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A-13/1, South Side G.T. Road Industrial Area, NH-24 By-Pass  
Ghaziabad, U.P. - 201 010

Ph.: 0120-4174500, Fax : 0120-4174500

E-mail : info@ipemgzb.ac.in

Website : www.ipemgzb.ac.in

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# From the Editorial Board

**I**t is our proud privilege to present the Journal of IPPEM, Vol. 15, July-2021. It is with great pride and enthusiasm; we report that the Journal is experiencing steady and healthy growth.

Research is an enduring field with persistent and focused efforts lead to positive results. When research is done in the field Management Studies or in any other domain, it has many fold impact and implications not only for the Industry but also for Academia. Publishing a Journal puts a great responsibility on the shoulders of Editorial Team. We have always made our efforts in the direction to promote Quality Research in the unexplored areas of Management and extend it further to the interaction of other disciplines with management studies. Our objective is to reach all management practitioners who find it difficult to record their experiences but working in the direction to improve their knowledge with right spirit.

This issue covers up-to-date, High-Quality, and Original Contributions Research Papers, Reviews covering various dimension such as Maternity HR Policies, Critical Evaluation of Employee Training, Sustainable HRM Practices, Work from Home Culture and its Impact on Maintaining Work-Life Balance, Motivational Factors Affecting College Teachers Performance, Enterprise Resource Planning and Changing Paradigm of Online Market etc. All the papers we have included in this issue of Journal of IPPEM are peer-reviewed.

We welcome your suggestions and comments on the published articles. We are greatly indebted to the authors who took keen interest and submitted their research articles on time. The sincere efforts of all contributors have made it possible for us to come out with the issue of Journal of IPPEM on time. We thank our Editorial Review Board for their valuable input and guidance from time to time.

We are grateful to Mr. Anupam Goel, Secretary, who provided al the moral and financial support to publish the Journal of IPPEM



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# Enterprise Resource Planning in An Organisation and its Issues

Prof. Gayathri Rajesh\*

## ABSTRACT

*This study is to understand the process and methods to implement ERP in an organization. The researcher has also tried to analyze various challenges to implement ERP in any organization. The researcher has used a content analysis approach to study multiple research work on this topic. Research work is based on secondary data like books, magazine, journal and article to conduct this study. Organizations before implementing ERP must learn that they need to set objective, goal, process, allocate resources, training and changing the environment to make the entire work a success. This study has also focused on various challenges due to internal and external data management, controlling and compliance. Research state that although ERP is important for an organization they must prepare adequately.*

**Keyword:** ERP, Internal and external threat, data control

## Introduction

be under analysis and will be easy to track down in faster and in a secured way.

Due to increasing demand from consumer, supplier and other stakeholder to improve overall productivity and effectiveness. Meeting competition and agility is way more stressful and challenging in an international environment. ERP will help to integrate multiple departments into a single software and this is a real issue and challenge for an organization to implement ERP with lots of hurdles and difficulties.

Previous studies show that most of the organizations fail to implement ERP with more than 85% unsuccessful attempt. Mostly ERP implementation fails due to poor planning, over budget, low management commitment, lack of training and will power. ERP software customization has also a major

area of concern for an organization that fails. Implementing ERP in an organization is a very costly affair and time taken is almost more than 2 to 3 year and to become it fully functional takes even longer. Budget sometimes becomes an issue for small scale organization because the cost of infrastructure like set up LAN/WAN, routers, other hardware and software which integrate with ERP are very costly and charges a big number that is some time is not possible for an organization to bear.

Cost to implement and realize the benefits mostly doesn't happen immediately and thus cause most of the organization to put ERP in sunk cost or failure. Another reason for failure is lack of participation and training as ERP is a complex software that needs lots of training and to make it successful all types of support is required from both employee sides and employer side without this whole system will be a failure. Employees sometimes show unwillingness in learning and incorporating the changes due to forced and compelling approach of management

\*Sr. Prof, (Strategic Management), Mc Gill University, Greater Toronto Area, Canada, rg7475@gmail.com

and complex and long learning curve which is one of the reasons to create an issue in success.

Scholar and researcher are keen interested in ERP and its implementation but their studies have limited to the organizational level and few have shown interest in issues about the implementation of ERP.

### **Theoretical constructs**

This part is about important factors responsible for ERP implementation in an organization based on a review of various works of literature. Factors like training, communication, dedication, hardware, cost, software and support are included in constructs. A successful implementation does not mean the success of the entire process. Syncing of the departmental module and the smooth process does not grantee the success of the system; it depends on the utilization of the resources and information in a way to cultivate output. Performance measures also required to control and standardized the output. Managements are required to look beyond the cost and technical parameter of ERP and should focus on synchronization to get desired output. It is most important to understand that ERP is not about software and hardware collaboration but an entire effort to build a flow of information to make a decision and controlling of resources. Mostly organization underestimates the importance of interdepartmental interdependence and human resource requirement and neglect need for skill development and organizational changes required for ERP implementation.

### **Methodology**

This study is based on a content analysis approach of several publications on the subject area of ERP implementation. This study is qualitative and uses the only secondary source of information like text and descriptive information to find out the result of research which means it does not involve any kind of statistical or mathematical calculation and data collection. This study used information from various books, journal, magazine, and online content about the best practice to implement ERP in an organization. Secondary data is about the interpretation of a text and descriptive information.

This study focused on to be ethical by using data only for academic purpose.

### **Best Practice Model for ERP Implementation**

This section is about the overall planning and process design to implement ERP in an organisation in a way that is most suitable for an enterprise.

#### **Planning and goal setting**

ERP implementation has first and foremost job is to plan and setting goal as without it implementation will cost both money and time heavily. This can be started with setting goal and objective for the entire organizations in part and collaborate to achieve goals and deliverables outputs. Key performance areas and indicators are must to set before setting organizational goal apart from this business process must be defined in detail. ERP teams must discuss the business strategy, mission and process of each department in a very first step.

All the requirements, performance measures for prime performance areas include time measurement for data collection, transfer, migration, conversation, testing and implementation. Organizations planning for ERP ahead of implementation will save cost and time and improve efficiency resulted in lots of resource-saving.

ERP can help to improve output, sync information, utilization of resources, business strategy, and organizational interdepartmental coordination. It is a very complex system that has internal and external, front and backend interface which requires integration to deliver result-oriented output.

Implementation of ERP in any organisation depends on various factors like business strategy, organizational culture, growth strategy, IT infrastructure and resources of the organisation. ERP implementation is mainly a decision of top management to use information technology to remain competitive and be in a market-oriented situation.

### **Internal support and commitment**

Support from all the department and management level is essential to produce a result, without proper support and help from within the organisation it will be a problem to make it successful. Implementation of ERP fails not because of software, IT infrastructure, and monetary budget but due to lack of coordinating departmental level cooperation. Sometimes top management lack support and commitment to implement ERP and staff shows no interest in learning and using it. A dedicated person is required to implement it successfully in an organization.

### **Selection of ERP software**

ERP software goes through the phase of selection of software package and launching it in a full-fledged manner. ERP team before implementation and deciding to obtain software require a full survey of cost, and infrastructure requirements. Selection of software package which suits the requirement of the organisation. Along with the software, a team must consider post-sales support, vendor reputation, training and references. ERP survey consists of nominal analysis where the first team will be appointed and then the information will be collected from all the possible sources and vendors. The next step is to identify the software modules which match with the organizational objective and business strategy after these attributes of the ERP software will be examined against a hierarchy of objectives. Filtration of the vendor will be the next process step based on system requirement and unqualified will be eliminated. In the last step, the ERP system will be evaluated by the AHP method and discussion about results. These are some of the basic steps used by the organisation to evaluate the overall ERP software before choosing one.

