provides guidelines for publishing review papers in the Journal of the Academy of Marketing Science

Source: Hannah Snyder, Journal of Business Research, 2019

Table No-1: Guideline for selecting particular review

“The aim is to assess, critique, and synthesize the literature on a research topic in a way that enables new theoretical frameworks and perspectives to emerge” (Torraco, 2005). Generally, integrative literature reviews are used for new, well matured or, emerging topics. Review of knowledge base, reconceptualization and theoretical base expansion of that particular topic are the key objectives of doing an integrative review

for matured topics or areas. However, for the emerging topics or fields the main focus is on initial conceptualization and theoretical models rather than a review of old literature and models. This type of review requires careful selection, review and summarization of views and outcomes of different research in that particular topic or area.

“The data analysis part of an integrative or critical review is not particularly developed according to a specific standard” (Whittemore & Knafl, 2005). However, in the absence of strict standards, the aim of data analysis in an integrative review is to critically analyze and examine the literature and the main ideas and relationships of an issue. To perform this type of review, researchers need to have advanced skills, like conceptual thinking (MacInnis, 2011) and at the same time being, transparent and able to document the analysis outcome correctly.

The outcome of an integrative review should be the advancement of knowledge frameworks. It should generate new conceptual framework rather than describing the outcome of the previous research. Though we expect the integrative review to make valid and acceptable contribution in the field of research but due to lack of transparency or true integration this type of review end up with summaries of literature and not truly integrative.

The different phases of integrative review and the corresponding objectives are:

Phase 1: Design - This phase defines all the rules that will be applicable to integrative research

Phase 2: Conduct - This phase does the review of the action plan prepared in the earlier phase and change the plan if needed

Phase 3: Analysis - This is the most important phase. In this phase specific information extracted from the articles and for some of the extracted information more analysis is done to get the perspective of the article

Phase 4: Structuring and writing the review - This is the concluding part of the study. A summarization of analysis outcome is done. Once done, the findings are critically reviewed to check if the documented piece communicates exactly the same thing what was supposed to be communicated.

In this study, 153 journal papers, books, research articles related to talent management and organizational performance were reviewed. Then one sample proportion testing was conducted for each hypothesis. In the study there were 5 hypotheses. The generic form of the null and alternative hypothesis is

H₀: $p_1 < \text{or} = 0.9$

H_i: $p_1 > 0.9$ (for $i = 1$ to 5)

Here, $p1$ is the proportion of the literature concluding that specific talent management element has a positive impact either on employee retention or organizational performance, and hypothesis testing was conducted at a 95% confidence level.

13.4 Analysis and Findings:

Out of the 153 reviewed studies, most of the studies (more than 80%) used questionnaire as research instrument. Questionnaire stability, readability, and construct validity checking were done using proper statistical methods. The structural equation model (SEM) was used to validate the hypothesis of the studies and in most of the studies AMOS software was used for doing the SEM analysis. A generic approach of structural equation model used for the analysis of hypothesis is available in Figure No-1.

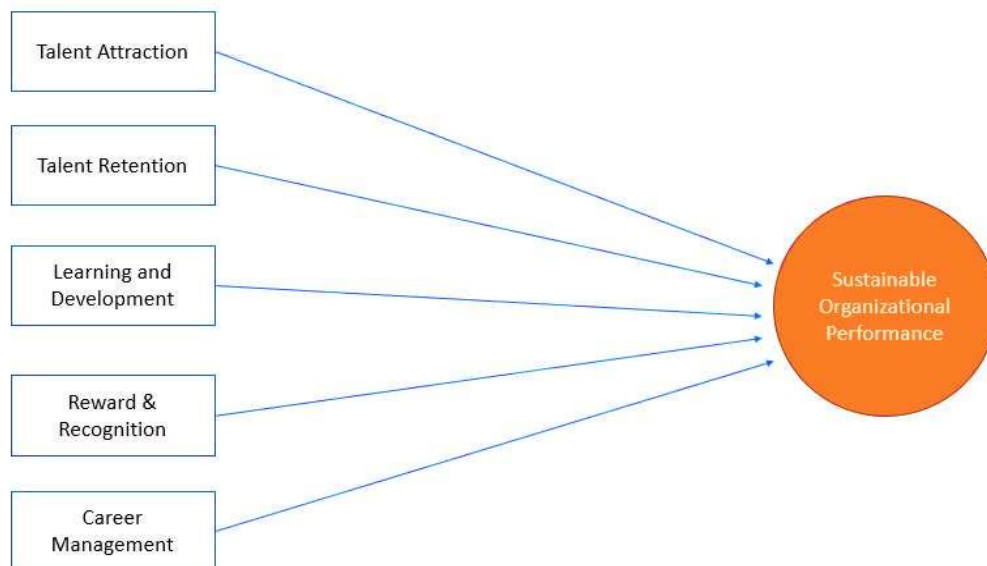


Figure 13.1: Research Model used for different Studies (Summarized)

A. Analysis for Hypothesis 1:

H1: Talent attraction will have a positive influence on sustainable organizational performance. Management researchers typically agree that aggressive benefit comes from the inside abilities and skills that can't be without difficulty imitated, in distinction to the company's merchandise and services. According to the resource-based view and the knowledge-based view, human capital is diagnosed as the company's most important asset to reap a sustainable aggressive advantage. According to Heinen and O'Neill (2004), brain administration can be viewed as an excellent way to set up a long-term aggressive advantage, the place the sustainable aggressive gain originates from the valued agency assets that are challenging to imitate or exchange through competitors. Patten (1986) argued that strategic intelligence administration

techniques allow agencies to become aware of managerial duties and overall performance principles, warranty balance in administration activities, apprehend proficient personnel for senior and indispensable positions, and fulfill the targets of personnel for professional development. Ultimately, imposing intelligence administration practices in a positive and environment-friendly way leads to the development of proficient personnel (Dunford et al. 2001) and can lead to an optimistic and sustainable organizational performance. Based on the above argument, the hypotheses for this learn about had been established. Talent appeal consists of recruitment and selection, enterprise branding, worker fee proposition, and business enterprise of preference (Armstrong, 2011), the place a range of approaches are required for the motive of deciding on appropriate intelligence that fits the organizational values and subculture (Armstrong, 2011).

In relation to this hypothesis, 127 paper, article and book review conducted. Out of 127, 121 study concluded that “talent attraction will have a positive impact on sustainable organizational performance”. The proportion test result (p value 0.03 less than significance value 0.05) also suggests that there is sufficient evidence to conclude that “talent attraction has positive impact on sustainable organizational performance.”

B. Analysis of Hypothesis 2 & 3

H2: Talent retention will positively influence sustainable organizational performance

H3: There is a significant relationship between rewards and compensation and employees' retention.

The foremost focus of “Talent Retention” is to motivate proficient personnel to remain in the company for a longer duration (Tephillah,2015), which is viewed as a strategic manner to maintain proficient personnel (Oladapo,2014). It is a notable mission for businesses to maintain their proficient and out-performing personnel (Mohammad,2015). Talent retention can be achieved based on motivation, training, profession advancement, benefits, and compensation (Devi,2017). According to Hauskenckt et al. (2009), keeping proficient and high-performing personnel has a splendid impact on each the economic and operational overall performance of organizations, due to the possessed information and qualifications.

The success, profitability, and sustainability of any employer are influenced by using the organization's capability to preserve and maintain their top talent (Oladapo,2014). The primary challenge of most companies is how to hold the proficient worker after training them. Becker et al. (2001) advised that “a compensation package that simply stipulates expectations of performance, talent requirements, experience, and behavior” has to be put in place. The writer stressed further that the system have to be designed to promote excellent overall performance at each talent stage inside the firm and advised that the compensation and reward aid the standard aims of the firm, not just in recruitment and retention, however additionally in addition to the business performance (Becker et al., 2001). According to Dychtwald et al. (Cappelli,2008), “performance management systems” (PMS) must, in addition to its goals, tackle how

the distinct generations' employees perceive remarks and the determinants of employee retention. While Boomers typically anticipate they might also spend one to 5 years in a role before being promoted, Generation Y favors to understand the place they are going to be subsequent month. This view used to be corroborated by Cappelli (2008), who discovered that 71% of top performers who received regular feedback intended to stay on the job in opposition to the 43% who did not receive normal feedback. These data point out the importance of feedback in an employee's choice to continue to be in their job (Dychtwald et al, 2006).

The study undertaken by Auranzeb and Bhutto (2016) stressed the significant relationship between talent retention and overall organizational performance in service-sector firms; this positive and significant relationship has been supported by most empirical research (Arif, 2016; Subramaniam, 20120). The increase in the resignation percentage to the truth that most proficient and qualified individuals tend to search for higher opportunities that assist them learning and growing, as they agree with that, in their present organizations, they have reached a point where they can't enhance their competencies and, so, they can't add something new to the interest of the organization. A Review of 144 studies in relation to hypothesis -2 revealed that, out of 144 studies 137 studies. confirm that "talent retention has a positive impact on organizational performance". The proportion test result (p value 0.02, less than significance value 0.05) also suggests that there is sufficient evidence to conclude that "talent retention have positive impact on sustainable organizational performance". Also, a review of 128 studies in connection with hypothesis-3 revealed that, out of 128 studies 126 studies, confirmed that "rewards & recognition have a positive impact on employee retention". The proportion test result (p value 0.0008 less than significance value 0.05) also suggest that there is sufficient evidence to conclude that "reward & recognition has a positive impact on sustainable organizational performance."

C. Analysis of Hypothesis-4:

H4: Learning and development will positively influence organizational performance

Implementation of structured learning and development practices is required for the companies to help their employees know the new products and new technologies and have up-to-date skills and knowledge in those areas. "These can be used to assess the ability of an organization to adapt in a changing environment, to have a sustainable competitive advantage, and to successfully compete with other rivals". To address this, organizations have to identify the employee with opportunities for improvement and prepare a learning path with a timeline (harburg,2003). It has been observed that learning needs are very specific to the generations and they should be considered while formulating the learning needs of the employees. Phillips and Roper (2009). Gostick and Elton (2008) concluded that "quality of relationship", "an opportunity for personal growth and professional development", "work-life balance", "a feeling of making a difference; meaningful work", and "adequate training" are key parameters which play a pivotal role in tenure section by an employee. Learning and development help with performance improvement and leadership development and form the basis of organization's success. According to Phillips and Roper (Phillips and Roper,2009),"

employees at all job levels appreciates learning; Still there is an indication that the employees of small companies appreciate learning more than those in large firms, and those people that work above 50 hours per week exhibit an above-average preference for learning”. Wagner and Harter (2009) concluded in their study that “it’s better for an organization over the long haul to have employees trained and have supervisors and mentors dedicated to talking to employees about their performance.” Tracy Bowers thus suggested the development of “multi-generational teams” (Phillips and Roper, 2009). Tracy stated further that “we have found the older generation enjoys working with the younger ones. The younger ones bring the energy, and the younger generation likes to work with the experienced older generation” (Phillips and Roper, 2009), The research undertaken by Taleghani et al. (2013) and Gorozidis and Papaioannou (2014) proposed that “talent development has a positive impact on organizational performance. It also has a positive effect in sustaining the organizational competitive advantage” (Lockwood, 2006). The study undertaken by Shaheen et al. (2013) highlighted the significant and positive impact of learning and development on sustainable organizational performance. Furthermore, the study of Poorhossienzadeh and Subramaniam (2012) regarding MNCs in Malaysia revealed that “improving talent is the most important factor to attain success”; and this outcome was in line with Lyria (2014), Johansson and Adams (2012). “Learning and development provides great opportunities for talented employees to work on developing their skills that best fit prospective vacancies, such that they are ready and available once a vacant position opens up” (Zheng and Kleiner, 2001). Also, a review of 135 studies in connection with hypothesis-4 revealed that, out of 129 studies 135 studies confirmed that “learning & development has a positive impact on employee retention.” The proportion test result (p-value 0.00011, less than significance value 0.05) also suggest that there is sufficient evidence to conclude that “learning & development has a positive impact on sustainable organizational performance.”

D. Analysis of Hypothesis-5

H5: Career management will positively influence organizational performance.

Career management is defined as the “interests, norms, strengths and weaknesses of a skill, indicating career objectives, and integrating with career strategies that aim at increasing the prospect of career goals to be attained” (Greenhaus et al., 2000). “Career management consists of formal and informal activities, such as job rotation, employee seminars, and career development, as well as providing practices for self- improvement “(Dargham,2013). Dargham (2013) concluded “that there exists a positive effect of career management on increasing both organizational performance and employee commitment.” Also, study by Lyria et al. (2014) pointed out that “there exists a significant relationship between career management and organizational performance in companies operating in Nairobi”. This result is also confirmed by previous research (Allen, 2005 and Yahya, 2004).

Also, a review of 118 studies in connection with hypothesis 5 revealed that out of 1118 studies 112 studies confirmed that “career management has a positive impact on employee retention”. The proportion test result (p-value 0.0377 less than significance value 0.05) also suggests that there is sufficient evidence to conclude that “career

management has a positive impact on sustainable organizational performance”. Hence, from the results, it can be inferred that different elements of talent management (talent acquisition, rewards and recognition, talent retention, learning & development and career progression) play a positive role in achieving sustainable performance.

13.5 Proposed Talent Management Framework for Delivery Centre:

Sustainable talent management begins with the need identification, Human resource planning. Inputs are taken by the HR functions from the different sources like journals, business reports and industry bodies like Confederation of Indian Industry (CII), Indian Chamber of Commerce (ICC), Associated Chambers of Commerce and Industry of India (ASSOCHAM) regarding future business trend, problems faced by the society, skills required to address these and maintain performance sustainability. Based on the input, customize the learning and development plan and inform the applicant during the talent acquisition phase. Also, during the onboarding, more clarity on learning and development can be given to the new hires. Learning development opportunities and certification possibilities, as per the career plan, will continue throughout the employee life cycle. Reward & recognition plays a vital role in talent retention and change in the job role or giving opportunity to work in different areas with the newly acquired skills helps in career progression of the employees and talent retention. Overall sustainable talent management will result in talent retention and sustainable growth of the organizations. Apart from this keeping managing knowledge artifacts is also a key task for the talent management process (Figure-2). This study also proposes a knowledge management framework (Figure-3) that will help the organizations to limit the knowledge drain and allow employees to use the available knowledge artifacts or reusable components to improve efficiency and reducing the possibility of defect generation which is the main expectation from a delivery centre.

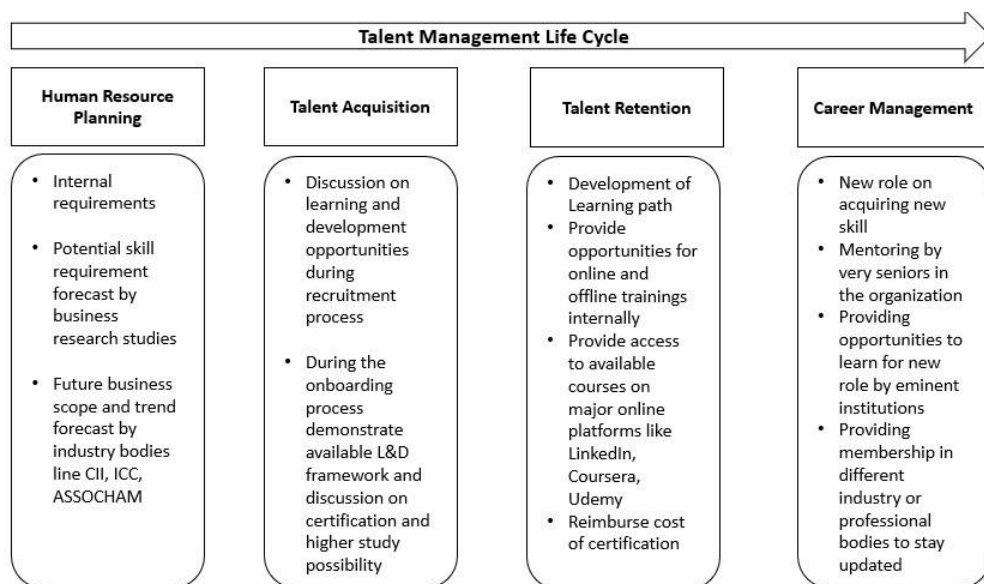


Figure 13.2: Proposed Talent Management Process for Delivery Centres

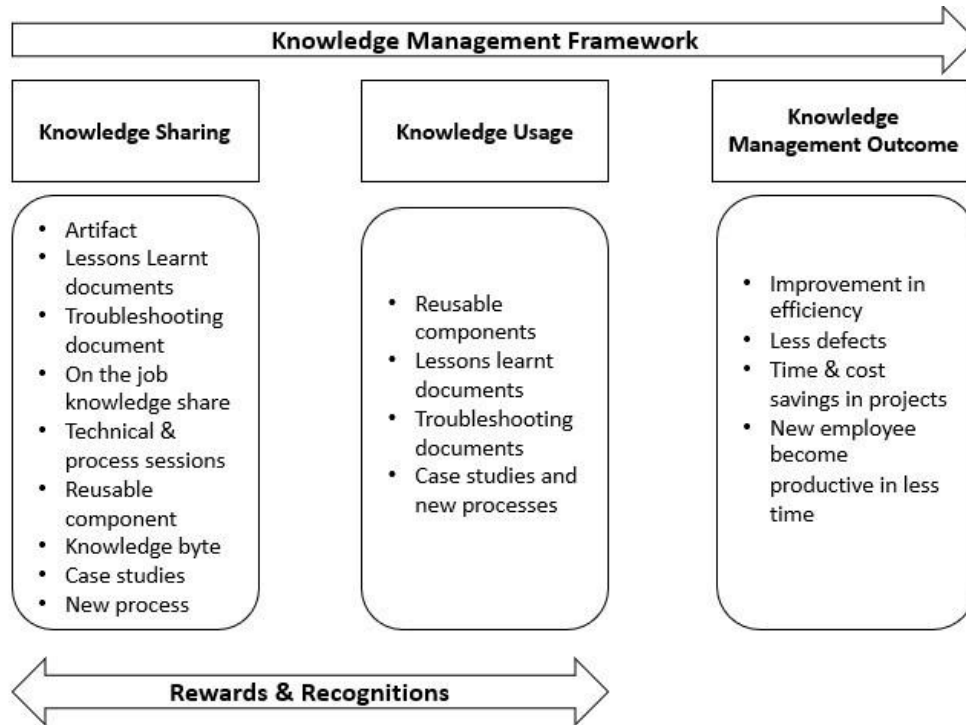


Figure 13.3: Proposed Knowledge Management Framework for Delivery Centres

13.6 Discussion and Conclusion:

Our study makes some contributions to both the theory and practices for sustainable organizational performance. The study is a review based approach and reviewed different models and outcomes of the models used for talent attraction, retention, rewards, learning and development, and career management on organizational performance. The study summarizes the outcome of 150 plus research and concluded that talent management is key success factor for organizational performance.

Also, a newly proposed talent management process with a knowledge management framework may be a step forward in achieving sustainable organizational performance, specifically for delivery centres, where efficiency and effectiveness matter most. This will serve as a base for future research in different contexts of delivery centres.

It is evident from the findings that the management has to play a vital role in organizational talent management, starting from talent attraction, retention and career management. After implementing the talent management system, the stakeholders should be aware of the same. To make this implementation successful, the involvement of stakeholders in taking this initiative to the next level is essential. The line manager of the employee should have information about their team members, their skills, competencies and proficiency levels to help the employees in develop new skills, capabilities for their career progress.

