



HUMAN RESOURCE BEGINNING MANAGEMENT

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1. Work Life Balance in New Normal

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1.1 Meaning of Work Life Balance:

Defining balance of work-life balance includes seeing how functioning individuals oversee time spent at and outside of work. Time outside of work may incorporate overseeing connections, family obligations, and other external interests and pastimes. The strategies an individual uses to shuffle all their work and life requests comprise their balance of fun and serious activities. The definition is straightforward, yet working experts wherever battle to characterize it for themselves, not to mention accomplish it. Those in pursuit track down a muddled scene with a huge number of articles and claims to arriving. With numerous individuals feeling pushed and not "adjusted" it's an ideal opportunity to investigate how we conceptualize harmony between serious and fun activities and the manners by which it should develop for experts today.

1.2 History of Work Life Balance:

It's the late phases of the Industrial Revolution and individuals are exhausted. In the United Kingdom, it's regular for the normal laborer to work 14-16 hours every day, 6 days per week. These extended periods of time had social and wellbeing costs, particularly for small kids who were additionally working. Work reformers caused to notice this until the United Kingdom consented to less hours for ladies and kids. By and large, its laborers performed over 100 hours every week. These hours worked presented genuine wellbeing and dangers for the whole country.

On October 24, 1940, following quite a while of laborer developments, the US authoritatively corrects the Fair Labor Standards Act and embraces the 40-hour work week. This was the first move in quite a while back additional time. The genuine term "Work-Life balance" first shows up in the U.K. in the 80's as a board in the Women's Liberation Movement.

The development supported for adaptable timetables and maternity leave for ladies. In any case, while men were socially unhampered to seek after their vocation objectives without agonizing over housekeeping and family-raising, working ladies were required to work and keep up duty regarding housekeeping and family raising.

During the 80s a continuous refrain called attention to this conspicuous work-life unevenness asking could ladies in the work environment truly "have everything". Regardless of voicing these requirements, ladies experienced little help or development towards balance of fun and serious activities.

1.3 Work Life in New Normal:

Covid was a great jolt to push mankind into pursuing newer paths for a better life. For folks round the world these days, the recent covid-19 occurrence has become an image of how fragile and unpredictable our lives can be. This virus has changed the way, people used to live and perform day to day functions. It's continuing to increase its horrendous rate with the impact being felt at multiple levels ensuing in economic hold up, business disruption, trade hindrances, travel obstructions, public isolation and so on. On the other hand, people have become conscious about health and hygiene and the way of interacting with people.

1.4 Redefining Work from Home in Pandemic:

a. Preference for Work from Home: Companies all over the world have transmuted to online/virtual modes of operating businesses. Many countries went through complete lockdown which had led employers to think over, how to keep their employees safe without effecting operations in the new crises.

b. Having a Proper Communication Approach: Communication becomes a key part while working remotely to possess time to time updates and information, due to the responsibilities and interdependency we have on each other Work from home has penetrated into our lives. Covid was a great jolt to push mankind into pursuing newer digital paths, as physical meeting are no way possible. Using digital platforms like zoom, Google meet, Microsoft teams are of enormous advantage which facilitates folks to keep updated and feel connected while working from home.

c. Feel Good and Do Goo: When we say feel good and do good, its refers to mental health, physical health, empathy, problem solving, creativity, decision making etc, all those qualities which makes us a good leader, parent and contributor.

d. Define Your Home Office: The place which gives u energy, where u sit and work using your brainpower, creativity, empathy, problem solving and decision making. The factors such as comfort, lighting, temperature, flexibility should be taken care.

e. Set Boundaries: It's really important to set start and end of your work day, creating separate working space will help to stick to the office hours. Try not to relinquish the propensity for week after week arranging, communicate the same with your spouse and children.

f. Keep Moving: Most important, too much of sitting at one place shortens the life by 11minutes. So while taking on calls go for "walk and talk" concept. Make exercise your part of routine as it will help in maintaining mental and physical health.

g. Find Moments of Stillness: One of the advantage of work from home, nobody is after you to see what you are doing, so take a quiet corner, close your eyes and think. Seeing things from the new perspective gives you greater ideas. Before the important meeting take a quiet walk, stillness creates a space which helps us in taking better decisions.

h. Connect with Others: Due to this pandemic, physical meetings, parties, travelling has come to end, but by mobile integration you can stay connected with your colleagues, friends and relatives. Always staying connected with others is good for mental wellbeing.

i. Finally, Remind Yourself That This Pandemic Will Not Last Forever: Be positive and consider the perks of life your leading now, cherish every moment you are spending with your family.

1.5 Importance of Work Life Balance:

The importance of work life balance has been emerged mainly because of changes in the environment like technology, economic, cultural and environment etc. (Covid 19 is the best example). Due to these changes the nature of work, organisation, employment, leadership and relationship has also changed. The changes in social level and institutional level have a greater impact on lives of Indian families. So, it is very important for people to differentiate between work life and personal life in such a way that neither overlaps on the other. This has many important benefits like helps to maintain mental health, physical health, make people better-rounded in the organisation, and increased productivity.

1.6 Challenges of Work Life Balance in Pandemic:

a. Emotional Exhaustion:

Emotional exhaustion “represents basic individual stress dimension of burnout”. Overwhelming demand of time/energy experienced by an individual, excess of emotional and psychological demands thrust on an individual lead to emotional exhaustion. So, the feeling of being overextended and drained of inner resources causes emotional exhaustion.

Research suggests that work–family conflict often leads to emotional exhaustion. At the time of lockdown, the employed individuals who are working from home might be experiencing difficulty in maintaining WLB.

b. Gender Differences:

Gender differences and gender roles are important factors in facilitating a better understanding of the work–family interface. Gender role theory (Pleck, 1977) posits that men and women prioritise work and family differently. According to this theory, when it comes to giving preference between work and family domains, work becomes the primary domain for men and women give preference to the family (Blanch and Aluja, 2012). Literature suggests that any change in the work–family context gives the reason to explore the gender differences both within and across the work and family life domains

c. Participative Leadership:

The supportive nature of a participative leader may be expected to assume a critical part in making less pressure among workers in any requesting circumstance.

During the work from home at the hour of cross country lockdown, the limit among work and day to day life can be viewed as very porous between the working hours. In such a work–family setting, the job of participative administration in choosing the plan for getting work done and task execution level could be considered to help lessen emotional exhaustion.

1.7 Challenges Faced by Working Women Professionals in Pandemic:

challenge for ladies is overseeing both individual just as expert with no help from house cleaner on account of pandemic doing practically the entire everyday exercises at home, overseeing office work, dealing with kids, old individuals and so on, truly feverish undertaking for ladies to do every one of these things. As per ILO, Women around the world make up more than 70% of laborers in wellbeing, remembering those working for care organizations. They are on the cutting edge of the battle against COVID-19. Because of the pandemic they are confronting a twofold weight: longer moves at work and extra consideration work at home. For the very nearly 100 million female laborers in wellbeing and care organizations all throughout the planet, adjusting work and family obligations has consistently been a test. The flare-up has revealed insight into these longstanding sexual orientation disparities. It has likewise uncovered and exacerbated a generally existing worldwide consideration emergency. Presently a-days an exceptionally regular debate that everybody is confronting and may have caught wind of is burnout. This happens while tremendous pressure is put onto an individual, finishing in "chronic stress."

1.8 What Will Work Life Look Life after Pandemic?

Before the pandemic, the tried and true way of thinking had been that workplaces were basic to profitability, culture, and winning the battle for ability. Organizations contended strongly for prime office space in major metropolitan bases on the world, and many zeroed in on arrangements that supposedly promoted joint effort. Densification, open-office plans, hoteling, and cooperating were the calls to war. Even after reopening, the office experience will not remain same as it was earlier, many companies will require their employees to wear masks, overhaul spaces to guarantee physical separating, restrict movement in congested areas like elevators, pantries etc. But, is it possible that the fulfillment and profitability individuals experience working from homes is the result of the social capital developed through endless long stretches of water-cooler discussions, gatherings, and social commitment before the beginning of the pandemic? Will corporate societies and networks disintegrate over the long run without actual communication? Will arranged and spontaneous snapshots of cooperation become hindered? Will there be less mentorship and ability advancement? Has working from home succeeded only because it is viewed as temporary, not permanent? Basically, both side of arguments are correct. Every organization has its own way of operating, and so are the situations of different individuals. Some have enjoyed and some have drained by it. Some people have experienced different emotions at the different times due to emotional exhaustion and burn out. The productivity of the employees who do many kinds of jobs has increased; for others it has declined. Many kinds of virtual collaboration have been successful, some have failed. Some are getting mentorship and participating in casual conversations with colleagues and other are missing it.

- **Examples:**

At the Lehi, Utah-based Company Canopy, which provides tax software for accounting, the workforce of more than 100 employees is currently working from home. That has posed some challenges, "considering we're not a work-from-home workforce, so we just don't know what we don't know," said Camille Lewis, SHRM-CP, Canopy's director of people operations. The company is making adjustments to processes as the need arises and helping employees make adjustments to their new workspaces. Canopy is reimbursing small expenditures, such as paying for a yoga ball for an employee to sit on or a houseplant to brighten up a new workspace. One big issue with working remotely is the "mental and emotional piece," Lewis said. "[Employees] are trying to adapt to the new dynamics within the team." To help address that and encourage employees to "bond and stay connected through this challenge," Lewis said, Canopy employees have been invited to take part in a 30-day wellness program from The New York Times that focuses on physical, mental and emotional well-being.

At Truist Bank, created by the merger last year of SunTrust and BB&T, employees who earn less than \$100,000 per year are being given a \$1,200 pretax bonus to help offset financial pressures caused by the pandemic. Truist is also offering 10 days of paid time off for employees to care for children whose schools are closed, child care reimbursement, and increased emergency child care and elder care benefits. That includes paying up to \$100 per day for child care services for employees who earn less than \$50,000 per year and have children under age 13 or with special needs. The benefit is capped at \$2,000 or 20 days, said Angeles Quinones, a spokeswoman for Truist. For every \$1 that Truist employees donate to the One Team Fund, which provides financial assistance to help employees recover from unexpected events, the company is contributing \$4. The extra benefits "will hopefully alleviate some of the financial pressures caused by this pandemic and help recognize our teammates' focus on our clients' needs, even as many of our teammates may be facing challenges at home," Quinones said. As the pandemic unfolds, it's likely that the assistance organizations provide will evolve. "All of us HR professionals have to continue to evaluate where we are in the crisis," McLaughlin, PepsiCo's CHRO, said, and to employees, "we need to extend a lot of grace."

1.9 Conclusion:

- Due to loads of articles and news data on the current circumstances, there is a prominent possibility of individuals' psychological sickness thus diminishing profitability.
- On companies part, it's important to keep its people updated about its new developments, strategies etc. by organizing weekly virtual town hall.
- Now it has become very important to take necessary precautions like proper sanitization of work place for protecting the wellbeing and security for all.
- There are numerous ways you can keep up your psychological and physical prosperity:-
 - a. Slow and consistent breathing will assist with managing your breath and pulse.
 - b. Stretching and reflection are on the whole great propensities to fabricate.
 - c. Try to practice good eating habits, even dinners
 - d. Find exercises to concentrate away from your musings, like perusing.

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- e. Take part from news and online media.
- f. Get day by day workout.
- g. Keep to a reliable rest plan.
- h. Prevent yourself as well as others from becoming ill.
- i. Practice cleanliness and social distancing
- j. Maintain strategic distance from public spots

2. Retention and Motivation

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2.1 Introduction:

One of the worst nightmares a manager faces is at the time when his best employee is resigning from the job. The manager is well aware of the aftermath as now he needs to find a replacement who is skilled enough for that particular role in the organization. Finding a replacement will indeed add up to his day-to-day responsibilities and additionally, he might even have to assume that vacant role or find a temporary fix to the situation. Of course, the impact is felt beyond the manager's worries of searching for a substitute after the employee's resignation. One's resignation leave an impact on his colleagues and all other people who are related to him in the organization. Why did he resign from the company? Is our job secured in this organization? Is there a better opportunity in the market at the moment? These are some intriguing questions that peer network prefers to discuss. While some of them might even start mailing their resumes for other jobs in a jiffy. That is why we need to understand chances of an employee leaving the organization, places where we might lack motivation and reasons why an employee might not be satisfied with the job. An understanding of these reasons allows us to frame more clear strategies for retaining employees and thereby reducing the employee turnover rates. For this reason, employee retention and employee motivation must be on a top priority for an HR Manager as well as for an organization. It's not always an organization who needs to be thoughtful about retaining an employee. At times employees also tend to show negativity towards their jobs owing to personal reasons. It usually occurs when employees share personal objective which is different from that of the organization's objective. For example, an employee on a job for only gathering information for his personal gain. Hence, retention strategies must be clearly defined to un-surface such intentions and take decisions in the favor of an organization.

2.2 Retention and Turnover:

The ability to retain an employee is referred to as employee retention. To understand employee retention better, let's look at it from the other direction with the help of a term employee turnover. Employee turnover rate is the rate at which the employees leave the organization. To reduce this turnover rate there are many techniques or strategies which are formulated by the HR manager. Employee turnover rate also hints about the quantum of hiring requirements to keep the net workforce intact.

So, when on one hand, fixing the turnover rates of an organization by hiring helps in stabilizing work & activities carried out in an organization, retention helps to create a pool of mature and experienced employees in the organization.

The employees who're with the organization from a long period of time are a valuable asset to the organization as they understand crucial business cycle of an organization, they've practical hands on experience with various organizational activities and they've their long experience banks on crucial decision-making that's required at various instances during the course of work. Hence, it's in the favor of company to hire, train and then retain their workforce to nurture a mature groundwork with a team of loyal officials.

a. Why Employee Retention?

To hire a new employee the organization must go through several steps of pooling, elimination and selection which is indeed costlier affair than retaining an already existing employee. Post recruitment and selection, training of a new employee will further add to the cost to company compared to keeping existing staff motivated either by offering financial or non-financial aid to the employees whom organization wants to retain.

As employees staying longer in the organization will feel more responsible and also they will feel as a part of the organization which will contribute to the overall vision of the organization. Employees who are with an organization from a long time understands the organization much better and carries a bond of attachment towards it. The employees who stay for a longer duration are familiar with the company policies, guidelines as well as rules and regulations and thus can contribute in further solidifying them more intensely than individuals who are new to the firm.

b. What Do Employees Get When We Retain Them?

- Employee retentions will always increase the employee morale
- Employee becomes more loyal towards the organization

c. What Do Organizations Get When Employees Are Retained?

- Organizations get to have employees who are best among the others.
- Organizations will have cost advantage which happens to take place when you recruit and select a new employee.
- Organizations will save training cost
- Organizations on loyalty of the employees.

Let us understand employee retention with the help of a case study simulation:

A company hired Renu as a team leader who is brilliant, innovative and delivers output within the required time frame. She never interferes in any of the other team leaders' task. Also, she always motivates her team and stay away from unnecessary gossips at the workplace. Renu is always serious about her work and her performance speaks about it. Dushyant, who is her immediate senior never liked her performance as he finds her as his biggest threat and thinks that she may take his position in the organization. He always tries to insult her not motivating her enough which one day made her resign the job. Now there can be two situations where Renu will be either retained or the employer will let her go.

Situation 1: The resignation by Renu was accepted by the HR manager and she was set free to leave the organization.

Situation 2: The HR immediately intervened Renu's decision, asked her the reason for her resignation and ran a checklist of other several possible issues, which made her think for a change in Renu's workplace. Renu was convinced and motivated and now she can work in the organization further with no hassles.

2.3 Retention Rate:

There is no way to run a sustainable working in an organization without a focus on employee retention calculations. Ignoring retention might just add a noticeable figure on new hiring and acquisitions on the company's annual revenue. Additionally, these hiring might not guarantee of a long-term investment. Hence, it's better to focus on retaining and monetizing on the workforce a company has already. Retention rate can be defined as the percentage of personnel an organization has retained on a given period of time. Better the retention rate, lower is the company's churn rate on hiring and training and development.

Formula to calculate employee retention

The standard formula for calculating employee retentions rate is:

$$\text{Retention Rate} = X/Y * 100$$

Where,

X= the number of employees with one year or more of service Y= the number of staff in those positions one year ago

Note: Positions added during the year would not be counted. There are different reasons why employs leave the organization and there are different Strategies which can be used to reduce this turnover rate. High employee turnover will be costly to the organization. It is a cost to company as well as it effects employees' performance in an organization. Your reputation could also be defamed, with people assuming your organization is a terrible place to work.

Some employee turnover is unavoidable. For example, retirement, relocation etc. cannot be avoided. But monitoring retention rates is absolutely necessary and equally important is to understand why the employees are leaving which can help in safeguarding positive image of a company.

2.4 Employee Turnover:

When an employee leaves and organization and the position now need to be replaced, is the process of turnover. Employers face high turnover rates and the cost often varies by organization and industry.

For example, the Society for Human Resource Management (SHRM) calculated the net average of 15% annual turnover. But the figure changes noticeably for service industries for example turnover rate is 35% for restaurants, 27% for entertainment and recreation, 22% in retail and 22% in healthcare and social assistance.