### **Allocate Sufficient Resources**

ERP requires a heavy financial commitment and cost to the organisation due to this it is a must to allocate resources wisely and give proper training. A dedicated staff is required to observe acquiring, managing, implementation and management of ERP system. A person must have clarity about the business strategy, and objective of the project.

### **Training and organisation adaptation**

Organisation adaptation is curial work to implement ERP in any system. A most common mistake made by any organisation is to underestimate the need for change and adaptation techniques to implement ERP. Enterprise thinks that only basic training is sufficient to adapt to the ERP based changes in an organisation.

Adaptation is required to prepare the user to understand the system and reduce resistance to new incorporation. Non-adaptation of changes and resistance by employees fail the ERP because it is not a one-way implementation exercise. It not only requires lots of effort and resources like money, time, persons but willingness and commitment from the management.

ERP incorporation not only effects and affect the organisation but to the employees working in an organisation. People find it difficult to adapt to the changes which arise due to the implementation of ERP in their long working experiences. ERP implantation team must understand the concern and behaviour of the people about their job responsibility, role, and time frame. Neglecting this will result in organizational resistance. Most of the project fails due to not giving due consent to the effort requires to meet the requirements. Some of the best practices are discussed here.

### **ERP security issues**

ERP implementation is not only concern with security issues also take a major challenge to the organisation posing threat to the internal data, information, integrity, confidentiality. ERP cause security concern due to lots of technical, reporting, compliance, and a threat from external factors. ERP majorly faces four challenges in ERP implementation and security.

### **Intricate user interface**

ERP is an integration of lots of hardware, plan, information, data, and process within and across the multiple units of the organisation. ERP allows a single person to control the entire data and information flow, management of user right and this privilege expose to the threat. Intricate use interface,



implementation configuration and customization become challenging with lack of resources and information.

### **ERP within the organisation**

Implementation of ERP sometimes lack commitment from the organisation and its reach sometimes becomes an issue as it may be accessed from outside. Enterprises are more concerned about the reach to their sensitive data and the person who handle this therefore it is must for them to ensure its protection from all possible threat.

### **Lack of attention toward ERP**

Lack of appropriate preparation for the security may lead to failure of the ERP as most of the organisation doesn't pay much attention toward the security of the organisation. Layout design and process blueprint leave traces after implementation. Sometimes over budget and time constraints organizations to control the entire process and create loopholes. System administrator in an organisation often finds it's difficult to control and manage ERP due to constraints created by the organisation. ERP is not only an IT project but an organisation-wide project that require participation from employees and management.

### **ERP customization**

Almost every organisation uses their version of the software which are different from others with a reason to be competitive and organisation oriented process. This customization is often done by the developer which can cause countermeasures and needs preventive measurement. Ignoring which may be a reason to pose future threat and failures. This customization lack may cause instability issues and performance problems as there is no set standard to control the customization by the developer. Even empirical researches are also not in many numbers to analyze the customization effect of ERP on an organisation.

### **Lack of experienced staff**

Lack of expert staff to implement and manage ERP is a major threat to the organisation. A seasoned

person is a must to prevent the threat and aware people of the same. Due to the lack of such a person organisation often underestimate the importance of ERP security and threat related to it.

### **Security policy and administration**

Slight major ignorance and negligence in the deployment of an ERP system will cost companies in both terms of money and time. IT person must confirm that internal and international security standard complied with ERP and organisation safety.

An organisation must also put in additional security efforts to form security policies and administration in an organisation.

### **Updating ERP system**

Ignoring regular update and is a common issue for the organisation as working in a habitual environment and interface put employees and organisation at ease which result in a serious threat to the enterprise.

Any security patch may change the interface or outlook of the software which will disturb their regular working. This is the major reason that organisation and employee avoid to update ERP. It creates possible chances for a hacker to attack the system and pose threat. Mostly ERP provider updates their software and informs this to their respective client but they can't update the same on a real-time basis.

### **Communication gap among the users**

Mostly the user feels comfortable while using the old system rather than using a new one which causes a grave threat to the system in an organisation. To overcome this users must be trained and communicated about the changes in the system and be encouraged to ensure participation.

Users are often unaware and least concern about the security issues and this tendency spread out in almost every section of the organisation, to overcome the same enterprise must work to ensure proper communication among users.

## Discussion

As per the literature review, most of the internal communication and decision making system changes after the implementation of the ERP system. This will create opportunity and threat to the system so before entering into acquiring and implantation phase, an enterprise must take care of some of the important steps.

Developing plan and objective, commitment and support from the internal staff and management, selection of software, allocation of resources, training and changing environment.

An organisation must plan carefully for the successful implementation of ERP, without which failure and unsuccessful results will arise. The objectives of the department should be clear and measurable. Key performance areas are also a must for the organisation to study before making a business strategy, acquiring, demonstrating, and negotiating. Only well mapped ERP software will serve the purpose. A literature review will help enterprises to understand the various factors which cause threat and serious issue for the organisation beforehand.

A literature review has also revealed that to implement the ERP system support and collaboration must be there among management, department and employees. It must be guided by the organizational objectives. Implementation requires lots of monetary and financial resources. Required resources must be allocated to ensure smooth functioning.

Change management is one of the important activities to ensure the smooth implementation of ERP. It includes people, process, conflicts, politics, standard etc. Sometimes an organisation tries to learn from other's experience which is not an ideal practice in the case of change management. These practices must be taken care of in case of implementation of resources.

## Conclusion

This paper is about the implementation of best practices to implement ERP software. ERP is not

only about the implementation of software and IT infrastructure but an inclusive approach of people and process. Many researchers have stated that ERP implementation in an organisation all depends on cooperation, approach, infrastructure, policy, a vision of the organisation.

This paper also highlights the security issues where the deployment of the software is crucial in terms of the safety and security of the organisation. ERP software-related security concern which can be resolved by taking appropriate measures and procedures. A researcher has pointed out some of the major issues related to security like complex software, lack of training, lack of update, no experienced staff, and miscommunication among staff.

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# A Study to Understand Changing Paradigm of Online Market in Canada

Prof. Prashant Vashishtha\*

## ABSTRACT

*Online marketing is helping local and Multinationals Corporation to understand and reach their customer most effectively with the help of technology. Online marketing has a multilevel platform to attract and attach future buyer of the products and services offered by companies. This paper tries to understand the shifting of traditional marketing to the online marketing inclination of corporations. This paper also tries to understand how online marketing is helpful for organizations and the level of impact of online marketing on customers.*

*Keywords: Online marketing, paradigm, traditional marketing, customer preferences.*

## Introduction

Online marketing is making an offline sale and purchases an era of history. Today innovation and boom of telecom industries have made a path for almost everyone to reach high-speed internet and the growing use of smartphones an inevitable future of online marketing.

Nowadays companies are trying hard to rebuild their digital-centric marketing approach to reach maximum customers and build some level of loyalty and recognition which they enjoy in the offline market. But growing competition and costs are making organizations to rewrite their strategies to cope up with the situation. Companies are trying to improve the results of online marketing companies choosing multilevel promotion and selling options and want them to be as lucrative as possible.