Most organizations understand the importance of talent management strategies and practices to improve their performance. This will help in creating a sustainable competitive advantage to remain in the business. The purpose of the present research was to review different literature, and identify the current talent management practices and the impact of those practices on organizational performance. Then to relate the outcomes specifically with delivery centres. Our study revealed that all elements of talent management, starting from talent attraction, learning & development, reward & recognition, talent retention and career progress play a pivotal role in sustainable organization performance and it is true for the delivery centres as per our experience and understanding. This study also proposed one sustainable talent management process and a knowledge management framework for the delivery centres based on the available best practices and delivery centre management experience. However, the importance of the learning and development practices are not limited to the size of the organization, the management need to keep a constant focus on sustainable talent management for sustainable organizational performance.

13.7 Limitations and Future Scope of Research:

This study is based on a review of primary research or studies. Hence, it is secondary research, and its limitation lies in the selection literature for the review of talent management and its impact on sustainable organizational performance. There are possibilities of missing out some important studies in spite of sincere effort. Also, this study is not empirical research and is not limited to delivery centres, so there might be some bias due to the sample selection for review. In the future this study can be extended by conducting an empirical for the delivery centres only. Also, this is a straightforward study. No comparison is made between the different types of delivery centres, and it can be considered in future studies.

13.8 References:

1. Agarwal, P. (2016) Fitting Talent Management Strategy into National Culture. Indian Institute of Management Ahmedabad, 2, 1–11 (Link: <https://web.iima.ac.in/assets/snippets/workingpaperpdf/18308351022016-02-04.pdf>)
2. Auranzeb, B.; Bhutto, S. (2016) Influence of Talent Management in Enhancing Organization Performance
3. (Evidence from Service Sector Companies in Pakistan). Industrial Engineering Letters, Vol-6, No-6, 49–55
4. Arif, A.; Uddin, R. (2016) Talent Management and Organizational Performance: An Empirical Study in
5. Retail Sector in Sylhet City, Banglades. IOSR Journal of Business Management 18, 11–18
6. Aljunaibi, M. M. (2014) Talent Management and Employee Engagement; The British University in Dubai: Dubai, UAE,
7. Apospori, E.; Nikandrou, I.; Brewster, C.; Papalexandris, N. (2008) HRM and organizational performance in northern and southern Europe. International Journal of Human Resource Management 197, 1187–1207.

8. Armstrong, M. (2011) *A Handbook of Human Resource Management Practices*, 10th ed.; Kogan Page Limited: London, UK; Philadelphia, PA, USA,
9. Allen, R. (2005) *Competitive Management Practices: Gaining Leveraging in the 21st Century*. Available online: <http://www.ritaballenassociates.com/Career%20Managment.pdf> (accessed on 2 June 2013).
10. Becker, B.E.; Huselid, M.A.; Ulrich, D. (2001) *The HR Scorecard*, Harvard Business School Press: Boston, MA, USA,
11. Berger, L.A.; Berger, D.R. (Eds) (2004) *The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing and Promoting Your Best People*; McGraw-Hill: New York, NY, USA,
12. Campbell, M.; Smith, R. (2014) *High-Potential Talent: A View from Inside the Leadership Pipeline* [online]. Center for Creative Leadership. Available online: www.ccl.org/leadership/pdf/research/highpotentialtalent.pdf (accessed on 6 May 2015).
13. Cappelli, P. (2008) *Talent on Demand*; Harvard Business School Publishing: Boston, MA, USA
14. Cheese, P.; Thomas, R.J.; Craig, E. (2007) *The Talent Powered Organization: Strategies for Globalization, Talent Management and High Performance*; Kogan Page: New York, NY, USA,
15. Devi, S. (2017) *Impact of Talent Management on Organizational Performance: Role of Employee Engagement*. *Int. Journal of Management Studies*, 4, 2231–2528.
16. Dargham, N. A. S. (2013) *The Organizational Career Management and Career Behaviour*. Available online: <http://www.fgm.usj.edu.lb/files/a52010.pdf>
17. Dunford, B.B.; Snell, S.A.; Wright (2001) P.M. *Human Resources and the Resource Based View of the Firm (CAHRS Working Paper #01-03)*; Center for Advanced Human Resource Studies, School of Industrial and Labor Relations, Cornell University: Ithaca, NY, USA,
18. Dychtwald, K.; Erickson, T.J.; Morison, R. (2006) *Workforce risis: How to Beat the Coming Shortage of Skills and Talent*; Harvard Business School Press: Boston, MA, USA,
19. Farndale, E.; Kelliher, C.; Hope-Hailey, V. (2014) *Work and organization engagement: Aligning research and practice*. *Emerald J. Organ. Eff. People Perform*1, 157–176.
20. Gorozidis, G.; Papaioannou, A. G. (2014) *Teachers' Motivation to Participate in Training and to Implement Innovations*. *Teach. Teach. Educ.* 39, 1–11.
21. Greenhaus, J.G.; Callanan, G.A.; Godshalk, V.M. *Career Management*, 3rd ed. (2000) The Dryden Press: New York, NY, USA,
22. Heinen, S.; O'Neill, C. (2004) *Managing Talent to Maximize Performance*; John Wiley & Sons, Inc.: Milton, QLD, Australia,
23. Hausknecht, J.P.; Rodda, J.; Howard, M.J. (2009) *Targeted employee retention: Performance based and job-related differences in reported reasons for staying*. *Human Resource Management* 48, 269–288
24. Harburg, F. (2003) *The Three Essential Elements of Learning and Development*. Available online: [http:](http://)

- [//clomedia.com/articles/view/thethreeessentialelementsoflearninganddevelopment](http://clomedia.com/articles/view/thethreeessentialelementsoflearninganddevelopment)
25. Johansson, R.K.; Adams, A. V. (2012) Skills Development in Sub-Saharan Africa. World Regional and Sectoral Studies; The World Bank: Washington, DC, USA,
 26. Kehinde, J. (2012) Talent Management: Effect on Organization Performance. *J. Management Research* 4, 178–186[Cross reference]
 27. Lyria, R. K. (2014) Effect of Talent Management on Organizational Performance in Companies Listed in Nairobi Securities Exchange in Kenya. (Doctor of Philosophy in Human Resource Management); University of Agriculture and Technology: Harumicho, Japan
 28. Lockwood, N.R. (2006) Talent Management: Driver for Organizational Success. *SHRM Research Quarterly*. 51, 2–11.
 29. Mehta,S. (2011) Human Resource Development for Competitive Advantage, *International Journal of Multidisciplinary Research*, Vol-1,Issue-1
 30. MacInnis, D. J. (2011) A framework for conceptual contributions in marketing. *Journal of Marketing*, 75, 136–154. <https://doi.org/10.1509/jmkg.75.4.136>.
 31. Mohammad, A. The Impact of Talent Management on Employee Engagement, Retention and Value Addition in Achieving Organizational Performance. *International Journal of Core Engineering and Management* 2015, 1, 142–152.
 32. Nafei, W. A. 2015) Talent Management and Health Service Quality from the Employee Perspective: A Study on Teaching Hospitals in Egypt. *American International Journal of Social Science* 4, 91–110
 33. Nikravan, L. (2015) How to Keep High-Potential Employees. 2011. Available online: [http://clomedia.com/articles/view/how-to-keep-high-potential-employees value Addition in Achieving Organizational Performance](http://clomedia.com/articles/view/how-to-keep-high-potential-employees-value-Addition-in-Achieving-Organizational-Performance). *Int. J. Core Eng. Manag.*, 1, 142–152
 34. Oladapo, V. (2014) Impact of Talent Management on Retention. *Journal of Business Studies Quarterly* 5, 19–36.
 35. Pattan, J.E., 1986, Succession management, 2: Management selection. *Personnel* 63, 24–34. Paauwe, J. (2007) HRM and Performance. In *Search of Balance*; Tilburg University: Tilburg, The Netherlands, Poorhosseinzadeh, M.; Subramaniam, I. D. (2012) Determinants of successful talent management in MNCs in Malaysia. *Journal of Basic and Applied Science Research* 2, 12.
 36. Phillips, D.R.; Roper, K. O. (2009) A framework for talent management in real estate. *Journal of Corporate Real Estate* 11, 7–16.
 37. Rop, L. (2015) Influence of Talent Attraction on Organizational Performance in Public University Campuses in County Government of Nakuru, Kenya. *International Journal of Management & Information Technology* 10, 2453–2460
 38. Sheehan, M.; Grant, K.; Garavan, T. (2018) Strategic talent management: A macro and micro analysis of current issues in hospitality and tourism. *Worldwide Hospitality and Tourism Themes*, 10, 28–41.
 39. Shaheen, A.; Naqvi, S.M.; Khan, M. A. (2013) Employee Training and Organizational Performance: Mediation by Employee Performance. *Interdisciplinary Journal of Contemporary Research in Business* 5, 490–503.
 40. Tephillah, V.S.; Swamalatha (2015) Importance of Employee Retention. *Indian Journal of Marketing and Finance.*, 5. Available online:

<http://www.indianjournals.com/ijor.aspx?target=ijor:ijrfm&volume=5&issue=8&article=002>

41. Taleghani, G.; Amini, S.; Ghafari, A.; Adousi, H. (2013) Study of the Role on Talent Management on the Performance of Faculty Members of University of Isfahan. *Journal of Public Administration*, 3, 83–102
42. Torraco, R. J. (2005). Writing integrative literature reviews: Guidelines and examples. *Human Resource Development Review*, 4, 356–367. <https://doi.org/10.1177/1534484305278283>.
43. Wagner, R.; Harter, J. K. (2006) *Twelve: The Elements of Great Managing*; The Gallup Organization: Washington, DC, USA,
44. Whittemore, R., & Knafl, K. (2005). The integrative review: Updated methodology. *Journal of Advanced Nursing*, 52, 546–553. <https://doi.org/10.1111/j.1365-2648.2005.03621.x>.
45. Yahya, K.K.; Othman, S.Z.; Meruda, N. (2004) Relationship between organizational career management and individual performance. *Analisis* 11, 73–90.
46. Zheng, A.Y.; Kleiner, B. H. (2004) Developments Concerning Career Development and Transition. *Journal of Management Research* 2001, 24, 33–39.

ANNEXURE

Hypothesis testing results

Hypothesis-1

	Significance Level	Sample Proportion
z-score	1.64	1.99
Probability	5.00%	2.35%

Hypothesis-2

	Significance Level	Sample Proportion
z-score	1.64	2.05
Probability	5.00%	2.01%

Hypothesis -3

	Significance Level	Sample Proportion
z-score	1.64	3.15
Probability	5.00%	0.08%

Hypothesis-4

	Significance Level	Sample Proportion
z-score	1.64	3.70
Probability	5.00%	0.011%

Hypothesis-5

	Significance Level	Sample Proportion
z-score	1.64	1.78
Probability	5.00%	3.77%

All results are significant at 5% level.

14. Employee Retention Strategies for Sustainable Organizational Growth

Anamika Kumari

Research Scholar,
Birla Institute of Technology,
Mesra (Patna Campus).

Dr. Sunil Kumar Pandey, Dr. Ashish Mohan Dubey

Assistant Professor,
Birla Institute of Technology,
Mesra (Patna Campus).

Abstract:

Employee turnover in organizations at a global level is continuously witnessing an upward trend. Professional HR managers are confronted with the issue of retaining a talented workforce. Employees being the most valuable and high-yielding asset for an organization, the priority and challenge in retaining them becomes a crucial task. The contemporary business environment facing cut-throat competition has given birth to instability and job turbulency worldwide, where the talented workforce plays the role of a differentiator in benchmarking the performance of an organization. Considering the above parameters, the prerequisite for strategic human resource decision-making processes in organizations ought to establish unifying retention strategies that synergistically and holistically address such chronic problems of employee turnover and thereby competitively positions to take a sustainable growth trajectory. This paper is an attempt to review the findings of past research with an aim to introspect the intrinsic importance of employee retention, and factors associated therewith and simultaneously identifying current retention strategies that align with the sustainable growth of contemporary business organizations in a given ecosystem.

Keywords: Retention Strategies, Employee Retention, Strategic Human Resource, Sustainable Growth, Employee Turnover.

14.1 Introduction:

Employees have been important assets to any organization. They can be referred to as the essential part of an organization based on their evaluative role. It is the responsibility of the organization to recognize the needs of the working employees and keep motivating them. (Denton, 2000) stated that employees should be the priority of an organization, and if the employees feel elated and content at the workplace, then they are more dedicated to their job and the organization. (Cutler, 2001) stated that keeping the key and valuable employees motivated and committed towards the organization is one of the paramount challenges for management today in any organization. Though there exists a pool of definitions in context

to employee retention, it primarily refers to all the initiatives undertaken by an organization to motivate its employees and hence conforming their commitment towards the organization with full enthusiasm and a spirit of devotion. The Workforce Planning for Wisconsin State Government (2005) has explained retention management as a systematic effort by employers to create and foster an environment that encourages current employees to remain at the same employer having policies and practices in place that address their diverse needs. Keeping the current employees in the organization rather than hiring new employees is better as it would be a more difficult task as well as costlier (Baker, 2006). Chiboiwa, (2010) stated that the prime objective of employee retention is to avert key employees from quitting their jobs and leaving the organization because this could have a detrimental impact on the organization's productivity and delivery of services. A similar viewpoint was shared by Hong et al. (2012) that when employees leave the organization, the customers loyal to those employees move along with them, resulting in the organization's loss of both customers and employees. This makes employee retention a necessary and challenging task for organizations. Hence, it is the responsibility of the organizations to identify and understand the needs of their employees and consequently implement relevant retention strategies to enhance employee performance and reduce employee turnover.

14.2 Objective of the Study:

The objective of this review paper focuses on a three-fold dimension:

- a. To explore previous research works relevant to employee retention.
- b. To underline varied factors affecting employee retention.
- c. To provide suggestions on the recent trends followed for retaining employees.

14.3 Methodology:

The present study is descriptive in nature and is secondary research that includes data accessible from authentic research journals, books, articles and certified reports.

14.4 Factors Affecting Employee Retention:

Employee retention constantly intrigues HR managers hence, this phenomenon becomes complex. In a survey conducted by SHRM/Globo force in 2017, employee retention was rated by 47% of HR professionals as the top workforce management challenge. Kossivi & Kalgora (2016) stated that nowadays, most organizations are becoming more and more technology driven due to advancements in technology. Despite this prevailing circumstance, the worth of employees does not take the edge off because human resources are needed to operate the technology. With the widespread increment in globalization, huge competition has been observed among industries. This condition creates an impact on the job market in a way that organization demand human resources to make sure that the competition shall remain higher in their corresponding industries. To keep their position intact in the competitive environment, organizations on that account require not only to recruit the talented workforce but also to make them stay in the organization for a longer duration. Therefore, attracting and retaining the best talents plays a nucleus role for any organization.

Retention of key employees by organizations provides them a competitive edge over their competitors as they are bound to efficiently increase the magnitude of their productivity (Azeez, 2017). Moreover, retention help organizations in human resource planning as well.

HR planning evaluates the gap between employees’ demand and supply requisite to fulfill the future objectives of the organization (Kamalaveni et al. 2019). Table 14.1 show the different employee retention factors and the related researchers along with their contributions.

Table 14.1: Factors Affecting Employee Retention, Authors and their Contributions

Factors	Authors & Year	Contributions
Professional Development Opportunities	Hiltrop (1999)	The study showed a relationship between uplifting career growth and organization’s potential to retain employees in their jobs.
	Horwitz (2003)	Personal and Professional growth were identified as influencing retention factor and analyzed that opportunities for promotion help in increasing employee commitment to stay.
	Herman (2005)	The study remarked a direct relationship between development opportunities and employee retention.
	Kroon & Freese (2013)	Identified that developmental opportunities positively increase employee’s commitment to continue working in an organization.
Compensation	Milkovich and Newman (2004)	Considered monetary pay as the prime and consequential factor of employee retention among all types of reward.
	Moncraz et al. (2009)	The study analyzed that non-management turnover is not much affected by compensation factor but it can be an evaluative factor in decreasing managerial turnover and raising level of commitment among employees.
Reward & Recognition	Walker (2001)	Observed factors such as recognition from bosses, coworkers, team workers and customers enhance employee’s loyalty toward an organization
	Silbert (2005)	The study stated reward as an important factor because it creates a persisting image on employees leading to an impression in

Theme-1 Sustainability & Human Resource

Factors	Authors & Year	Contributions
		employee's mind that they are valued in the organization.
WorkEnvironment	Spence et al. (2009)	Found that a comfortable working environment contributes to the retention of employees. A favorable environment means a convenient surroundings to make working experiences enjoyable, and all the required resources are apportioned sufficiently.
	Tiwari (2012)	Organizations facing a competitive environment were recommended to systematically link different strategies with Human Resource Practices for the improvement of the work environment.
Work-Life Balance	Lener (2006)	Put a viewpoint that employers must have a "harmonious" balance to enhance employee retention.
	Loan-Clarke et al. (2010)	It was observed that employees prefer to stay in such organizations where the job gives employee the probability to satisfy and manage his/her family responsibilities.
	Mita (2014)	Stated that there exists a direct relationship between employee's determination to stay and their work-life balance.
Participation in Decision- Making	Hewitt (2002)	The study discussed that the employees in contemporary corporations are always well-informed regarding all the crucial happenings of business. Through the involvement of employees in decision-making at all levels, Organizations can make the most out of employees' talents through involving them in decision-making at every single step.
	Noah (2008)	Identified that the involvement of employees in the decision-making process creates a sense of attachment among employees leading to the creation of compatible work surrounding and eventually builds a healthy employee-employer relationship.
Training & Development	Hong et al. (2012)	Observed that training related to job enhances employee's ability in problem-solving, makes them self-assured and

Factors	Authors & Year	Contributions
		committed and motivated towards their work and therefore they get certain about staying in the organization.
	Mehta et al. (2014)	Recommended working on training a well-trained employee instead of recruiting and conducting the induction program again.
	Cloutier et al. (2015)	The viewpoint focused on treating training & development in a way as a motivational tool for retention of employees as it will increase the commitment level of employees towards the organization.
Social Support	Milles et al. (2001)	Noted that improving the feeling of belongingness among the employees can raise their commitment towards the organization.
	Jasper (2007)	The research evaluated the relationship between the manager and employee as the second most recurrent factor for employees leaving the organization.
Leadership	Duffield and O'Brien-Pallas (2003)	Stated that there is a correlation between leadership and employee retention. The study focused on the participative leadership style as a major factor influencing retention of employees.
	Alkhawaja and Arwa (2017)	Observed that the irrational treatment of employees by their leaders can lead to the an increment in employee turnover. Leaders must keep aside their personal judgements, biases and assumptions while dealing with employees.
Job Security	Davy et al. (1991)	The study focused on the relationship between job security and job satisfaction, stating that insecurity among employees causes job dissatisfaction.
	Rosenblatt and Ruvio (1996)	Found that there is a negative correlation between job insecurity and job performance & organizational commitment.