Organizations must be proactive about managing turnover so that the work environment is not hampered. HR professionals and managers must look for signs, the point of possible turnover among employees. Some of these signs include

- a. Low Interest in getting promoted within the firm
- b. Low motivation to keep managers happy
- c. A reluctance to be involved in long-term work opportunities
- d. Fewer contributions in meetings
- e. Working only enough to get the work done

Following are the 6 main reasons for high employee turnover, and what can be done to reduce it:

a. Poor Growth and lack of development: Opportunity for progressing in your workplace is very important for retaining good employees. If an employee feels trapped in a dead-end position, they are most likely to look towards other job opportunities where they will get satisfaction in terms of development.

b. Extra work hours: It looks feasible at Times of economic pressure; the employees are to take on extra responsibilities. But asking employees to choose between their professional life and personal life will be difficult for someone to agree with or accept. Instead, it will lead to a higher churn rate, as employees will feel annoyed because they are unable to do so.

c. Lack of Recognition: A recent management study by Victor Lipman says that 36% of employees felt so strongly about recognition (or lack of it) that it was “the number one reason they’re considering switching jobs.”

d. Lack of feedback: Many managers aren’t good communicators. They do-not provide feedbacks to the employees when and where required and this gives employees a reason to leave the organization as they feel they have been ignored.

e. Micromanaging the employees: Micromanaging the employees by telling them what where when and how to decide will not give them enough opportunity to innovate. Also doing so will make them frustrated with the lack of freedom, which in turn will contribute to high turnover rate.

f. Poor job fit: Selecting an employee who is not fit for the job will result in doing the same process of recruitment and selection again to refill the vacancy. This results in wastage of time, money, and energy during the downtime, as well as additional recruiting and training expenses.

2.5 Types of Turnover:

Turnover is classified in many ways. One classification uses the following categories for the two types which are not mutually exclusive

- Involuntary turnover: employees are terminated from poor performance or work rule violations or through layoffs
- Voluntary turnover: employees leave by choice

Another view of turnover classified on the basis of whether it's good or bad for the organization:

- Functional turnover: lower performing or disruptive employees leave
- Dysfunctional turnover: key individuals and high performers leave

a. Why employees quit?

Employees leave the organization for many reasons only some of which can be controlled by the organization, another classification uses the following terms to differentiate turnover:

- Uncontrollable turnover where employees leave for reasons outside the control of the employer
- Controllable turnover where employees leave for reasons that could be influenced by the employer

b. Why Employees Stay (Key Drivers)?

Before we try to discuss different strategies, which helps to retain an employee, let's focus on the key drivers of that makes an employee stay:

- Healthy work environment
- Rewards and recognition
- Flexibility
- Scope for growth and development
- A healthy relationship with the manager
- Competitive compensation

These are the primary expectations of an employee from a organization. These drivers help to build a positive mindset about an organization and helps building a strong sense of confidence in an employee.

2.6 Retention Strategies:

Retention strategy starts from the point when employee enters the organization till the point when he leaves the organization

- a. Recruiting or hiring the best employee who is suitable for the job that is, right person for the right job
- b. Train frontline managers and administrators under whom employees will be working
- c. Orientation and onboarding of employees should be taken care of as this is the first step in employee enters the organization and he should not feel that has entered a strange organization
- d. Work environment should be conducive, and employee's energy must be directed towards productive action plans and execution. Grapevine or office politics are better off table for a good workplace.
- e. There should be positive balance between the professional and the personal life of employee. This can be followed by understanding the concept of work-life balance
- f. Training and development are the factors which always shows the employees that their career is running at a good pace.
Employees should always be trained for the challenges in the work environment which will let him develop in the long run
- g. Performance evaluation is the most important to any employee who is working in the organization as this helps the employees to understand how they have performed and extra effort to need to put on so that they can meet the standards of performance appraisals in the organization.
- h. Keeping employees informed about the next move of the organization, priority goal setting or any mergers or acquisition falls in the good faith of an organization.
Doing so, an organization earns crucial time during which an employee adjusts to the new work environment and might as well suggest a change for good.
- i. Acknowledging an employee's big and small achievements reassures them that company is watching and recognizing their hard work. This in turn makes them feel responsible about their duties and helps them to developing stronger connections with the company's values.

We can always use the following inexpensive techniques to convince employees to stay back in the company:

- Hiring right person for the right job.
- Providing Common employee benefits and compensations that they deserve.
- Employees always need appreciation and recognition for the work they perform.
- Praising the employees for their performance will motivate them.
- Benefits tailored for their individual needs
- Flexi work schedule

2.7 Exit Interviews:

Sometimes an employee leaving the organization is the only valid option. In such a case, manager must conduct an exit interview which is of a very crucial importance to get many insides which otherwise goes unnoticed.

It helps a manager to understand an employee's experience with the company, the work environment which might've hindered the employee's performance, ill management practices and silent wars between departments.

2.8 Herzberg's Two-Factor Theory:

Frederick Herzberg's proposed "Two-Factor theory" in which he explained the correlation between employee retention and employee motivation. As per Herzberg, an employee's motivation is influenced by two sets of factors in the workplace. These factors can either drive a positive or a negative change in motivation level of an employee. The very first factor is the hygiene that facilitate motivation at a workplace.

The Physiological needs that an employee anticipate being fulfilled in an organization is hygiene factor. Its absence leads to employee dissatisfaction. Some of the examples of hygiene factors are compensation as per satisfaction, working conditions and job security. Additionally, the quality of leadership and supervisors & peers' relations also have an effect on job satisfaction. Secondary factors are called motivators. Herzberg mentions that employee motivation depends on condition of job and comprises of factors that helps an employee to perform better. Some examples of motivational factors can be rewards and recognitions, employee achievement, responsibility, job satisfaction, growth opportunities, etc.

2.9 Motivation:

Definition: Employee motivation is defined as the enthusiasm, energy level, commitment and the amount of creativity that an employee brings to the organization on a daily basis. The word Motivation origins from, "movere" that means "movement" in Latin. Hence, the word motivation describes a transition of behavior which after channelizing in a proper direction leads to achievement of desired goal.

2.9.1 Types of Motivation:

Motivation can be interpreted as the level of engagement of an employee with organization's set goal or objective and if the employee feels empowered towards it. Motivation can be of two types based on its source of origin

- a. Intrinsic motivation
- b. Extrinsic motivation

a. Intrinsic Motivation:

Intrinsic motivation origins from within and its drivers are purely based on one's sense of responsibility and achievement. The employee feels good about the given job and takes pleasure in accomplishing goals involved in completion of that task. The strongest motivational factors are an individual's deep-rooted beliefs. Employees with such strong belief systems demonstrate common qualities like curiosity, honor, acceptance, and desire to succeed. Praising an employee's work results in higher intrinsic motivation, so does positive feedback to them. However, this motivation needs to be moderate. There's a high chance of an employee losing interest on over praising. A manager, supervisor or a leader, should be intentional with these feedback or praise making sure it is empowering and the employees understand expectations.

b. Extrinsic Motivation:

Extrinsic motivation originates from external factors such as rewards and recognition. There could be cases when an employee totally lacks internal motivation and only external motivation proves to be fruitful in those cases.

Research suggests that extrinsic rewards might motivate an individual to acquire a new skillset. Rewards like bonuses, perks, awards, etc. can encourage an employee or offer a tangible response. Extrinsic rewards need to be handled with care as they can dramatically increase an employee's expectations and soon their performance might be on a vertical fall on underachieving these rewards.

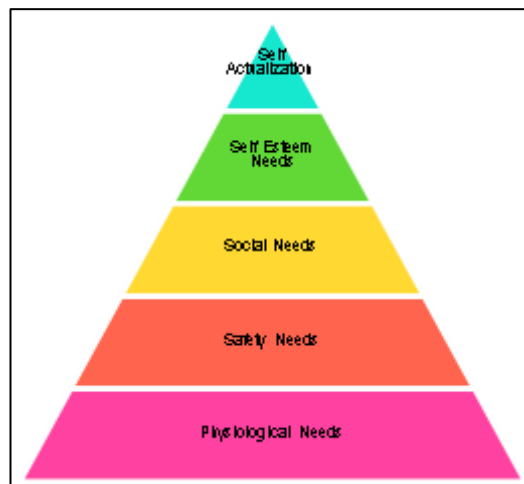


Figure 2.1: Extrinsic Motivation

2.9.2 Motivational Theories:

a. Maslow's Theory of Needs:

Maslow proposed that humans are motivated by needs. He created a pyramid of 5 different levels each with unique need. The needs were arranged on priority basis i.e. the base of the pyramid being the most crucial followed by next higher. Maslow proposed that when one need is satisfied it ceases

In Context to Workplace, it can be interpreted as

- **Physiological Needs:** Regular salary, safe working environment, lunch breaks, and coffee/tea machines.
- **Safety Needs:** Retirement plans, sick leaves, health and wellness programs, insurance plans, job security.
- **Social Needs:** Teamwork, group projects, social gatherings to encourage communication among employees.

- **Self-esteem Needs:** Rewards to appreciate and value employees.
- **Self-Actualization Needs:** Challenging work, promotions, and training programs to advance their career and enhance their skills.

b. Nudge Theory:

Nudge theory is a prominent concept in behavioral economics and it also turns out to be a great reference to boost motivation.

A nudge can be defined as any part of the decision that alters people's behavior in an expected way without countering any options or noticeably shifting their economic incentives. For an action to be a nudge, the intervention must be easy and cheap to avoid.

Countering the reinforcement concepts, nudge theory proposes that employee's behavior can be altered without forcing a change on them. Managers can simply 'nudge' or influence the employees towards the right decision.

2.9.3 Ways to Motivate an Employee:

Motivation plays an important role in satisfaction of an employee in the organization because an employee will only be satisfied when he gets enough motivation whether monetary or non-monetary for his performance and this eventually helps organization to retain their employees. There are many ways using which an employee can be motivated:

- a. Conducting employee motivation surveys helps to populate an estimate of reasons why employees feel motivated as well as reasons for their demotivation
- b. Employee satisfaction survey is yet another powerful tool that helps to minutely access factors at the workplace and how an employee feels about them.
- c. Boosting the moral of the employee and bringing them back to the track because no employee should be criticized or neglected as it demotivates them. If any employee fails to perform, motivational emails can be sent to them end they can get another opportunity to perform well.
- d. Engaging the employees in productive tasks which are necessary for their overall career development.
- e. Handing over responsibilities as well as accountability makes an employee feel more empowered about their job which further adds to their motivation.
- f. The management should always show concern and care for all the employees of their organization.
- g. To stay motivated the employees must feel secure at the workplace
- h. Proper feedback, suggestions and ideas should be taken into consideration from each and every employee whenever any change has to be made in the company policy.
- i. Employees should be consistently given enough recognition for the performance in front of all other employees as well as the management. This motivates other employees to gear up for future.
- j. Performance appraisals are also very important to motivate the employees as appraisals at regular intervals prove to be an effective way to retain the employees.

2.9.4 Importance of Motivation:

Self-realization is a very human thing. It is in our basic nature to care and nurture something and see it getting flourished. Same applies our own self-concept. As a human when we're motivated, we develop a positive perspective and it in-turn reflects on the kind of work we do and things we accomplish.

Motivation has a crucial role in human life. Be it in improving personal self or one's professional role. Motivated employees are enthusiastic, and they take up responsibilities on their own. Additionally, they are innovative and go-getters.

2.9.5 Motivated Employees Ensure:

- a. Positive atmosphere within the organization
 - b. Happy co-workers and a safe working environment
 - c. Keeps their client happy and satisfied
 - d. Better achievers than the non-motivated counterparts
- The Founder of Aperio Consulting Group, Kerry Goyette says:

“It's a misunderstanding that one can motivate their employees, employees are motivated already. The key is to unleash their motivation. “You can't motivate other people. You can inspire (which is temporary) but you can't motivate (which is more meaningful and lasting). Leaders waste tremendous amounts of energy and time trying to motivate people they're already paying to do the job. Instead create a space where self-motivation is expected, encouraged, and incentivized.

Motivation is not only about the quantity and energy, but it is also about the quality.

2.10 Key Takeaways:

1. The ability to retain an employee is referred to as employee retention.
2. Retention is fruitful in many different ways for an organization as it saves hiring cost, training and development cost and banks on mature experienced employees in an organization.
3. Employee turnover rate is the rate at which the employees leave the organization.
4. Employee turnover rate hints about the quantum of hiring requirements to keep the net workforce intact. Retention helps in building a pool of mature and experienced employees in the organization
5. Employees staying longer in the organization feels more connected and responsible to the organization which contributes to the overall vision of the organization.
6. Retention rate is the percentage of employees a business retains over a given period of time.
7. A high retention rate logically would show that a business has a low churn rate.
8. Employee motivation is defined as the enthusiasm, energy level, commitment and the amount of creativity that an employee brings to the organization on a daily basis.
9. An individual's deep-rooted beliefs are usually the strongest motivational factors also known as intrinsic motivation.

10. Extrinsic rewards need to be handled with care as they can dramatically increase an employee's expectations.
11. Maslow theory of needs and Nudge theory are two prominent theories of motivation.
12. Motivation can be induced in an employee with the help of various motivational tools and surveys.
13. Motivation is equally important for a human's personal needs as well as for contributing his/her efforts towards an organization.
14. Motivated employees are go-getters.
15. Motivation is not only about the quantity and energy, but it is also about the quality.

3. The Economic Effects of Working with Labor Unions

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Abstract:

The Labor Act 2003, Act 651, acts to promote a harmonious partnership between management and staff. It is crucial to recognise the important role played by the Union's activities. That include negotiating on behalf of workers, bringing industrial peace between employees and employers, providing guidance and guidance for employees to deal with complaints and many more. The study aimed to determine the effect of union activities on employee efficiency. The study's basic goals were to define the key tactics used by labour unions for protecting members' interests; to learn about the benefits of entering syndicates and, to find out the impact of syndicates on the performance of workers.

Keywords: Labor, Economic Impact, Economic, Trade Unions, Labor Unions.

3.1 Concept and Definition of Trade Unions:

The trade union (or labour union) is an employees' association united for common goals such as fair working conditions. It can also be an organization which has members of the same business and works together to tackle common problems. Again, a labour union can be explained as a community of workers uniting in the battle for a common goal, including better working conditions, wages, salaries and other factors (Buchmuelleret.at.2002). The trade union is an organization whose membership includes workers and representatives of the unions and whose main objectives are to negotiate wages and working conditions, to regulate worker (its members) and employer relations, to take collective operation on the application of collective bargaining arrangements, to raise new demands on behalf of members, and to resolve grievances.

A labour union or a trade union is an association of workers united in fields such as salaries and terms of employment to achieve objectives. The syndicate negotiates agreements with employers, maintains employee satisfaction and protects employees from dangerous or unequal working conditions (Budd, 2004). The Australian Bureau of Statistics stipulates in a modern description that trade union organisations composed mostly of workers include negotiations of pay rates and the terms of employment for their members.

3.1.1 History of Trade Unions:

Union history goes back to Europe's guild system which seeks to protect certain careers by regulating the knowledge and development of skills.

Although the connection among guilds and unions is not entirely linear and therefore is sometimes disputable, guilds as union precursors are meaningful. It is the first case of employees organizing their own laws instead of their employers. The industrial revolution in Europe during the eighteenth century caused a new rise of new workers to join the previously domestic labour market and they needed to be represented because more and more people left farming and were starting to work for employers, mostly in appalling conditions and with extremely low salaries. As an increase in the difference between the power of employers and the impotence of individual workers, the labour movement emerged (Kornfeld, 1993).

3.1.2 Trade Union Strategies:

Trade unions' core mandate is to advance and defend workers' rights and socio-economic interests. Syndical organisation and collaborative negotiation, collective action, coalition building with other social players have tried to achieve those targets by using four key tactics (Rutherford, 2002). Renaud (2007) points out that it is impossible to underestimate the importance of worker welfare by labour unions.

The work of employees was developed over the years on the basis of successful trade union operations. Despite the many difficulties they face trade unions nevertheless manage to deal with and treat their members' plight well.

3.1.3 Organizing:

The reality that all union activities revolve around the organization or mass mobilization of employees. Workers have always struggled for a fair and just society, by organization. Unions fully understand that employees' problems cannot be addressed individually. The major challenges facing the Union movement are across broaden trade association to all sectors and create and maintain a united labour market (Budd et al., 2008).

3.1.4 Effects of Trade Unions on Workers Performance:

The smallest group of studies has much more positive impacts on the success of organisations. Also the productivity gains expected because of increased unionization (Gunderson, 2005). Gunderson (2005) argues that they can have a positive impact on results by raising workers' interests, better management/work coordination, increased moral standards and decreasing sales, as well as the more well-known pension-focused actions of unions. The following research indicated that this impact in the public sector could be much greater as public workers become more loyal and leave more likely. There was no relationship between the public employee unions and organizational performance in a wider range of studies. Unionization has no direct effect on public entities' results (Ash and Seago, 2004). It is important to note, however, that when combined with increased unionization spending zero efficiency gains are often seen by scholars as negative productivity results for public organisations. Moe's (2009) conclusion is that, despite the substantial union premiums, no considerable productivity effects on worker productivity are available and the need for increased competition in the production of public services is suggested, as a result of detailed research on the wage and productivity effects of public unions.

Similarly, Hoxby (2001) states that teacher unions raise teacher pay without improving student performance and finds that unions are a possible response to a puzzle of increased school funding and stagnant student performance in the after-1960s.

There are several studies that directly negatively impact unionization on the performance of public organisations, particularly in education. The effect on union competitiveness on non-Union departments in public universities is important for Meador and Walters, (1994). In the field of secondary education, researchers found that increased unionization was an important factor in most students' decreased abysmal results. Lynn, Heinrich, and Hill (2000) have found that dropout rates have increased by 2.3% following the unionisation of schools. In both primary and secondary schools, the most recent work on teacher unions and student success also has a significant negative relationship.