Mobile phones, smart televisions, tablets, smartwatches, digital assistance devices are becoming a new platform for companies to reach their prospecting customers, moreover, innovation

and trends are more centric towards customers than they were earlier.

## Objectives

1. The main objective of this paper is to understand the changing role and paradigm of online marketing and its impact in a competitive market.
2. Another objective is to understand the buying behaviour of consumer under the influence of online marketing.

## Literature review

Nowadays more and more people are connecting to the internet and becoming part of a global community which is at the same time boon and challenge for companies to adopt and react simultaneously. Customers are spending maximum time online to search for products and services rather than offline. Even companies are promoting e Commerce websites and space to cater to diversified segmentation in the world of technology. People are

\*Sr. Prof. Marketing and Business, Canadore College, Mississauga ON, Canada, prashantvashista@gmail.com

using online chatting apps, shopping websites, social networking sites, online games and much more options some of them which are not even directly related to buying and selling.

Consumers are greatly influenced and affected by the platform used by the companies to reach out to the customer (Waghmare GT, 2012). Companies are using these websites and apps not only to sell their products but to collect relevant information regarding their choices and preferences which help in designing, offering and catering to the need of customers. Facebook-owned WhatsApp has released a new privacy policy to have more reach to the data of the customers and websites like Amazon and Flipkart are having a wide array of info about purchasing behaviour of their customers.

Use of online messenger apps are gaining trends and are very popular among all group of ages and will be next data mine for companies ( Kaynama, S. A. and Keesling, G., 2001). Students of this young generation are getting more addicted to chatting and text apps to communicate which are becoming equal to the word of mouth strategy and have the same effect as offline marketing strategies.

In the time of rapidly changing technology, it is not possible to have a product or service entirely based on physical survey or influenced by morality only in fact all must understand the needs and preferences of the customer to delivery which is required to compete (Venkatram Ramaswamy, Hubert Gatignon and David J. Reibstein, 1994). The product development and growth phase has changed a lot in comparison to an earlier time when a buyer will accept an offering made based on some simple criteria now when things are becoming more global companies must respond in some fashion.

The impact of media especially online and digital media is wide. It influences customer and helps the companies to deliver, (Strauss, J. and Frost, R., 1999). Since the beginning of modern marketing concepts, understanding human buying behaviour has always been the key to success. Most of the companies are now getting a new edge with each passing day. Web giant like google, yahoo who are directly responsible for maximum search results are the next key to agility and companies are targeting customers via

SEO, KYC tools to develop and deliver (Davis, H. 2006).

Digital selling is becoming more vibrant with gaining use of emails and will be the next point of marketing approaches (Gopal, R. D., Tripathi, A. K., & Walter, Z. D., 2006). Every day millions of spams and direct selling mails create a huge flow in-network, almost every second email user encounters this type of direct selling offers. The Internet has created a multi-level channel to promote marketing, which needs to be watched carefully before making any decision (Canavan, O., Henchion, M. & O'reilly, S.,2007).

Multinationals like Alibaba and Amazon are entering a more and more diverse marketplace/(space) with the growing network of the internet. Companies reach customers digitally which is impossible to access physically (Springer. Hamill, J.,1997). Catering for the needs of customers and reaching them are two different methods of marketing which is not possible in every situation so new ways have to be devised to reach the target markets, and the internet helps them in their endeavour. Amazon and Alibaba also have the advantage of being the first in their league by their pioneering efforts that are paying off. Making the products customizable at very minuscule pricing due to the sheer volume of it and their logistical support model available all over the globe makes it even more lucrative to sustain themselves.

## Methodology

**Primary data:** Responses were recorded by the use of questionnaires and observation

**Secondary data:** The concepts of books and their research were the source of secondary data collection.

**Sample size:** The number of respondents were 140 who were observed using an online platform for shopping.

## Result

Findings and interpretation of the result.

Table No. 1: Details of respondents

	Category	Number of participants	Percentage
<b>Gender</b>	Male	85	61
	Female	55	39
<b>Total</b>		140	100
<b>Qualifications</b>	Post Graduate	45	32
	Graduate	81	58
	Below Graduate	14	10
<b>Total</b>		140	100
<b>Occupation</b>	Own business	36	26
	Job	62	44
	Students	28	20
	Homemakers	14	10
<b>Total</b>		140	100
<b>Location</b>	Rural	110	79
	Urban	30	21
<b>Total</b>		140	100

Table No. 2: Information availability of online goods and services

Particulars	Respondents	Percentage
<b>Very good</b>	24	17
<b>Good</b>	73	52
<b>Average</b>	26	19
<b>Below average</b>	17	12
<b>Total</b>	140	100

Table No. 3: Prevalence of online shopping

Particulars	Respondents	Percentage
Every time	23	16
Often	89	64
Less often	28	20
Never	0	0
<b>Total</b>	<b>140</b>	<b>100</b>

Table No. 4: Online shopping experience

Particulars	Respondents	Percentage
Very good	21	15
Good	74	53
Average	30	21
Not good	15	11
<b>Total</b>	<b>140</b>	<b>100</b>

Table No. 5: Influence of social media on shopping

Particulars	Respondents	Percentage
Very high	31	22
High	76	54
Sometime	33	24
Never	0	0
<b>Total</b>	<b>140</b>	<b>100</b>

Table No. 6: A preferred device for online shopping

Particulars	Respondents	Percentage
Desktop	21	15
Tablets	19	14
Mobile	83	59
Others	17	12
Total	140	100

Table No. 7: Reason to prefer online shopping

Particulars	Respondents	Percentage
Price	50	36
Quality	33	24
Variety	34	24
Pandemic	23	16
Total	140	100

### Findings

- Online shopping is gaining more popularity and will be the next destination for all the market-centric companies to build their presence.
- Both males and females are using an online platform for shopping.
- Variety and pricing related information are very well accessible to more than 69% of the customer.
- The survey showed 80% of people are using more frequently online shopping for their needs.
- Customer-centric technology-based websites and apps are making customers buy a product more easily and comfortably. This helps in customizing their offers.
- It is observed that social media platform influenced buying behaviour and preference of 76% of customers directly or indirectly.
- In this time of crisis, the companies are quite competitive in their pricing and offering products at almost the same prices (With

exceptions in some provinces due to different rules and regulations)

- High-speed internet and cost-effective tools are making online marketing more popular specifically smartphones are most popular almost 59% uses them. The reason was being handy every time they were needed.
- Multiple reasons are behind growing trends of online shopping mostly due to less price and wide variety even pandemic is also making people move towards online shopping

### Suggestions

- Technological infrastructure needs to be improved at par to boost online marketing
- Quality, reliability and safety need to be priorities for better results.
- Companies need to register more presence on a social platform to expand their customer base.
- The companies need to keep on changing their portfolios along with the product line's length, breadth and prices were variable.
- NPD also helps the companies as it gives an edge over those who have the old school of

marketing and still doing it with their obsolete portfolio with nothing new to offer to their customers.

- A more customer-centric approach is required by marketers to build brand equity and brand loyalty.
- Diversified platforms will be the next challenge for marketing content makers which need to be addressed timely.