14.5 Current Retention Strategies:

14.5.1 Sustainability in HRM Practices:

Sustainable HRM means the growth of the HR industry in a continuous and maintainable manner. Kramar (2014) referred sustainable HRM as consequences of social and human activities which helps the organization to carry out their work in the long-run, i.e., in becoming a sustainable organization. In 2019, HP carried out a workforce sustainability survey where while 6 out of 10 office workers (56%) thinks that sustainability in the workplace is as needed as diversity and inclusion. While 4 out of 10 (40%) stated that they can look to switch jobs if their organization does not implement sustainable business practices. Chan et al. (2021) proposed a sustainable HR model in the hotel industry using the resource-based view theory. Considering the dynamic environment, this study gives an insight into how to manage the HR workforce, and the model presents a guideline for organizations to help in employee retention.

14.5.2. Focusing on Team-Building:

Team-building plays an important role in the organization. Promoting team work will make employees supportive of each other leading high morale, increased job satisfaction and employee retention. If the team-building processes are well planned and implemented, it can help in increasing employee productivity along with retention rates.

14.5.3. Fostering Employee Health & Wellness:

As per the report published by Statistics Canada in 2020, 30% of short-term and long-term disability cases are associated with mental health illness. It is the responsibility of the organizations to promote physical and mental health well-being through improvement in job operations, having rational work projections, and corroborating quality communication. Employees who are happier and have a safe working environment are unlikely to switch to other jobs.

14.5.4. Professional Development for Career Growth:

The LinkedIn Global Talent Trends Report released in 2022 showed that employees consider professional development as the No.1 approach to enhancing organizational culture. Professional development of employees is a win-win situation. The organization helps the employees to gain the required KSAs (Knowledge, Skills & Abilities) to grow in their careers which will motivate and encourage them to stay for a longer duration in the organization.

14.5.5. Rewards for Efforts and Not Just for Results:

When hard work is rewarded, more hard work will follow, but when only achievement is rewarded, the hard work usually breaks off. Leaders must recognize and acknowledge the efforts of employees and not only the results.

In 2014 New-York-based company Next Jump, awarded its most valuable employee not on the basis of performance, but on the basis of who helped their coworkers the most. This idea will be suitable in the long-run as it will create more equality, motivation and better results.

14.5.6. Corporate Social Initiatives:

When an organization becomes socially responsible, it may decrease the organization's environmental impact and improve employee recruitment and retention. With the time ticking away, some employees' preferences are shifting from financial benefits to getting engaged in corporate social initiatives (Bode et al. 2015).

They also pointed out that there exists a positive relationship between employee participation in the corporate social initiatives and their motivational level leading to their recognition in the organization making them stay there for a longer period.

14.5.7. Considering Generational Preferences:

Different generations at workplace include the traditionalists (1927-1946), Baby Boomers (1947-1964), Generation X (1965-1980), Generation Y or Millennials (1981-2000) and Generation Z (2001-2020). In a study carried out by (Festing & Schafer 2014) it was found that Generation X are technically adequate, prefers autonomy and holds less value of loyalty towards their organization. While Generation Y are more inclined towards corporate social responsibility, training & career development and are of independent nature. Thus, it is necessary for organizations to identify and understand generational preferences and work out on the retention strategies accordingly.

14.6 Findings:

By reviewing the previous relevant researches undertaken in the field of employee retention, a strong observation holds that there is a critical need to motivate and retain the employees in organizations despite the cost in order to help organizations for having a competitive stance in the global market. Retaining key employees play an important role as they are the driving force for any progressive organization.

Their knowledge, skills and abilities act as propelling agents for achieving sustainable growth. Relevant factors in context to employee retention have been identified through previous researches. Commonly cited factors are – Professional Development Opportunities, Compensation, Reward & Recognition, Work Environment, Work-Life Balance, Participation in Decision-Making, Training & Development, Social Support, Leadership and Job Security. Thus, the propensity to quit job or shift to other job could be minimized if these factors are orchestrated well by an organization.

For an effective formulation of the factors mentioned above, organizations need to implement appropriate retention strategies. Traditional retention strategies such as two-way communication, employee recognition programs, learning & development initiatives require conditional restructuring. Present need of the hour demands discontinuation of the past HRM Practices and adopt intensive retention techniques having Sustainability in HRM practices, Focusing on Team-Building, Fostering Employee Health & Wellness, Professional Development for Career Growth, Rewards for Efforts and Not Just for Results, Corporate Social Initiatives, and Considering Generational Preferences.

All such techniques, if adhered, may increase employee's productivity and ultimately shall result in sustainable organizational growth. Hence, the optimized approach through which organizations could carry forward their operations is through gaining sustainable competitive advantage that could be possible if organizations develop the capability of retaining their productive workforce.

14.7 Limitations:

Though the study has attempted to put forward ample factors relevant for retention of employees, still the HR nexus requires micro-investigation with additional evaluation accompanied by broader comprehensiveness. There exists a gap from the present researches where there lies a lack of attention on the category of employees and the type of businesses. Categorization of employees on such grounds can be helpful for organizations to better understand the adoption of suitable retention strategies. Another limitation is that there are attenuate practical applications of the above-mentioned retention strategies due to the fact that in many organizations, managers are moderately less aware of these strategies that may account for turnover being an unavoidable state of affair.

14.8 Conclusion:

Managing human resource in a dynamic environment for sustainable growth of organizations is an extremely uphill mission as it requires structural framework of policies and practices for the retention of the key employees. Organizations must consider re-evaluation of prevailing strategies and continuously modify the tools to retain employees and enhance their engagement levels with the change in the labor force. All strategies stated in this note and cohered systematically may increase employee productivity, promote communication, develop collaborative work culture and boost employee engagement and commitment. However, every organization has to flexibly develop its own retention strategies formulated on similarities between individual, groups and organizational objectives. Sustainable outcomes can be better expected from the organizations if strategic decision-makers practice perseverance in promoting skills, motivating and providing opportunities among the employees to create sustainable employee performance thereby, designing platforms for retaining the talented skill and intellect.

14.9 References:

1. Alkhawaja, A. (2017). Leadership Style and Employee Turnover A Mythical Relationship or Reality?
2. Azeez, S.A. (2017). Human Resource Management Practices and Employee Retention: A Review of Literature. *Journal of Economics, Management and Trade*, 18(2), 1-10.
3. Baker, E. (2006). The human factor. *CIO Insight*, 73, 40–50.
4. Bode, C., Singh, J., Rogan, M. (2015). Corporate social initiatives and employee retention. *Organization Science*, 26(6), 1702-1720.
5. Chan, J. K. L., Stephen, S. G. A., & Andi Kele, A. T. (2021). Exploring Sustainable Human Resource Practices and Framework in Star-Rated Hotels. *Sustainability*, 13(16), 9024.

6. Chiboiwa, W. M., Samuel, M.O., & Chipunza J. (2010). An Examination of Employee Retention Strategy in a Private Organization in Zimbabwe: *African Journal of Business Management*, 4 (10), 2103- 2109.
7. Cloutier, O., Felusiak, L., Hill, C. & Pemberton-Jones, E. J. (2015). The Importance of Developing Strategies for Employee Retention. *Journal of Leadership, Accountability & Ethics*, 12(2).
8. Cutler, G. (2001). Internet summons Pete to jump ship. *Research Technology Management*
9. Davy J, Kinicki A, Scheck C (1991). Developing and testing a model of survivor responses to layoffs. *Journal of Vocational Behaviors*. 38: 302-317
10. Denton, J. (2000), "Using Web-based projects in a systems design and development course". *Journal of Computer Information Systems*, Vol. 40 No.3, pp.85-7
11. Duffield, C. and O'Brien-Pallas, L. (2003) The Causes and Consequences of Nursing Shortages: A Helicopter View of the Research. *Australian Health Review*, 26, 186-193.
12. Festing, M., & Schäfer, L. (2014). Generational challenges to talent management: A framework for talent retention based on the psychological-contract perspective. *Journal of World Business*, 49(2), 262-271.
13. Herman, R.E. (2005) HR Managers as Employee-Retention Specialists. *Employment Relations Today*, 32, 1-7.
14. Hewitt, P. (2002). High Performance Workplaces: The Role of Employee Involvement in a Modern Economy.
15. Hiltrop, J.M. (1999) The Quest for the Best: Human Resource Practices to Attract and Retain Talent. *European Management Journal*, 17, 422-430.
16. Hong EN, Hao LZ, Kumar R, Ramendran C, Kadiresan V. An effectiveness of human resource management practices on employee retention in institute of higher learning: A regression analysis. *International Journal of Business Research and Management*. 2012;3(2):60-79.
17. Horwitz, F.M., Heng, C.T. an Quazi, H.A. (2003) Finders, Keepers? Attracting, Motivating and Retaining Knowledge Workers. *Human Resource Management Journal*, 13, 23-44.
18. HP Workforce Sustainability Survey, 2019 Global Insights Report.
19. Jasper, M. (2007) TheSignificance of the Working Environment to Nurses' Job Satisfaction and Retention. *Journal of Nursing Management*, 15, 245-247.
20. Kamalaveni, M., Ramesh, S., & Vetrivel, T. (2019). Are view of literature on employee retention. *International Journal of Innovative Research in Management Studies (IJIRMS)*, 4(4), 1-10.
21. Kossivi, B., Xu, M. and Kalgora, B. (2016) Study on Determining Factors of Employee Retention. *Open Journal of Social Sciences*, 4, 261-268.
22. Kramar, R. (2014). Beyond strategic human resource management: is sustainable human resource management the next approach? *The international journal of human resource management*, 25(8), 1069-1089.
23. Kroon, B. and Freese, C. (2013) Can HR Practices Retain Flex workers with Their Agency? *International Journal of Manpower*, 34, 899-917.
24. Leners, D., Roehrs, C. and Piccone, A. (2006) Tracking the Development of Professional Values in Undergraduate Nursing Students. *Journal of Nursing Education*, 45, 504-511.

25. LinkedIn 2022 Global Talent Trends Report on The Reinvention of a Company Culture.
26. Loan-Clarke, J., Arnold, J., Coombs, C., Hartley, R. and Bosley, S. (2010) Retention, Turnover and Return—A Longitudinal Study of Allied Health Professionals in Britain. *Human Resource Management Journal*, 20, 391-406.
27. Mehta, M., Kurbetti, A., & Dhankhar, R. (2014). Review paper—study on employee retention and commitment. *International journal of advance research in computer science and management studies*, 2(2), 154-164.
28. Milkovich GM, Newman JM (2004). Compensation (8th ed.). Burr Ridge, IL: Irwin McGraw-Hill.
29. Miller, N., Erickson, A. and Yust, B. (2001) Sense of Place in the Workplace: The Relationship between Personal Objects and Job Satisfaction and Motivation. *Journal of Interior Design*, 27, 35-44.
30. Mita, M., Aarti K. and Ravneeta, D. (2014) Study on Employee Retention and Commitment. *International Journal of Advance Research in Computer Science and Management Studies*, 2, 154-164.
31. Moncraz, E., Zhao, J., and Kay, C. (2009). An exploratory study on US lodging properties', organizational practices and employee turnover and retention. *International Journal of Contemporary Hospitality Management*, 21 (4). 437-458.
32. Noah, Y. (2008) A Study of Worker Participation in Management Decision Making Within Selected Establishments in Lagos, Nigeria. *Journal of Social Science*, 17 (1): 31-39.
33. Rosenblatt Z, Ruvio A (1996). A test of a multidimensional model of job insecurity. The case of Israeli teachers. *Journal of Organizational Behaviors.*, 17: 587- 605.
34. SHRM/Globoforce, 2017 Survey on Designing Work Cultures for the Human Era.
35. Silbert, L.T. (2005). The effect of Tangible Rewards on Perceived Organizational Support. *Management Sciences*.
36. Spence Laschinger, H.K., Leiter, M., Day, A. and Gilin, D. (2009) Workplace Empowerment, Incivility, and Burnout: Impact on Staff Nurse Recruitment and Retention Outcomes. *Journal of Nursing Management*, 17, 302-311.
37. Statistics Canada, 2020 Survey on COVID-19 and Mental Health.
38. Tiwari, P., (2012) Human resource management practices: A comprehensive review. *Pakistan Business Review*, 669-705.
39. Walker, J.W. (2001). "Perspectives" Human resource planning. 24 (1):6-10.
40. Workforce Planning for Wisconsin State Government (2005). Employee retention, retrieved October 27,
41. 2005 from <http://workforceplanning.wi.gov/category.asp?linkcatid=15&linkid=18>

15. Flexible Work Arrangement: A Useful Human Resource Practice for Millennials

Akash Kaushik

Research Scholar,
ABV-SME Jawaharlal Nehru University,
New Delhi, India.

Professor Arvind Kumar

Professor,
ABV-SME Jawaharlal Nehru University,
New Delhi, India.

Abstract:

Purpose This research paper has studied the relationship between Flexible work arrangements and millennials.

- **Theoretical Framework:** There have been many previous studies and researches in this topic, but very few have explored FWAs from the perspective of millennials. This paper sought to determine whether FWAs exist in the actual world or solely in novels. This research also looks at Indian Millennials and their affinity for FWAs.
- **Design/ Methodology:** Secondary data analysis was employed as the research methodology. For our answers, we used data from seven separate survey reports. The majority of the poll was conducted through interviews, which included both online and in-person interviews. Our data have been organized into seven hypotheses that provide solutions to our questions.
- **Findings:** Findings of this research tell us that FWAs are extremely important for Millennials and it is the need of the hour. FWAs are most crucial when it comes to the millennial generation. With the help of flexible work arrangements, recruitment and retention of millennials become effortless.
- **Implications:** This research takes a global perspective since it provides a clear lens for comprehending the significance of Millennials and FWAs, as well as the correlation between them. First, we learn that Millennials are a significant group in today's workforce. They do things in a different way, but they always work hard. This article discusses numerous ways for retaining and recruiting the workforce of the younger generation. This study is beneficial for HR professionals since it provides a better understanding of generational variations in today's workforce, which is an important factor in policy formulation.
- **Originality:** Previous research looked at flexible work arrangements and the Millennial workforce separately.

This research addressed both issues concurrently, providing us with a unique perspective on Flexible Work Arrangements as a valuable human resource technique for millennials.

Keywords: Millennials, FWA, HR practice.

15.1 Introduction:

This article is mainly focused on the two-parameter first one is for Millennials and the second one is for flexible work arrangement.

Sec 1

1-A Who are millennials and how they are different from other generation:

Millennials can be easily identified as the younger ones of baby-boomers. According to Demographer David Foot, Millennials are the “Baby Boom Echo”, because Millennials are the children of Baby Boomers. We can say that Baby boomers are born between (1943-1960), Gen X (1961-1981) and Millennial (1982 or afterwards), (Howe & Strauss, 2009). Millennials generation is different from other generation as they are more tech-savvy, they are more independent thinkers, they don’t want to be managed by others. Millennials have different values as compared to baby boomers and gen X’s, for example, they are more eager to leave their company if they get better opportunities as compared to baby-boomers and genX (Twenge & Campbell, 2008). Research reveals that Boomers main aim is climbing the organizational ranks throughout their careers (Gursoy et.al, 2008). Conversely, Millennials may not share Boomer’s value and beliefs this is due to building a career is not the only motive for most of the Millennials. (Martin, 2005). Also, there are several personality differences which are found in research first one is Self –esteem and extroversion is more in Millennials than the previous generation (Twenge, 2009). Millennials have higher attributes in creativity, public speaking, leadership, writing, academics, and in achievement drive than other generation (Twenge, Campbell & Gentile 2012b). As compared to other generation Millennials are more individualistic and have higher ratings on competitiveness, self-reliance and preference for working alone (Twenge, 2010; Sirias, Karp & Brotherton 2007). Post-secondary education is found higher in Millennials than earlier generations, women’s share is higher in education and workforce than the women of previous generations (Leete, 2006; Statistics Canada, 2011b; U-S Census Bureau, 2010). These all above differences are the effect of the environment in which Millennials brought up during the initial years. Verily, the majority upbringing in a middle-class family and fostering level of education made Millennials generation as having more expectations from their employers, assertive in demanding what they want and more ambitious about their life goal.

1-B Importance of Millennials in the current scenario:

According to demographer’s prediction, more than half of the working population will be comprised by Millennials by 2020(Wojick, 2013) and by 2025 their share will be nearly 75% (Culiberg & Mihelic, 2016). These will take place as the result of the retirement of baby boomers. Due to this employer are more eager to attract and retain the next generation workers as soon baby boomers exit the workforce in substantial numbers (Burke and Ng, 2006; Perry and Buckwalter, 2010).

Millennials are the great value addition to the workplace. They bring the new fresh ideas such as Artificial Intelligence, Chat Bots and application of technology in HR.

1-C Opportunities & challenges with Millennials:

Millennials are imaginative, creative & risk averse. Millennials are the generation which defined as fascinating bunch of human beings. They bring great stuff and ideas into the workforce, they are agile, they are natural networkers, they are tech-savvy. Moreover, they are digital natives, they are filled with full of enthusiasm and zeal like any other generation, the only difference is that the education and upbringing of Millennials are different from the previous generation. But it is wrong to say that this generation is perfect. Millennials are not the ideal generation like their counterparts. They also have negative attributes such as: -

- a. Narcissism is more in Millennials, they have more personality of narcissism (Twenge, Konrath, Foster, Campbell & Bushman, 2008; Foster, Campbell & Twenge, 2003; Twenge et al, 2012 a).
- b. Millennials are facing mental health problem like anxiety, depression more than any previous generations. (Twenge et al., 2012 and Twenge et al. (2010).
- c. In contrast to previous generations, Millennials trust is less for their institutions (Twenge, Campbell & Carter, 2014).
- d. Millennials are the generation which is highly dissatisfied with their employer, their turnover or switching rate for job or employer is higher than the previous generation, also the ambiguity tolerance is very low in Millennials.

The HR manager should consider these above points before framing any policies because these complexities and problems for managing cross-generational workforce were existed in past and will continue in future also (Hershatte & Esptein, 2010).

The HR department must reinforce a strong culture that is attractive to Millennials and that match with business goals. Millennials value those workplaces that value them. Millennials don't like hierarchical structures they want their leader should be in middle not in the top.

1-D HR practices for Millennials:

There are various practices for engaging and retaining Millennials like autonomy in the workplace, constant feedback, welcoming of their ideas, story-telling to them, giving them individual recognition & reverse mentoring and the most famous and lovable Flexible working arrangements. FWA is most preferable because for Millennials their work-life balance is a major concern. Indeed, they are more options for giving up promotion opportunities and additional job responsibilities in exchange for more leisure time.

Moreover, Millennials constitute a major proportion of the current workforce and they are the one who will be going to lead in future. So, we need to use our wisdom in a good manner before deciding or planning anything for them.

Now here our section one has completed let's move on to second sections literature

2-A. FWA & Millennials:

This research paper is majorly focused towards FWA it is the most demanded HR practice among Millennials. Millennials want to build their career through a flexible career path because their priority is more towards work-life balance (Carless and Wintle, 2007; Smola & Sutton, 2002) As opposed to Boomers rewards such as flexible working hours and career development programs gives greater workplace perks to Millennials (Strategic HR Review, the year 2006).

2-B. Meaning and Types of Flexible Work Arrangement:

Georgetown University Law Center defines flexible work arrangement as flexibility in the scheduling of hours worked, number of hours and place of work. Various authors have given definitions for FWA, for example, it was defined as “enabling employees to have some choice to determine how long, when or where they are engaged in work for various periods”(e.g. weeks, days or seasons) (Kossek and Michael, 2011, p.8) and “the arrangements that allowing work to be accomplished outside of traditional temporal and /or spatial boundaries of the standard workday”(Rau and Hyland, 2002, p.117).