3.1.5 Benefits of Working with a Trade Union:

Working with a recognized trade union will offer retailers and suppliers worldwide several advantages. The trade unions help create confidence among employees, according to Salamon (2002). Syndicates provide a dialogue mechanism between employees and entrepreneurs which contributes to building workforce trust and commitment and ensures that problems can easily and quickly be identified and resolved. This gives businesses substantial productivity benefits. Recognizing a trade union often ensures that the bargaining arrangements for employers are a single point of contact, which is simplified, reliable and fairer than dealing with individual employees. Land study (2002) shows that the union as an organized entity guarantees healthy workplaces. Union members help to reduce injury rates at work by healthy working and stress reduction in poor health through, say, working long hours, bullying or working in poor quality environments. Evidence suggests that unionized working environments are safer and have the added advantage of substantially lowering the cost of ill health and accidents for employers. Oscar (2006) states that there is no underestimation of the importance of trade unions. Unions are in a position to cooperate with employers in identifying and tackling poor working conditions and labour standards failure. By examining their members' working conditions, organizing worker monitoring and providing employees with a secure routine for reporting non-compliance, trade unions are helping employers to reach more than conventional ways of auditing and social compliance, while decreasing reliance on social auditing. Rutherford (2005) believes that trade unions are one of the main contributing instruments of staff retention. On behalf of their Representatives, trade unions negotiate with employers, while ensuring that employees are treated equally, to find solutions for business needs. Through voicing and helping workers when they are unsatisfactory at work, syndicates increase productivity and minimize absenteeism substantially.

Enhanced working conditions in syndicated jobs often provide workers with a strong opportunity to stay longer in their jobs and to make better use of working time. Because trade unions represent people from a wide range of similar organisations, they have a broad viewpoint on matters which can be very useful to businesses in terms of companies and business expertise. It can also allow enterprises to take more informed business decisions, for example in connection with the shifting trends or the type of equipment in which to invest (Alfred, 2002). This shows that trade unions contribute to better business decisions.

3.2 Economic Strategy:

The model Brown and Medoff (1978) developed to determine the effects of unions on productivity. The version of a development feature of Cobb-Douglas differences two different kinds of staff (nonunion and union). The output function can be written as follows, if the scale returns constantly:

$$Q_i = A_i K_i^a (L_{un} + cL_{uw})^{1-a} \dots\dots\dots (1)$$

When Q is a measure of production or efficiency, K is a capital level, Ln and Lu respectively are non-union and syndical workers, both measured at the establishment level I A is the constant of the proportionality that depends on the units of capital, labour and production calculation and accounts for other features that assess productivity; "a" and "1-a" are the output elasticities for capital and for labour, provided that the returns to scale are constant. In this context, 'c' represents the disparity in efficiency between union and non-union jobs. Equation (1) can be linearized and written as following any manipulation:

$$\log q_i = \log A + a \cdot \log k_i + \delta \cdot P_i \dots\dots\dots (2)$$

The share of the unionized workers at establishment and L the total number of workers at establishment is where and the measures of labour productivity and per capita capital are. Here, δ represents the overall impact of unions on production of labour as soon as we have control over the intensity of capital. Because equation (2) is very restrictive, the specification is more versatile, in accordance with a general Trans log type for the production function (Christensen, Jorgenson, and Lau, 1973). The specification to be estimated can be drafted as follows, after an error term and additional productivity controls are included:

$$\log q = \alpha_0 + \alpha_1 \cdot \log k + \alpha_2 \cdot \log L + \alpha_3 \log K^2 + \alpha_4 \log L^2 + \alpha_5 \log K \log L + \delta P + X'\beta + e \dots\dots (3)$$

Although the literature widely uses similar specifications, there are limitations to be discussed (for details on the discussion see Brown and Medoff 1978 and Hirsch and Addison 1986). In the absence of a physical production, this paper uses added value. The potential problem is that the impact of prices and changes in quantity may be confused by this measure, because companies may transfer such increasing costs (wages) to customers. After Hirsch (2004), the regulation of fixed industry effects and market rivalry behaviour mitigates this problem.

The second problem is that union and non-union establishments, except for the union-related productivity parameter, share the same output mechanism although the introduction of a different set of interactions may mitigate this issue, more knowledge would be required than is available. The flexibility obtained through a Trans log production function (equation 3) should also contribute to reduce the severity of the problem. The worst problem is the potential endogeneity of the unionisation of establishments.

According to Clark (1984), unionization and sales should not claim to be decided simultaneously because unionization should take place far before the survey interview. The inter-temporary consequences of unionization remain concerned. If union affects profit negatively, companies are less likely to survive. This survivor bias could lead to over-state union productivity because companies with detrimental performance union effects are least likely to stay in the sample (Addison and Hirsch 1989). Furthermore, omitted variables will produce incoherent estimates if the unnoticed characteristics consistently vary between union and non-union establishments. Taking advantage of the rich information in the survey, the specifications preferred checks for various specifications, including establishment age, manager experience and ownership characteristics, which offers versatile definition and reduces the impact of characteristics which are not otherwise measured. Nonetheless, the estimate may be bias upward, carefully considered and not perceived as causal effects due to possible survivor bias and the presence of additional non-observed factors. Different specifications will be used to measure the sensitivity of productivity figures to monitor aspects related to competitiveness of the industry, establishment characteristics and organization, and policies on innovation. Although the figures provided here are "descriptive," the evidence is insightful, as it is the first step in understanding how syndicates impact productivity in developed countries.

3.3 Measuring the Wage Advantage:

Unionisation in non-union labour markets can impact wage scales, drive them up or down and create a bias in the union wage benefit measurement. The benefit of the pure union wage is that the union wage exceeds the non-union pay without the union. The percentage of the difference $(W_u - W_n / W_n) * 100$ is expressed. The best that can be achieved here is to compare salaries of employees of a particular type with wages of workers from non-unionized markets in unionised markets. However, the logical problems referred to above must be considered when comparing them. Furthermore, the syndical wage can lead to more active employees joining union companies. The following "effects" explain different ways in which union salaries can influence non-union salaries and affect the quality of the unionised workforce.

a. Effects of Spillover: The impact refers to a reduction in the salaries of non-union employees provided by unemployed workers on non-union labour markets. In the unionised labour market industry, higher salaries are associated with a lack of jobs and unemployed employees are spilled into the non-union sector with low non-union salaries. In the calculated Union wage advantage, our spillover impact would exaggerate the pure Union wage advantage.

b. Threat Effect: Recommendation of By contrast, some analysts argue that market forces like the spillover effect are mostly undermined by collective bargaining, and that salaries are mainly determined equal to the fair comparisons. . The threat effect refers more precisely to the increased non-Union wages offered by a non-union employer as a reaction to the threat of unionisation. Therefore, if employees at union companies are paid a pay rise, non-union employers will become more and more threatened with Unionisation. An extended union-non-union difference would increase workers' incentives to organize in non-union organizations.

c. Additional Effects: There may be a product market effect, which argues that a rise in non-union income induced by consumer demand is moving from manufactured products produced by relatively high prices and to relatively low prices produced by nonunion workers. There is also the notion of the superior worker effect, which causes employees to queue for those good union jobs with higher salaries paid by the union companies.

With many job seekers available, unionised employers can screen these prospective candidates carefully for those with the greatest ability, motivation and need for supervision and other worker-related qualities that contribute to high productivity.

3.4 Conclusion:

The findings of this study confirm that other studies demonstrate that the best strategy for unions is to organize, which constitutes the greatest tool to combine them. Union activities effect on the morale of employees in the workplace. This implies that it sounds necessary to build sufficient structures by employers. Industrial action would also be reduced. It would be extremely difficult for employees to take strike action based on specific satisfactory measures. But, if authorities keep looking at workers' genuine demand, they will still rely on trade union to demand, since this is one of the major advantages of unions enjoy.

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4. Training and Development

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Abstract:

Training and development is an essential role of the ever-changing and fast-paced business world. Most organizations place training and development at the bottom of their priority list. It is also at the insistence of the human resources department that it is coordinated. Organizing adequate preparation and learning sessions for staff, on the other hand, has tremendous benefits. We say to train is expensive not to train is more expensive. Employee growth and preparation is the practice of spending time, energy, and money strategically in the advancement of business employees. Employee training and development is, first and foremost, about learning and upgrading self. Job preparation has never been more critical in today's ever-changing marketplace. Workforce planning is a must if you want to keep the company competitive. Employees are individual, and the majority of them would have flaws or gaps in their technical abilities. Furthermore, the majority of professionals are experts in every way. Much of what happens in the company is unlikely to be covered by each employee's preparation. Having a high-quality and robust career training-learning program allows you to improve the staff's expertise while still filling in experience gaps. Continuous workforce training allows one person to take up where another left off, getting everyone on the same page without the need for continuous support and monitoring. The value of employee preparation to a business should never be underestimated. Continuous workforce training allows one person to take up where another left off, getting everyone on the same page without the need for continuous support and monitoring. Hence, the value of employee preparation to a business should never be underestimated. Only highly skilled employees and exceptional leadership will propel a company to prosperity. As a result, maintaining those capabilities is critical for any company with long-term success. Efficiency and competency can only be achieved by ongoing training and development, which necessitates meticulous planning and execution.

4.1 Training and Development Introduction:

Training and growth refer to organizations' formal, continuous attempts to enhance their workers' success and self-fulfillment through a combination of instructional approaches and programs. These efforts have become increasingly important in the new workplace. From training in very specialized work skills through long-term career advancement, the technology has been applied to various applications. In recent years, training and learning have become a recognized discipline with distinct philosophies and methodologies and a systematic business function, and an essential component of the policy. As a way of fostering job advancement and acquiring a highly trained workforce, an increasing number of businesses of all sizes have adopted "continual learning" and other forms of training and development. Employee quality and continuous preparation to develop their skills and competitiveness are now generally accepted as critical factors in maintaining the long-term sustainability and viability of small business corporations.

In Workforce, Charlene Marmer Solomon advised, "Create an organizational culture that encourages continuous learning." Employees now must have access to a variety of forms of preparation in order to stay current. You lose ground if you do not consciously fight the momentum of talent deficiency. If the employees remain immobile, your company will lose its competitive edge.

4.2 Concept of Training and Development:

It is about empowering workers as individuals to help them become more capable and secure in their work and, thereby, in their lives. As a result, it is a well-organized mechanism for increasing employee awareness and abilities. As a result, it is a procedure aimed at altering the situation—actions so that the outcome is beneficial to the organization's upliftment. According to Wayne F Cascio, training is a programmed curriculum intended to increase individual, group, and organizational success.

Improved success means that observable improvements in awareness, talents, behavior and social actions have occurred. Training is seen as a mechanism for human resource growth. Training has enormous potential in the transition and application of cutting-edge technological knowledge, leadership growth, people organization, and creation of self-help organizations, mobilization of people and money, empowerment of resource-poor rural populations, entrepreneurship development, and other areas that are called critical components of HRD. Person development and making people feel more positive and knowledgeable in their lives and careers are training goals. The learning process is central to teaching, and there are many different avenues and chances to practice.

4.3 Philosophy of Training and Development:

According to S Chandra, the organization's management claims that human properties, unlike other assets, cannot be depreciated and must be valued during their lifetime. As a result, schooling is seen as an expense rather than a cost. Furthermore, qualitative benefits over time, such as a change in perspective, should be valuable returns. Training is seen as a means of facilitating efficient collaboration and teamwork. In every man-management matrix, training is catalytic for cohesiveness, compatibility, and teamwork in any organizational endeavor. Management declares that Training & Development is a constant aspect of the organizational phase, not a one-off experiment. Management is actively committed to providing complete assistance for training tasks and is deeply involved in each step of this operation.

4.4 Need for Training and Development:

A training and development requirement occurs when there is a difference between an individual's current performance and group of employees and the expected performance, as Price has noted. Increasing market success is a process, not a destination. The ups and downs in job results determine the success of company activities. Training programs were created several years ago, but they have become a critical element in organizations with specific goals. Training and growth procedures should be followed. Employees' talents, knowledge, and abilities should be developed in order to improve results.

The main goal in training is to develop the right skills and capabilities in the labor force to fulfill the employers' expectations, wants, and anticipated returns. The need for training will emerge for a variety of reasons, including the following:

- To improve the efficiency of employees
- To reduce wastage of time and money
- To have quality output
- To bring down supervision
- To have preventive maintenance
- To achieve optimum performance
- To boost the morale of employees
- To prepare the workforce for future challenging work
- To reduce absenteeism
- To bring down the grievances
- To build a career by personal growth

4.5 Principles of Training and Development:

Training is a never-ending process. It takes a lot of effort and money. As a result, a training curriculum must be planned after careful thought. A training program should be prepared in light of the organization's requirements and the trainees. Training is a continuous operation. It is never-ending. It is an investment of time and money to train people, so a proper training program should be prepared. The training policy would support both the employees and the organization. Principle of Clear Objectives- The goals and rationale for the training program should be obvious. A review of organizational expectations and current staffing capabilities would aid in determining the basic training needs of staff to develop a set of performance standards.

- **Principle of Training Policy:** A well-defined training policy acts as a roadmap for developing and executing a training program. This form of strategy should determine who is in charge of training and how much money can be invested.
- **Period of Learning Period:** Learning time and instruction in parts are preferable to learning all at once. The trainee will learn and improve by doing several brief sessions spaced out over a long period.
- **Principle of Reinforcement:** When a behavior is rewarded regularly, it becomes ingrained in one's personality. Where there is motivation in the form of incentives and penalties, learning is more successful. Trainers should be invited to engage, discuss, and learn about desirable behavior patterns.
- **Principle of Motivation:** Employees are usually the most receptive to educational programs. When they have a strong desire to think. As a result, training must be tailored to the trainees' needs and problems and their abilities and aptitudes. The information given in training and the training materials should be helpful too.
- **Principle of Organized Material:** The training materials must be well-organized. A detailed description of the whole curriculum can be circulated in advance so that trainees may plan before arriving. The teaching section should schedule training material in consultation with or with the assistance of the supervisors.

- **Principle of Feedback:** Trainers should be informed of how well they have learned and how well they are doing. Positive, timely, and appropriate input is needed.

4.6 Types of Training and Development:

Training strategies can be classified into two groups, according to Bernardin and Russell: Informative or transmittal methods are the most common. They mostly use one-way contact, in which information is passed on to the students. Lecture, audiovisual, independent analysis, and programmed orders are some of the most common approaches. Experiential learning methods: The learner engages with the teacher, a computer/simulator, or other trainees to exercise skills. On-the-job teaching, computer-based training, simulation, simulations, scenario analysis, role-playing action modeling, and sensitivity training are common approaches. Training approaches are techniques that are used to try to build a learning environment for learners. These techniques are linked to the learners' learning goals. Methods are the tools that people use to explore what is required of them to understand their tasks and the organization's activities. Methods are based on three main components of teaching objectives: knowledge, skills, and attitude. In certain instances of training, experience may be imparted solely by the dissemination of learning. In some ways, it could be the acquisition of social and technological skills, while in others, it could be an effort to improve the participants' attitudes. These elements can appear in various forms in some programs. The number of degrees Awareness could focus on one, knowledge plus capability growth in another, and these two plus an attitudinal shift in yet another. Before deciding on a program's procedures, it is essential to consider the curriculum that will be offered, the learning that will occur, and the training goals. Choosing suitable approaches becomes easier if the substance of the modules is transparent.

The following is a quick rundown of popular training approaches.

- **Orientation:** The importance of orientation preparation in ensuring the productivity of recruits cannot be overstated. Newcomers should obtain details on the organization's background and strategic role, the key individuals in authority at the company, the nature of their department and how it relates to the company's task, and the company's workplace practices, laws, and regulations, whether by an employee handbook, a presentation, or a one-on-one meeting with a boss.
- **Lectures:** Lectures are a linguistic way of transmitting information that is especially helpful when the intention is to convey the same information to a broad group of people at the same time. Lectures are one of the most cost-effective teaching strategies because they remove the need for individual training. However, there are certain disadvantages to the lecture process. Since lectures are predominantly one-way conversations, they may not be the most engaging or efficient form of teaching. Furthermore, in a broad community, it can be difficult for the teacher to determine the extent of interpretation of the subject.
- **Case Study:** The case method is a non-directed analysis method in which students are given real-life case reports to interpret. A detailed overview of a virtual or real-life scenario is included in the case study. Students will be motivated to think differently rather than on teacher guidance by evaluating questions outlined in the case study and proposing alternative solutions.

An open dialogue with a community should be used to complement independent case reviews. The case method's most significant advantage is that it uses real-life scenarios.