## Conclusion

Cost-effective tech gadgets, high-speed internet and recent pandemic triggered online marketing everywhere. Customers are well informed and aware of the variety and quality of products, cost and features. A number of both rural and urban customer are growing at a fast pace and making the online market the next hot spot for companies to focus on to remain in trends. Even despite positive feedback still, people struggle with poor infrastructure and the slow speed of the internet, apart from these companies need to understand the needs of new generation customer to build better marketing approaches. The emergence of digital media is also due to the emergence of numerous players in the market with a very good combination of internet and other services bundling helps people to make better choices with their purchase. It should however be noted just dropping the prices is not a surety of the services to be sold easily, the coverage, speed, reliability and sustainability of the services helps the players to stay strong in this competitive field.

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# Motivational Factors Affecting College Teachers Performance

Dr. Anil G. Lohar\*  
Mayuri Hilal Patil\*\*

## ABSTRACT

*The teachers can be rightly called a nations builder. Teacher have to play a vital role in the building up of the character of the next generation. This study examined the motivational factors for college teachers Performance . Motivational factors are encourage the individuals for better performance. If the teachers are enthusiastic, they will definitely bring best academic result and hence teachers morale should be at highest level. Highest morale always keep teachers motivated. Therefore motivation is the key to ensure the satisfactory work performance.*

*The study of this article is to examine various factors that motivated to college teachers. It is our attempt to analyze the effect of motivational factors on the performance of the college teachers. The study is conducted with main objective that how the motivational factors affecting college teachers performance. Teacher should realize that it is not only necessary to be honest but also make attempts to make other honest for better society.*

**Keyword:-** Motivation, College, Teachers, Job Satisfaction, Role of teacher, Performance of teacher.

## Introduction

The teachers has a vital role to play for national development and for social changes also. He has to guide and inspired his students, he has responsibility to inculcate values. The educational changes and reforms can be brought out successfully due to the teachers. However the quality, competence and character of the teachers are undoubtedly important. Even reputation of the college depends on the kind of teachers working in it.

It can be observed that due to poor service condition of teachers, expansions of the educational system, negligence of duty by many teachers and non-grant culture developed by government has deteriorated the status of the teacher. Therefore it is need of time to make continuous efforts to improve the status of the teacher i.e. economical, social and professional

status. His role as dispenser of knowledge does not seem to be relevant but it is more important to acquire right attitude and good habits.

As a teachers of commerce faculty we have associated with the various issues and problems of the college teachers and his psychology and factors motivated him to improve his performance in the college. With this background we determined the research problem "Motivational Factors Affecting College Teachers Performance" and prepared this research paper as it is significance in educational system.

## Defining Teacher Motivation

Teacher motivation defined it in term of attraction ,retention and concentration as something that determines what attracts individuals to teaching, how long they remain in their teacher education

\*Principal, Adv. S. A. Baheti College, Jalagon. E-mail id-agl1261@gmail.com

\*\*Assistant Professor, Adv. S. A. Baheti College, Jalagon, E-mail id-mhp.130592@gmail.com

courses. There is a special attention to motivation efforts to motivate the teachers.

### **Influencing factors of teacher motivation**

A strong tradition in early in service teacher motivation research was the exploration of various factor influencing teacher motivation. Factor has been revealed by a number of studies that teacher motivation could be enriched when teachers have the light the choose teaching materials ,programmers and teaching method and to determine classroom origination and discipline. Factor identified by Packard and Dereshiwsky included adequate professional relations And ties professional inputs teacher evaluation ,leadership and teacher development. Teachers motivation , though primarily derived from intrinsic value of teaching may be undetermined by a number of factor.

### **Review of the literature**

In view of need of study we have reviewed various area pertaining to the subject. The review shows that Management and Government has to play the significant role for motivating the teachers. They followed certain parameters for motivating teachers. The research conduced by A.K. Shriwasatv(1984), S.K. Sharma (1990), Rao G.V.S.(1991).Highlighted the motivational aspects of employee and a complex process of motivation. This researcher analyzed some important dimension of work motivation. We review Maslow’s need hierarchy and also studies have been carried to find out how far this motivational theory is relevant in this context.

### **Research Methodology**

With considering the time and resource at our disposal, It was decided to collect the data through both sources. The hypothesis have been duly tested with supporting information.

The explorative study related to the survey of literature. Descriptive study corners to the sample survey of college teachers. For this purpose we have collected information from the teachers through

structured questionnaire. Total 90 questionnaire are filled and collected by college teachers and on the basis of this primary data the hypothesis have been tested.

### **Objective**

The main objective is “To make the study of motivational factors affecting the performance of the college teacher”

### **Hypothesis**

The hypothesis considered for the study “ College Teachers are aware of the importance of being motivated by the superiors for improving their performance”

### **Interpretation of data**

The study is related with motivational factors of the teacher and policy of the management to motivate him for improvement his performance. The task of present study is so difficult and hence the study is limited to the study of sector samples only. Presently, we all have face the problem f epidemic diseases. Corona virus affected on entire life of human being. Therefore we confirmed this study to the selected samples of college teachers in Jalgaon district only. The teachers served in the North Maharashtra and especially affiliated colleges of KBC North Maharashtra University are selected for the purpose of sampling universe. It is not possible in this epidemic situation to adhere to proportionate selection situation of sample researcher prefer random sampling. The sample of college teachers presents teachers of Arts ,Commerce and Science colleges. Hundred structured questionnaires were distributed and required information solicited manually as well as online. Out of these hundred questionnaire ninety respondents recorded their reply for the analysis and interpretation of information collected ,we have used simple method of analysis and presented important aspect of collected data in tabular form researcher has plainly consider the analysis of questionnaire while making the comparison researcher has consider only five

important parameters of motivation to teachers which are discussed here.

### 1) Congenial relation with co-teachers:-

Table below shows the information in respect of attachment of the teachers with their co-teachers.

**Table 1 : Congenial Relation with Co-Teachers**

Sr. No.	Factors	Congenial Relation with Co-teachers (in no.)	%
1	Extremely Important	81	90.00
2	Very Important	04	4.44
3	Slightly Important	03	3.33
4	Not Important	02	2.22
	Total	90	100.00

(Source-Survey)

From the above it can be seen that 90 % of respondents recorded extremely important for Congenial relation with teachers. where as 4.44 % opined it is very important and 2.22 % not important. It revealed that these 3.33 % teachers are reluctant these and don't like to mix with others. Most of them felt that Congenial relations developed healthy atmosphere in the campus.

2) **Job security** :- It is seen that teachers are always preferred for secured job. Most of colleges teaching profession is the most unsecured profession Government of Maharashtra adopting permanent no-grant policy for education institutes which provide unsecured job, therefore teachers are always doubtful about continuity and security of their job.

**Table 2 : Job security**

Sr. No.	Factors	Job security (in no.)	%
1	Extremely Important	83	92.22
2	Very Important	03	3.33
3	Slightly Important	02	2.22
4	Not Important	02	2.22
	Total	90	100.00

(Source-Survey)

## 3) Adequate Pay:-

Table 3 : Adequate Pay

Sr. No.	Factors	Adequate Pay (in no.)	%
1	Extremely Important	84	93.33
2	Very Important	06	6.66
3	Slightly Important	00	0.00
4	Not Important	00	0.00
	Total	90	100.00

(Source-Survey)

The table 3 reveals that pay scale is considered very important factor. Advocacy the pay scale is the priority for the teachers as it could help to uplift economical status and concentrated the mind in daily work. It can be observed that 93.33 % of respondent given extremely important to sufficient

of pay whereas 1.11 % of respondents does not consider the pay factor.

## 4) Need of favourable working condition:-

Following Table No.4 shows the response to the questionnaire Need of favourable working condition.