Under FWA there are various categories such as part-time, job sharing, Flextime, compressed hours, Annual hours working, Zero-hours contracts (Chartered Institute of Personnel and Development, 2019, p.3). Hence these all are commonly used practices under the domain of FWA. Each generation has their mindset regarding FWA and their ways of following it. But results in the US revealed an increase in infatuation for flexible hours and flexible work locations and desired personal development opportunities among Millennials. (Bassett, 2008).

2-C Benefits and importance of FWA:

- a. Increase the ability to participate: The ability to participate in the work increase which was earlier not possible due to for example inability to participate due to caring responsibilities, health issues or due to locations of workers.
- b. Improvement in work-life-balance: It gives more flexibility to an employee for completion of his work. So, they manage their personal and professional life in a good manner.
- c. Job Satisfaction: It increases the satisfaction of an employee toward his /her job by giving a greater sense of autonomy in their work.
- d. Greater chances for success: By FWA every employee gives their best and it results in greater chances for success in any organization.
- e. Increase the ability to attract quality employees: Due to FWA, a firm can attract employees and due to this sometimes they are known as the employer of Millennials choice.
- f. Increase the ability to retain employee: By allowing flexibility regarding their work. Employees comfortably manage their personal life and it ultimately made themselves to stick with their organization.
- g. Better employee health, safety and wellbeing: Due to the low-stress level and positive support, it improves the health and well-being of employees.

- h. Low absenteeism: Absenteeism is low in those organization where FWA is in practice as compared to where FWA has no or very less in practice. Due to better health and mobility to adjust work-life schedules employees are more active and absenteeism is low.
- i. Expansion in workforce diversity: Here diversity is recorded more in terms of gender, age & geographical limits. Here people are not tied up with traditional Monday to Saturday or 9 to 5 working week they can contribute from anywhere and anytime.
- j. Innovation: When we are providing various FWA to employees, we give them autonomy this all results into psychological advancement of employee and now they have time to do something noble and generate innovative ideas.
- k. More is supportive of women: This gives more autonomy to women to do their work according to their convenience. Women have to face many challenges while performing their job like in maternity period, child care responsibilities and providing care to older adults.

15.2 Benefits in Quantitative Terms:

Apart from this all there are also some numerical figures which entail the benefits of FWA in quantitative terms. These all below mentioned facts and figures are taken from FLEXIBLE WORKING SOLID FACTS which was released by Regus.com in July 2018 which was the result of study in 16 countries which are Australia, Austria, Canada, China, France, Germany, Hong Kong, India, Japan, Netherlands, New Zealand, Poland, Singapore, Switzerland, United Kingdom and the United States.

Findings are as follows:

- a. Flexible working will contribute more than \$10 trillion to the economies of the 16 countries analyzed by 2030,
- b. Flexible working could save more than 3.5 billion hours of commuting time across the 16 countries by 2030,
- c. 214 million tons of carbon dioxide could be saved annually in carbon emission by flexible working by 2030,
- d. Recent Regus report estimated by 2030, the US could see an economic boost of as much as \$4.5 trillion annually from flexible working, while China and India could gain respectively \$1.4 trillion and \$376 billion extra annually (Regus, 2018, key findings, p.3).

Due to this, all above benefits more organizations are offering flexibility in performing work remotely to meet employees demand of work-life balance (Galinsky, Bond & Sakai,2008). As found in research remote working not only helps workers in balancing their work & family, but it also reduces operating cost, saves cost related to employee turnover, and helpful in attracting and retaining talented employees for an organization (Saltzstein, Ting & Saltzstein, 2001; Stavrou, 2005).

FWA options are not only important for Millennials but also for Boomers and Gen X's they can potentially use flexible options for fulfilling their needs for comfort or leisure and depreciating physical capabilities as they age (Bal & Lange,2015). Researchers find a

general congruence that FWA options allow employees to become more engaged and as a result motivate them and gives opportunity to perform well at work (De Menzes & Kelliner, 2011) and also when they use FWA they have more resources to achieve their goal and have more control over their work (Halbeslehn, Neveu, Paustian-Underdahl, & Westman, 2014). After analyzing these both sections we have derived two research questions which we will explore in this study these are-

Q.1. Does a flexible work arrangement is really a significant HR practice in practical life or it just a word in HR books?

Q.2. Does flexible work arrangement is the requirement of the Indian Millennials or it's just the demand which is only raised by developed nations workforce?

Data and Method: For getting the answers of these above questions secondary data are taken into consideration.

Data from seven different survey- reports have taken for getting our answers. Data are heterogeneous and homogeneous both. In some surveys, big samples are taken and, in some surveys, small samples. Under this research 7 hypotheses have formulated. These all are supported by strong evidence of data's which are the result of these all surveys. These all surveys are contemporary and prevalent, three are from the year 2019, two are from 2018 and one is from 2016 and another is between 2016-2018. Majority of the survey was conducted by interviews in which online and personal interview both were conducted. We have divided our finding into seven hypotheses which give answers to our questions.

Hypothesis 1 - FWA is the most demanded HR practices among Millennials after salary and health care benefits in their compensation packages.

Data & Method: This data is taken from the Kelly Global Workforce Index, it was an annual survey conducted by them in 2016. They have analyzed their survey data of 2014 and 2015 with n (sample size) of 164000 and 230000 in 28 and 31 countries respectively.

Findings: After salary and basic facilities like health care benefits in compensation packages, Millennials wants are

- a. 65% want a vacation and other paid time off,
- b. 60% want flexible work arrangement,
- c. 50% want wellness programs.
- d. 28% childcare support,
- e. 21% caregiver support, (Kellyservices, 2016 Millennials preferences, p. 15)

These above shreds of evidence are the strong proponents for our hypothesis. Hence, we can say that our hypothesis is reliable and FWA are mostly demanded by millennials after basic salary and other basic facilities.

Hypothesis 2: Flexible work arrangement is useful both for the employee and the manager.

Data & Method: Data are taken from the survey report named as Measuring the impact of workplace flexibility which was released by Boston College Center for Work and Family and with collaboration with six companies named as Amway Corporation, Bristol-Myers Squibb Company, Honeywell, Kraft Foods, Lucent Technologies, Motorola, Inc. This study gives a cross-company analysis. Under this study, 1353 employees and 151 managers were interviewed.

Findings:

- 87% of employees and 70% of managers admitted that there is a positive or very positive
- on their productivity due to FWA,
- 87% of employees and 65% of managers reported positive very positive impact on the quality of work due to FWA,
- 80% of employees and 76% of managers reported positive effects on retention due to FWA, (Boston college centre for work and family, study highlights, p 3)

These all three points are the strong proponents for our hypothesis. Hence we can say that a flexible work arrangement is beneficial both for employee and manager as well

Hypothesis 3: Flexible work arrangement is helpful in increasing employee morale, reduction in operating cost and uncompromisable among employees.

Data & Method: Data are taken from Workplace survey results, 2019 which was conducted by STAPLES in the US and Canada over 1001 office workers and business decision-makers through an online interview.

Findings:

- 90% says that FWA will increase the morale of the employee,
- 77% admitted that allowing employees to work remotely may result to lower in operating cost,
- 67% says they would consider for switching their employer if the work arrangement
- became less flexible, (Staples,2019, p.5).

These all are the strong proponents for our hypothesis. Hence we can say that FWA is helpful in boosting employee morale, it reduces operating cost in some manner and it is uncompromisable among employees.

Hypothesis 4: *Millennials are the major switcher or intender for switching job as well as the employer.*

Data & Method: Data are taken from Employer Brand Research Survey 2019, Global report which was prepared by Randstad Human Forward Organization this report 32 countries surveyed which covers more than 75% of the global economy. In this report, 215252 respondents were interviewed in which

74% are Millennials and Gen X's. These respondents were from 6162 companies. This survey was conducted by online interview (Randstad human forward, 2019, p.51,52)

Findings:

	Switched job	Switched employer
Gen X	14 %	6%
Millennials	10 %	26 %
Boomers	8 %	3 %

This above-given information reveals that Millennials are the ones who switch their job as well as employer more than any other generation. These all evidence are enough to conjecture that Millennials are of very shaky mindset and they do not want to compromise with their work-life balance. If we don't give them flexibility in working conditions then we may have to face severe consequences.

Hypothesis 5: Flexible working increases the productivity of the employee.

Data & Method: Data has taken from Global Workplace Survey 2019 which was released by International workplace Group. In this survey, 15000 professionals from 80 countries were interviewed by online mode.

Findings: A. 85% of respondents confirmed that due to FWA productivity has increased in their business, B. 65% of respondents believes that those business who tailored their work environment according to their staff are more productive, (International workplaces group, 2019, survey snapshot, p. 4) This above information entails that flexible working has a positive relationship with employees' productivity.

Hypothesis 6: India is doing better than globally in the area of Flexible work arrangement.

Data & Method: This above hypothesis is supported by the same report which is used in the previous hypothesis, (International workplace group, 2019, p. 18,14,12). International Workplace Survey, conducted their study on 80 countries in which India is the major one. Under this India's performance on three variables are more than global average these are

Findings:

		Global Average	India
1	Business who striving on becoming more agile and rapidly scalable	55%	61%
2	Efforts towards introducing flexible working to reduce commuting	75%	80%
3	Flexible working practices to attract and retain top talent	77%	82%

These all above parameters are followed by those companies who want to develop themselves by FWA and creating a good work culture. Hence, we can say that India is doing well currently in this area as compared to outside India.

Hypothesis -7: Flexible work arrangement not only increases the productivity of employees but it is also useful for business and employer.

Data and Method: This hypothesis is supported by the results of The Workplace Revolution Survey conducted by International Work Group which was released in May 2018. In this survey over 18000 professionals were interviewed from 96 countries.

Findings:

- 91% said flexible working makes their employees more productive,
- 87% believes flexible working make their business to be more competitive,
- 89% believes that flexible working helps their business to grow (compared to 68% in 2016),
- 83% believes flexible working helps their business to enhance profit (compared to 67% in 2016),
- 80% reported that enabling their worker to remotely helped them to recruit and retain top talent, (International workplace group, 2018, introduction, p. 2)

Statistical Significance: For checking the reliability of last three statements we have conducted z test because in last three the result of 2018 was compared by 2016 by IWG and we have found the sample size of 2016 report was 20000 as compared to 2018 which was 18000. For all statements we use z –statistic to check their reliability, data were normally distributed, we use α .01, two-sample proportion test one tail was conducted.

$n_1 = 20000$ (for 2016), $n_2 = 18000$ (for 2018)

level of significance $\alpha = .01$

* Result for statement 3, Z is -49.3001 and the p value is $< .00001$.

Hence p is less than α or $p < \alpha$

* For statement 4, Z is -35.7663 and the value of p is less than .00001

Here $p < .01$ our result is significant

* For statement 5, Z is -34.5276, The value of p is $< .00001$

Here $p < .01$

These results showed that these survey results are extremely significant.

15.3 Result:

All the hypothesis gets supported by the results of the secondary data report. All the hypothesis got substantial favor. In the 7th hypothesis for last 3 variables reliability was tested in all 3-sample size was same $n_1=20000$ and $n_2=18000$ and from 2 sample proportion Z test we get 3 Z values $Z_1=-49.3001$, $Z_2=-35.7663$ and $Z_3=-34.5276$ with $\alpha .01$ in all cases p is less than .00001. It clearly shows that the result of the survey is extremely significant.

15.4 Conclusion and Discussion:

The purpose of this study is to provide a holistic view of Millennials in the current scenario and about their preference for FWA. There are a huge number of researches that discussed Millennials and FWA. But very few have considered these both aspects together like this paper and other research were conducted by considering a separate group of people or limited to few companies. But this paper has a global approach. The surveys which are included in this research paper were conducted over the mass audience, variety of companies and all over the globe. They cover various generation such as Boomers, Millennials and Gen X. This study provides you with a clear lens for understanding the significance of Millennials and FWA and correlation between them.

First, we get to know that Millennials are important groups in today's workforce. They have a different way of doing the work but they always work hard. Millennials want to know why they should work for you rather than for themselves. Positive and negative attributes are discussed in this paper. In the second part, the importance of flexible work is discussed. Meanwhile, traditional theories of careers elucidate more emphasis on the long-term carrier of employees, where employee select the job in a sector or organization and remain loyal to that sector or organization throughout their career (Lyons et al.,2012b,2015). Thus, a modern career allows employees to manage their career, and give more stress on job mobility, enhancing new skills & knowledge within employees, make work meaningful and pursue towards new opportunities (Lyons et al.,2015). Interestingly flexible work arrangement is not free from shortcomings like fewer chances for career development, hurdles in supervisory control and other technical problem and increase in cost such as cost for IT infrastructure, cost of part -time workers and smooth functioning of work is difficult. In nutshell, FWA is one of the best HR practices of the modern-day.

New values are pulled by Millennials in the context of work, organizations need to mingle their HRM policies with these values and needs (Stone, Stone-Romero, & Lukaszewski, 2007).

We need to give more focus towards Millennials because they are an important resource for us, they have specific qualities that are only common with their generation. Millennials are the group that is driving the bottom line in today's business. We need to engage them for their betterment and organization as well. For managing them well we don't require ma job changes in policies all we need is tweaking and updated HR practices which match with current environment and technology. No one size fits all for the HR practices. Don't stick with one HR policy, the world is changing rapidly.

This article makes a valuable contribution to the existing literature on flexible work arrangement and Millennials preference. Certain limitations are also there and we acknowledge them first data are not fresh these are analyzed earlier we just use them according to our purpose. This research paper has considered developed and developing countries more and under-developed countries were considered less. We recommend that future research might explore the situation of Millennials in under-developed countries and small economies. Lastly, this article didn't consider Gen Z which are commonly known as Centennial so future research can take place on them with their perspective and preference of HR practices.'

15.5 References:

1. Bal, P. M., & De Lange, A. H. (2015). From flexibility human resource management to employee engagement and perceived job performance across the lifespan: A multi-sample study. *Journal of Occupational and Organizational Psychology*, 88(1), 126–154.
2. Bassett, B. (2008). Working with Generation Y. *Office Pro*, 68(2), 16 Boston college center for work and family. *Measuring the impact of workplace flexibility*. Retrieved from <https://www.bc.edu/content/dam/files/centers/cwf/research/publications/researchreports/Measuring%20the%20Impact%20of%20Workplace%20Flexibility>
3. Burke, R.J., and Ng, E. (2006). The changing nature of work and organizations: Implications for human resource management. *Human Resource Management*
4. Carless, S. A., & Wintle, J. (2007). Applicant attraction: The role of recruiter function, work-life balance policies and career salience. *International Journal of Selection and Assessment*, 15, 394–404.
5. Bass Culiberg, B., & Mihelic, K. K. (2016). Three ethical frames of reference: Insights into millennials' ethical judgement and intentions in the workplace. *Business Ethics*, 25(1), 94–111.
6. De Menezes, L. M., & Kelliher, C. (2011). Flexible working and performance: A systematic review of the evidence for a business case. *International Journal of Management Reviews*, 13(4), 452–474.
7. Foot, D.K., and Stoffman, D. (1998). Boom, Bust and Echo 2000: Profiting from the Demographic Shift in the New Millennium. Toronto: Macfarlane, Walter & Ross.
8. Galinsky, E., Bond, J., & Sakai, K. (2008). *2008 national study of employers*. Retrieved from <http://familiesandwork.org/site/research/reports/2008nse.pdf>
9. Georgetown University Law center (2010). *Workplace flexibility 2010* Retrieved from <https://scholarship.law.georgetown.edu/cgi/viewcontent.cgi?article=1009&context=legal>
10. Guroy, D., Maier, T. A., & Chi, C. G. (2008). Generational differences: An examination of work values and generational gaps in the hospitality workforce. *International Journal of Hospitality Management*, 27, 458–488.
11. Halbesleben, J. R., Neveu, J. P., Paustian-Underdahl, S. C., & Westman, M. (2014). Getting to the “COR” understanding the role of resources in conservation of resources theory. *Journal of Management*, 40(5), 1334–1364.
12. Hershatter, A., & Epstein, M. (2010). Millennials and the world of work: An organization and management perspective. *Journal of Business Psychology*, 25, 211–223.

13. Howe, N., & Strauss, W. (1991). *Generations: The history of America's future, 1584 to 2069*. New York, NY: William Morrow & Company.
14. International Workplace Group (2019, March). *The IWG Global workspace Survey: Welcome to Generation Flex-the employee power shift*. Retrieved from <https://assets.regus.com/pdfs/iwg-workplace-survey/iwg-workplace-survey-2019.pdf>
15. International Workplace Group (2018, May). *The Workspace Revolution: Reaching the tipping point*. Retrieved from http://bpcc.org.pl/uploads/ckeditor/attachments/14371/IWG_report.pdf
16. Kelly services (2016) *Work-life Design the new balance*. Retrieved from https://www.kellyservices.com/global/siteassets/3-kelly-global-services/uploadedfiles/16-0004_kgwi_topic1_ebook.pdf
17. Kossek ,E. et.al. (2011). How Work–Family Research Can Finally Have an Impact in Organizations. *Industrial and Organizational Psychology*. 4 .352–369 P 8
18. Leete, L. (2006). Work in the nonprofit sector. In W.W. Powell and R. Steinberg(eds.), *The Non-profit Sector: A Research Handbook* (pp. 159–179). New Haven, CT: Yale University Press.
19. Lyons, S.T., Schweitzer, L., and Ng, E.S. (2015). How have careers changed? An investigation of changing career patterns across four generations. *Journal of Managerial Psychology*, 30(1), 8–.
20. Lyons, S.T., Schweitzer, L., Ng, E.S., and to, L.K. (2012b). Comparing apples to apples: A qualitative investigation of career mobility patterns across four generations. *Career Development International*, 17(4), 333–357.
21. Martin, C.A. (2005). From high maintenance to high productivity: What managers need to know about Generation Y. *Industrial and Commercial Training*, 37, 39–44.
22. Perry, J.L., and Buckwalter, N.D. (2010). The public service of the future. *Public administration Review*, 70(s1), s238–s245.
23. Randstad human forward (2019), Employer Brand Research 2019 Global Report. <https://www.randstad.in/employer-brand-research/global-report-2019.pdf>
24. Chae Regus(2018, July).*Flexible working solid facts*. Retrieved from http://vastgoedberichten.nl/wp-content/uploads/2018/10/181017-Regus_FlexibleWorkingSolidFacts_SummaryReport.pdf *Review*, 16(2), 86–94.
25. Saltzstein, A., Ting, Y., & Saltzstein, G. (2001). Work-family balance and job satisfaction: The impact of family-friendly policies on attitudes of federal government employees. *Public Administration Review*, 61, 452-467.
26. Sirias, D., Karp, H. B., & Brotherton, T. (2007). Comparing the levels of individualism/collectivism between baby boomers and generation X: Implications for teamwork. *Management Research News*, 30, 749-761.
27. Smola, K. W., & Sutton, C. D. (2002). Generational differences: Revisiting generational work values for the new millennium. *Journal of Organizational Behavior*, 23, 363–382.
28. Staples (2019). *Does your workplace Deliver?* Retrieved from <https://marketingassets.staples.com/m/2f87908f7831655d/original/2019-Staples-Workplace-Survey.pdf>

29. Statistics Canada (2011b). Education in Canada: Attainment, Field of Study, and Location of Study. Ottawa: Statistics Canada. Retrieved from: <http://www12.statcan.gc.ca/nhsenm/2011/as-sa/99-012-x/99-012-x2011001-eng.cfm>.
30. Stavros, E. (2005). Flexible work bundles and organizational competitiveness: A cross-national study of the European work context. *Journal of Organizational Behavior*, 26, 923-947.
31. Strategic HR Review (2006). Research and results: A Look at Current Trends and Data. *Strategic HR Review*, 5, 4, 14-15.
32. Twenge, J. M. (2009). Generational changes and their impact in the classroom: Teaching generation me. *Medical Education*, 43, 398-405.
33. Twenge, J. M. (2010). A review of the empirical evidence on generational differences in work attitudes. *Journal of Business and Psychology*, 25, 201-210.
34. Twenge, J. M., & Campbell, S. M. (2008). Generational differences in psychological traits and their impact on in the workplace. *Journal of Managerial Psychology*, 23, 862-877.
35. Twenge, J. M., Campbell, S. M., Hoffman, B. J., & Lance, C. E. (2010). Generational differences in work values: Leisure and extrinsic values increasing, social and intrinsic values decreasing. *Journal of Management*, 36, 117-142.
36. Twenge, J. M., Campbell, W. K., & Carter, N. T. (2014). Declines in trust in others and confidence in institutions among American adults and late adolescents, 1972-2012. *Psychological Science*, 25, 1914-1923.
37. Twenge, J. M., Campbell, W. K., & Freeman, E. C. (2012a). Generational differences in young adults' life goals, concern for others, and civic orientation, 1966-2009. *Journal of Personality and Social Psychology*, 102, 1045.
38. Twenge, J. M., Campbell, W. K., & B. (2012b). Generational increases in agentic self-evaluations among American college students, 1966-2009. *Self and Identity*, 11, 409-427.
39. Twenge, J. M., Konrath, S., Foster, J. D., Campbell, W. K., & Bushman, B. J. (2008). Egos inflating over time: A cross-temporal meta-analysis of the Narcissistic Personality Inventory. *Journal of Personality*, 76, 875-902.
40. Twenge, J. M., Konrath, S., Foster, J. D., Campbell, W. K., & Bushman, B. J. (2008). Egos inflating over time: A cross-temporal meta-analysis of the Narcissistic Personality Inventory. *Journal of Personality*, 76, 875-902.
41. U.S. Census Bureau (2012). *Educational attainment in the United States: 2012*. Retrieved August 20, 201, from
42. Wojcik, J. (2013). Attracting millennials requires revolutionary thinking. *Business Insurance*, 47, (21), 0012.