- **Role-Playing:** Students take on a position that is not their own and act it out in a community environment. A facilitator establishes a situation where the members can play out under the facilitator's supervision. Although the case is staged, the interpersonal relationships are genuine. Participants will get direct input from the facilitator and the situation itself, helping them to interpret their actions better. This is a cost-effective teaching approach that is often used in marketing and management training.
- **Stimulations:** Structured competitions and operating models that mimic real-life situations are what games and simulations are. The advantages of games and simulations include improved problem-solving and decision-making capabilities, a better understanding of the overall organization, the opportunity to research real-world challenges, and the ability to pique students' attention.
- **Web-Based Training:** This kind of WBT has been made possible by the rapidly growing number of organizations with high-speed Internet connectivity. WBT is open to any organization with Internet access, and the training content is provided on a Web page that any Internet browser can access. When it comes to WBT, the words "online classes" and "web-based teaching" are often interchanged.
- **Audiovisual Training:** Television, documentaries, and videotapes are also examples of audiovisual teaching techniques. They can be used to introduce workers to "real life" scenarios in a time and cost-effective way, similar to case studies, role-playing, and simulations.
- **Apprenticeships and Internships:** Apprenticeships are a type of on-the-job preparation in which a trainee trains for a set period alongside a more seasoned employee to learn a set of similar skills that will ultimately qualify the trainee to perform a new job or role. Apprenticeships are sometimes seen in manufacturing employment. Internships are a form of apprenticeship that incorporates on-the-job preparation with classroom learning under the supervision of a more seasoned employee.

4.7 Training and Development Cycle:

The training cycle is often represented as a loop. This illustration depicts a method of continual change, both in teaching methods and learner professional advancement. Job expectations change over time, and teaching systems adapt in tandem with technological advancements and organizational needs. There is never a day when a professional's knowledge base ceases to expand—there is still something new to discover and opportunities to change. No teaching institution is stagnant, either improvement prospects abound based on what has been gained from previous training and the changing career. The teaching cycle depicts how this performance development takes place.

- Identify learning needs and specify learning outcomes- Organizational and individual learning needs are identified using a structured approach, which is then defined in terms of a collection of learning objectives that explain what learners should achieve during training.
- Determine a learning solution- Based on relevant requirements, a learning solution or training modality (e.g., classroom workshop, online learning, or on-the-job training) is selected, and a roadmap for applying the solution is developed.

- Design and develop learning activities and resources- based on the desired learning outcomes and proven learning philosophy, the design of learning exercises and tools is justifiable. The work experience is guided by the learning experiences chosen, which should require instruction in authentic assignments that reflect what must be achieved on the job.
- Deliver training and manage learning experience- Classroom and distance-learning courses are offered in an atmosphere that encourages long-term learning and provides adequate instruction and encouragement. This ensures that active and interactive learning exercises are carried out with plenty of chances for rehearsal and input. Learning is made more accessible with the help of technology, and delays are kept to a minimum.
- Assess learning and evaluate the learning process- Learners are tested against the desired learning results, with formative evaluation used through teaching to allow learners and teachers to change the learning environment and summative assessment used at the end to certify that learning took place to provide evidence for potential changes.
- Analyze the organizational context and manage the training processes- This aspect is a continuous mechanism that ensures that training programs fulfill the needs of clients and that training is performed following existing procedures. Education strategies, procedures, and systems are formulated and monitored for success in the context of the enterprise, which includes both internal and external considerations.

a. Virtual Training at Pandemic, post 2020:

When employees and coaches are in various physical environments, immersive training occurs in a virtual or simulated world. While virtual training platforms also have more versatile learning opportunities and can be more cost-effective for businesses, there are a few drawbacks to virtual training that you should remember before introducing.

b. Virtual Training Benefits:

Unfortunately, several companies have entirely shut down as a result of the situation. Many companies, though, are still accessible and operating, but differently. While most instructor-led instruction is likely to be discontinued, immersive training enables a company or agency to extend its training activities. Digital training is also being used as the "go-to" approach for recruit induction, technological and interpersonal skills classes, helping workers to continue to be productive in their progress. Since companies are running in new ways, phased shifts and non-traditional working hours may be necessary. Virtual training allows a company greater independence and versatility in scheduling training at different periods. Virtual preparation would not have to take place between the hours of 9:00 a.m. and 5:00 p.m. Digital preparation can be planned and performed 24 hours a day with proper preparation. This is particularly useful for workers working a non-traditional schedule temporarily or for a geographically dispersed workforce across the world. During this turmoil of 2020 a new buzzword has emerged: "social distancing, "internal distancing" is a phrase used to describe such measures performed by public health authorities in order to prevent or slow the transmission of a highly infectious illness.

Most workers are now required to telework in order to maintain a sense of separation. Since workers work from home, virtual preparation is an excellent learning experience. Many individuals are now trapped in their households as a result of psychological distancing. Many of the world's employees went from busy workplace settings to living in their spare bedrooms in what felt like an instant. Many individuals are suffering from the repercussions of living without coworkers, lunch mates, or social networks. Workers can find virtual training to be the ideal way to remain linked. An audio bridge and a web camera are standard features on most interactive training platforms. When studying, employees can converse and see each other.

c. Virtual Training Problems:

Digital interactions became suddenly important and essential for employees' career paths from Pandemic. The employees may find the virtual worlds working so hard to build and endorse frustrating or meaningless, and they will not participate in virtual training.

We need to prefabricated virtual training modules, or curate virtual learning material for employees, make sure it aligns with company's culture and brand. Though employees can access filmed interactive training modules whenever and wherever they choose, they cannot always ask their instructors in-the-moment questions and get immediate responses to help them better understand the material in front of them. Employees must follow the simulated training sessions precisely as they are written and complete each learning task without fail. As a result, learners can only have a rudimentary knowledge of the various materials and content covered in immersive training environments.

Employees may begin to feel alone in their learning environment if there is no involved and interactive online community inside simulated training environments where they can ask one another or their teacher's questions on a real-time and ongoing basis. Any employees may become disengaged from what they are learning due to this, and they may only have a vague understanding of the learning content they are encountering.

Digital learning environments and systems, by their very existence, are susceptible to technical problems such as stability, network, and bandwidth issues.

4.8 Effective Training and Development in New Normal:

Since well before our current crisis of 2020, companies were trying to shift from traditional approaches to training and developing their people. The early 21st Century fantasy of "all-online digital learning" came up but not played out well, especially since some of the most important management competencies are best taught and learned in-person. "The soft stuff," it turns out, is actually the hard stuff, and managers seeking to develop interpersonal skills, emotional intelligence, and the ability to engage and influence others aren't going to improve much via an on-line module. That said, 2020's entirely unexpected change of course is forcing all of us to rethink how we can develop and train our people and create and strengthen organizational capabilities and culture when we simply cannot get together in person. Managers must coach more and HR and training departments have to get more creative in their programming.

Simply putting people-development on pause until we “get back to normal” is not an option, because we’re not going “back to normal” anytime soon, if ever. When companies struggle with transition, there is a distinct move away from organized, well-planned corporate learning and more agile tactical learning. An active learning focus on how work is done, which is needed in these difficult times. Employees must be informed of these developments, which ensure learning must be delivered at the level of market demand.

More companies will seek out good learning partners, L&D teams with instructional solid design expertise, and SMEs to help them get their learning, training and development activities to their staff and channel partners. Much organizational experience was contained in instruction manuals and books before the pandemic. For companies that did not invest in digital transformation, all of this information becomes unavailable overnight. Seeing a subject-matter specialist lead learners into classroom instruction was neither possible nor desirable. Therefore, it was impossible to approach a coworker, as most of us did when we needed immediate assistance with our duties at work. It looked as if executive preparation had been tucked away all of a sudden. After that many organizations are working in direction of converting their classroom instruction to eLearning or simulated instructor-led training, and many more are planned to do so in the future.

We had companies interested in creating mobile-compatible business training "before" the pandemic. Few companies did invest in mobile learning and offer training where it was needed, but they were few and far between. Mobile-friendly learning was promoted mainly as a way for students to continue their studies at their own pace. There is a big challenge ahead for organizations that have not progressed on providing mobile-compatible learning opportunities. It is anticipated that a greater emphasis on mobile-first architecture in online training, and eLearning developers can expect to create more native mobile learning interfaces with features like scrolling, pinch-to-zoom, and swiping.

Rapid eLearning authoring tools are improving all the time, with the majority allowing for easy, fast, and collaborative authoring. Organizations now want to keep it straightforward and low-cost rather than waiting months to plan those dazzling eLearning courses. Rapid eLearning accomplishes this without sacrificing instructional architecture. Employees can have to take control of their business learning environments in the post-pandemic environment. However, they must be able to view the information at their leisure. Learners enjoy bite-sized content to quickly internalize and implement in their next conference call or conversation with a client regarding organizational learning programs. People have been exhausted and stressed as a result of the pandemic. Furthermore, sitting in front of a computer for hours on end for preparation is not something they want to do. They can, however, be more open to learning in the form of micro learning nuggets.

4.9 Conclusion:

The unimaginable challenges of 2020 have made business-as-usual difficult if not impossible in almost every sector in India. The organizations that are creative and tenacious on focusing on what they can do, rather than what they can’t do, to maintain momentum, growth, and the engagement of their people and their customers will be the ones who survive and eventually thrive.

Online Training and development assist organizations in retaining their most valuable human capital, especially those with extensive organizational expertise. Workers and companies will prosper in the long run if organizations are worthy of supporting their employees in fulfilling their needs. It is also essential for businesses to measure the effectiveness of their executive training and growth programs regularly.

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5. A Study on Retention and Motivation

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Abstract:

Competent employees are the most important asset of an organization. Losing such an employee is a big loss to the organization and is called turnover. Turnover is voluntary if it is initiated by the employee. It can be functional if it does not adversely impact organization and dysfunctional if it is harmful. Involuntary turnover is initiated by the employer. The turnover is costly and lowers the organization performance. Hence the retention is important and for this a retention plan is made. Retention plan of an organization is a document indicating retention strategies formulated based on employees feedback and motivational theories/ retention research to bring about a planned reduction in turnover in the targeted employee segments. The performance of motivated employees is high and such employees are more productive. Job satisfaction and retention of such employees are higher. Hence an understanding of motivation is very important for managers. Motivation is the process of influencing or stimulating a person to take action that will accomplish the desired goal. To understand the human behaviour in work environment, an understanding of various theories of motivation is necessary.

The motivation theory developed by Maslow is based on human needs. The needs are arranged in the order of their importance or hierarchy from the basic to the complex. As more basic needs are satisfied an individual seeks to satisfy the higher needs. At the lowest level are physiological needs. After physiological needs are fulfilled, people begin to want in succession safety, social, self-esteem and self-actualization needs. Herzberg proposed the concept of motivation factors and hygiene factors.

The motivation factors are those which satisfy and motivate the employees and hygiene factors are those which are not necessarily motivators but its absence in work environment causes dissatisfaction and demotivation. McGregor's theory is based on manager's attitude towards employees. The Theory X managers have more of a negative view of employees while Theory Y managers a more positive one. Training of managers to have positive view of employees will improve retention in the organization. The Theory Z proposes four postulates for motivating employees. These are strong bond between organization and employees, employee involvement and participation, no formal organizational structure and co- ordination of human beings. A number of motivational factors emerge from the motivation theories. Some of the important factors are financial rewards, job characteristics, career development, recognition, management and work life balance.

Keywords: Voluntary Turnover, Non- Voluntary Turnover, Retention plan, Retention Strategies, Motivational Factors

5.1 Retention:

The wealth producing organizations need human, financial and physical resources. A reservoir of able employees who are well trained, skilled and competent to deliver the result by completing the given task are the most important asset of an organization.

The performance of an employee not only depends on his ability but also on his motivation level. Hence after hiring, training and remunerating an employee needs to be motivated to perform to his full potential. An organization invests a huge resource in terms of money, time and effort to recruit, select, train, remunerate and motivate them. Losing such an employee is a big loss. An organization not only loses its employee but also his accumulated knowledge. Hence retention of employees is very important for an organization to retain the competitive edge. Employee retention is a process and it aims at creating and fostering an environment that encourages employee to remain with the organization for the maximum period of time as per company policy.

5.2 Turnover:

Losing an employee by an organization is called turnover. Retention improves with lowering of turnover. The turnovers are of two types, voluntary and non-voluntary.

5.2.1 Voluntary Turnover:

It is initiated by employees for various reasons resulting into job dissatisfaction and making the employees to be unhappy at workplace. Some of the common reasons are given below:

a. Job Mismatch: This occurs when there is a poor match between the job and the skills of the employee. This can be ensured at the time of recruitment and placement.

b. Compensation and Benefits: Some employees initially are not dissatisfied with their compensation and other benefits, but subsequently feel dissatisfaction when comparing with others in their organization and in similar industries.

c. Workload: When an employee feels he is overloaded, he lacks in job satisfaction and work life balance.

d. Management: The causes of dissatisfaction related to management style are perception of unfair treatment, unrealistic expectation by managers, poor communication and leadership.

e. Career advancement and Growth: When an employee feels that there is no opportunity in the organization for growth in terms of career advancement and skill development, he is dissatisfied and leaves the organization.

f. Personal Issues: Sometimes the health or children issues and relocation of spouse also result into voluntary turnover.

5.2.2 Classification of Voluntary Turnover:

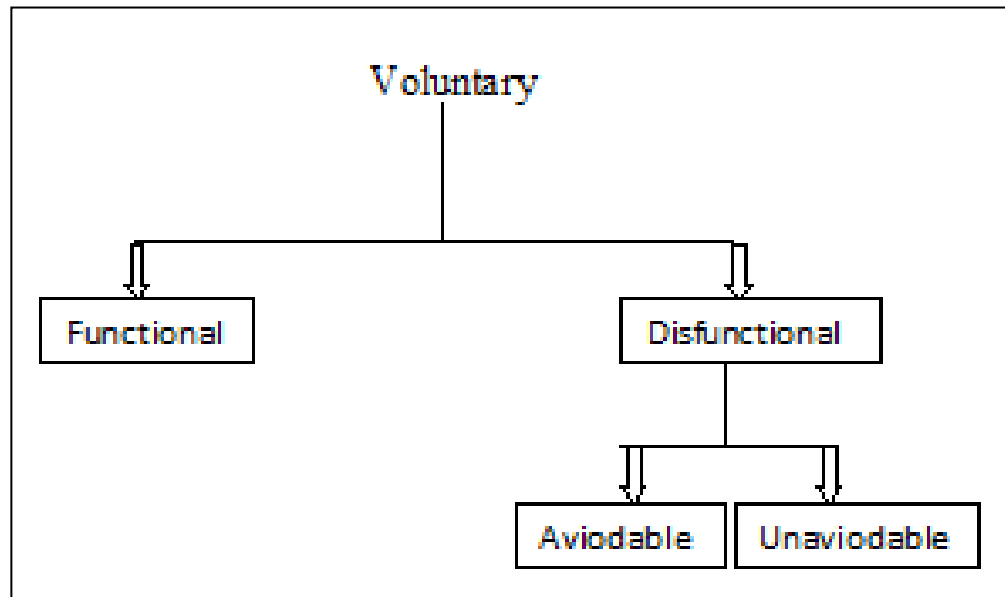


Figure 5.1: Classification of Voluntary Turnover

- a. **Functional Voluntary Turnover:** This type of turnover does not adversely impact the organization. These are exit of poor performers and employees whose talents are easy to replace.
- b. **Dysfunctional Voluntary Turnover:** This type of turnover is undesirable and harmful to the organization. These are exit of high performers and employees with special skills. To find the replacement of such employees is difficult, costly and time consuming.

The two types of dysfunctional voluntary turnover are given below:

- **Avoidable:** Avoidable turnovers are those which are resulting from causes that can be influenced and controlled.

Example: If the reason is job dissatisfaction, the management can address the issue by redesigning the job offering more challenge and opportunities to develop the skills.

- **Unavoidable:** Unavoidable turnovers are those which are resulting from causes over which the organization has no or very little control.

Example: If the reason is health problem, the organization can do little.

This distinction between the avoidable and unavoidable voluntary dysfunctional turnover is crucial for an organization while finalizing a retention plan. It is futile and makes little sense to invest in reducing turnover arising from unavoidable reasons.

5.2.3 Involuntary Turnover:

It is initiated by employer and the employee has no choice in this separation. There can be many reasons like retirement, nonperformance etc.

5.3 Calculation of Employee Turnover Rate:

Employee turnover rate of an organization can be calculated as follows -:

$$\text{Employee turnover rate} = \frac{\text{Separation during time period (month)}}{\text{Average number of employees during the time period}} * 100$$

Total number of employees in the midmonth can be taken as average number of employees for the month.

The employee turnover rate is number of employees leaving the organization expressed as a percentage of total employees of the organization for a particular time period.

5.4 Cost of Turnover:

The cost of turnover is of two types -:

- a. **Direct Turnover Costs:** This includes the cost associated with separation of employee, replacement cost and transition cost.
- b. **Indirect Turnover Cost:** This includes loss of production and low performance due to separation.

a. List of direct turnover cost

- Recruitment cost
- Advertising cost for new position
- Orientation & training of new employees
- Severance cost
- Time to interview for new replacement
- Time to recruit and train new hires

b. List of indirect turnover cost

- Lost knowledge
- Loss of productivity associated with new employee
- Cost associated with lack of motivation prior to leaving
- Cost associated with loss of trade secret

From the above it is clear that turnover is very important and crucial for an organization. The reasons are given below-:

- Turnover is costly and replacement is time consuming.
- Turnover lowers the organizational performance and it's competitive edge.
- Replacement of employees with special skill is very difficult, time consuming and costly
- It adversely impacts retention.