Table No. 4 : Need of favourable working condition

Sr. No.	Factors	Need of favourable working condition (in no.)	%
1	Extremely Important	82	91.11
2	Very Important	05	5.55
3	Slightly Important	01	1.11
4	Not Important	02	2.22
	Total	90	100.00

(Source-Survey)

From the above, it can be seen that 91.11% of teachers preferred for favourable working conditions. They opined that job security, adequate pay recognition by management, availability of facilities etc. create favourable working conditions.

## 5) Need Timely hike in pay:-

Table 5 below shows the analysis of opinion of the respondents.

Table No. 5 : Need Timely hike in pay

Sr. No.	Factors	Need Timely hike in pay(in no.)	%
1	Extremely Important	85	94.44
2	Very Important	03	3.33
3	Slightly Important	02	2.22
4	Not Important	00	0.00
	Total	90	100.00

(Source-Survey)

According to 94.44 %teachers respondents timely hike in pay is extremely important factor. According to them security of job and good atmosphere in the campus is the first priority. Teachers required timely hike in pay which consider strong economic base as a matter for status and need of standard of living which can help them to concentrate their mind in the job.

### Discussion on Finding

On the basis of analysis of the primary data collected by college teachers and the observation there of the study reveals following:-

- 1) It is observed that motivation is both inner as well as external process. The performance of teachers is influenced by the prevailing working condition, work culture availability of infrastructure facilities ,Job security, monetary benefits and teachers attitude towards their teaching.
- 2) There are various theories of motivation and motivational technique propounded by eminent authorities. This involves use of monetary as well as non –monetary towards and shown their interdependent .The psychologists and eminent authorities have grouped the various theories on motivation and tried to show how these applicable in motivating the employees.
- 3) Teachers considered congenial relationship important for the healthy atmosphere in the college area.
- 4) Teachers expressed that their principals are very co-operative and always help them.
- 5) Most of the teachers get cooperation from their co teachers in the completion of their tasks in case of such need.
- 6) Teachers would link to consult their Principal whenever they find any problem in their job.
- 7) The teachers have considered opportunity of promotion timely hike in salary important .
- 8) Most of the teachers are seen Knowledge and skill conscious. Teachers considered favour of Management essential.
- 9) Almost all teachers are acquiring expertise in their job and secured higher academic degree.
- 10) Most of the teachers have expressed desired reaching to the top and becoming HOD or Principal.

### Conclusion

To sum up, it would be seen that most of the teachers under study are consider about their right and position in the society and also about security of job, Proper reward for the job, doing research and getting appreciated and motivated by their superior for psychological involvement in the overall development of college atmosphere. However the teachers working on contract basis and no-grant basis increase the gravity of the problems which needed concrete solution.

This supports our hypothesis that “Teachers are aware of the importance of being motivated by the superiors for improving their performance”.

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# Work from Home Culture and its Impact on Maintaining Work-Life Balance with Special Reference to Online Teaching-Learning During Covid 19

Prof. Subhashini Naikar\*  
Prof. Namrata Murugesan\*\*

## ABSTRACT

*COVID 19 pandemic has hit almost all businesses and has made them to find alternative solutions to continue their businesses as usual. Though it has always been a pain for an employee to maintain a healthy work-life balance. Some of the factors that can be considered are, work pressure, targets, household chores, and so on. Now, things have become more difficult as everything has changed. For instance, the growing trend of work from home culture. Almost all IT sectors have provided their employees with a PC or a system so that they can carry on with their work from home. However, a considerable number of employees find this culture very effective as it saves a lot of time and energy. In this research paper, we would be focusing on teaching faculties and their concerns when it comes to maintaining work-life balance. For instance, nowadays the lectures are being conducted online, everything has become virtual and people have started believing this as the "new normal". To find whether this has been a boon or a bane on teachers with regards to managing their classes, official work, and their family life in a healthy and effective way?.*

**Keywords :** COVID-19, Teachers, Work-life Balance, Work From Home, Stress Management, and Time Management.

## Introduction

Nothing has remained the same since the COVID pandemic hit the world. Daily commutes, all scales of businesses, corporates, government, schools, colleges, and almost every other thing came to a standstill. Government has taken strict measures in containing the spread of the virus. As a key measure against the pandemic, lockdown was enforced upon the public. To tackle this, many businesses had to find out alternate ways to run their business in a smooth and profitable manner. One of the best ways that most of the businesses were willing to implement was the work from home option. Considering that most of the corporate world did have the work from home option for their employees, it wasn't a challenge. However, there were a number of other businesses and processes

where work from home had never been implemented either due to the lack of need for a work from home option before the pandemic or on the grounds of confidentiality. One such business was the education business.

Though many new businesses have started online courses, teaching, and other modes of blended content delivery the main scale education sector i.e. schools and colleges hadn't implemented it so far. After the pandemic situation, there rose the need for work from home in schools and colleges. Work from home in schools and colleges involved online - teaching, assessment, documentation, administration, and other day to day activities in schools/colleges. This sudden shift in the education sector has had its own merits and demerits from the teacher/student/admin/university's point of view.

\*Assistant Professor, Degree College and Vice- Principal SFC, Prahladrai Dalmia Lions College of Commerce and Economics

\*\*Core faculty of BBI, Prahladrai, Dalmia Lions College of Commerce and Economics

In this research we have focused on the teacher's point of view on the growing need for the work from home culture in the education sector as well.

**Research Methodology**

In this section we will see the following in detail:

- Objectives of this study
- Methodology of the study
- Scope/Limitations of the study

**Objectives of this study**

1. Study the work-life balance after the emergence of online Teaching.
2. Study the impact of online learning on teachers and students.
3. Analyze the quality of online learning.
4. Study the various factors affecting the work-life balance due to online learning.
5. Get ideas to improve work life balance from a teacher's point of view.

**Methodology of the study**

**A. DATA SOURCES**

The primary data for the study was obtained from a survey using Google Form. The primary data was helpful to conclude the different findings of our research. The secondary data were research papers obtained from the internet. The secondary data was used for literature review.

**B. DATA ANALYSIS**

The collected data is analyzed by percentage format, charts, graphs and pie diagram.

**C. SAMPLE SIZE**

For this study responses from 52 teachers were recorded.

**Scope/Limitations of the study**

The survey was carried out on 52 teachers who reside in Mumbai. The respondents were ranging from 25 - 57 years of age. Out of which 13 were male teachers and 39 were female teachers.

Here is the table showing number of experience of the participants:

Age (in years)	No. of teachers
0-2	1
2-4	4
4-6	6
6-8	6
8-10	5
10+	30

Here is the table showing participants and their online teaching engagement per week:

Online teaching per week (in hours)	No. of teachers
0	0
1-6	13
7-13	10
14-20	13
21-27	9
28-33	3
34+	4

The region of interest was mostly focused only on the teacher's opinion/perception on online/offline teaching.