16. Investigating the Nexus between Leadership Styles and Employee Engagement: A Review of Literature

Anjum Ajaz

Scholar,
Department of Management Studies,
University of Kashmir,
Srinagar, Jammu & Kashmir, India.

Abstract:

*Purpose-*The purpose of this paper is to examine the relationship between Leadership styles (transformational, transactional leadership) and employee engagement.

Theoretical Framework- In today's highly aggressive market organizations are increasing worldwide, and they confront numerous problems in meeting their goals and competing with others. Leaders play a significant part in organizations and help employees in achieving their mission and targets. Leadership is the most important determinant which influences an organizations success or failure. Leadership has acquired significance in a variety of societal contexts, ranging from governmental concerns to industry, and from academic to community organizations. Leadership styles is the way in which a leader directs and motivates individuals to achieve corporate goals. In certain contexts, various leadership styles are applicable. If a leader employs an unsuitable leadership style, it may provide a number of issues for employees, executives, and HR units in the preparation and execution of work in a corporation. Likewise, employees, happiness, and performance are also affected by the leadership styles used by business executives. In this situation "employee engagement" has become a prominent subject.

Employee engagement is regarded as one of the most critical elements in achieving organizational effectiveness and a competitive edge in the marketplace. Employees that are engaged are continuously productive and enthusiastic about the company and the job they do to help the company achieve its goals. Employee engagement is a strategic method to fostering corporate progress and encouraging change. An engaged workforce is usually valuable to a company. An "engaged employee" is one who is entirely committed to and exciting about his or her job. Engaged employee is always familiar of the company context and collaborates with coworkers to improve job performance. Employees that are passionate about their work go above and beyond the call of duty to thrive in their jobs. Organizational outcomes such as retention and productivity are influenced by employee engagement. Leadership may have a significant influence on how engaged individuals are in the workplace. Employee engagement is one of the latest subjects in the organization sciences, and leadership is one of the most studied. Effective leadership and employee engagement have long been seen as critical components of organizational success.

Design/Methodology/Approach: The research method used for the study is a comprehensive literature review method for the period 2009-2021. This study evaluated the link between leadership and employee engagement through a thorough assessment of conceptual and empirical literature with the help of electronic databases like Google scholar, Scopus, and Crossref. The keywords like leadership styles, leadership, employee engagement, leadership styles, and work engagement were used to search within the titles or abstracts of the relevant research papers/articles. The university research repositories and databases were also assessed to retrieve relevant articles. The literature search for both longitudinal and cross-sectional research studies that were examining this relationship were studied.

Findings: The present study has shown how leadership dimensions can influence employee engagement. The result of the study reveals that the link between leadership styles and employee engagement were found to be positive and significant. Some studies had revealed the reverse effect of transactional leadership on employee engagement. Moreover, a large body of evidence suggests that transformative leadership is linked to employee engagement in a number of organizational contexts and cultures. Transformational leadership has emerged to be exceptionally popular and widely studied because it appears to be tremendously vital to contemporary work and modern companies.

Managerial/Theoretical/Policy Implications: The findings of this study help academics and researchers better grasp the link between three measures of employee engagement and leadership styles.

Originality/value: Employee engagement and leadership styles have been defined in numerous ways in this study. The study highlights the rising relevance and necessity for the notion of employee engagement and leadership to be articulated. The influence of transformative leadership on employee engagement was discussed towards the end of this article. It is also stated that in order to establish an effective, devoted, and focused senior executives, which would bring corporate success, competent management, and mentorship are required in any type of organization.

Keywords: Leadership, Leadership Styles, Transformational Leadership, Employee Engagement, Transactional Leadership.

16.1 Introduction:

Numerous organizations are presently battling with issues such as untrustworthy strategies, continuous representative turnover, and poor monetary execution, etc. This might be because of ineffective leadership. The fundamental purpose of many businesses is to fulfill their intended goals; as a result, effective leaders must organize and encourage their personnel (Karakiliç, 2019). Leadership is the act of encouraging and persuading followers to achieve common objectives (Rabiul & Yean, 2021). To maintain the company's competitive edge and sustainability, leaders must perform duties to the best of their abilities with resource constraints (Ali et al., 2013). Leadership style influences workers innovativeness, feelings, and joy, as well as the plan and execution of an organization's strategy (Robbins, 2009). In general, leadership has been a popular research topic from the last decade.

Employee engagement seems to have become a big issue for corporate leaders who are actively seeking for innovative techniques to keep their people motivated. Consistently, the executives is scrutinized as far as its capacity to keep workers propelled while as yet authorizing guidelines. An engaged employee would be one who generates outcomes, does not regularly change careers, and, most significantly, is a constant representative of the organization (Chandani et al., 2016).

The performance of an engaged employee as described by “The hay group” is as follows “a result achieved by stimulating an employee’s enthusiasm for work and redirecting it towards organizational success. This result can be achieved only when an employer offers an implicit contract to the employees that demonstrate specific positive behaviors which are aligned with organization’s goals.” Employee engagement is defined as motivating employees to go above and beyond in attaining the organization's goals.

Leadership is one of the most important variables that may affect and contribute to higher levels of engagement (Thamer M. Maharmeh, 2021). Meere (2019) suggested that leadership may help motivate individuals to work with zeal and sense a strong cognitive and affective bond with their company. Understanding leadership and its effect on employee engagement has become vital at all degrees of supervision and management since it has been recognized that even first-line managers within an organization have an instant impact on employee engagement (Gibbons, 2006). The current study attempts to determine the effectiveness of transformational and transactional leadership styles in relation to employee engagement through review of literature.

16.2 Review of Literature:

- **The Leadership:**

Leadership has long been a topic of interest in management study. Its precursors and outcomes have a far greater influence on organizational outcomes and employee performance. A leader defines the pace and culture of an organization, as well as individual and group goals, so that it may quickly achieve multiple corporate goals at various times. Northouse (2007) defines leadership as the process through which a leader encourages a set of people to reach a common objective. Compelling pioneers who grasp the complexity of the continuously changing and dynamic environment are required in present undertakings. Employees' performance will be high if the assignment is very much organized and the supervisor has a strong relationship with them.

"Leadership approaches in the past varied from trait to behavioral to situational theory, commonly known as contingency theory"(Bass & Riggio, 2006). The trait approach proposed that outstanding leaders were born with unique social characteristics that enabled them to lead effectively, the behavioral approach evaluated leadership in terms of how an individual responded and the situational approach looked at the leader in relation to situational elements before deciding whether or not an individual was a leader. Normative literature has arisen that proposes an ideal leadership strategy that is linked or associated to effective leadership, such as transformational and transactional leadership.

- **Transformational Leadership:**

The transformational leadership style was propounded by Burns (1978). Burns stressed that transforming leadership “occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher level of motivation and morality.” As a result, Burns defined transformational leadership as a process rather than a particular action. Transformational leaders, according to Burns, appeal to higher ideals and moral standards while also enabling followers to impact deep and substantial change.

Both the leader and the followers have greater dedication, productivity, and integrity when they work with transformational leaders (Burns, 1978). These leaders motivate their workforce by enhancing their enthusiasm and lowering their frustrations (Bass and Avolio, 1990; Sivanathan and Cynthia Fekken, 2002). In addition, transformational leadership emphasizes the significance of recognizing and appreciating subordinates (Stone et al., 2004). Transformational leaders elicit feeling and accomplishments from their people.

Transformational leaders are more interested with their employees' advancement and growth. Intrinsic drive, values, and personnel development are equally important to transformational leaders. As a result, followers see transformative leaders with adoration, devotion, and respect (Yulk, 2010). (Bass & Avolio, 2003) recognizes four components of transformational leadership- “Inspirational Motivation” “Idealized Influence”, “Individualized Consideration” and “Intellectual Stimulation.” The capacity of leaders to conceive and explain a vision as well as establish demanding goals for personnel is referred to as inspirational motivation

(Shin and Zhou, 2003). Idealized influence indicates a setting where Subordinates adore, respect, and believe their superiors (Bass et al., 2003, p. 208). Individual consideration, according to Bass et al. (2003), is the capacity of leaders to pay close attention to the requirements of individuals for accomplishment and growth while relating to them as a trainer or coach. Intellectual stimulation occurs when transformational leaders examine established assumptions, traditions, and beliefs in order to propose new innovative ideas and methods of doing things in an organization.

- **Transactional Leadership:**

Transactional leadership is based on a leader-follower relationship in which the followers operate in accordance with the leader's instructions and the leader pays them. The most important aspect of exchange is compensation, which can be either positive or negative. If a follower obeys the leader's directions, positive reinforcement such as applause or recognition is given; if the follower does not heed the leader's orders, negative reinforcement such as punitive action is given (Burns, 1978).

Transactional leadership is useful when the leader is more interested in achieving objectives. A transactional leader employs the carrot and stick method to attain such objectives (Bass, 1997). Transactional leaders emphasize task clarification and providing positive and negative feedback. As a result, transactional leadership may be used in a variety of situations to encourage employees to follow practice norms (Aarons, 2006).

Transactional leadership consists of three components: “contingent reward” “active management by exception” and “passive management by exception” (Bass and Avolio, 2004). Contingent reward refers to a leader's use of incentives and promotions to motivate their subordinates to achieve the set goals. When problems arise or out of control, leaders in management by exception take appropriate steps. Management-by-exception (active) is a type of leadership in which the leader strives to preserve the organization's current regime. Passive Management by Exception mentioned about leaders who wait until an issue has become critical before acting. They simply set them aside and do not intervene until the problem has escalated. Leaders let individuals perform their jobs and only intervene when they make errors.

16.3 Employee Engagement:

Employees' levels of involvement at work and the degree of attention and focus they bring to their jobs vary greatly within each firm. Employee engagement is a useful tool for any organization looking to acquire a competitive edge over its competitors. Kahn (1990, p. 694) was the first academic author to define “personal engagement” as the “harnessing of organization member’s selves to their work roles; in engagement, people employ and express themselves physically, cognitively, emotionally, and mentally during role performances.” He claimed that an employee must meet three psychological engagement parameters in order to fully immerse oneself in their work role performance. These determinants are:

‘meaningfulness’ (components of work), ‘safety’ (social factors, including management style, methods, and organizational standards), and ‘availability’ (individual divergences). Hewitt Associates (2004) who stated employee engagement as “the state in which individuals are emotionally and intellectually committed to the organization or group, as measured by three primary behaviors: Say, Stay, strive” Gallup (2006: Internet) describes “engaged employees as employees who are 100% psychologically committed, who enjoy the challenge of their daily work, who feel their talents are used and who are always looking for innovative ways of achieving their objectives.”

Employee engagement is a critical component of a healthy firm. Job features, perceived organizational support, perceived supervisor support, impetuses and acknowledgment, procedural reasonableness, and distributive equity were all identified as precursors of employee engagement by Saks (2006). Job happiness, loyalty to the organization, want to leave, and ocb were, on the other hand, the outcomes of engagement. According to several research, having higher levels of employee engagement minimizes the possibility of turnover (Maslach et al., 2001; Saks, 2006).

Employee engagement, according to Schaufeli and Bakker (2010), is a favorable, rewarding work-related frame of mind marked by vitality, devotion, and immersion. Vigour refers to an employee's exciting and exhilarating experience at work. Employee retention, involvement, and passion to their work is referred to as dedication. Employees who are totally attentive and pleasantly engrossed in their job activities find it very hard to disconnect from work and lose track of time are said to be absorption (Gonzalez-Roma et al., 2006).

Moletsane et al. (2019) discovered that personal feelings, work environments, communication, and leadership could affect employee engagement. Organizations that recognize the impact that factors such as leadership style have on employee engagement can develop strategies and policies to retain employees, lower absenteeism, and increase employee satisfaction. Employees who are respected and given the flexibility to make decisions about their work are more likely to remain engaged and excited about their jobs.

Employee engagement is defined as the willingness of all employees to put their energy and attention into whatever they do in order to achieve great results. There is enough evidence to assert that employee engagement has a strong link with business success, at both the personal and corporate levels, and that it leads to a variety of positive outcomes such as talent retention, efficiency, sustainability, and customer unwaveringness and fulfillment.

A. Relationship between leadership styles and Employee Engagement:

Zhu, Avolio (2009) studied the correlation between transformational leadership and employee engagement. Data was gathered from 140 followers and 48 supervisors from various businesses in South Africa. According to the results of hierarchical linear modeling, the positive relationship between transformational leadership and employee engagement is attenuated by follower attributes. Moreover, these studies contend that transformative leadership improves employee engagement, especially when people are intellectually pushed to think creatively and innovatively.

Tims et al. (2010) led a review to examine the impact of transformational leadership behavior on work engagement of the employees. Sampling comprised of 42 employees from two distinct organizations in the Netherlands. According to the results, transformative leaders have a positive impact on employee engagement at work. Transformational leaders inspire employee optimism, which leads to higher job engagement.

Ghafoor, and Hijazi (2011) surveyed and figured out the relationship between employee engagement and transactional leadership. The observational disclosures of data, collected through investigations from a trial of 270 participants in the telecom industry of Pakistan showed the relationship between transactional leadership style and employee engagement practices.

Xu and Thomas (2011) explored the proof for a connection between leadership behaviors and employee engagement. Data was collected from 178 employees who were working in an insurance organization in New Zealand. Their results show that the leaders' "support team" behavior was the biggest predictor of engagement, and that the three leadership variables had overlapping associations with engagement.

Raja (2012) investigated transformative leadership and employee work engagement in Pakistani service organizations. Data was collected from 150 firms from all significant urban communities of Pakistan. Stratified random sampling method was employed. The findings demonstrated that transformational leadership elements such as idealized influence, inspiring motivation, individual concern, and intellectual stimulation, among others, are likely to contribute to increased work engagement.

Theme-1 Sustainability & Human Resource

Ghadi et al., (2013) investigated in their study based on a sample of 530 full -time employees working in Australia the mediating role of meaning at work on the link between transformative leadership and work engagement. The findings demonstrated that the transformational leadership style has an impact on the work engagement traits of followers.

Sharma and Krishnan (2012) conducted research on the effect of pay fulfillment and visionary leadership on employee engagement with a sample of 93 representatives from the IT area revealed that transformational leadership is a strong factor of employee engagement. The outcomes show a huge connection between transformative leadership and pay satisfaction.

Hayati, Charkhabi and Naami (2014) carried out a study to see how transformational leadership and its components affected hospital nurses' work engagement in Iran. In this study 240 nurses were selected out of which 185 were women and 55 men. Stratified random sampling technique was employed. They found that transformative leadership has a large and favorable influence on work engagement and its many aspects. Furthermore, their findings revealed that transformative leaders mirror their excitement and authority to their subordinates.

Holtén and Brenner (2015) explored the the direct and indirect links between transformational and transactional leadership styles and followers' perceptions of change through manager involvement. The findings may have consequences for change management, since managers' leadership style and involvement may enhance followers' change evaluation.

Datch Evelyn and Gachunga Hazel (2015) studied the impact of transformational leadership on organizational performance, with a focus on the role of employee engagement as mediating factor. 252 public officials from eighteen Kenyan State Corporations participated in the study. The respondents for the research were chosen using a stratified random sample approach, and main data was obtained using structured questionnaires. Both transformative leadership and employee engagement are favorably associated to organizational performance, according to the research.

Sapna Popli and Irfan A.Rizvi (2016) performed research on the factors that impact employee engagement, particularly the role of leadership style. Data was obtained from 340 front-line employees from five firms in the Delhi—(NCR). Simple random sampling technique is used. The outcomes from this study uncover critical connections between leadership styles and employee engagement.

Dr. V. Rama Devi and P. Lakshmi Narayanamma (2016) did a study to see how leadership style (Transactional/ Transformational) affects employee engagement. The study was led among 55 subjects in a beverages company in the Vijayawada region of India. Simple random sampling technique was used. Employee engagement and transactional leadership have a substantial positive link, according to the data. When opposed to transactional leadership, transformational leadership has been demonstrated to be a superior predictor of employee engagement.

Khagendra Nath Gangai and Swati Agrawal (2017) analyzed the link between “perceived leadership styles and employee engagement in the service sector.” 450 valid replies were obtained from participants in India's private sector. The outcomes uncover that perceived leadership style and employee engagement, are having a profoundly huge relationship. Furthermore, employee engagement is influenced by the perceived leadership style. In order to enhance employee engagement, transformational leadership is more important than transactional leadership.

Z. D. Mansor, C. P. Mun et.al., (2017) studied the effect of transform at on leadership style on work engagement among Generation Y employees. 221 respondents from Generation Y made up the study's samples who was employed in the Malaysian states of Selangor and the Klang Valley. In this study, convenience sampling was adopted. The findings reveal that the dimensions of intellectual stimulation, inspiration motivation, and individual consideration have a substantial impact on employee engagement. In contrast, the findings found that among Generation Y, there is no significant association between idealized leadership influences and employee engagement.