5.5 Retention Plan:

Retention plan of an organization is a document indicating retention strategies formulated based on employees feedback and motivational theories / retention research to bring about a planned reduction in employee turnover in the targeted employee segments. The making and implementation of the plan is discussed stepwise below -:

Step- 1

The employee turnover analysis is performed to develop retention goals. In this analysis bench marking, need assessment and segment identification is done. These analysis are given below -:

a. Bench marking

- The employee turnover rate is compared with that of industry & competitor's rate in external bench marking.
- In case of internal bench marking the turnover rate of the organization is tracked over a period of time.
- If the turnover rate as compared to industry is significantly higher and the turnover rate in the organization is showing an increasing trend than it is a problem and needs to be addressed by making a retention plan.

b. Need assessment

- This is done by assessing the labor market (external need assessment) and organization's future plan relating to growth (internal need assessment) to evaluate the implication of turnover

c. Segment identification

- Not all voluntary turnovers are harmful to the organization. Turnover of underperformer employees is beneficial, where as that of especially skilled employee is harmful. Hence cost benefit analysis of various segments of employees can be done to identify the segment where the cost of turnover is very high as compared to benefit associated with it. Based on above analysis retention goals are finalized

Step-2

Once the retention goals have been fixed the retention strategies are formulated. There are two types of retention strategies this are given below.

a. Broad based strategies:

- This is finalized based on motivational theories, general principles of retention and best practices adopted by the industry.

b. Targeted strategies:

- These are formulated based on employee satisfaction survey and exit interviews conducted by HR professionals. Targeted strategies are organization specific. The employee satisfaction surveys bring out the extent and areas of dissatisfaction among various segments of employees.
- Exit interviews of those employees leaving the organization give information as to why the employees are leaving. The strategies based on above are finalized and incorporated in the retention plan. Any one or both can be implemented as per requirement.

Step-3: Implementation and feedback These strategies are implemented and feedback provided for future reference as per management requirement.

5.6 Common Broad Based Employee Retention Strategies:

The indicative employee retention strategies are classified into three categories -:

a. Bottom level

- Performance appraisal by appreciating and recognizing a well done job.
- Recognizing professional as well as personal important significant events.
- Providing compensatory monetary benefits.
- Providing perks.
- Providing opportunities for skill development
- Providing workplace conveniences and safety measures
- Recreation at workplace
- Employer support in crisis time

b. Middle level

- Performance appraisal by appreciating and recognizing a well done job.
- Benefit program and support for family.
- Providing workplace conveniences and safety measures.
- Providing training and development for personal growth opportunities
- Recognition

c. High level

- Facilitating a good work life balance.
- Encouraging and providing opportunities for professional training and development for personal growth.
- Providing an environment of trust.
- Hire the right people for the right job in a right place at the right time at the beginning.

5.7 Motivation:

Motivation affects human behavior at work. Some people are more willing and exert more effort than others. Hence motivation is very important for any organization.

5.7.1 Importance of Motivation:

- a. The performance of an employ not only depends on his ability but also on his motivation level.
 - $\text{Performance} = f(\text{ability} * \text{motivation})$
 - Ability refers to a person's skill and competency to complete a given task. Thus motivation acts as a multiplier. Hence the motivated employees are more productive.
- b. Motivated employees are more involved in their job and are always looking for better way of doing a job.
- c. The motivated employees never compromise on quality. Hence they are more quality oriented.
- d. Job satisfaction of motivated employees is more which results into higher retention. There is a co-relation between motivation and job satisfaction.

5.7.2 Concept of Motivation:

Motivation is derived from the word "MOTIVE" which means the specific reason for performing a specific action. Motive is internal to man and is externalized by behaviour which is a series of activities directed to achieve a goal. Goals are anything which will alleviate a need and reduce the intensity of a motive. Need is a feeling of lackness for something and human being tries to get lackness removed. Motivation is the willingness to exert high level of effort toward organizational goals, conditioned by the effort ability to satisfy some individual need. Hence motivation is the process of influencing or stimulating a person to take action that will accomplish desired goal. It may be noted that to which stimulus the employee will respond and what behavioural outcomes they exhibit is difficult to predict. But an understanding of process, nature and theories of motivation will be helpful in this.

5.7.3 Nature of Motivation:

- a. Motivation is internal to man and can't be seen but is externalized via behaviour.
- b. Different behaviours may result from a single motive and different motives may result into a single behavior.
- c. Motives can emerge, vary in intensity and may disappear with time
- d. Environment at a point of time may either trigger or suppress motives.

5.7.4 Process of Motivation:

Stepwise process of motivation is as follows:

Step-1: Individual identifies his needs. These needs may be physiological, psychological or social.

Step-2: Individual searches for ways to satisfy the needs.

Step-3: Individual engages in goal directed behaviour.

Step- 4: Individual performs or acts in this direction.

Step-5: Individual either gets rewarded or punished.

Step- 6: Individual reassess his needs deficiency.

5.7.5 Theories of Motivation:

There are several theories of motivation based on different approaches. Some of the important theories are discussed below -:

a. Maslow's Need Hierarchy Theory

This is the simplest and most widely discussed theory and was proposed by ABRAHAM HAROLD MASLOW. Human needs are many but in this theory they are arranged in the order of their importance or hierarchy from the basic to the complex. At the most basic level is physiological needs. Once the basic level needs are minimally satisfied an individual seeks to satisfy the higher level of needs. In this theory the human needs are grouped into five categories starting from the basic or lowest need to higher level of needs and are discussed below-:

- **Physiological needs:** These are basic needs of human being and include food, shelter, clothes, air, water etc. This basic need has to be fulfilled first. Once physiological needs are satisfied they cease to be the motivators. Physiological needs can be correlated to employee's salary, benefits and working condition.

- **Safety needs:** Safety or security needs become motivators once the physiological needs are satisfied to a reasonable level. An individual seeks a reasonable degree of continuity, stability and order in his life. Safety needs can be co-related with economic security, job security, safe working condition etc.
- **Social needs:** Man is a social animal. Hence he seeks affection, belongingness and companionship. Social needs can be co- related with friendly supervision, compatible work group, group acceptance etc.
- **Esteem needs:** After the above three needs are satisfied the esteem needs become motivators. These needs are concerned with self-respect and esteem from others. Achievement gives self-respect.

Recognition, award, status etc gives esteem from others. In the organizational context self-esteem needs are related to job title, recognition, challenging work etc.

- **Self-actualization needs:** This is the final step in this need hierarchy model and comes into force after all the four level needs are satisfied. The full utilization and exploitation of one's talents, capacity and potentialities lead to satisfaction of self-actualization needs. This can be co-related with desire for excelling in one's job, successfully managing an important unit etc.

b. Herzberg's Motivation- Hygiene Theory:

This theory proposed by Frederick Herzberg is also known as two factor theory. Based on his studies on the factors that caused satisfaction and dissatisfaction in work environment he proposed the concept of motivation factors and hygiene factors. The motivation factors are those which satisfy and motivate the employees. The hygiene or maintenance factors are those which are not necessarily motivators but its absence in work environment causes dissatisfaction and demotivation.

- **List of Motivation Factors:**

- a. Achievement
- b. Recognition
- c. Work itself
- d. Responsibility
- e. Advancement
- f. Growth

- **List of Hygiene or Maintenance Factors:**

- a. Company policy and administration
- b. Supervision
- c. Interpersonal relations
- d. Working conditions
- e. Salary
- f. Status
- g. Security

As per this theory hygiene or maintenance factors prevent job dissatisfaction but do not provide motivation to workers and correspond to Maslow's lower order needs like physiological, safety and social needs.

Whereas the motivation factors are related to the esteem and self-actualization needs. Hence the retention plan must not only consider the hygiene factors but also the motivation factors.

c. MCGREGOR'S Theory X AND Theory Y

This theory provides us as to how management style can impact retention of employees. It provides two distinct views of human being. The first is basically negative view labeled Theory X and managers who believe this are Theory X managers. The other one is basically positive view labeled Theory Y and managers who believe this are Theory Y managers.

Theory X Assumes Following Beliefs about Human Nature:

- Most people dislike work and will avoid it. They work as little as possible.
- Most people lack ambitions, avoid responsibility and need to be directed.
- The average people are inherently self-centered. They are basically indifferent to the needs of organization. They will work towards company goals only when threatened with punishment.
- The average people by nature resist the changes.
- The average people are not very sharp and bright.

Managers believing Theory X adopt authoritarian management style and try to control and closely supervise their employees.

Theory Y Assumes Following Beliefs about Human Nature:

- Most people by nature want to work and make effort to attain organization goals.
- People want to assume, accept and welcome responsibility.
- Most people will use imagination and ingenuity in solving company problems and want their organization to succeed.
- People will apply self-direction and control in pursuit of company objectives.
- Most of the people have need for achievement and recognition. Commitment to objective is a function of expected rewards.
- The full intellectual potential of an average human being is partially realized.

The Theory Y suggests a co-operative management style attempting to get maximum output with minimum amount of control and direction. McGregor tried to outline the extremes through his Theory X and Theory Y. In reality most of the persons share the traits of both the theories. As can be seen the Theory X managers will find it difficult to retain the employees. Hence there is need to provide training opportunities in the area of management to enable managers to motivate the employees. Such training should be a part of retention plan.

d. Theory Z: This theory was propounded by Urwick, Rengekar and Ouchi. In this Z does not stand for anything special but is the last alphabet in English language. This theory has four postulates and is based on Japanese management practices adopted by American companies.

These postulates are -:

- a. Strong bond between organization and employees
- b. Employee involvement and participation
- c. No formal organizational structure
- d. Co-ordination of human beings

The above postulates are indicative and have limitations but can be implemented to the extent possible and practical. Maruti Suzuki in India applies these postulates.

5.7.6 Motivational Factors Influencing Employee Retention:

Based on various theories of motivation and various retention studies the major motivational factors influencing employee retention are as follows -:

a. Financial rewards

Financial rewards cover the basic needs of income to survive. It gives a feeling of stability, economic security and recognition of his skills. The financial reward such as money is still the primary incentive for employees in the present economic environment. However the money is not a motivational factor in the long term.

b. Job characteristics

It is the degree to which the job provides substantial freedom, independence and discretion to the individual to schedule work and determine the procedures used in carrying it out. The job design should incorporate the above characteristics.

The employees want to take on challenging tasks relevant to organization. Repetitive tasks are demotivators and the tasks that are challenging and provide opportunities for learning are great motivators.

The failure to utilize fully the skills and knowledge of employees make them unhappy and unsatisfied. The existing job can be enhanced and made challenging by job enrichment and job enlargement.

c. Career development

Various skill development programmes for employees enable them to accept more challenging jobs and enhance career opportunities.

d. Recognition

Every employee has a need to be recognized. When people are appreciated they are more productive, satisfied and they don't leave the organization.

e. Management

Management practices directly affect employee turnover. The friendly supervision, developing a trusting relationship, paying attention to the aspiration of employee, proper communication etc motivates the employee and increase retention.

f. Work life balance

One of the important retention factors is facilitating a good work life balance. The conflict between work and career on one hand and family/ private life on the other can be minimized by a good work life balance policy by organization. This reduces employee stress as well as turnover.

5.8 Conclusion:

Retention of competent, skilled and well trained employees is critical for the survival of an organization in this competitive environment. Employee retention process aims at creating and fostering an environment that encourages employees to remain with the organization for the maximum period. The retention plan of an organization is a document indicating retention strategies to be implemented for improving the retention of its employees. Motivated employees are more productive, satisfied and loyal to the organization. Hence an understanding of various motivation theories is very important for managers. This helps them to motivate and understand the behaviour of employees in work. From the above theories/ research a number of motivational factors emerge which improve retention and performance of the employees.

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6. Human Resource Management in Agriculture

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*If Agriculture in this country fails, we fail,
The Government fails and the nation fails,
There is no help for us but to succeed in Agriculture*
Nehru

6.1 Introduction:

Human Resource is the most valuable asset which is greatly affected by its social, cultural, economic, and psychological background; therefore the Human Resource must be utilized carefully and with certain planning. Human Resource planning involves all the activities concerned with human beings who have disparate behaviour.

It also involves the determination of Human Resource needs both in qualitative and quantitative terms. It includes an inventory of present Human Resource in order to determine the status of the present supply of Human Resource so that the labour force can be used to its maximum capacity.

For the most effective Human Resource planning, one must focus not only on the people involved but also on the working conditions and the internal relationships they carry out. Agriculture is not only the backbone of the Indian economy but also the lifeblood of the whole society. Agriculture is the main source of employment creation for a huge population of India. In this way, agriculture is maintaining social silence and co-ordination among the people. It is seeing what percentage of agricultural income involved in the economy and the hard work of the cultivators and agricultural labourers engaged in agricultural activities. Due to globalization, all sectors of the economy have been facing changes. Compare to the global agriculture sector, Indian agriculture still underdeveloped.

In developed countries only 5 to 15% Human Resource depends upon the agricultural sector. They have produced sufficient food for their country. Indians have no option. They have to work hard in agriculture. Today agriculture is described as, "traditional agriculture cultivated by modern methods." In modern agriculture, commercial crops have much importance. Indian agriculture is not feasible due to a lot of reasons.

It needs rapid changes in way of thinking, so a professional approach must be adopted by cultivators. Agriculture graduates need to adopt advanced and up-to-date knowledge, innovative practices, modern technology, and new research for capturing the global agricultural market. Productivity in developed countries is four times more compared to that of India. The shelf life of agricultural goods is also more than in India.

One of the reasons for which lack of Human Resource planning in Agriculture is that the farmers who are called cultivators are unorganized farmers, and they are unwilling to change their policies. Originally, the Manpower in Indian agriculture consists of only cultivators. Although due to historical, economical, and social factors, labour class has emerged in course of time. Both cultivators and labours become important factors in agriculture.

So, Human Resource in agriculture has to be considered both, cultivators and labour. Human Resource is a precious and valuable asset in every field. In agriculture, Human Resource is the key. Without Human resources agriculture could not be possible in the world.

Agriculture is an unreliable business. It couldn't be possible for anybody to determine the quantity of production and what one would price get for agri-product. Totally, all aspects in agriculture are uncertain. In today's world, a commercial approach towards agriculture is most essential. Profitable agriculture may be possible if Human Resources could shape their efforts in the right track and the right plan.

Indian agriculture is unorganized regarding its operation concerned. The Human Resource plays an important part in an agricultural operation. The majority of the problem in Indian agriculture will be solved with an effective and productive workforce working. One of the reasons which lack in Human Resource activities in agriculture is due to less number organized player and resistance to change from the farmers and bigger unorganized player.

The diverse nature of Agriculture combined with its long-standing traditions presents a unique challenge to Human Resource planning. The evolution of farming from being wholly owned and operated by the family has prompted competition between producers and other Industry sectors for qualified labour.

Now more than ever farm operators must be able to recruit and retain a high-performance workforce for the continued success of their business. An aging workforce, combined with changing consumer trends and environmental regulations, as well as more technically advanced farming equipment have fostered a growing need for skilled labour.

Human Resource planning responds to these changes, by providing farm managers with the necessary education and training to become better employers through adequate workforce management. Agricultural is no longer a way of life, now it is a commercial proposition. All the farmers, marginal, small, medium or large make efforts to maximize their profit. The allocation of sources is made in this way; the maximum output may be obtained at the minimum cost. Thus, Human Resource planning prepares the farmer to adjust his limited labor sources in the best possible form.

The chapter is highlighted the meaning, definitions, objectives, Need, Uses, importance of Human resources, and Human resource planning, Advantages and steps, Rational, Ingredients, HR Requirement, Training, Performance Appraisal, Hours of work, Efficiency, Wages and Salaries, Welfare Facilities, HR in India, SWOT Analysis, Problems and Prospects of Agri. HR, Conclusion and References..

6.2 Definitions:

6.2.1 Human Resource:

Human Resource means all the people who are available to do a particular job or work in a particular place. Human Resource is the power of human physical strength, power in terms of the workers available to a particular group or required for a particular task. Potential of labour force means Human Resource.

6.2.2 Human Resource Planning:

Human Resource planning means the best utilization of the power of man or worker. We can predict that how much man means workers are required to finish a particular job or work. According to Geisler, “Human Resource planning is the process including forecasting, developing and controlling by which a firm ensures that it has the right number of people, the right kind of people, at the right places, at the right time, doing work for which they are economically most useful.”

6.3 Objectives and Need of Human Resource and Human Resource Planning:

a. Objectives Human Resource Planning:

- Forecast Human Resource requirements with different levels of skills.
- To ensure adequate supply of Human Resource
- Cope with the changes
- Use existing Human Resources productively.
- Promote employee in a systematic manner.
- Anticipate the impact of technology on jobs & requirements for Human resources.

b. Need for Human Resource Planning

- Understand the role of Human resources as farmer and labour on the farm.
- Upgrade current skills of Human resources.
- Establish better Human Resource planning and policies, associating the link between attracting qualified workers and profitability.
- Understand the legal exemptions and requirements specific to Agriculture.
- Understand the rights, responsibilities, and duties of employers, workers, owners, the self-employed, contractors, and suppliers to maintain a safe and healthy workplace.
- Establish a Human Resource planning to ensure maximum productivity from a satisfied workforce (performance appraisal, managing yourself and others)
- Manage workers – seasonal and harvest employment.
- Identify key considerations when planning to hire family members.
- Determine labour needs match your current workforce.
- Identify the importance of different means of compensation and the impact of the work environment on successful labour management.

- Identify the Shortages and surpluses of Human resources in agriculture.
- All the recruitment and selection programs are based on Human Resource planning.
- Reduce labour cost & also overstaffing can be avoided. xiv. Human Resources can be utilized properly and systematically.