### Literature Review

Jasmine Paul and F. Jefferson in 2019 published a paper on "A Comparative Analysis of Student Performance in an Online vs. Face-to-Face Environmental Science Course From 2009 to 2016". Their study compared the effectiveness of online vs. traditional instruction in an environmental studies class. The study was done on 548 students who completed the Environmental Science class between 2009 and 2016. All sections of the course were taught by a full-time biology professor having over 10 years teaching experience in both classroom and Face to Face (F2F) modalities. The content material for online class covered the same as the F2F class. The online course was delivered using the Desire to Learn (D2L) e-learning system. The results of the study did not show any significant performance difference between the students of online and F2F classrooms with respect to modality, gender, or class rank. One may infer from this study that either there is actually no difference in the performance of an online vs F2F classroom or in this particular study the experience of the teacher, the effectiveness of the online D2L platform, course material, and so on could be an influencing factor. [1]

Christine Frazer et al. in 2017 published a paper on "Faculty Perceptions of Online Teaching Effectiveness and Indicators of Quality". As the title name indicates, the research focused on the

perceptions of faculty in online teaching with respect to teaching effectiveness (facilitate, connect, lead, and work) and indicators of quality (student success, student improvement over time, and student application of knowledge to the professional role). The research was driven by conducting a semi structured interview format guided group discussion. Participants were nurse educators from an online university with an average of 15 years of teaching experience in a nursing academia and 6 years in an online environment. The participants' perceptions viewed effective online teaching practices as an instructor who (a) facilitates student learning; (b) aims to feel connected with students in the classroom; (c) shares experiences; (d) is approachable; (e) establishes mutual comfort; and (f) is responsive to students' needs. [2]

Wei Bao in 2020 published a paper on "COVID-19 and online teaching in higher education: A case study of Peking University". This paper focuses on a case of Peking University's online education. Six specific instructional strategies were presented to summarize online teaching experiences for university instructors who might conduct online education during a pandemic kind of circumstance. The author concluded the study with five high impact principles for online education: (a) high relevance between online instructional design and student learning, (b) effective delivery on online instructional information, (c) adequate support provided by faculty and teaching assistants to students; (d) high quality participation to improve the breadth and depth of student's learning; and (e) contingency plan to deal with unexpected incidents of online education platforms. [3]



## DATA ANALYSIS, INTERPRETATION AND PRESENTATION

The data was collected by circulating a google form through whatsapp messenger to colleagues and friends of colleagues who are based in Mumbai. The

following were the questions in the survey:

1. Which of the following do you hate about Work From Home (WFH)? (Choose all the options that are applicable to you)

Options and other responses	No. of teachers
Work overload	25
Meetings outside work hours	28
Lack of personal time	24
Lack of actual face to face interaction (bored of virtual meets)	36
Very less physical activity	31
Difficulty in communicating ideas	16
Inability to judge whether or not the students are actually listening to the class	35
Using virtual platforms to conduct classes (For example: Zoom and Google Meet)	7
No full proof technology to catch a student if he is copying (or doing any malpractice) in an exam	35
Inability to focus on work from home	14
Family members disturbing	10
Other: Health issues increased	1
Other: I am enjoying	1
Other: Stress on eyes, absence of black board, expenses on internet, electricity, device maintenance etc	1
Other: Management not allowing to go for extra mile	1

### Data Interpretation

From the above data collected we can interpret that Work overload, Meetings outside working hours, Lack of personal time, Lack of actual face to face interaction (bored of virtual meets), Very less physical activity, Difficulty in communicating ideas, Inability to judge whether or not the students are actually listening to the class, No full proof

technology to catch a student if he is copying (or doing any malpractice) in an exam, and Inability to focus on work from home are the pain points or the negative factors that are experienced by most of the teachers.

2. Which of the following do you like about Work From Home (WFH)? (Choose all the options that are applicable to you)

Options and other responses	No. of teachers
Work Time Flexibility	24
No need to travel for work everyday	35
Safety	25
Time with Family	15
Working in your favorite work desk	8
Virtual interactions with everyone	11
Ability to use technology to manage students effectively	20
Ability to use technology to test students in a number of other ways than just MCQs or written exam	17
Ability to communicate ideas much better using different apps/websites/infographics/instructional design tools	24
Other: Can deliver lecture in more effective way by teaching in practical manner	1
Other: Away from organisational politics	1
Other: No issue of class control or discipline, compulsion to use the technology made to learn technology	1
Other: Less formal	1
Other: I could learn online teaching methods	1
Other: Being able to switch to Videos instantly and engage students attention	1

*Data Interpretation:*

From the above data collected we can interpret that Work Time Flexibility, No need to travel for work everyday, Safety, Time with Family, Working in your favorite work desk, Virtual interactions with everyone, Ability to use technology to manage students effectively, Ability to use technology to test students in a number of other ways than just MCQs or written exam, and Ability to communicate ideas

much better using different apps, or websites, or infographics, or instructional design tools are the good points or the positive factors that are experienced by most of the teachers.

**3. Do you think the quality of education is less in online teaching as compared to offline (classroom) teaching?**

Options	No. of teachers
Yes	38
No	14

*Data Interpretation:*

From the above data we can interpret that most of the teachers feel that the quality of online teaching needs to improve.

**4. Are you in agreement with the way exams are conducted online (where students can give answers from home)?**

Options	No. of teachers
Yes	11
No	41

*Data Interpretation:*

From the above data it is evident that the way the grading/assessment done currently by conducting online exams are not effective enough and has not

been successful enough to win the confidence/trust of many teachers.

**5. Which among the following do you think is the best way to test students online?**

Options and other responses	No. of teachers
MCQs where students will answer online from home	9
Descriptive answers where student will answer online from home	5
There is no best way, offline exams are the only solution	14
Assignments from students: Students research on the assignment and submit their findings in their own words (without plagiarism)	23
Other: If there is online exam it can be conducted by normal way and we can ask them to upload written answer books with their SAP Number and signatures on the top of every page, with good quality phones generally they have cameras that can click good pictures	1

*Data Interpretation:*

From the above data it is evident that most of the teachers are in agreement with "Assignments from students: Students research on the assignment and submit their findings in their own words (without plagiarism)" as a medium to test the students.

**6. Do you feel you have been trained enough to conduct online lectures effectively?**

Options	No. of teachers
Yes	25
No	6
Need more training to use different online teaching tools effectively	21

*Data Interpretation:*

From the above data though half of the teachers say that they have been trained enough to conduct online lectures effectively there is a considerable amount of teachers who either feel they are not trained enough or feel the need for more training to use different teaching tools effectively.

**7. Do you think you are better (efficient/able to convey better/calm and composed) while conducting lectures online than offline?**

Options	No. of teachers
Yes	23
No	11
No difference	18

*Data Interpretation:*

From the above data we can say that most of the teachers either feel no difference in their teaching style or feel more efficient/able to convey better/calm and composed while conducting lectures online than offline.

**8. Should online teaching continue even after the pandemic situation gets over?**

Options	No. of teachers
Yes	16
No	36

*Data Interpretation:*

From the above data it seems that the teachers are more inclined to get back to the usual way of conducting lectures over online teaching.

**9. Are you facing any mental or physical health issues due to work from home?**

Options	No. of teachers
Mental health issues	3
Physical health issues	4
Mental and physical health issues	16
No health issues	29

Data Interpretation:

From the above data we can see that most of the teachers did not encounter any health issues however there are a considerable number of teachers who are experiencing either mental or health issues due to WFH. This shows that changes in lifestyle and

working style have to be made to maintain mental and physical health.

**10. Overall, do you like online teaching over offline teaching?**

Options	No. of teachers
Yes, want it forever	8
No, do not want it at all	8
Need a combination of online and offline teaching	36

Data Interpretation:

From the above data we can see that most of the teachers do consider the WFH as a positive thing which is affecting their lives in a positive manner in some way or the other. Hence, the preference for a combination of online and offline teaching modality.

them to opt for “Need a combination of online and offline teaching” over just offline or online teaching. From this we can say that though online teaching has been challenging and has helped teachers to evolve and adapt to this modality of teaching.