Monah Maundu, Prof. Gregory S. Namuso Dr. Alice N. Simiyunge (2018) investigate how transformational leadership affects employee engagement in Kenyan public secondary schools. Out of 306 public secondary schools, 92 schools were selected. cluster sampling technique was used. The study's findings show that employing a transformative leadership approach could improve employee engagement.

Fadhilah Abdul Ghani et al., (2018) investigated the connection between female transformational, transactional leadership styles and engagement among employees in Government-linked companies in Malaysia. Findings from this study dismissed the idea that employees favor male pioneers than female. Gender prejudices should be discarded based on this outcome. The consequences of this study can help female executives gain confidence in their leadership abilities, regardless of whether they manage their teams in a transformational or transactional manner.

Anton Vorina¹ Tina Ojsteršek² (2019) investigates the connection between employee engagement and leadership styles in Slovenia's governmental and commercial sectors. The sample consists of 594 respondents 255 men, and 339 women. Simple random sampling technique is used. The result showed that there is not any statistically significant link between leadership style and employee engagement. Findings also reveal that Slovenian pioneers generally adopt this authoritarian style in managing their workforce.

Marwan MILHEM and Habsah MUDA (2019) tries to discover the influence of transformational leadership on employee engagement by examining the mediating function of the leader's emotional intelligence. In Palestine, 440 full-time people work in the ICT sector were selected for the study. Simple random sampling method was used to gather responses. The findings reveal that transformational leadership style has a considerable influence on employee engagement for the mediating function of emotional intelligence.

Habtamu kebu Gameda et al., (2020) examined the relationships among ICT professionals in South Korea and Ethiopia in terms of their leadership styles, job engagement, and outcomes. According to the findings the relationship between leadership philosophies and

professional results was somewhat mediated by work engagement. The observed relationships and mediation were similar across both national samples, demonstrating that the assumptions were appropriate in both nations.

Grant Robert Muddle (2020) studied the association between leadership styles and employee engagement in the medical care area. The approach used to investigate this claim included a random sample of 84 healthcare personnel from three PNG hospitals. The findings demonstrated that both transformational and transactional leadership had a strong link with employee engagement in the PNG healthcare industry.

Thamer M. Maharmeh (2021) investigated the link between leadership styles and employee engagement on account of a public enterprises of Qatar. Information was gathered from 294 employees. Systematic sampling method was used to gather responses. The findings of the review uncovered that around 77% of the respondents are participated in their work, representatives see their managers as transformational pioneers instead of transactional pioneers. Employee engagement is strongly linked to both transformational and transactional leadership approaches. Transactional leadership, on the other hand, has a larger association with employee engagement than transformational leadership.

Atalla Fahed Al-Serhan et al., (2021) determined the link between employee engagement and transformational and transactional Leadership Styles. An overview of 273 full -time workers of Jordan's Greater Amman Municipality was used to collect and evaluate data. Employee engagement was found to have a positive critical relationship with both transformational and transactional leadership styles. It was also shown that transformational Leadership is a stronger determinant of employee engagement when contrasted with transactional Leadership. Zheng Wang et al., (2022) conducted a study on “‘impact of transformational leadership on affective organizational commitment and job performance with the mediating role of employee engagement.” Data was collected from 845 hotel employees in China. Convenience sampling technique was used.

The discoveries showed that transformational leadership has a positive effect on affective organizational commitment and job performance. Employee engagement, on the other hand partially mediates the association between transformational leadership, affective organizational commitment, and job performance.

16.4 Conclusion:

The above study highlights the significance of employee engagement and outlines a number of factors that influence it. This paper also described the causes and effects of employee,s work engagement obtained from previous research. The discoveries of this review indicate that there is a strong link between leadership styles and employee engagement. It was consistently observed across all research methods that transformational leadership had the most influence on employee engagement. Additionally, this research lead examined which leadership style produced the highest and lowest levels of employee engagement. This paper closed with a conversation on the effect of transformational leadership on employee engagement.

16.5 References:

1. Aarons, G.A. (2006), "Transformational and transactional leadership: association with attitudes toward evidence-based practice", *Psychiatric Services*, Vol. 57 No. 8, pp. 1162-116
2. Al-Serhan, A. F., Almaaitah, M. F., & Mohammad Altahat, S. THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES: EVIDENCE FROM JORDAN; GREATER AMMAN MUNICIPALITY.
3. Bass, B. M., & Avolio, B. J. (1990). Developing transformational leadership: 1992 and beyond. *Journal of European industrial training*.
4. Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Mahwah, NJ: Lawrence Erlbaum.
5. Bass, B., Avolio, B. Jung, D. & Benson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of applied psychology*. 88(2). 207-21
6. Bass, B.M. (1997), "Personal selling and transactional/transformational leadership", *Journal of Personal Selling and Sales Management*, Vol. 27 No. 3, pp. 19-28.
7. Bass, B.M., Avolio, B.J., Jung, D.I. and Berson, Y. (2003), "Predicting unit performance by assessing transformational and transactional leadership", *Journal of Applied Psychology*, Vol. 88 No. 2, pp. 207-218.
8. Blake, R. R., & Mouton, J. S. (1964). *The managerial grid*. Houston TX: Gulf. Bums, J. M. (1978). *Leadership*. Harper & Row.
9. Chandani, A., Mehta, M., Mall, A., & Khokhar, V. (2016). Employee engagement: A review paper on factors affecting employee engagement. *Indian Journal of Science and Technology*, 9(15). <https://doi.org/10.17485/ijst/2016/v9i15/92145>
10. Devi, V. R., & Narayanamma, P. L. (2016). Impact of leadership style on employee's loyalty leadership style on. *Pacific Business Review International*, 1(1), 91-98.
11. Evelyn, D., & Hazel, G. (2015). Effects of transformational leadership on employee engagement: the mediating role of employee engagement. *International journal of management*, 6(2), 1-8.
12. Fiedler, F. E. (1967). *The theory of leadership effectiveness*. New York: McGraw-Hill. GALLUP. 2006. Engaged employees inspire company innovation. *Gallup Management Journal*.
[Internet: <http://gmj.gallup.com/content/default.aspx?ci=24880&pg=1>; downloaded on 2012-09-11]
13. Gangai, K. N., & Agrawal, S. (2017). RELATIONSHIP BETWEEN PERCEIVED LEADERSHIP STYLE AND EMPLOYEE ENGAGEMENT IN SERVICE SECTOR: AN EMPIRICAL STUDY. *Journal of Organisation & Human Behaviour*, 6(4).
14. Ghadi, M. Y., Fernando, M., & Caputi, P. (2013). Transformational leadership and work engagement: The mediating effect of meaning in work. *Leadership & Organization Development Journal*.
15. Ghafoor, A., Qureshi, T. M., Khan, M. A., & Hijazi, S. T. (2011). Transformational leadership, employee engagement and performance: Mediating effect of psychological ownership. *African journal of business management*, 5(17), 7391-7403.

16. Ghani, F. A., Derani, N. E. S., Aznam, N., Mohamad, N., Zakaria, S. A. A., & Toolib, S. N. (2018). An empirical investigation of the relationship between transformational, transactional female leadership styles and employee engagement. *Global Business and Management Research*, 10(3), 724.
17. Gibbons, J. (2006). *Employee engagement: A review of current research and its implications*. New York: The Conference Board.
18. Gonzalez-Roma, V., Schaufeli, W.B., Bakker, A.B. and Lioret, S. (2006), "Burnout and work engagement: independent factors or opposite poles?", *Journal of Vocational Behavior*, Vol. 68 No. 1, pp. 165-174.
19. Hayati, D., Charkhabi, M., & Naami, A. (2014). The relationship between transformational leadership and work engagement in governmental hospitals nurses: a survey study. *Springerplus*, 3(1), 1-7.
20. Hersey, P., & Blanchard, K. H. (1977). *The management of organizational behavior* (3rd ed.), Englewood Cliffs, NJ: Prentice-Hall.
21. Hewitt Associates LLC (2004), "Research brief: employee engagement higher at double-digit growth companies", available at: www.hewitt.com (accessed 21 March 2011).
22. Holten, A. L., & Brenner, S. O. (2015). Leadership style and the process of organizational change. *Leadership & Organization Development Journal*.
23. Jiatong, W., Wang, Z., Alam, M., Murad, M., Gul, F., & Gill, S. A. (2022). The Impact of Transformational Leadership on Affective Organizational Commitment and Job Performance: The Mediating Role of Employee Engagement. *Frontiers in Psychology*, 13, 831060-831060.
24. Karakiliç, N. Y. (2019). Impacts of leadership styles on organizational performance. *New Trends in Management Studies*, 2018, 99–114.
<https://doi.org/10.5171/2018.687849>
25. Khan, W. A (1990). Psychological conditions of personal engagement and disengagement at work', *Academy of Management Journal*, 3(4), 145.
26. Kumar, A. N. O. O. P., Kapoor, S. H. I. K. H. A., & Narula, V. A. N. I. (2022). Can Organisations Be Happy? Exploring The Role of Employee Engagement on The Determinants of Organizational Happiness: A Proposed Framework in Context of Indian Power Sector. *Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/Journal of Tianjin University Science and Technology*, 55(01).
27. Mansor, Z. D., Mun, C. P., Farhana, B. N., & Tarmizi, W. A. N. (2017). Influence of transformation leadership style on employee engagement among Generation Y. *International Journal of Economics and Management Engineering*, 11(1), 161-16.
28. Maslach, C., Schaufelli, W.B. and Leiter, M.P. (2001), "Job burnout", *Annual Review of Psychology*, Vol. 52 No. 1, pp. 397-422.
29. Maundu, M., Namusonge, A. N., & Simiyu, A. N. (2018). Effect of transformational leadership style on employee engagement in public secondary schools, Murang'a County, Kenya.
30. Milhem, M., Muda, H., & Ahmed, K. (2019). The effect of perceived transformational leadership style on employee engagement: The mediating effect of leader's emotional intelligence. *Foundations of Management*, 11(1), 33-42.
31. Moletsane, M., Tefera, O., & Migiroy, S. (2019). The Relationship between Employee Engagement and Organizational Productivity of Sugar Industry in South Africa: The Employees' Perspective. *African Journal of Business & Economic Research*, 14(1).

30. Muddle, G. R. (2020). The relationship between leadership style and hospital employee engagement in Papua New Guinea. *Asia Pacific Journal of Health Management*, 15(4), 42-55.
31. Northouse, P.G. (2007), *Leadership Theory and Practice*, 4th ed., Sage Publications, Thousand Oaks, CA.
32. Popli, S., & Rizvi, I. A. (2016). Drivers of employee engagement: The role of leadership style. *Global Business Review*, 17(4), 965-979.
33. Rabiul, M. K., & Yean, T. F. (2021). Leadership styles, motivating language, and work engagement: An empirical investigation of the hotel industry. *International Journal of Hospitality Management*, 92 (September 2020) <https://doi.org/10.1016/j.ijhm.2020.102712>
34. Raja, M. W. (2012). Does transformational leadership lead to higher employee work engagement. A study of Pakistani service sector firms. *International journal of academic research in business and social sciences*, 2(1), 160.
35. Robbins, S.P. (2009). *Organizational Behavior*. New Jersey, NJ: Prentice Hall.
36. Saks, A.M. (2006), “Antecedents and consequences of employee engagement”, *Journal of Managerial Psychology*, Vol. 21 No. 6, pp. 600-619.
37. Schaufeli, W.B. and Bakker, A.B. (2010), “Defining and measuring work engagement: bringing clarity to the concept”, in Bakker, A.B. and Leiter, M.P. (Eds), *Work Engagement: A Handbook of Essential Theory and Research*, Psychology Press, Hove, NY, pp. 10-24.
38. Sharma, D., & Krishnan, R.V. (2012). The impact of pay satisfaction and transformational leadership on employee engagement. *Proceedings of the 5th International Conference on Management and Behavioral Sciences*, 23 June 2012, Haridwar, India.
39. Shin, S.J. and Zhou, J. (2003), “Transformational leadership, conservation, and creativity: evidence from Korea”, *Academy of Management Journal*, Vol. 46 No. 6, pp. 703-714.
40. Sivanathan, N., Cynthia Fekken, G., (2002). Emotional intelligence, moral reasoning and transformational leadership. *Leadersh. Organ. Dev. J.* 23 (4), 198–204 small groups. *Psychological Bulletin*, 66(4), 241-270.
41. Stogdill, R. M. (1948). Personal factors associated with leadership: A survey of the Literature *Journal of Psychology*, 25, 35-71.
42. Stone, A.G., Russell, R.F. and Patterson, K. (2004), “Transformational versus servant leadership: a difference in leader focus”, *The Leadership & Organization Development Journal*, Vol. 25 No. 4, pp. 349-361. doi: 10.1108/01437730410538671.
43. Thamer M. Maharmeh, T. M. M. (2021). Leadership Styles and Employee Engagement: A Field Study at a Qatari Public Corporation: 5(22), <https://doi.org/10.26389/ajsrp.m120521>
44. Tims, M., Bakker, A.B. and Xanthopoulou, D. (2010), “Do transformational leaders enhance their followers’ daily work engagement?”, *The Leadership Quarterly*, Vol. 22.
45. Vorina, A., & Ojsteršek, T. (2019). Analysis of relationship between leadership styles and employee engagement. *Balkans Journal of Emerging Trends in Social Sciences Balkans JETSS* 2(1), 107-114.
46. Welch, J., & Welch, S. (2006, May 8). Ideas the Welch way: How healthy is your company?

Theme-1 Sustainability & Human Resource

47. BusinessWeek, 126. Wellins, ria: Swinburne University of Technology Xu, J., & Thomas, H.C. (2011). How can leaders achieve high employee engagement? *Leadership & Organization Development Journal*, 32(4), 399–416.
48. Yulk, G.A. (2010), *Leadership in Organizations*, 7th ed., Prentice Hall, Upper Saddle River, NJ.
49. Zhang, T. (2010). The relationship between perceived leadership styles and employee engagement: Moderating role of employee characteristics. Retrieved 14 May 2013, from <http://hdl.handle.net/1959.14/133300> on 13.2.15
50. Zhu, W., Avolio, B.J., & Walumbwa, F.O. (2009). Moderating role of follower characteristics with transformational leadership and follower work engagement. *Group & Organization Management*, 34(5), 590-619.

17. Effect of Work-life Balance and Work Stress On Employee Performance (Study Based On An Indian Navratna Public Sector Undertaking)

Jigyasu Kumar

Patna Metro Rail Corporation Limited,
AM (Admin), HR & Admin Department
Patna, Bihar, India.

Abstract:

This research is inspired by current business developments that compel organization to strive for better and more competitive business, and develop various strategies that organization need to employ to achieve their goals. An important aspect that a company must take into account is the quality of human resources, since it is a determining factor in the success of the company in achieving its objectives. The purpose of this study is to determine how work-life balance and work-related stress affect employee performance of the employees working at Rashtriya Ispat Nigam Limited (RINL); A Navratna PSU under the administrative control of Ministry of Steel, Govt. of India.

In the literature of Human Resource Management of late, work-life balance and work stress has emerged at the intersection of long working hours and devoting less time to family, friends as well as to social circle which is affecting employee personal life and finally effecting negatively to overall employee performance. This philosophy emphasizes that an organizations' Human Resource Management policies must provide employees with opportunity to successfully integrate their work with family, friends and other personal areas of the employees.

In other words, an organization must implement policies to enable employees to face the dual roles of work and family. If we can help employees increase their career development through work-life balance and eliminate factors that hinder unfavorable career development and success, it will increase sense of commitment to the organization and can enhance the overall competitive advantage of the organization. Some experiences of using work-life balance policies have shown that the implementation of such policies must take into account the social and cultural aspects of the very country wherein the policies are to be implemented.

The level of pressure that an individual faces in their work environment is increased by competition which calls for higher level of professionalism. The effect of work stress is often experienced by employees. Work Stress has the potential to encourage or interfere with the implementation of work, depending on the level of stress experienced by the employees. This research was conducted with the aim to see whether work stress affects the performance of the employees' working with RINL. Work stress can be helpful, improve performance but at times stress can also be damaging, threaten, worrisome, so stress has the potential to interfere and negatively affect with the performance of the employee.

This research uses quantitative method with descriptive research type. Sampling was carried out using a probability sampling method of purposive random sampling, with the number of respondents as much as 104 employees. The data analysis technique used are descriptive analysis and multiple linear regression analysis.

The results of hypothesis testing clearly shows that work-life balance has a significant effect on employee performance however work stress have no effect on employee performance.

The magnitude of the effect of work-life balance and work stress on employee performance at Rashtriya Ispat Nigam Limited is 63.4 %, whereas remaining 36.6 % is influenced by other variables not examined in this study.

The outcome of this article can be used as a reference for the future analysis of relevant policies in companies in general Public Sectors companies in particular, operating in India.

Keywords: Employee Performance, Job Stress, Work- Life Balance, Public Sector Undertaking.

17.1 Introduction:

In the prevailing business scenario, every organisation strives for excellence and Numero Uno as a result, the company must implement a variety of strategies. One of the most important strategies that need to be considered by the company is the quality of human resources because they are the chief determinants of the company's success in order to achieve its objectives. An employee's performance is judged by how efficiently he or she accomplishes the target assigned by the company.

Table 17.1: Employee Performance data at RINL for the year 2019 and 2020

Sr. No	Category	2019				2020			
		Target		Realization		Target		Realization	
		Total	Percentage	Total	Percentage	Total	Percentage	Total	Percentage
1	Exceptional	31	29 %	12	10 %	33	30 %	18	18 %
2	Exceeds Expectation	50	47 %	40	39 %	49	45 %	32	35 %
3	Satisfactory	23	24 %	51	50%	22	25%	49	46 %
4	Needs Improvement	0	0	1	1%	0	0	1	1 %
5	Unsatisfactory	0	0	0	0	0	0	0	0
	Total	104	100	104	100	104	100	104	100

Based on employee performance data in 2019 and 2020 in Table 18.1 above, it can be seen that the performance of the employees of RINL has not reached the target set by the company. It is known that in 2019 there were as many as 10 % of the employees performing at Exceptional category while the company has targeted for at least 29 % of the employees,

the condition in 2020 was almost same as 2019 wherein only 18% achieved the target however, company targeted for 30 %.

The realization of employee performance in the Exceeds Expectation category is also not in consistency with company targets. The data shows that as many as 39% employees performing in this category in 2019, while the target performance set by the company at least 47%. The same trend, namely a decrease in the realization of performance seen in 2020 wherein 35% of employees performing in the Exceeds Expectation category while the target was 45 %. Data compiled in Table 17.1. Above indicates that there are problems related to employee performance. There are many factors which can affect the performance of employees in the company. One of the factors that can improve the performance of these employees is paying attention to work-life balance. According to Ricardian to (2018:166), work-life balance is a system in the workplace to create a work environment with trying to achieve a balance between work and personal life. The company is expected to create a work environment that strives for work-life balance.

Furthermore, the researchers conducted a pre-questionnaire to 30 employees at Rashtriya Ispat Nigam limited which aims to get an overview of information work-life balance from the employee side, The results are presented in Table 17.2.