6.4 Uses, Importance, Advantages, and Steps of Human Resource Planning:

a. Uses of Human Resource Planning

- Improve the utilization of Human resources.
- Match Human Resource related activities and future organizational objectives efficiently
- Achieve economics in hiring new workers.
- Expand Human Resource management information base to assist other human resource activities and other organizational units. \
- Make major demands on local labour markets successfully.
- Co-ordinate different human resource management programs such as employment equity plans and hiring needs.

b. Importance of Human Resource Planning

- Meets organization need for the right type of people in right number at right times.
- HRP helps the organization create and develop T&D for employees & Managers.
- Provides multiple gains to the employees.
- Systematic HRP forces top management of an organization to participate actively in total HRM function.
- Reservation of Talent
- Prepare people for future
- Expand or Contract
- Cut costs
- Succession planning

c. Advantages of Human Resource Planning

Human Resource planning ensures best possible use of existing human resources.

- It is useful both for organizations and nations.
- It generates facilities to educate people in the organization.
- It brings about fast economic developments.
- It boosts the geographical mobility of labor.
- It provides smooth working even after expansion of the organization.
- It opens the possibility for workers for future promotions, thus providing incentive.
- It creates a healthy atmosphere of encouragement and motivation in the organization.
- Training becomes effective.
- It provides help for the career development of the employees.

d. Various Steps in Human Resource planning

- Predict manpower plans.
- Design job description and the job requirements
- Find adequate sources of recruitment.
- Give a boost to youngsters by appointing them to higher posts.
- Best motivation for internal promotion.
- Look after the expected losses due to retirement, transfer, and other such issues.
- See for replacement due to accident, death, dismissals, and promotion.

6.5 Rational of Human Resource Planning:

In the present day world, trained Human Resource is perhaps the most fundamental resource for economic and other development. A nation with plans for economic and other development cannot afford to ignore the preparation of its human agents of production. The creation of any new field will serve no purpose unless arrangements are made in time for the scientists, engineers, managers, technician's cultivators, skilled workers, etc. necessary to operate it. It takes a long time to produce Human Resources of the required quantity and quality to take up and implement the programmes of development. It is the availability of skilled and trained persons that will be the major determinants of economic advance in the future, it is the future pattern of Human Resource requirements that must guide today's educational decisions. This is possible only if the educational system is well geared up to the production requirements of the economy. This requires careful Human Resource planning. (S. K. Misra & V.K. Puri)

6.6 Ingredients of Human Resource Planning:

According to H. S. Parnes, Human Resource forecast that underlying educational planning is not an unconditional forecast. That is, they are not predictions of what will happen in the Human Resource field but indicate what must happen if certain targets for economic growth are to be realized. This brings us to a consideration of what is meant by 'Human Resource requirements.' In this context, Parnes makes a distinction between the term Human Resource requirements and the term traditionally used as the 'demand for labour'.

The latter is actually a schedule of the relationship between quantities of labour and a series of possible wage rates and along with the supply schedule of labour determines the wage rate and the number of workers in a given occupation. As against this "the idea of Human Resource requirements relates to the functional composition of employment that will be necessary if certain social and/or economic targets are to be achieved. The concept in other words, is more technological than an economic one. (S. K. Misra & V. K. Puri) It shows that "the essential ingredients of detailed Human Resource planning is the specification of the composition of manpower needs or requirement at some future date and this is done with the help of Human Resource forecasting techniques at our disposal. The second ingredient is the specification of Human Resource availabilities which includes the estimation of losses (by deaths & requirements) on the one hand, and How the new Human Resource out of educational institutions on the other. The third ingredient is the reconciliation of the 1st & 2nd ingredients

6.7 Human Resource Requirement:

In the agricultural sector for recruiting the Human Resource, there is no need for any eligibility. Those who are uneducated, of any age, of any gender, or unskilled, can be appointed as labour. There is no need for experience. There is no need for any type of influence from politicians or any other. Mainly, the Work of Human resources is physical work. Even in illness, they can work to earn daily wages. To become a labour is very easy in India.

Nowadays, there is a tremendous shortage of Human resources in agriculture. Relations between farmers and labours are not fair. Belief, Honesty, inter-understanding, and helping attitude are not observed today which remained in the early days. In harvesting season, there are lots of works in agriculture but sufficient labours are not available. Therefore, farmers have been facing a lot of problems. Farmers worked hard throughout the year but at the time of harvesting they cannot harvest their crops in time due to the unavailability of workers and that's why they meet great loss. "Milata Essar hoto passsar, assa zalaya shetmajur, shetkaryachi nahi kasur, pan zalay matra majbur," is a proverb listened since long years back. Taking advance amounts is prevalent. Working time is fixed for 8 hours but there is no fixed schedule and the labour community ostensibly has not maintained any timetable regarding the work.

They can't even take any responsibility for work completion or anything other. A farmer plans the work but labours seldom worked according to farmers' plans. They follow their own timetable; and generally, they come late on the field. The farmer can't even complain against them for the fear of scarcity of labourers. Employees in other sectors are mostly permanent. Though the permanent employee remains absent /on leave, he is given full salary but on the other hand, the farm labourers do not have such facility. It is also true the farmers do not afford to pay such an amount to their laboures. But the most important question is regarding the quality of agriculture work. How can one determine the Quality of work and efficiency of the labour? How can one determine the workload of labour what is meant by labour unit what is the expectation about work within a day?

How can one determine the number of labours required for the completion of work which or any operation in one-acre land finding the correct answers will not be easy? You can forecast answer which is depending on many related factors such as quality of land, weather condition, means of production, type of work, efficiency and skill of labour, etc. after considering some such factors, the general labour unit is calculated. But this is not a proper and exact judgment due to many factors. Per hectare and per livestock unit, hours of work are calculated on the standards prescribed by the norms.

These requirements of labour are calculated on the standards of the analysis of farm accounts based on the cost studies. The calendar of work is prepared and on the basis of that calendar the hours of work are estimated while estimating the hours of work, the sowing, harvesting, and other activities are considered in that estimate. The estimate of labour requirement helps to distribute the work and makes the plan that the labour may be adjusted in the different activities, that the maximum employment may be available to the labourers. The adjustment for the peak season is made by making adjustments to crops' needs.

6.8 Human Resource Training:

Training is a process of learning a sequence of programmed behaviour. It is the application of knowledge. It gives people an alertness of the rules and procedures to conduct their behaviour. It attempts to improve their performance on the current job. According to Edwin D Flippo, “the purpose of training is to achieve a change in the behaviour of those trained and to enable them to do their jobs better” Knowledge, Skills, and attitude are the key factors of the training. Training is the basic need for developing Human Resources. For the getting the best quality of work and product there is very much essential to maintain a viable and knowledgeable Human Resource. In agriculture, we saw almost everywhere the method using for training is on the job method. At the time of every operation held in agriculture experienced farmer gives instructions to their labour regarding the particular work.

6.9 Performance Appraisal:

Performance appraisal is a method of evaluating the behaviour of employees in the work field. Normally, performance appraisal is including both the quantitative and qualitative aspects of work performance. It is a systematic and objective way of evaluating both work-related behaviour and the potential of employees. It helps to obtain the comparative worth of employees. Appraising employee performance is useful for determining the wages, welfare facilities, need for training, quality work, and development purposes. The information can also be used for grievance handling and maintaining the record. It helps in improving the quality of work and the relationship between farmer and labour. Job analysis, job description, and job specification are necessary for performance than establishing standards of performance are possible. According to the standards, farmers can measure the actual performance of the worker. It may be better than expected. If any deviations in it are noted then find out the reasons behind them. The reasons for low performance are identified and rectified. Taking the employee into confidence, motivate him for better performance.

It is necessary to initiate corrective action for improving the performance. Training, coaching, and counseling, etc; are examples of corrective actions that help to improve performance. The assessment of another person’s work, contribution, and ability is not a simple and easy task. It has serious emotional factors as it affects self-esteem. At the time performance checking worker is unhappy.

6.10 Hours of Work:

The farm working hours are not specific like the schedule of factory hours. There is no specific time to go to the job and to leave the farm. The farm jobs are mostly governed by climate and weather factors. Therefore, the working hours of labourers are generally irregular and uncertain depending on weather conditions. Longer hours during the summer and shorter hours during winter are the general rules. The work is mostly in the open fields. They take rest in the severe heat of summer and in rainy seasons and the farm job is critical by nature. The farmer and his family work long during the busy season and expect the hired labourers to keep pace with them. There is some justification in it, because the farm operation must keep pace with the work and the weather. Many times they have to work even before sunrise and continue late in the evening.

Moreover, the farm work is not of a concentrated type as obtaining in factories. It is outdoor work and diffused in character where longer hours can be endured. On Government farms and corporate farms 8 hours, of the workday are fixed for farm labour. But to put work equivalent to eight continuous hours, the labourers generally stay for long hours on the farm beyond the stipulated period to compensate for their leisure during summer and rainy seasons.

6.11 Efficiency of Human Resource:

The efficiency of Human resources meant the ability to work. It is a relative concept. It does mean the ability to work in respect of the other Human Resource. If there are similar conditions, the machines and tools are the same, the sources are the same, then a worker who is producing more and better quality of production in the same period can be called more efficient Human Resource. Increased efficiency of Human resources means greater productivity per man employed.

If Human Resource is used efficiently, there will be scope for productivity improvement. Efficiency means that more output can be produced from given Human Resource input. In other words, productivity is output per unit of Human Resource employed and increases in productivity on the part of labour. Human Resource is not of uniform quality. Some persons are especially productive and especially willing to work hard. The efficiency of the Human Resource force depends on many factors such as its personal health and vigour, its education, and training. The efficiency of Human resources can be measured by the following methods Conventional measures.

Human Resource efficiency index, Marginal productivity of Human Resource, Human Resource is not of uniform quality. Some persons are especially productive and willing to work hard. The efficiency of the Human Resource force depends on many factors such as its personal health and vigour, its education and training, the physical condition of the Human Resource, the kinds of tools, implements, and types of equipment which he uses, the conditions under which he is working and the interest taken by him in his work.

6.12 Wages and Salaries:

The average wage rates are worked out at State level and also at All-India level. To arrive at the State level average wage rates, the daily wage rate data collected from the various villages are first normalized for eight hours working day and then the simple arithmetic average of these normalized daily wage rates is worked out. Statistics relating to daily wages paid to different categories of agricultural and skilled rural Human Resources at selected centers are collected and compiled by the Directorate of Economics & Statistics. In all, data are collected from 20 States on agricultural wages.

These are published in “Agricultural Wages in India”, an annual publication, and also in the monthly journal viz. Agricultural Situation in India. Wage statistics are also provided to Commission for Agricultural Costs and Prices (CACP) and further study organizations. The minimum Rate of Wages was revised on 1st October 2010 under the Minimum Wages Act, 1948. All state Government has revised minimum wages rates from time to time.

6.13 Welfare Facilities:

Welfare means faring or doing well. It is an ample word and refers to the physical, mental, moral, and emotional well-being of an individual. It is a concept referring to a state of living of an individual or a group, in a desirable relationship with the total environment-ecological, economic, and social. Human Resource welfare is generally denoted various services provided by the employees in addition to their wages. It includes the economic and social contents of welfare. The Government of India constituted a committee on labour welfare in 1966 defined labour welfare to include such services, facilities, and amenities as adequate canteens, rest and recreation facilities, sanitary and medical amenities, planning for travel to and from work, and for lodging of workers employed at a distance from their homes and such supplementary services, amenities and facilities including social security measures as contribute to improving the conditions under which workers are employed. The

International Labour Organisation (ILO) has defined the term 'Labour Welfare' as such services, facilities, and amenities as may be established in or in the vicinity of undertaking to enable the persons employed in them to perform their work in healthy, congenial surroundings and to provide them with amenities conducive to good health and high morale. It is more appropriate to divide welfare activities into three categories- Statutory, voluntary, and mutual. The concept of welfare is dynamic and different from place to place and from time to time.

Every farmer is providing welfare faculties as per his capacity and understanding. His attitude towards this term is also important, if he has a social attitude he can provide such facilities to labour.

Categories of Welfare Facilities It may be divided into two categories-

- a. Intra-mural include medical facilities, compensation for accidents, crèches and canteens, drinking water, washing and bathing facilities, safety measures and activities relating to improving conditions of employment, etc.
- b. Extra mural includes housing accommodation, vocational training, and transport to and from the place of work, leave travel facilities, maternity benefits, etc.

6.14 Agriculture Human Resource in India:

Human Resource is one of the basic factors of production. It is considered to be important not only because it is productive but also because it activates other factors and makes them useful for production processes. The size of the Human Resource force in a country is determined by the number of people in the age group of 15-59 years as children below 15 years and old people above 59 years generally do not participate in production activity. India's Human Resource force consists of 459.1 million workers (2004-05), growing at the rate of 2 percent annually. Out of this 268.1 million workers are employed in agriculture as cultivators and labourers (Nagaraj, 2007). Agricultural labourers, mostly landless constitute the poorest segment of the Indian agricultural population. They belong to the economically backward and oppressed section of society. They mostly belong to the scheduled castes and other backward communities.

They are basically unskilled and unorganized and work in farms of prosperous big farmers as casual workers on wages for a larger part of the year (Padhi, 2007). One of the most disquieting features of the rural economy of India during the past several decades has been its constantly increasing trend of the number of landless labourers. Factors like rapid growth of population, the law of inheritance, rise in the cost of agricultural inputs, and decline in small-scale industries have been responsible for this increase (Sajjad, 1998). The phenomenon of under-employment, under development, and surplus population, are simultaneously manifested in the daily lives and living of agricultural labourers. In India, there were 10.66 crore cultivators, it has increased in 2011 upto 14.43 crore. It has increased from 26.5% to 30.0% in total workers. It has indicated that agricultural labours were highly increased in Jammu and Kashmir, Himachal Pradesh, Rajasthan, Uttar Pradesh, Bihar, Assam, West Bengal, and Madhya Pradesh states but Kerala faced a shortage of labour during two census periods. In Maharashtra slightly increase shown from 1.08 crore to 1.34 crore agricultural labours between the 2001 to 2011 census. It moved from 26.3% to 27.3% in total workers. Considering the requirement of agricultural labour this increment is not satisfied to the cultivator of Maharashtra. In India, male agricultural labours were increased from 5.73 crores up to 8.27 crore in 2011 and female agricultural labours also increased from 4.94 crores to 6.15 crore between 2001 to 2011 censuses.

In Maharashtra, male agricultural labours were 4.92 lakh in 2001 it has increased up to 6.77 lakh in 2011 and female agricultural labours were also increased from 5.89 lakh to 6.71 lakh between two censuses. According to India's scenario, agricultural labours were increased in 29 states and decreased in Kerala, Pondicherry, Goa, Manipur, and Andaman states. Agricultural labourers constitute the largest segment of rural labour. The number of agricultural labourers is growing over the years. According to 1951 census, it was 27.50 million. The 2001 census has put them to a staggering figure of 106.77 million. In fact, the growth of agricultural labourers during the past decade has been 5.3 percent per annum. Of the 106.77 million agricultural labourers in 2001, 57.32 (53.68%) million were male and 49.44 (46.32%) million were female. Another important aspect of agricultural labourers is their social composition. According to the 1981 census, the percentage of Scheduled Castes and Scheduled Tribes agricultural labourers among the total number of agricultural labourers were 32.88 and 12.93% respectively which together accounted for about 46% of the total agricultural labourers in the country. After calculating figures of 2013 by using trend analysis, 15.1 crore total agricultural labours occurs of which 8.78 crores were male and 6.40 cores were female agricultural labours in India. Regarding Maharashtra, total agricultural labours are 1.40 crore of which 71 lakh are male and 69 lakhs are female agricultural labours. In 1993-1994, the employment in agriculture was 191.58 million it remained same in 1999-2000 and non-agriculture was 122.35 million increased up to 146.64 million in 1999-2000. In 2004-2005, employment in agriculture raised up to 200.40 million it reached 263.02 in 2010-11. In five years period, it was tremendously increased by 62.62 million. It is indicated that employment increased in the agricultural sector rather than the non-agricultural sector. Non-agricultural employment was 48.30% in 2001 reduced up to 46.38% in 2011. It was unfavourable for a growing population. The co-ordination between agriculture and other sectors is moving towards industry with economic progress. No doubt, in agrarian country like India, this process can be slow.

But people returning towards agriculture from the industry it was indicated that there is nervousness in the other sectors. It might be changed. Can it take one more decade?

6.15 Swot Analysis of Human Resource for Agriculture:

- **Strengths:**

- a. High interest in the cultivation of commercial crops,
- b. Attract towards more production, productivity, and income,
- c. Cultivation practice in commercial crops is according to the market potential and demand,
- d. Professional management, effective planning, effective organization skills, and better control, The mentality to adopt modern technology, instruments, equipment, mechanization, fertilizers, and pesticides, etc.
- e. Desire to create own brand in local as well as abroad markets
- f. Ready to contract and organic farming,
- g. An innovative attitude, high ambitions, courage, self-experience, confidence towards success, psychological gladness, mental and physical fitness, trainings
- h. Supplying imperative goods for society and needy people,
- i. Utilize all the resources properly,
- j. Develop a good relation with labour community, customers, traders, suppliers of water, fertilizer, seeds, etc.