**Conclusion and Suggestions**

**Conclusion:**

For concluding my project I would like to refer to the 8th and 10 the questions of my survey which were “Should online teaching continue even after the pandemic situation gets over?” and “Overall, do you like online teaching over offline teaching?” respectively. From the responses for the 8th question though the teachers seemed to be against online teaching, however, the responses for the 10th questions does give a clear hint that most of the teachers though have struggled a bit to change their teaching modality from offline to online, they do seem to see some good signs/points that do tend

Online teaching is a new experience that has greatly impacted the lives of both teachers as well as students within this pandemic situation. The results of this study does give a good insight to educational institutes on whether or not to have WFH as an option similar to the corporate sector.

**Suggestions:**

- Proper training should be provided to teachers to conduct online lectures effectively
- Management should look into ways of integrating WFH as an option or make a combined model for making sure the online teaching skills are in use from time to time so as to be ready/skilled enough to conduct both online lectures at times like this.

- Management should make efforts in helping to maintain work-life balance among their employees.

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# Sustainable HRM Practices of St. Xavier's College, Kolkata in the 'new normal' and its impact on Organizational Culture: A Case-Based Approach

Samuel S Mitra\*  
Aparajita Hembrom\*\*

## ABSTRACT

*In this rapidly changing environment, HRM practices and Organizational Culture are elixirs of the mayhem being experienced by almost all organizations in the present insipid world. In fact, the dearth of either of two elixir can prove to be wobbly for any organization. The current landscape of educational institutions has been stymied by the whoosh triggered by the Coronavirus pandemic. The current challenge of blunting the menacing pandemic as well as managing an institution to keep education afloat while simultaneously catering to the needs of the employees is a much talked about conundrum. In this context, practices of HRM and maintaining a sound organizational culture has become a prodigious challenge for the administrators of educational institutions. The institutions that of late has been engaged in holistic practices of sustainable HRM to maintain and bolster an effective aura of culture in the organization. Our current endeavour is aimed at narrating the case of St. Xavier's College, Kolkata, in its quest for addressing the issue of maintaining a healthy culture within the organization through the practices of sustainable HRM, where the objective is to explore the impact of such sustainable HRM practices on the culture of the organization.*

**Keywords:** Covid-19; Sustainable HRM; Green HRM; Organizational Culture; Educational Institutions

## Introductory Contemplations

The ever growing concern for the environment has further propelled the concept of sustainability where the seeds of such noble concept was first sown in the Brundtland Report of 1987. The term 'Sustainability' refers to meeting the needs of the present without having to compromise on the resources to be used for future generations. Various global issues like Poverty, Hunger, Education, Sanitation, Clean Environment, etc. has been addressed by including all of such 17 items together coined as 'Sustainable Development Goals', commonly known as SDGs. The environmental awareness and constant mulling over the maintenance of ecological footprints has called for inexorable attention to be given on

sustainable HRM practices. Sustainable HRM, also known as Green HRM includes policies and activities of HRM like recruitment and selection, training and development, appraisal and compensation, etc. aimed at maintaining environmental sustainability by wide scale promotion of the use of resources in a sustainable manner. Green HRM involves undertaking HR initiatives much like traditional HRM but those which are environment friendly resulting in controlled costs, better employee engagement, enhanced efficiencies and employee retention thus serving the organization inexorably by reducing employee carbon footprints through job-sharing, electronic filing, teleconferencing, telecommuting, energy efficient office equipments, etc.

\*Staff & Researcher, St. Xavier's College (Autonomous), Kolkata Email: samuelmitra18@gmail.com

\*\*Assistant Professor in Management, Dept. of Commerce (Evening) & Research Scholar, St. Xavier's College (Autonomous), Kolkata Email: hembromaparajita@gmail.com

## Problem Statement

Albeit the concept of Sustainability gathered steam after the Brundtland's Commission of 1987, the liaison between education and sustainable development was first established on a global platform at the United Nations Conference on the Human Environment held at Stockholm, Sweden in June 1972. However, only the advent of sustainable development cannot be enough, as to bring change in a society oriented towards sustainability, education is imperative for creating a general awareness in order to instil knowledge-based, value-based, skill-based and attitude and behaviour-based transformation amongst mankind which was realized in the Rio-Summit of 1992. Furthermore, the Tbilisi Declaration of 1977, went one step further to materialize the concept of 'education for sustainable development.' Higher educational institutions whose primary goal is to provide quality education to its students are also renowned for efficient HRM practices, particularly, sustainable HRM as every now and then we witness a plethora of head-turning green initiatives undertaken by them. Unarguably, HEIs are versatile enough to leverage their skills, expertise and HRM practices in order to accomplish sustainable development which could also have a positive impact on the culture of the organization.

The current case probes into how the Sustainable HRM practices undertaken by St. Xavier's College (Autonomous), Kolkata during the ongoing Coronavirus pandemic has an influence on the overall culture of the institution. As such, three pivotal questions seems to be looming large in the context of this deliberation.

- What are the major challenges encountered by higher educational institutions during Coronavirus pandemic at the nexus of HRM practices and maintaining a sound organizational culture?
- What are the opportunities in the landscape of Sustainable HRM that higher educational institutions can avail in order to mitigate the risks during the pandemic as well as to maintain a sound organizational culture?
- How can higher educational institutions guide employees towards the accomplishment of organizational tasks while emphasizing heavily

on environmental sustainability through Sustainable HRM practices?

## Case Analysis

The gargantuan role played by HEIs in the context of accomplishing environmental sustainability has already been much talked about in the past few years. In the ugly aftermath of the potential outbreak of Covid-19 throughout the world, HEIs are increasingly resorting to the practice of more eye-catching HRM practices which cater to the needs of environmental sustainability as well as maintain a healthy organizational culture simultaneously taking all safety precautions amidst this global pandemic. It is in this light, that the various Sustainable HRM practices undertaken by St. Xavier's College, Kolkata, shall be discussed with an attempt to explore its impact on its overall culture within the institution.

### • Preliminary Elucidations

Before getting headway with the principal aspects of the case, it is important to establish the rationale behind undertaking such Sustainable HRM practices by St. Xavier's College, Kolkata, which has been the vanguard of sustainable living practices for over a century. The globally acknowledged sacrosanct education hub, located in the heart of Kolkata, has demonstrated and educated for generations that being 'green' is not just the be-all and the end-all, but is more about the holistic process entailed in accomplishing the same. Successive generations of religious priests of the Society of Jesus, have endeavoured to adopt sustainable modus vivendi, even before the term 'sustainability' came into existence. They have not only imparted high quality knowledge, but have also played an instrumental role in motivating and encouraging multiple stakeholders to be conscientious towards the environment and adopt green ways of living in the society. After the mayhem created by Novel Coronavirus from the middle of March, 2020, a bewildering upsurge in the number of college-level practices of Sustainable HRM has been witnessed to further highlight the significance of environmental sustainability during the pandemic whilst marinating a healthy institutional culture when physical interaction is quite difficult to manage. This was an innuendo of the precautionary measures



declared by the government as well as to adhere strictly to the quarantine rules in order to curtail the blood-thirsty pandemic. Consequently, the college campus has undertaken a plethora of measures to practice sustainable HRM without much physical interaction among employees, while other non-monetary initiatives such as free ration distribution, free distribution of PPE kits, eye-twitching webinars on stress management during quarantines, webinars focusing on mental health and challenges during Covid-19, etc. has been undertaken which has garnered tremendous amount of plaudits. To further establish the nexus of Sustainable HRM and St. Xavier's College, Kolkata, we have made an attempt to bring out the relationship between sustainability and HEIs in the paragraph below.