Table 17.2: Results of pre questionnaire for implementation of work-life balance

Sr. No.	Statement		Inferred from the statement of the respondent			
			Agree		Don't Agree	
			Respondents	Percentage	Respondents	Percentage
1	Balancing time	I fell there is balance between work, and personal life.	16	53 %	14	47 %
2	Balancing Performance at work	I feel there is balance between performance at work and family life.	12	40 %	18	60 %
3	balance work and life	I am satisfied with work - life balance and the performance management at work.	14	46 %	16	54 %

Source: Researcher processed Data (2022)

In addition to the work-life balance factor, the level of employee performance can also be influenced by employee work stress. According to Robbins & Judge (2017:659), people who are stressed have three different types of symptoms: Physiological symptoms, psychological symptoms, and behavioral symptom.

Stress at work caused by the external environment as well as work environment (internal) can help employees achieve better outcomes. However, a lot depends on how a person reacts to the pressure accordingly, stress determines their performance. To find out more information about employee work stress at RINL researchers conducted a pre-questionnaire with 16 employees and the results are shown in Table 17.3.

Table 17.3: Employee stress. Pilot questionnaire result

Sr. No.	Statement		Inferred from the statement of the respondent			
			Agree		Don't Agree	
			Respondents	Percentage	Respondents	Percentage
1	Physiological symptoms	While at work due to overload of work. I experience health problems Like fatigue, headache etc.	09	53 %	07	47 %
2	Psychological symptoms	When at work and unable to meet the dead line, I often feel anxiety and can't focus on work	05	33 %	11	67 %
3	Behavioral symptom	When at work I often feel stressed due to pile up of work and drop in performance	06	40 %	10	60 %

The researcher also conducted interviews with few Managers of Human Resources Department to get information related to work-life balance, work stress and employee performance at RINL.

Sr. No.	Question	Answer
1	Has RINL management formulated any policy specific to improvement of work-life balance?	Of late our organization has implemented regulated working hours that is 08 hours of duty wherein employees can also avail canteen facilities however still RINL have 6-week days working and only one day holiday moreover, at the end of month work pressure is more and often work-life balance is disturbed.
2	Is there any policy implantation for stress management?	many programs are been implemented to address the issue of stress of the employee at workplace however, it is observed that few employees are perpetually complaining that they are assigned job of other employees, over and above the job assigned to them.

Sr. No.	Question	Answer
		There is urgent need to formulate a policy incorporating all the issues concerned.
3.	How the performance of the employee was for the year 2019 and 2020, has company formulated any specific policy/program to ameliorate the performance of the employee?	Productivity is a major area of concern; performance related issues need to be addressed so that performance target can be meet.

In view of above, researchers got interested in researching about the factors of work-life balance and work stress on employee performance. Based on this, the researcher conducted a study entitled "The Influence of Work-life Balance and Work Stress on Employee Performance" (A Study Based on An Indian Navratna Public Sector Undertaking i.e. Rashtriya Ispat Nigam limited)

17.2 Literature Review:

A. Performance:

Dwight (1999): performance is the level to which a goal is attained. Hoffmann (1999): The term "performance" describes an evaluated contribution to the attainment of organizational goals. According to Handoko (2014: 82), performance is a comparison of work results that can be achieved by employees by the specified mechanism. Krause (2005): Performance refers to the degree of achievement of objectives or the potentially possible accomplishment regarding the important characteristics of an organization for the relevant stakeholders.

Performance is therefore principally specified through a multidimensional set of criteria. The source of the performance is the actions of players in the business processes. Rolstadas (1998): Performance is a complex interrelationship between seven performance criteria: effectiveness, efficiency, quality, productivity, quality of work-life, innovation, and profitability/budget-ability.

B. Work-life Balance:

Despite the overwhelming evidence that working long hours can be detrimental to both employees and employers, many professionals still struggle to overcome their biases — and deep-seated habits — about time spent at work. How do you break free from these harmful habits and achieve a more sustainable and rewarding work-life balance.

Conciliating work and life outside of work is an issue that is becoming more acute as modern society evolves (DUBOIS, 2003). Roles (2000, Clark.) In order to maximize the organization's performance, one of the challenges it faces is: Bring the employee to a positive sense of balance and job satisfaction, while recognizing additional areas (such as Family and friends,) affecting its function, development and well-being.

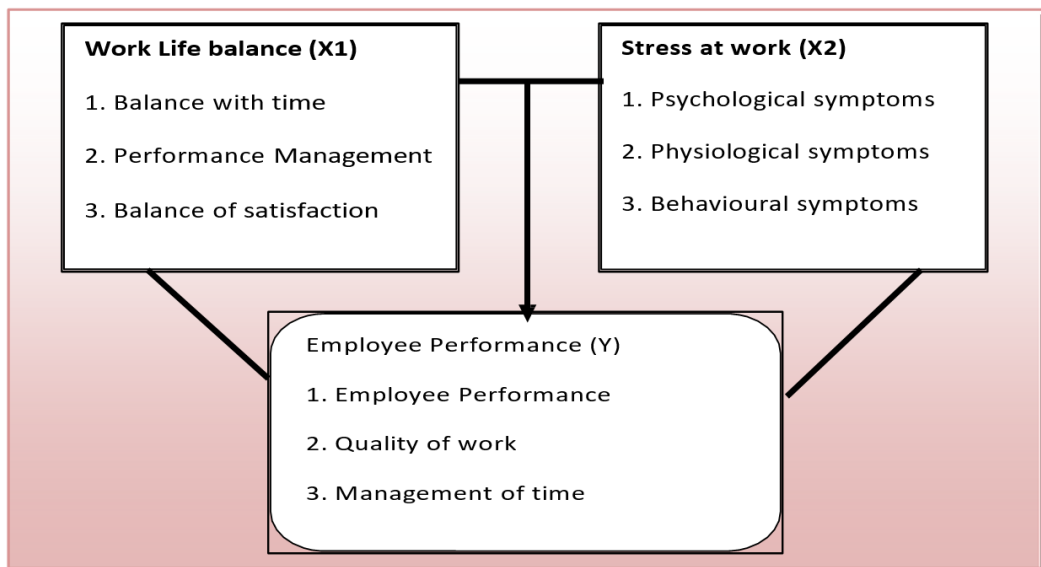
C. Work-stress:

The term stress was used for the first time in the health area in 1926 by Hans Selye designating a set of specific reactions he had observed in patients suffering from the most diverse pathologies. In 1936, the author defined the stress reaction as a general syndrome of adaptation, which is the unexpected reactions that the organism has against stimuli that cause stress. In 1974, he redefined the meaning of the word stress. It is noticed that stress is linked to psychological issues, as the load emotional response that the individual receives when submitted to situations of pressure, causes lack of control of the normal functions of the organism causing disorders psychological or physical, depending on the individual's organic predisposition.

17.3 Framework for Research: Processed by the Author:

Arrow line shows direct relation whereas straight line shows partial relationship.

Figure 17.1: Source: Generated by Author



17.4 Research Hypothesis:

The research is in the form of a question, based on the background, problem formulation and framework. Then hypothesis proposed in the form of research is work-life balance and work stress has a significant effect on employee performance both items of partial or direct relation

17.5 Research Methods:

Since study at hand was descriptive study, therefore, quantitative approaches were used. Simple random sampling was used with a total sample size of 104 employees.

The data was analyzed using regression multiple linear regression. The respondents were employee of RINL.

17.6 Result and Discussion:

Descriptive Analysis: Respondent data by gender out of 104 respondents researched by respondent's female respondent being more dominant, where as many as 58 female respondents with a percentage of 56%, for male respondents as many as 46 employees, percentage of 44%. This shows that there is sizeable number of female employees in RINL. Respondent data is based on the age of the respondent. Where out of 104 respondents. Most of the respondents surveyed have an age range of 20-30 years, namely as many as 52 respondents with a percentage of 50%. Respondents with range age 31-40 years as many as 42 respondents with a percentage of 40%, and respondents with an age range of 41-50 years as many as 10 people with a percentage of 10%. This information shows that the RINL is dominated by by employees with an age range of 20-30 years, and this age is categorized as productive age and has a high morale. Respondent data is based on the respondent's highest education qualification wherein out of 104 respondents 70, 67 % employees were undergraduate education. While 12, 11 % respondents were diploma holders whereas 22 employees 22% percentage is matric pass having ITI degree. The information explains that RINL is dominated by undergraduates. Average percentage results show that the work-life balance variable with dimensions time balance, performance balance, and satisfaction balance in RINL can be said to be moderate but has not yet reached very high category. Therefore, the level of work-life balance of the employees still needs to be improved in order to achieve good results and maintain the sustainability of the company. The average percentage on the work stress variable shows that work stress with dimensions of physiological symptoms, symptoms of psychological, and behavioral symptoms at RINL stand tall. High stress level is a double edge sword means stress can increased productivity and performance, and stress can also decrease productivity and performance. The level of employee performance is still low which needs improvement so that the company remains stable and develops according to the goals and targets set by the company.

Table 17.4: Multiple Linear Regression Analysis

MODEL		Coefficient			t	Sig
		Unstandardized Coefficient		Standardized coefficient		
		B	Std Error	Beta		
1	(Independent/Constant)	.702	2.072		.338	.737
	Work-life Balance	.443	.055	.747	8.164	.000
	Work Stress	.090	.060	.138	1.509	.138
Dependent variable: Employee Performance						

Source: Research Data Processing Result (2021)

Table 17.5: T. Test

MODEL		Coefficient			t	Sig
		Unstandardized Coefficient		Standardized coefficient		
		B	Std Error	Beta		
1	(Independent/Constant)	.702	2.072		.338	.737
	Work-life Balance	.443	.055	.747	8.164	.000
	Work Stress	.090	.060	.138	1.509	.138
Dependent variable: Employee Performance						

Source: research data processing result (2021)

Table 17.6: F. Test Result of testing hypothesis (Test F) ANOVA

Model	Sum of Square	df	Mean Square	F	Sig,	
1	Regression	817.429	2	408.714	49.339	.000b
	Residual	405.907	49	8.284		
	Total	1223.336	51			
a. Dependent variable: Employee Performance						
b. (Constant/Independent variable): Work stress and Work-life balance						

Table 17.7: Coefficient Determinant

Model	R	R Square	Adjusted R Square	std. Error of the estimate
1	.817a	.668	.655	2.878161
a. Dependent variable: Employee Performance				
b. (Constant/Independent variable): Work stress and Work-life balance				

17.7 Discussion:

Analysis of the Effect of Work-life Balance Variables with Performance.

Variables of the Employee:

Based on the results of the partial test (T test) it shows that work-life balance there is a positive influence on employee performance at RINL. Based on t test results, it can be concluded that there is a positive effect of work- life balance on employee performance at RINL. Results of this test show that having a good work-life balance can improve employee performance.

Analysis of the Effect of Work Stress Variables with Employee Performance Variables:

Results of the partial test (T test) shows that there is no significant influence on employee performance at RINL. It can be seen from the value of t test that there is no effect of work stress on employee performance at RINL

Analysis of the Relationship between Work-life Balance Variables and Work:

Stress with Employee Performance:

Results of the (F test) shows that there is positive influence on employee performance at RINL. It can be seen from the significance value of $0.000 < 0.05$ and the value of F count of $49.339 > 3.19$ there is an effect of work-life balance(X1) and work stress (X2) together (X1 +X2) on employee performance(Y) at RINL.

17.8 Conclusion:

Based on the results of research and discussion about Work-life Balance and work Stress on Employee Performance (Study at RINL) following conclusions can be drawn:

- a. Work-life balance at RINL based on the results of descriptive analysis of work-life balance variables overall item statement, if I feel satisfied with the time, I have spent quality time with my family members, the response against this statement is low.
- b. Work Stress at RINL Based on the results of the descriptive analysis of the overall work stress variable of all the statement items, The statement: I often feel tired due to work pressure and work stress received the highest response from respondents and almost all of the respondent replied that they don't feel tired due to work pressure.
- c. Employee Performance at RINL Based on the results of descriptive analysis of employee performance variables overall depends on Work-life balance and work stress. From overall on item statement i.e., Time allotted to me to finish my job is adequate; most of the responses say that employees don't get enough time to complete their assignment.
- d. Based on the results of partial hypothesis testing (T test) that work-life balance there is a positive significant effect on performance of employees at RINL. Meanwhile, based on the results test the hypothesis (T test) that work stress has no significant impact on employee performance at RINL
- e. Based on the results of partial hypothesis testing (F test) that work-life balance and work stress have a positive and significant effect simultaneously on employee performance at RINL. The magnitude of the influence work-life balance and work stress on employee performance with value the coefficient of determination (df) is 66.8% and the remaining 33.2% is influenced by other variables not examined in this study.

17.9 Reference:

1. Arup Varma, Pawan S. Budhwar and Angelo DeNisi, 2008. Part I performance management around the globe: introduction and agenda.

2. Baltes, B. B., Clark, M., & Chakrabarti, M. (2009). Work-life balance: the roles of work-family conflict and work-family facilitation. In A. Lingley, S. Harrington, & N. Page (Eds.), *Handbook of Positive Psychology and Work*. (pp. 491-521). Oxford University Press, New York, NY.
3. Dwight R (1999), Searching for real maintenance performance measures. *J Qual Mainten Eng* 5(3): 258–275. Hoffmann O (1999) *Performance management: System und Implementierungsansätze*. Bern.
4. Krause O (2005) *Performance Measurement – Eine Stakeholder-Nutzen-orientierte und Geschäft sprozess-basierte Method*. Dissertation, Techniques University ät Berlin.
5. Miranda, IR (2019). *The Effect of Discipline and Work Motivation on Employee Performance (Study at Hotel Promenade Bandung)*.
6. Rolstadas, A, (1998) Enterprise performance measurement. *Int J Oper Prod Manage* 18(9/10): 989–999. Robbins, S. P., & Judge, T. (2007). *Organizational behavior*. Upper Saddle River, N.J: Pearson/Prentice Hall.
7. Venkatraman N, Ramanujam V (1986) Measurement of business performance in strategy research: a comparison of approaches. *Acad Manage Rev* 11(4): 801–814.

Web References:

1. <http://www.oxfordlearnersdictionaries.com/definition/english/performance>
2. <http://www.oxfordlearnersdictionaries.com/definition/english/perform>

18. Shifting Work Arrangements for Women: A Review on Full-Time Work To Gig Work

Shivani Prasad

Research scholar,
ABVSME, Jawaharlal Nehru University,
New Delhi, India.

Arvind Arahant

Associate Professor,
ABVSME, Jawaharlal Nehru University,
New Delhi, India.

Abstract:

India is one of the labor centric countries facing the problem of a falling female labor force participation rate (FLFPR). Women are now shifting from conventional inflexible full-time professions searching for better work-life balance and flexibility. Despite the fact that the gig economy is not new, it is a rapidly developing situation that is changing the nature of work and contributing to a substantive change in the way contemporary economies are organized. The purpose of this article is to illustrate the issues that women encounter in regular 9-to-5 professions, as well as how these challenges have been addressed by the introduction of the gig economy. This article presents a clear and methodical overview of the impediments women face in the full-time professions and the gig economy's potential to be the "future of work" for women. Following the brief overview of the gig economy in India, the impediments in traditional work and the potentiality of gig opportunities have been explained in reference to India. The present paper aims to understand the problems of the women workforce in traditional jobs and the potential in the gig economy to uplift the female workforce rate in reference to India with the help of a review of the literature. The study is descriptive in nature and is mostly based on secondary data. The secondary data consists of books, reports, newspaper articles, and various research journals. The secondary data has been reported from BCG report 2020 on gig economy of India as well as other credible sources. Not to be gender-specific, the gig economy gives the flexibility to work at any stage of life thereby reducing double jeopardy. According to the founder of ETHER world, in his own company, the women's participation rate has grown up by 4% from April 2020 to December 2020. Since gig work is more gender-inclusive, women are performing more female-oriented gig works like beautician, and caretaker than male dominating work due to the skills they possess. Platform work gives skill-oriented work rather than degree oriented. Interestingly, according to research, in high skills and low skill jobs, the employer would be indifferent to the gender for recruitment and the impact of technology would also be neutral. Women are working and earning more and are able to choose the timing according to their comfort. This brings avoidance of working at strange times. Customers are also unconcerned about using female personnel for car-hailing or food delivery. The role of working women in full-time jobs seems to be more "supportive"

to household income, but unendurable stress and work-life balance have given rise to shiftiest towards slash work. The drivers behind the shift especially for women could vary on the basis of the level of skill, life stage and contribution percentage in household income. Medical benefits, social security for workers and a considerable monitoring policy for online harassment especially for female giggers could increase the national participation rate in the economy. The platform companies need to understand the precarious nature of work environment under which these gig workers perform their work. In order to increase the women's participation rate, the companies need to bring special HR practices in reference to upliftment of these workers, especially women. Code of Social Security 2020, defines the incomplete operating definition of gig work and gig workers which beings' ambiguity in classification of workers. Considering the socioeconomic status of gig workers, they need to be protected under the umbrella of special governmental policy. Complaint redressal cell in companies should be mandatory for addressing the issues of gig workers. Policies related to social and physical protection of women is required at companies' stance. The paper proposes the value for women double jeopardy and special attention on how women were finding it difficult in traditional work arrangements and how flexible work arrangements have provide alternative platform to work and maintain their work-life balance A brief conclusion completes the analysis.

Keywords: *Gig workers, women, traditional work, India, challenges, potential, FLFPR.*

18.1 Introduction:

The term Gig work or “slash work” is not even new. It was developed in 1920 which means “engagement” now used in the sense of temporary work engagement. Work-life balance, flexibility, autonomy, and personal branding are all motivators for these workers. This term has been a buzzword in India over the last decade, luring lakhs of millennials with side hustle prospects. They're also known as freelancers or independent contractors. Sheena (for example) is an excellent example of a female gig worker in India because she works as a content writer for Grade Up from 9 a.m. to 1 p.m. and then drives for Uber from 4 p.m. to 8 p.m. India is still struggling to give women in the workforce equal opportunities. Despite economic and educational advancements, the female labour participation rate (FLFPR) has declined to 20.3% in 2019. (World Bank estimates,2019). While 70 lakh women have lost their jobs this year, India has plummeted to 112th place in the World Economic Global Gender Gap Index (2021). Unbalanced work-life, domestic work, children's schooling, and other factors could all be contributing factors. According to some reports, women's dropout rates in the formal sector are rising as a result of their increased domestic care responsibilities and the lack of child care facilities. The purpose of this article is to illustrate the issues that women encounter in regular 9-to-5 professions, as well as how these challenges have been addressed by the introduction of the gig economy.

18.2 Literature Review:

(George et al, 2015) have focused on the challenges which are faced by Indian working-class women and how they deal with the situation within and without their families. The impact of nuclear families on working women also impacts the role conflict amongst the working women.

According to (Francavilla and Giannelli, 2010), educated women would rather have the more probable choice to stay at home and send their child to school for more education and fewer work activities. Some studies have also shown that there is a detrimental effect on children cognitive development if the mother is involved in full-time employment.

The female labour force in India constitutes half of the human capital population. Even after educational and socio-economic growth, the female labour force participation rate is declining. The study probes the mobility constraint as the reason behind this phenomenon. The lower road to rail ratio is exclusionary for women (Gupta and Bhamoriya, 2020).

Domestic women workers in India include ones who carry household chores or assist the employer with household work (Beri,2020) state that they have a heavy workload and less remuneration, they live in terrible conditions and are vulnerable to abuse.

When women work in similar positions as men, they are 40% more distressed when their family life is interrupted by office work. Women who have “preschool children” suffer comparatively higher role conflict. Home-based working women report more life and job satisfaction, less perceived stress and more than full time working women (Desai et. al,2011).