- **Weaknesses:**

- a. Low status in the society,
- b. Quality brain not coming in commercial agriculture
- c. Tremendous shortage of skilled and unskilled labour
- d. Continuous physical hard work and risky practices in agriculture,
- e. No fixed working time table or work schedule,
- f. More expenditure compared to traditional crop, over cropping, continuation is not possible
- g. Continuous study of the new practice in agriculture and marketing,
- g. Low support from government, society, other private, social organization and agricultural universities,
- h. Quick and instant income is not possible in agriculture,
- i. Lack of related research work,
- j. Monetary and rigid uncertain marketing and pricing policy of the government,
- k. No proper and timely direction about the market, weather condition and other,

- **Opportunities:**

- a. Export the product and get more income,
- b. Achieve International status,
- c. Participation in the development of the economy of the country,
- d. Awards and appreciations from society and government,
- e. support and strengthening of Agricultural Mechanization through Training, checking, and Demonstration
- f. Improve post-harvest technology and management
- g. Financial assistance subsidy for Agriculture machinery and equipment
- h. Establishment of farm machinery banks for custom hiring

- i. Establishing a hi-tech, high productive equipment hub for custom hiring
- j. Creating ownership of appropriate farm equipment among small and marginal farmers
- k. Enhancing farm productivity at the village level by introducing appropriate farm mechanization in selected villages.

• **Threats:**

- a. Perishable factors,
- b. Depends upon the physical and mental condition,
- c. Irregular irrigation facilities,
- d. Difficulties in pest and disease control,
- e. Uneternal or uncertain,
- f. No protection from uneven rain, famine or flood, etc.

6.16 Agriculture Human Resource: Problems:

The problem of agricultural Human Resources can be classified into two groups- social and economic. Social problems emanate from the low status of agricultural Human Resources in the rural hierarchy and the economic problems are due to the inadequacy of employment opportunities, poor security of tenure, low income, and inadequate diversification of economic activity in rural areas. Further, they are dispersed, unorganized, and generally have very poor bargaining power. Women receive only about 60% of the wages earned by men.

According to the National Commission of Labour, “agricultural labour is one which is basically unskilled and unorganized and has little for its livelihood other than personal labour.”

- a. The major problems are the place of agricultural Human Resource in the future rural economy and provision of work. In the past, the rural community economy was rooted in a scheme of stratification mostly based on caste and occupation. As a result of different measures of social reform and the efforts made since Independence, the social handicaps connected with agricultural labourers, and with backward classes.
- b. The economic problems of agricultural Human Resource especially the need for larger opportunities for continuous work, and a better living to all Human Resource.
- c. The seriousness of the problem of agricultural Human Resource varies from region to region, depending on such factors like the density of population, availability of land for cultivation, differences in the extent of irrigation and double cropping, fertility of the land, cropping patterns, and opportunities available for seasonal migration and for employment outside agriculture.
- d. The problem of agricultural Human Resources is part of the wider problem of unemployment and under-employment in rural areas. Even though with the development of agriculture and irrigation, there has been increasing in production and in the total volume of work, this is shared among much larger numbers. Those sections of the rural population who are landless and are not actual cultivators have benefited much less than others; in some areas, their conditions may have actually worsened.

- e. The basic problems of the agricultural Human Resource are low income, low productivity, and lack of continuous employment.
- f. The Minimum Wages Act, 1948, was applied to employment in agriculture. Practical experience shows that agricultural wages are not paid according to the minimum wages act. Sometimes wages are paid more than minimum wages due to shortage of Human Resource less than minimum wages because of saturation in Human Resource.
- g. The problems of agricultural Human Resources are to be traced by the long period of stagnation in the rural economy and the persistence of a rigid social structure largely based on caste. These basic deficiencies are being not removed; the processes of achieving social and technological change may not reach successes up to their maximum mark.
- h. Agricultural Human Resource constitutes the most neglected class in Indian rural structure. Their income is low and employment irregular.
- i. Agricultural Human Resource is unskilled and untrained.
- j. Agricultural Human Resource has no alternative employment opportunities either.
- k. Socially, a large number of agricultural Human Resources belong to Scheduled Castes and Scheduled Tribes. Therefore, they are naturally from a suppressed class.
- l. They are not organized and they cannot fight for their rights against their employers who belonged to higher castes. Because of all these reasons, their economic lot has failed to improve even after four decades of planning. Farmers have been facing a tremendous shortage of labourers'. Labourers' can stay home and take advantage of the work provided under the National Rural Employment Guarantee Act.

There is no authentic data or official record of a workforce of an estimated 3 to 4 lakh going to NREGA. Farmers and government officials in the agricultural development said, "When the migratory labourers can find equally profitable work at their doorsteps, why should they travel long distances and suffer from hard work?"

6.17 Agriculture Human Resource: Prospectus:

India is an agricultural-oriented country. The majority of the population depends upon agricultural activity. Agriculture is the main source of income. Agriculture depends upon seasonal rainfall. Rainwater must be available in time. There are many sources of water, but rain is the main source of water in many regions of India. Hence it is said that Indian agriculture is a gamble on rain. In the new era, the growth and quality of employment in India could be very challenging. A high rate of economic growth has not been able to generate high employment growth. It has been accompanied by a slowdown in employment growth in the last decade. But the progress of other sectors as attempted more. However, it shows that negligible growth in agriculture and high growth in non-agricultural sectors especially, construction, trade, and transport continue to be high. The faster growth of these sectors will lead to an increase in employment growth. The share of agriculture employment is very small as compared to other sectors. Now a day, most of the new employment opportunities are to be generated in the unorganized sector and characterized by the poor condition of work, lack of employment, and social security. In the organized sector, an increasing number of workers are being employed on a casual or contract basis. Social security will not available to them. With the comparison to earnings and social security, the quality of work is continually decreasing.

The demand for labour is increasing day by day with the high wages. Workers will not protect against secure employment and earnings, hazards, sickness, pension, and other benefits. Workers in the organized sector are secured against the risks but unorganized workers are not secured, therefore, there is a very much need and provision of minimum social protection. Of course, it is a great challenge before us. Government, as well as society, will require serious attention to this problem. No doubt in the coming years, the demand for labour will increase greatly.

In the labor-intensive industry, the growth of employment remains slow, especially in urban areas. Semi-skilled and unskilled labours are migrated to urban areas. The urban area provides employment for them. But rural labours have to find sources for improving their earnings in the same area. (Foster and Rosen Zweig, 2011) it may appear that farm sizes would reduce day by day excluding Punjab. However, this decline is continued rises in rural populations and workforces and with the limited labour absorption potential of urban areas.

6.18 Conclusion:

I have a dream that the farmers shall be treated as entrepreneurs and knowledgeable workers. Farmers shall be respected as most valuable citizens of the earth. I would like to achieve my vision by working for agriculture and farmers to improve their economic and social status.Yashwanth (2012).

Human resource management in agriculture should benefits to increase the productivity of all the crops and to bring down the cost of cultivation instead of trying to bring down the wage rate of labours. It can be done through the best combination of family labour, hired male and female labours and mechanization. The reason for shifting employment and a decrease in the employment period in agriculture with peak season lasting only 2-3 months in a year are the main reason of shortage employment in agriculture. Mechanization is also necessary to overcome the labour shortage problem. Large-scale farmers are able to adopt the new technologies and equipment since they have crop area and strong financial power, but the small and marginal farmers are still dependent on manpower. The farm equipment producers should manufacture small-scale farm machines; technology alertness has to be formed among the farmers. The banks have to give long-term loans to farmers to buy farm equipment and the government should promote the innovative farm equipment, subsidies should be granted to the farmers on such equipment. The employment of the labour or machinery is not desirable in a farm the best combinations of labour and machinery may be formed. The labour can be substituted for machinery and machinery can replace the labour. According to the size of the farm, the optimum combinations of machines and labour should be formed in a way that no resource may remain idle and at the same time, the combination should be the least cost combination according to the situation. It is desirable that neither the labour, nor the machinery should be employed less to their capacity. Costly machinery for a small farm is not economical. Suppose a farmer is holding 10 acres of land and he is purchasing a harvesting machine then cannot be a reasonable decision for that farmer.

He can depend on the hiring of the harvesting machine. Similarly, if there is a large-scale farm of 30 acres, but he is always dependent on the hiring of the tractor, that is again not a reasonable decision. So the combination of labour and machines should be formed keeping in view the best economical use of the resources.

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7. Building a Proactive Recruitment Program

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Abstract:

Recruitment has acquired immense importance in today's institutions. Institutions have realized the value of human capital and its role in their development. Recruitment is the first step in the process of acquiring and retaining the human resources for an organization. In today's rapidly changing environment, it is mandatory that every organization has to respond quickly to requirements for people. Therefore it is most significant to have a well-defined recruitment policy in place, which can be executed effectively to get the best fits for the vacant positions.

The magnitude of recruitment and the methods to be used for recruiting are determined by the human resource plan. Depending on the human resource plan, the organization decides on the number of people to be recruited and the jobs for which they have to be recruited. Once these decisions are made, the modes of recruitment will get finalized. All these decisions are taken in alignment with the recruitment policy of the company and the organization's long term goals. In this chapter, we will understand the process of recruitment, recruitment policy, and factors affecting recruitment, sources and methods of recruitment and finally, how a recruitment program is evaluated.

7.1 Introduction:

In human resource management, recruitment is the process of finding and hiring the best and most qualified candidate for a job opening, in a timely and cost-effective manner. In the words of Dale Yoder, Recruitment is the process to "discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force" (Mulani, nd). Dale. S. Beach has defined "Recruitment is the development and maintenance of adequate manpower resources. It involves the creation of a pool of available labour force upon whom the organization can draw when it needs additional employees". Effective recruitment is the process of attracting the prospective employees and stimulating them for applying job in an organization. (Leunendonk, 2021).

Though employment, recruitment and selection are used interchangeably, technically all the three have different meanings. In fact, recruitment and selection together constitute employment. Recruitment, as a process, starts with identification of the need for human resources and ends with getting suitable candidates to apply for the vacancies available. Therefore, the aim of an effective recruitment program is to attract the finest people for the job and aid the recruiter by making a wide choice available. A prime job description helps in attracting the right kind of candidates for the job. The recruitment efforts and the costs involved are generally in proportion to the criticality of the vacant position and the urgency of the need.

7.2 Factors Affecting Recruitment:

There are many factors which affects the recruitment program. These factors can be classified as organizational or internal factors and environmental or external factors.

7.2.1 Organizational/Internal Factors:

Several factors influence the success or failure of a recruitment program. Some of these are described below: A most important factor that determines the success of a recruitment program is the reputation of the organization. An organization's reputation generally depends on its size, area of business, profitability, management, philosophy and values. For instance, a profitable firm known for its strong values would attract a better response to a recruitment drive than a loss-making firm which is known for its lack of values

- The organizational culture and attitude of its management towards employees also influence a candidate's decision to apply for the organization. An organization that is known for its employee-friendly policies would certainly be preferred over an orthodox and rigid organization
- Another factor that contributes to the success of the recruitment program is the geographical location of the vacant position. Prospective candidates might not be too eager to work in a remote place unless they belong to that place
- The channels and methods used to advertise the vacancy also determine the success of a recruitment program. The reach of advertising has to be wide and its effect should be deep enough to attract the right talent
- The emoluments that the organization offers also influence the decision of a candidate and thereby lead to the success of the recruitment program

7.2.2 Environmental/External Factors:

Some environmental factors also determine the effectiveness of a recruitment program. Some of these are mentioned below.

- The situation in the labor market, the demand for man power, the demographics, the knowledge and skill set available, all determine the response to the recruitment program. For instance, since there will be more fresh graduates available in the job market than ever before, a firm looking for fresh candidates might get a phenomenal response

- The stage of development of the industry to which the organization belongs also influences the results of a recruitment program
- Finally the labor laws which command the compensation, working environment, security and health regulations and the legal considerations also play a vital role in designing a recruitment program and determining its effectiveness

7.3 Recruitment Policy:

The recruitment policy of an organization would normally be in alignment with the objectives and procedures of the organization. It lays down the objectives of recruitment and the channels and sources of recruitment.

“The recruitment policy is concerned with quantity and qualifications of manpower. It establishes broad guidelines for the staffing process.” (Yoder, 1958)

A sound recruitment policy

- complies with government policies on hiring
- provides optimum employment security and avoids frequent lay-off or lost-time
- assures the candidates of the management’s interest in their development
- reflects the social commitment of the organization by employing the handicapped people and other underprivileged people of the society whenever there is a possibility of job fit
- should be in alignment with the objectives and policies of an organization
- should be flexible enough to accommodate changes in an organization
- should be designed in such a way that ensures long term employment opportunities for its employees
- should be cost effective for the organization

A good recruitment policy is based on the organization’s objectives, identification of the recruitment needs, preferred sources of recruitment, criteria for selection and preferences, the cost of recruitment and other financial implications. And mainly it should reflect the reputation and image of the organization.

7.4 Understanding Recruitment Sources:

Sources of recruitment can be viewed as various means of connecting the job seekers to the organization which have suitable job openings. In simple terms, it serves as a medium for communicating or advertising the vacant positions in the organization to get a response from the prospective candidates. The recruiters have to be cautious and careful while selecting any particular source of recruitment.

Generally the selection of a specific source depends upon the number of personnel to be recruited, the cost involved in each source, accessibility of applicants, and education level of employees to be hired, organization’s policies. The various sources of recruitment can be broadly divided into two types which are explained in detail below.

7.5 Internal Sources:

Internal sources of recruitment refer to seeking the employees from within the organization to fill the vacant position. Many organizations consider internal recruitment as a great option since it is cost effective and they tend to hire the employees who have a better know about the organization and its policies. Internal recruitment can be done through the following means

a. Transfers: Transferring involves shifting an employee from one department to another, without changing the nature of the job. Actually transferring is a common practice in government institutions. In other private organizations, transfer is used to rationalize workforce and to develop multi-skills through cross functional areas.

b. Promotions: Promotion means the ascension of an employee to higher ranks. In fact, it involves an increase in salary, rank, responsibilities, status and benefits. This aspect of the job is what drives the employees most and promoting them to higher cadre makes the employees to afford their full potential towards the assigned work for them.

c. External Sources: External sources denote recruitment from sources outside the organization. If the existing workforce is not sufficient to cater the future demands of the organization or falling short of the required skill sets, then the management may lookout for personnel from the external sources. External recruitment can be done through the following means

d. Advertisements: Advertisements have the widest reach and are quite effective for the organization in search of external talent. Different media can be used for advertising, depending on the cost, the need and the reach desired. The nature of the job, its level and criticality in the organization, all together determine the mode and medium of advertisement.

For instance, an advertisement for unskilled labor might just be displayed on the walls of the manufacturing unit. The advertisement for the position of a manager in the same unit might find its way into the classified pages of popular regional dailies.

However the advertisement for the Vice President of the Operations division of the same company might be carried in the employment pages of a national daily or a business magazine. The costs involved would vary with the changing importance of the job position and the availability of manpower.

e. Employee Referrals: Employee referrals form a fine source of recruitment, especially for the lower and middle level management. Employees working with an organization recommend their friends or colleagues for the vacant positions in their organization. The reputation and credibility of the employee is at stake when he/she recommends or refers a candidate. So the employee would take care to recommend excellent candidates. The second advantage of a referral system is that the candidate seeking employment has an insider's view of the job as he has gathered information from the employee and will be more realistic in his expectations from the organization.

Consequently, there will be a greater possibility of continuing his job. The employee would also feel that his contribution is valued and his opinion has got respected when the candidate he has referred is selected by the employer. A more direct advantage of referrals is in terms of time and cost savings for the organization.

7.6 Employment Agencies/ Consultancies:

Consultancies do well in this dynamic job markets, where organizations scout aggressively for talent and potential candidates constantly look out for better jobs. Employment agencies provide a meeting ground for both the parties and simplify the whole process of recruitment. They generally perform many of the jobs traditionally done by the Human Resource department of the organization. They invite applications from interested candidates, scan them for first round of short-listing, test them for a second round of short-listing and finally arrive at the list of the most suitable candidates for the vacant positions in the organization. Finally the HR department has to conduct a final round of interviews to select the best fit. Consultancies normally cater to the recruitment needs at the junior, middle and top levels of management. They charge a percentage of the pay package offered to the candidate as fees for the services they have rendered.

7.7 Educational Institutions:

During the placement season, educational institutions, especially the reputed ones turn into hunting grounds for organizations looking for fresh talent. These institutions offer placement services to their students by trying to get some of the best organizations in the market to their campus for recruitment. Organizations shortlist the educational institutions which can provide the right kind of resources that they are looking for and visit them during the placement season. Long-term relationships are built between organizations and educational institutions through this exercise of campus recruitment.

7.8 Interested Candidates:

Another source of recruitment for an organization might be unsolicited applications (i.e. not in response of any advertisement or announcement of a vacancy) of candidates interested in working with the organization. Such candidates send their applications to the management either through post or e-mail or in person to express their interest in employment with the organization.

If they don't have a suitable vacancy at that time, they can store these applications in their data bank and use then whenever the need arises. It is important that these applications should be categorized and maintained in a proper way so that they can be used when there are vacancies. When need arises for recruitment, HR department checks its data bank to find the suitable candidates before proceeding with the selection process.

7.9 Evaluation of a Recruitment Program:

Recruitment policies, strategies and objectives need to be evaluated from time to time to test their effectiveness with regard to the organizational strategies, policies and objectives.