In one research paper, the effect of Covid 19 on women's employment has been highlighted and also what is new employment regions for women post-pandemic has been stated (Kaur and Jayat, 2021).

The perceived usability of flexible work means the extent up to which the formally available flexible work practices are freely used by the employees of the organization. Primary research by (Hayman, 2009) has added to the literature the importance of perceived usability of organization policies to reduce the negative impact of work conflicting on the personal life and personal life interfering with the work. In later years, the future of work would be redefined amidst the diverse technology. The paper focuses on understanding the future of work in India in emerging economies (Bhattacharya and Nair, 2019).

18.3 Methodology:

The present paper aims to understand the problems of the women workforce in traditional jobs and the potential in the gig economy to uplift the female workforce rate in reference to India with the help of a review of the literature. The study is descriptive in nature and is mostly based on secondary data. The secondary data consists of books, reports, newspaper articles, and various research journals.

18.4 Issues confronted by women in a full-time job:

Globalization, privatization, and liberalization have lowered the bar for women's job opportunities. Women's job roles have shifted from domestic to office work. This has made women financially strong and independent, but there have always been visible barriers for societies that most working women face in traditional full-time work opportunities.

Impediments towards commuting:

Previously, commuting was thought to be heavily gendered. Women, on the other hand, now commute longer distances than men as a substitute for relocating to nearby workplaces in order to balance domestic responsibilities and economic activity (Mondal B., Samanta G., 2021). Working women residing in hostels have a significant relationship with anxiety due to fear of missing a bus or reaching a late in hostel premise leading to unnecessary embarrassment and reprimand (Krishnaswamy & Kulkarni,1976).

Even after socioeconomic progress, the female labour force participation rate of FLFPR is dropping. The low rail-to-road ratio is to account for the problem (Gupta & Bhamoriya,2020). If the job mandates working the night shift, arranging transportation becomes a challenge, as travelling at night is risky for night shift nurses. They are required to attend social occasions and night shifts as part of their duties (Rathore H., et al,2012). Women will find rail travelling to be both handy and economical. Because of insufficient public transit, job prospects are limited, which has a negative impact. Women commuters have been accused of harassment and eve-teasing at bus stops and aboard buses, with bus drivers and conductors being regarded as primary perpetrators in certain cases (Naturanjan, 2016).

Child rearing and mother's job relation:

Full-time work is not easy when it comes to married working women with a child to manage. One-half of poor and three-fifths of chronically-poor households with dependent children are supported by a single female parent. The poverty rate for elderly women is twice that of elderly men (Okin S,1989). Childbearing and child born responsibilities are borne by women. It is considered that the mother has the most control over her children's schedules. Role conflict is higher if the working women have "preschool" children.

The presence of women in the family increases the child's wellbeing and educational opportunities (Francavilla and Giannelli, 2010). The children are at risk of not attending the school where the mother works for the market. The occupation of the father is better if the mother stays at home and sends the child to school and the wealthier is the family. Studies have shown that the children's responsibility hinders the ability to advance for full time working professionals leading to career tradeoff (Buddhapriya, 2009). Mothers, in comparison to males, require more time commitment, multitasking, physical labour, and a strict timetable to manage child-rearing (Craig L.,2006).

Domestic worker's condition:

Domestic employees are those who work in their employers' homes or assist them with household chores. They are treated as servants in India. They go from rural to urban locations, but after years of service with the same job, they still receive less salary and recognition. They, particularly female employees, are subject to abuse and live in deplorable conditions. Long-term maltreatment, abuse, and humiliation have harmed their self-esteem (Beri, 2020). In order to avoid attrition, they are sometimes forced to labour extra undetermined home chores.

Workplace harassment and discrimination:

When it comes to hiring or promoting women employees, there is gender bias at work. In India, 85 percent of women miss out on raises and promotions due to their gender (LinkedIn Opportunity Index, 2021). If a female and male job application with the same qualifications is submitted to the same employer, the female applicant is more likely to be rejected. It forms the stereotype that women are less capable than men for long work commitments and are more prone to instability due to childbearing responsibility. Workplace incivility is more targetable towards women causing higher stress, turnover intention and poor performance (Saxena et al., 2019). A vast literature is available reinforcing “double jeopardy” or gendered ageism faced by women i.e., discrimination based on age and gender at the workplace (Krekula 2007; Macnicol 2006; Walker et al. 2007). In a study, it was revealed that age discrimination is at higher prevalence (35.5%) than men (28.2%) at the workplace. Hard discrimination was seen to have significant relation with gender than soft discrimination at the workplace (Stypinska & Turek, 2017).

Substandard Work-life balance:

Studies have reinforced findings that work/family integration is more complex for mothers than fathers or childless women (Baker M, 2010). It has been found out that home-based working women are the least stressed, most well-adjusted and most satisfied with their career as compared to working women (Desai et al, 2011). Even after years of development, work is still considered to be the prime responsibility of men while women are expected to take vital responsibility for the family. When family life is interrupted by work, women still are 40% more distressed than men. In today's nuclear family, unreliable childcare and inactive spousal support create a slew of barriers for women to participate in the labour market with zeal. Nurses who work the night shift are frustrated because their husbands and children do not cooperate (Rathore H., et al, 2012).

Inflexibility and health hazard association:

In a nationwide study of working women, it was cited that the key reason to leave the job for 80% of the women is the inflexible nature of the job (Desai et al, 2011). The inflexibility of jobs gives less freedom to women to dwindle around work and home. Most women who have to somehow agree to night duty have to plan for a safe mode of transport and eventually avoid the night shift at the workplace irrespective of the higher income provided for the night shift. Nurses suffer from insufficient sleep, fatigue, mental and physical health problems during late-night shifts (Rathore H., et al, 2012). Even recruiters have a hard time retaining female employees who take time off in between jobs or become pregnant, raising the company's costs.

18.4 Renaissance of Gig Economy in India:

India has seen tremendous growth in the gig economy in the last few years. The emergence of successful gig work platforms further points to the existing need and tremendous opportunity that the gig economy represents. It must be noted that the ‘gig economy’ is not a new sector per se; rather it is an evolution in the way that works, and workers are sought

out, contracted, and compensated (BCG report, 2021). The definition of “gig worker” though is unclear in code. Under the Code on Social Security, 2020, the term 'gig worker' has broadly been defined as "a person who performs work or participates in a work arrangement and earns from such activities outside of a traditional employer-employee relationship"(Code on Social Security 2020). The code has also defined 'platform work' as "an employment form in which organizations or individuals use an online platform to access other organizations or individuals to solve specific problems or to provide specific services in exchange for payment". The code also indicates that such workers, albeit not employees, may be provided with certain social security benefits as determined by the central government. The workers are broadly divided as “on-demand workers” and “cloud workers”. The workers broadly fall into 8 distinct segments of gig work in India depending upon the contribution to family income, skill level and life stage (BCG report, 2021). The applicability spans nearly all sectors of the economy but the top 4 sectors of gig workers are Construction, Manufacturing, Retail Trading, Transportation and logistics (BCG report, 2021). Indian knowledge professionals are increasingly opting for independent gigs as a matter of choice and are seeking flexibility and purpose in their careers (Our Future of Work survey,2021). Deloitte’s latest millennial study shows that 64% of full-time workers are taking gig work as a side hustle (Deloitte Human Capital Trend Report, 2019). The findings have revealed that non-monetary benefits play a limited role for gig workers, however, the drive could vary depending upon the workers distinctively categorized into 8 segments. The gig work tends to be more gender-inclusive (BCG report, 2021). Females comprise 13 per cent of Urban Casual Labour and Helper in Household enterprise versus 11% amongst Regular wage/salary earners and Employers (PLFS estimate, 2018-19) which is similar to the BCG survey where 30 per cent of gig workers were women compared to 26 per cent representation in regular jobs. At least 57% of heads of firms felt that side hustle will boost women employability in India (Impact of COVID-19 and Industry 4.0 on Future of Work for Women, 2021). The ratio of men to women is approximately 50:50 as compared to a traditional ratio of 70:30 (Nobel House survey, 2019). Moreover, the Associated Chambers of Commerce and Industry of India (Assocham) has projected India's gig economy would grow at a compounded annual rate of 17% to reach \$455 billion by 2023(Sumathi Bala, 2021).

18.5 Unlocking the potential of the Gig economy for women:

The gig economy has been defined as the “future work for women”. Women have great potential to join the gig economy in the coming days, given its flexible and remote working characteristics. (Impact of COVID-19 and Industry 4.0 on Future of Work for Women, 2021) This pandemic has fast-tracked the adoption of the gig economy and remote working in India. A survey reflects key sectors which have increased women participation like pharmaceuticals (59%), FMGC (41%) and electrical and electronics (44%) (UNDP and FICCI study, 2021). Women gig workers prioritize the potential for higher earnings and flexible timings in their choice of work, with other drivers like salary increments and personal development considered lower in priority. More than one in four gig workers take up gig jobs primarily to fund additional household expenses (beyond regular expenses) such as medical emergencies, household events, and paying-off leases (BCG report,2021). According to the founder of ETHER world, in his own company, the women's participation rate has grown up by 4% from April 2020 to December 2020. Since gig work is more gender-inclusive (BCG report,2021), women are performing more female-oriented gig

works like beautician, and caretaker than male dominating work due to the skills they possess. Platform work gives skill-oriented work rather than degree oriented. Interestingly, according to research, in high skills and low skill jobs, the employer would be indifferent to the gender for recruitment and the impact of technology would also be neutral. Women are working and earning more and are able to choose the timing according to their comfort. This brings avoidance of working at strange times. Customers are also unconcerned about using female personnel for car-hailing or food delivery. When female respondents were asked to choose the top three reasons to shift towards gig work, flexible hours, more control over earning and more personal time were the top three reasons followed by less stress, opportunity to follow interest and no commute (Hyperwallet report, 2017). Women can choose to indulge in multiple works within a day according to their convenience and choice of work. She can be a beautician as well as a content writer on Grade up, thereby allowing flexibility to earn according to the interest and capacity of an individual. It would a mistake to disregard the significance of *personal branding* in a flexible job. It works as a spot for an individual to attract potential clients for work opportunities. Workplace harassment has always been a deciding factor for workplace selection. Women are free to leave the workplace anytime if they find uncomfortable with the employer.

18.6 Conclusion:

India has a tremendous growth opportunity to extend the female labour force participation rate in the upcoming years. The technology-driven gig economy is booming in India. Apna. co, professional networking and job platform have seen a 40% increment in women's participation in the second quarter of 2021. Not to be gender-specific, the gig economy gives the flexibility to work at any stage of life thereby reducing double jeopardy. The role of working women in full-time jobs seems to be more “supportive” to household income, but unendurable stress and work-life balance have given rise to shifting towards slash work.

The drivers behind the shift especially for women could vary on the basis of the level of skill, life stage and contribution percentage in household income. A study reinforced that non-monetary benefits are not major driving forces for workers. India's average gig workforce participants are dominated in low skill work which was higher than the global average (BCG report, 2021). Medical benefits, social security for workers, and a considerable monitoring policy for online harassment especially for female giggers could increase the national participation rate in the economy.

18.7 References:

1. Baker M., (2010) Motherhood employment and the “child penalty”. *Women's Studies International Forum*, 33(3),215-224.
2. BCG. (2021). *Unlocking the Potential of the Gig Economy in India*. <https://media-publications.bcg.com/India-Gig-Economy-Report.pdf>
3. Beri, Y. (2021). A study on female domestic workers in India <http://jicrjournal.com/gallery/163-jicr-june-2902.pdf>
4. Bhattacharyya, S.S. & Nair, S. (2019), "Explicating the future of work: perspectives from India", *Journal of Management Development*, 38 (3),175-194. <https://doi.org/10.1108/JMD-01-2019-0032>

5. Buddhapriya, S. (2009). Work-Family Challenges and Their Impact on Career Decisions: A Study of Indian Women Professionals. *Vikalpa*, 34(1), 31–46. <https://doi.org/10.1177/0256090920090103>
6. Craig, L. (2006). Does Father Care Mean Fathers Share? A Comparison of How Mothers and Fathers in Intact Families Spend Time with Children. *Gender & Society*, 20(2), 259-281 <https://doi.org/10.1177/0891243205285212>
7. Deloitte. (2021). Global Human Capital Trend: special report. <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends.html>
8. Desai, M., Majumdar, B., Chakraborty, T. and Ghosh, K. (2011), "The second shift: working women in India", *Gender in Management*,26(6),432-450 <https://doi.org/10.1108/17542411111164920>
9. Francavilla, F. & Claudia Giannelli, G. (2010). The relation between child work and the employment of mothers in India. *International Journal of Manpower*, Vol. 31 No. 2, pp. 232-257 <https://doi.org/10.1108/0143772101104228>
10. George, C. & Saju, P. (2015). Challenges of Indian middle class working women: role conflict and adjustment. *The Expression: An International Multidisciplinary e-journal* <http://expressionjournal.com/downloads/3.-sweety-roy-and-others1.pdf>
11. Gupta, R. & Bhamoriya, V. (2021). ‘Give Me Some Rail’: An Enquiry into Puzzle of Declining Female Labour Force Participation Rate. *Management and Labour Studies*, 6(1), 7-23 <https://doi.org/10.1177/0258042X20976969>
12. HASINOFF, D. (2007) & Macnicol, J. (2006). *Age Discrimination: An Historical and Contemporary Analysis*, Cambridge: Cambridge University Press. *Journal of Social Policy*, 36(3), 503-505.[doi:10.1017/S0047279407241029](https://doi.org/10.1017/S0047279407241029)
13. Hyperwallet report, (2017). The future of Gig work is Female. https://www.hyperwallet.com/app/uploads/HW_The_Future_of_Gig_Work_is_Female
14. Jeremy R. Hayman (2009). Flexible work arrangements: exploring the linkages between perceived usability of flexible work schedules and work/life balance, *Community, Work & Family*,12(3), 327-338. DOI:10.1080/13668800902966331
15. Kaur, J., & Jayat, J. (2021). Newer Employment Possibilities for Women in India. *Journal of University of Shanghai for Science and Technology*. <https://doi.org/10.51201\JUSST\21\05127>
16. Krekula, C. (2007). The Intersection of Age and Gender: Reworking Gender Theory and Social Gerontology. *Current Sociology*, 55(2), 155–171. <https://doi.org/10.1177/0011392107073299>
17. Krishnaswamy, S., & Kulkarni, L. V. (1997). Factors Influencing Anxiety of Working Hostellers of Bangalore City. *Indian Journal of Social Work*, 58, 1-12.
18. LinkedIn.com. (2021). LinkedIn Opportunity Index 2021. https://news.linkedin.com/content/dam/me/news/en-us/images/Opportunity_Index_Whitepaper_Final_1604.pdf
19. Mondal B., Samanta G. (2021) Conclusion. In: *Mobilities in India. The Urban Book Series*. Springer, Cham. https://doi.org/10.1007/978-3-030-78350-1_8
20. Natarajan, M. (2016). Rapid assessment of “eve-teasing” (sexual harassment) of young women during the commute to college In India. *Crime Science*, 5(1), 6. <https://doi.org/10.1186/s40163-016-0054-9>
21. Nobel House. (2019). The Future of Work is Anywhere-Gig Workforce. <https://gig.thinknoblehouse.com/resources/>
22. Okin S., (1989). *Book: Justice, Gender, and the Family*.

- <https://www.ojp.gov/ncjrs/virtual-library/abstracts/justice-gender-and-family>
23. Saxena, M., Geiselman, T. A., & Zhang, S. (2019). Workplace incivility against women in STEM: Insights and best practices. *Business Horizons*, 62(5), 589–594.
<https://doi.org/10.1016/j.bushor.2019.05.005>
 24. Stypinska, J., & Turek, K. (2017). Hard and soft age discrimination: the dual nature of workplace discrimination. *European Journal of Ageing*, 14(1), 49–61.
<https://doi.org/10.1007/s10433-016-0407-y>
 25. Sumathi Bala. (2021, May 14). Already under massive stress from the virus, more Indian workers turn to “gig economy” livelihoods.
<https://www.cnbc.com/2021/05/14/india-jobs-workers-turn-to-gig-economy-jobs-amid-coronavirus-crisis.html>
 26. United Nations Development Program (UNDP) and Federation of Indian Chamber of Commerce and Industry (FICCI). (2021). Impact of Covid-19 and Industry 4.0 on Future of Work for Women.
https://www.in.undp.org/content/india/en/home/library/womens_empowerment/Impact_of_COVID19_and_Industry_on_Future_of_Work_for_Women.html
 27. Walker, H., Grant, D., Meadows, M., & Cook, I. (2007). Women's Experiences and Perceptions of Age Discrimination in Employment: Implications for Research and Policy. *Social Policy and Society*, 6(1), 37-48. doi:10.1017/S1474746406003320
 28. Women Rathore, H., Shukla, K., Singh, S., & Tiwari, G. (2012). Shift work--problems and its impact on female nurses in Udaipur, Rajasthan India. *Work (Reading, Mass.)*, 41 Suppl1, 4302–4314. <https://doi.org/10.3233/WOR-2012-0725-4302>
 29. World Bank, International Labour Organization, (2021). Labour force participation rate, female (% of female population ages 15+)
<https://data.worldbank.org/indicator/SL.TLF.CACT.FE.ZS>
 30. World Economic Forum, (2021). Global Gender Gap index.
https://www3.weforum.org/docs/WEF_GGGR_2021.pdf

About The Conference

The Government of India has launched the Azadi Ka Amrit Mahotsav to honor and celebrate 75 years of progressive India and the magnificent history of its people, culture, and achievements. This conference has provided a platform for deliberations on sustainability as a form of celebration of the progress of the country.

In the contemporary world, sustainability has emerged as an important area of focus in research, education, and practice. The principles of sustainability recommend an integrated approach that takes environmental and social concerns along with economic development. Sustainability is a paradigm concerned about the future in which environmental, societal, and economic considerations are balanced in the pursuit of improved quality of life.

This conference has provided a platform for the presentation of Research work and Case Studies in the field of major pillars of sustainability, i.e., Economic Development, Social Development, Environment Protection, and Sustainability Education. The conference aimed at bringing together researchers, practitioners, educators, and students to exchange ideas on these pillars of sustainability.

Birla Institute of Technology, Mesra

Birla Institute of Technology, Mesra, Ranchi founded by philanthropist industrialist Late Shri B.M. Birla, in 1955, attained the status of a Deemed to be University in the year 1986. The rich legacy of the founder has been carried forward by his son Padma Bhushan Late Shri G. P. Birla and his grandson, the present Chairman of our Board of Governors, Shri C. K. Birla, through continued emphasis on academic excellence and contribution to nation-building.

Department of Management

Department of Management, BIT Mesra was established in the year 1979 with the aim of serving the growing need for qualified professionals who could harness the resources of the country to achieve its development goals. The department has continuously strived to achieve this aim by maintaining the highest standards in the Undergraduate (BBA), Post Graduate (MBA), and Doctoral Programmes offered by it since its inception.



Kripa-Drishti Publications
A-503 Poorva Heights, Pashan-Sus Road, Near Sai Chowk,
Pune - 411021, Maharashtra, India.
Mob: +91 8007068686
Email: editor@kdpublications.in
Web: <https://www.kdpublications.in>

ISBN: 978-93-94570-58-0



9 789394 570580