Similarly the sources and methods of recruitment also have to be evaluated to match the recruitment policy and the changing needs of market and to ensure their efficacy. The success of a recruitment program can be judged based on a number of criteria. Some of them are as follows:

- the number of successful placements/candidates recruited
- the number of candidates retained in the organization after six months
- the number of applicants/ initial enquires received
- the cost involved
- the time taken for filling up the position

The number of successful placements is the most important criterion for determining the success or failure of a recruitment program. This is the bottom-line of the whole program. However, if a recruitment program has not met its objectives with regard to the successful placements, other factors like number of initial enquiries received, the number of offers made and the number of hiring should be taken into consideration to understand the stage at which any discrepancy has occurred. For instance, if there is less number of applicants, it's damn sure that there was a problem in attracting job seekers.

This might reflect a problem with the advertisement or a problem with the organization's reputation. In case, the number of successful placements is low, the problem might be that the incumbent's expectations were not satisfied or he/she was misled and misinformed about the job and organization. The cost and the time implications also have to be analyzed while evaluating a recruitment program. For example: If the organization has been successfully getting the required manpower and making successful placements but at a high cost, then it may need to revamp its recruitment program.

7.10 Wrapping Up:

“Right person for the right job” is the basic principle in the process of recruitment. At the outset, effective recruitment can contribute towards the organizational success. During the recruitment process, both the internal and external sources should be considered and that will increase the probability of organizations attracting a wide range of candidates. As a consequence, this is to enlighten the process of recruitment which involves identifying and attracting the potential candidates from within and outside the organization and evaluating them for future employment.

Today's rigid labor in the market is making it more difficult for organizations to find out, recruit and select talented candidates. Since there is a huge talent in the market, the competition for talent got intensified. And this makes it more difficult for the organization to successfully recruit and retain the quality candidates.

Recruitment with appropriate policies and strategies would effect in enhanced organizational outcomes. An outstanding recruitment policy has to be flexible and proactively respond to the changing environment. The effectiveness and efficiency of the recruitment sources can also be evaluated from time to time and changes made if needed, to meet out the current and future recruitment needs of the organization.

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8. The Millennials (Generation Y) Stability in Today's World

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8.1 Introduction:

We can recognize the fast-moving country where multiple companies are also developing their way of satisfying their employees and customers. Here we are focusing on the respective employees in a company with a huge question mark for Generation Y, also known as “Millennials”. The Generation Y employees were around 1977 to 1997. We focus on this study to identify why Generation Y is not stable in a Company by exploring the multiple journals. A study conducted in India presented a conceptual framework of Generation Y employees' development, commitment, and retention.

This study shows a conceptual framework with mentoring, strategic leadership, social media, and knowledge sharing as its key constructs to retain Generation Y employees based on a review of existing literature and using social exchange and social constructivist approach. – Mentoring, strategic leadership, social media, and knowledge sharing have a great potential to foster competency development. Competency development is critical to evoke the affective commitment of Generation Y employees, which results in intention to stay forth.

The study suggested that – Organisations should incorporate mentoring, strategic leadership, social media, and knowledge sharing into their talent management strategy for Generation Y employees. In turn, competence development evokes the commitment of Generation Y employees, leading to intention to stay forth. (Lenka, 2018)

A study conducted in Texas explains about the Millennials where they have identified that the current generation of workers places greater attention on work-life balance than the prior generation. The employee recruiting process in professional services firms will have to consider this if they are to compete in the marketplace for employees effectively. The findings of the study revealed that Millennials regard work-life balance as necessary to a person's quality of work, job performance, ethical decision making, and long-term job satisfaction. (SMITH, 2010).

Here is another study conducted in Romania. The study talks about differences between Millennials and other generations in terms of values, personality characteristics, and reactions under stress. The research shows that the people who were currently employed in companies all over the world are members of Generation Y. This situation requires a proper investigation of the characteristics of Millennials at Work: Investigating the Specificity of Generation Y versus Other Generations organizations.

This study shows that Millennials are motivated by recognition, public acknowledgement, instant and frequent positive feedback, and gratification. As they need a balance between personal and professional life and a comfortable environment, they require a flexible work schedule, resent staying after hours. Being motivated to become part of various social networks and work in multiple teams, Millennials can easily find satisfaction in missions involving interactions with new persons coming from different cultures and geographical areas. They are motivated by work in a nonconformist environment without strict rules and traditional work approaches, they tend to challenge the status quo, and they will not be patient to keep the same job many years. (Florina PÎNZARU, 2016)

A study conducted in India where the Literature suggested different generations at the workplace differ in their values, attitudes, behaviours and ways of working. Managers find it difficult to set equilibrium among the ages at the workplace. The reason is the lack of understanding of the millennial behaviour and expectations they have from the workplace. This paper looks deeper into the various attributes and features that Millennials expect from the workplace. We're Focusing on the group; interviews conducted to identify Millennials' characteristics from the workplace. The results have shown that the millennial generation finds it extremely important that the workplace where they are employed must provide them with opportunities for growth and development also comprise occasions to develop their leadership skills. (Karuna Prakash, 2021) Another study conducted in China was to determine the effect of intrinsic and extrinsic motivational factors and job satisfaction on job performance of the employees in the RARE Company in China in response to recommended plans on enhancing their motivation for higher company's performance.

The study results show that intrinsic factors, including career plan, training, target incentive, and teamwork, have a significant effect on employees' satisfaction.

In contrast, employees' satisfaction has a significant impact on job performance for the RARE company in China, so the management and human resources departments of the RARE Company should give priority to intrinsic motivation and job satisfaction so that employees at different levels in the company have a higher reason to improve their job performance, which is beneficial to the long-term improvement of organizational performance. (Deng, 2020)

8.2 Conclusions:

Based on the various journals we have explored, Millennials' key motivational drivers are recognition, comfort, and interaction. Employees usually focused on being in groups; they are outgoing and succeed in achieving good exposure within their social interactions. Such persons are instead seeking to get involved in several various work-related projects with a social impact that can provide them with the opportunity to enjoy themselves, to experience compelling circumstances and to have time for personal hobbies and recreation (pronounced hedonism). They need a large variety of tasks and are quickly bored in the absence of diversity, new people around, new opportunities (which are not lacking in the current labour market). Naturally, most members of Generation Y are leaving early the entry-level jobs (which are precisely involving those behavioural attributes that are poorer in the vase of these individuals).

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9. Recruitment

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9.1 Introduction:

According to E.W. Vetter, human resource planning is “the process by which a management determines how an organization should make from its current manpower position to its desired manpower position.

Edwin Flippo defines HRM as “planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved.” He says, “It is often termed positive in that it stimulates people to apply for jobs, to increase the hiring ratio, i.e. the number of applicants for a job. Selection, on the other hand, tends to be negative because it rejects a good number of those who apply, leaving only the best to be hired.”

Recruitment is the process to attract individuals on a timely basis in sufficient numbers and with appropriate professional skills and qualification to apply for jobs. In the words of Dale Yoder, Recruitment is the process to “discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.”

Recruitment is the process to attract individuals on a timely basis in sufficient numbers &with appropriate Professional skills and Qualifications to apply for jobs in a hospital. It is the process of filling the organizational positions and vacancies created due to retirements, resignation, death and vertical mobility in the hospital and also creation of new posts due to organizational growth or expansion of existing departments or Commissioning of additional services. It necessitates timely review of the existing jobs using job analysis to develop appropriate job analysis to develop job description and job specifications to facilitate job requisition to recruit human manpower. Kempner writes, “Recruitment forms the first stage in the process which continues with selection and ceases with the placement of the candidates.”

9.2 Recruitment and Selection:

Concept of Human Resource Planning: Human resource (HR) planning or manpower planning is the process by which the organization ensures that it has the right kind of people, at right time, at right place and they are working effectively and efficiently and help the organization in achieving the overall objective.

It is a continuous process of developing and determining objectives, policies that will procure, develop and utilize human resources to achieve the goal of the organization. Recruitment is a process of identifying, screening, shortlisting and hiring potential resource for filling up the vacant positions in an organization.

It is a core function of Human Resource Management. For decades, the companies have focused on the job and not the person. It is vital that you hire people who share your company's values and fit your culture.

9.2.1 Principles for Recruitment:

- Recruitment process should be linked with company manpower plan.
- Recruitment process should provide for the staff participation in formulating and implementing recruitment plan.
- Recruitment process should be carefully planned, organized, directed and controlled by a group represented by personnel department and concerned departments.
- Recruitment process should use methods and procedures, which help in quick screening and disposal of applications.
- Recruitment process should entail impartial criteria to instill confidence in applicants for ensuring selection of good talented individuals for each position in the company.

9.2.2 Objectives of Recruitment are:

- To attract people with multi-dimensional skills and experiences that suit the present and future organizational strategies,
- To induct outsiders with a new perspective to lead the company,
- To infuse fresh blood at all levels of the organization,
- To develop an organizational culture that attracts competent people to the company,
- To search or head hunt/head pouch people whose skills fit the company's values,
- To devise methodologies for assessing psychological traits,
- To seek out non-conventional development grounds of talent,
- To search for talent globally and not just within the company,
- To design entry pay that competes on quality but not on quantum,
- To anticipate and find people for positions that does not exist yet. Sources of Recruitment of Employees: Internal and External Sources

The candidates may be available inside or outside the organisation. Basically, there are two sources of recruitment i.e., internal and external sources

- **The Internal Sources** Are Given Below: is a recruitment which takes place within the concern or organization. Internal sources of recruitment are readily available to an organization. Internal sources are primarily three - Transfers, promotions and Re-employment of ex-employees.
- **Transfers:** Transfer involves shifting of persons from present jobs to other similar jobs. These do not involve any change in rank, responsibility or prestige. The numbers of persons do not increase with transfers.

- **Promotions:** Promotions refer to shifting of persons to positions carrying better prestige, higher responsibilities and more pay. The higher positions falling vacant may be filled up from within the organisation. A promotion does not increase the number of persons in the organisation. A person going to get a higher position will vacate his present position. Promotion will motivate employees to improve their performance so that they can also get promotion.
- **Present Employees:** The present employees of a concern are informed about likely vacant positions. The employees recommend their relations or persons intimately known to them. Management is relieved of looking out prospective candidates. The persons recommended by the employees may be generally suitable for the jobs because they know the requirements of various positions. The existing employees take full responsibility of those recommended by them and also ensure of their proper behaviour and performance.
- **Advantages of Internal Sources:** The Following are The Advantages of Internal Sources: Employee from inside the organisation is given the higher post, it helps in increasing the morale of all employees. Generally every employee expects promotion to a higher post carrying more status and pay (if he fulfils the other requirements).
 - a. **No Error in Selection:**
 - b. **Promotes Loyalty:** It promotes loyalty among the employees as they feel secured on account of chances of advancement.
 - c. **No Hasty Decision:** The chances of hasty decisions are completely eliminated as the existing employees are well tried and can be relied upon
 - d. **Economy in Training Costs:** The existing employees are fully aware of the operating procedures and policies of the organisation. The existing employees require little training and it brings economy in training costs.
 - e. **Self-Development:** It encourages self-development among the employees as they can look forward to occupy higher posts.

b. External Sources:

All organisations have to use external sources for recruitment to higher positions when existing employees are not suitable. More persons are needed when expansions are undertaken. The external sources are discussed below: The different methods are

- **Job Requisition:** The information on existing vacant positions, or the vacancy which are likely to arise in next quarter of year, along with job specification for each category of manpower required.
- **Designing of Application Form:** The same form can be used for the next recruitment.

c. Advertisement:

- It is a method of recruitment frequently used for skilled workers, clerical and higher staff. Advertisement can be given in newspapers and professional journals. These advertisements attract applicants in large number of highly variable quality. Preparing good advertisement is a specialized task. If a company wants to conceal its name, a 'blind advertisement' may be given asking the applicants to apply to Post Bag or Box Number or to some advertising agency.

- Manage previously submitted resumes. Old submissions often get lost. Build a database that allows easy tagging and searching. Keep track of applicants and inform them of new positions
- Display job Postings on your website
- Manage previously submitted resumes: Build a database that allows easy tagging and searching. keep track of applicants and inform of new positions.
- Employment Exchanges:
- Schools, Colleges and Universities: Direct recruitment from educational institutions for certain jobs (i.e. placement) which require technical or professional qualification has become a common practice. A close liaison between the company and educational institutions helps in getting suitable candidates.
- Recommendation of Existing Employees: The present employees know both the company and the candidate being recommended. Hence some companies encourage their existing employees to assist them in getting applications from persons who are known to them.

d. External Sources of Recruitment are Suitable for The Following Reasons:

- The required qualities such as will, skill, talent, knowledge etc., are available from external sources.
- It can help in bringing new ideas, better techniques and improved methods to the organization.
- The selection of candidates will be without preconceived notions or reservations.
- The cost of employees will be minimum because candidates selected in this method will be placed in the minimum pay scale.
- The entry of new persons with varied experience and talent will help in human resource mix.
- The existing employees will also broaden their personality.
- The entry of qualitative persons from outside will be in the long-run interest of the organization

e. Advantages of Internal Sources:

- **Improves morale:** When an employee from inside the organisation is given the higher post, it helps in increasing the morale of all employees. Generally every employee expects promotion to a higher post carrying more status and pay (if he fulfills the other requirements).
- **No Error in Selection:**
- **Promotes Loyalty:** It promotes loyalty among the employees as they feel secured on account of chances of advancement.
- **No Hasty Decision:** The chances of hasty decisions are completely eliminated as the existing employees are well tried and can be relied upon.
- **Economy in Training Costs:** The existing employees are fully aware of the operating procedures and policies of the organisation. The existing employees require little training and it brings economy in training costs.
- **Self-Development:** It encourages self-development among the employees as they can look forward to occupy higher posts

f. Disadvantages of Internal Sources:

- It discourages capable persons from outside to join the concern.
- It is possible that the requisite number of persons possessing qualifications for the vacant posts may not be available in the organisation.
- For posts requiring innovations and creative thinking, this method of recruitment cannot be followed.
- If only seniority is the criterion for promotion, then the person filling the vacant post may not be really capable.

In spite of the disadvantages, it is frequently used as a source of recruitment for lower positions. It may lead to nepotism and favouritism. The employees may be employed on the basis of their recommendation and not suitability.

g. Demerits of External Sources:

- **Demoralization:** When new person from outside joins the organization, present employees may feel demoralized because these positions might have gone to them. There can be a heart burning among old employees. Some employees may even leave the enterprise and go for better avenues in other concerns.
- **Lack of Co-Operation:** The old staff may not co-operate with the new employees because they feel that their right has been snatched away by them. This problem will be acute especially when persons for higher positions are recruited from outside.
- **Expensive:** The process of recruiting from outside is very expensive. It starts with inserting costly advertisements in the media and then arranging written tests and conducting interviews.
In spite of all this if suitable persons are not available, then the whole process will have to be repeated
- **Problem of Maladjustment:**

Steps in Scientific Selection Screening of Applications

Committee should be given the task to procure all the applications, get them alphabetically arranged and screen them, so that eligible candidates are considered.

There should be shortlisting of the applications according to the Criteria and their weightage which are pre-determined.

- **Selection:** the selection process should involve matching of human resources to the job from the shortlisted applicants by evaluating their suitability.
If the number of applications are large enough, the selection procedure should include Process.
Information is generally required on the following items in the application forms: Personal background information, Educational attainments, Work experiences, Salary, Personal details and References.
- **Types of Test:** Tests are classified into six types. They are Aptitude tests, Achievement tests, Situational tests, Interest tests, Personality tests and Multidimensional testing.

9.3 Selection:

- Arranging for Written tests / Interview: Setting test papers, appointment of examiners, fixing venue of and date of test, checking of answer sheets.
Invitation to be sent to qualified candidates to interview on the fixed date.
- Appointing interview board comprising of external and internal experts, but they should not be member of recruiting authority.

An interview is a purposeful exchange of ideas, the answering of questions and communication between two or more persons. Recruiters should be knowledgeable enough to understand which type of interview should be used when.

The ten different types of interviews are as follows:

a. Structured Interview: In this type, the interview is designed and detailed in advance. A structured interview is pre-planned, accurate, and consistent in hiring the candidates.

b. Unstructured Interview: This type of interview is an unplanned one, where the interview questionnaire is not prepared.

c. Group Interview: In this type of interview, all the candidates or a group of candidates are interviewed together. Group interviews are conducted to save time when there is a large number of applications for a few job vacancies. A topic will be given to discuss among the candidates and the interviewer judges the innovativeness and behavior of each candidate in the group.

d. Depth Interview: Depth interview is a semi-structured interview, where the candidates have to give a detailed information about their education background, work experience, special interests, etc.

e. Stress Interview: Stress interviews are conducted to discover how a candidate behaves in stressful conditions. The candidate who maintains his composure during a stress interview is normally the right person to handle a stressful job.

f. Individual Interview: In an individual interview, the interview takes place one- on-one i.e., there will be a verbal and a visual interaction between two people, an interviewer and a candidate.

g. Informal Interview: Such interviews are conducted in an informal way, i.e., the interview will be fixed without any written communication and can be arranged at any place

h. Formal Interview: A formal interview held in a formal way, i.e., the candidate will be intimated about the interview well in advance and the interviewer plans and prepares questions for the interview. This is also called as a planned interview.

i. Panel Interview: Panel interview, as the name indicates, is being conducted by a group of people. In this type of interview, three to five members of the selection committee will be asking questions to the candidates on different aspects

j. Exit Interview: Exit interviews are conducted for those employees who want to leave the organization.

Preparing final list or Panel of selected candidates, after interview.

- **Appointment Letter:** The letter of appointment is sent to report for duty by a certain date after the acceptance letter and medical fitness.
- **Placement:** The officer to whom a selected candidate reports for duty, places him to the assigned job to be performed.

9.4 References:

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