- **The Role of Higher Educational Institutions (HEIs) towards Sustainability**

Colleges and universities are the apex bodies in the higher educational paradigm. They play a pioneering role in ensuring environmental sustainability, not only by creating a general awareness about environmental consciousness, but also by undertaking myriad green integrative initiatives in protecting and conserving the environment, simultaneously stimulating public involvement and ensuring societal awareness

towards environmental protection and conservation. Not only this, HEIs from time to time also perform a plethora of social services catering to the needs of the society at large. HEIs proffer environment related education by imparting education of the highest quality to its students as well as creating a great awareness among its employees through its exquisite curriculum structure and design, research initiatives as well as tie-ups with various NGOs working towards the same goal of upholding ecological sustainability, besides having its own environment and social service related wing 'National Service Scheme.' They also help channelize the knowledgeable expertise of their

intellectual resources, in the pursuit of solving critical environmental problems, thus playing the role of a robust networking agent and data accumulator.

### Integrated Framework for Case Analysis

The current case shall delve deep into the ecological enterprises undertaken by the college, in their persistent commitment towards ensuring sustainable development. The case has been developed using an integrated framework, as illustrated in the figure depicted below.

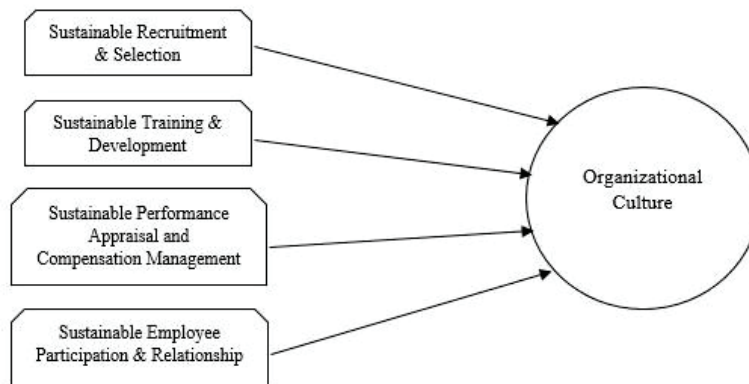


Figure 1: Research Model depicting Sustainable HRM and Organizational Culture (Self-developed by authors)

As is observed from the above table, an integrative approach of the sustainable HRM undertaken by St. Xavier's amidst the global pandemic in its commitment to attain sustainability while attaining organizational goals with minimal physical interaction. The approach considers four

dimensions which includes Sustainable Recruitment & Selection, Sustainable Training & Development, Sustainable Performance Appraisal and Compensation Management and Sustainable Employee Participation & Relationship. The Sustainable HRM-Organizational Culture nexus is

evident in those myriad ways which has helped the hallowed institution achieve organizational goals during a difficult time period whilst persistently catering to environmental sustainability. Educational enterprises by the college are basically

innuendo of contributing towards sustainability goals, in that they orient and encourage other stakeholders towards sustainability and more avid HRM practices.

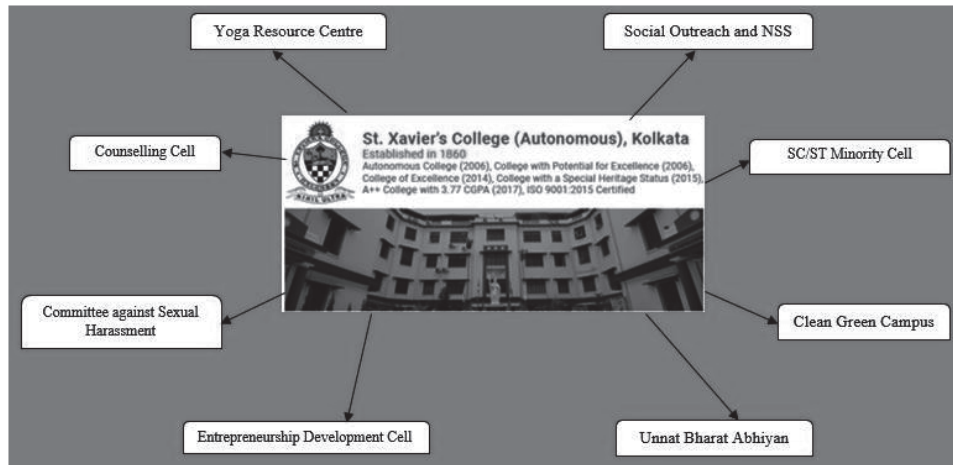


Figure 2: Various sustainable initiatives undertaken by St. Xavier's to manage employee relationship

The above mentioned diagram is a depiction of a plethora of sustainable initiatives which has been implemented by St. Xavier's College, Kolkata. These noble causes not only caters to the employees of the hallowed institute but also emphasizes on the overall sustainability of the environment in the long

haul. Innovative HRM practices like Yoga Resource Centre, Social Outreach and NSS, SC/ST Minority Cell, Clean Green Campus, Unnat Bharat Abhiyan, Entrepreneurship Development Cell, Committee against Social Harassment and Counselling Cell.



Figure 3: Gratuitous and other non-monetary HRM practices undertaken by St. Xavier's during Covid-19

The above diagram is a representation of the myriad social initiatives undertaken by St. Xavier's College, Kolkata during the monotonous and difficult period of Coronavirus lockdown and thereafter. Various non-monetary and other acts of kindness towards the employees of St. Xavier's College, Kolkata and several other unprivileged and underprivileged people displays its mammoth role towards the accomplishment of SDGs while continuously maintaining and fostering its culture by implementing head turning methods of HRM practices towards the development of its employees. Some of such social acts include protection of unity in diversity, various webinars emphasizing on challenges and mental health during Covid, distribution of free ration and PPE kits, adopting a village in West Bengal which was severely affected by a super-cyclone, etc.

## Data and Methodology

For the purpose of our current endeavour we have focused on a rigorous review of secondary sources of literature to create a robust theoretical foundation especially while establishing the proposed research

model and creating the liaison between HRM practices and organizational culture. Such data has been accessed from authentic and reliable databases like INFLIBNET, J-Stor, BASE, etc. For the purpose of primary data collection, we have used a close ended questionnaire which was purely self-developed. The questions contains 16 questions under 4 segments namely, Sustainable Recruitment & Selection, Sustainable Training & Development, Sustainable Performance Appraisal and Compensation Management and Sustainable Employee Participation & Relationship and their link with organizational culture. A Five-point Likert scale (5=Completely Disagree and 1=Completely Agree) has been used to measure the concepts. Most of the questionnaires were mailed while others were randomly administered to the employees of St. Xavier's College, Kolkata belonging to the age group of 24-53 years which includes both teaching staff and non-teaching staff. Initially 220 respondents were taken for the purpose of our study but due to some erroneous and incomplete responses such responses had to be rejected. After rejection our final valid response stood at 204 responses. The data has been meticulously processed by using IBM SPSS 23.0.

Table 1: Demographic Profiling of respondents

Demographic Construct	Classification	Population Statistics	Percentage
<b>Gender</b>	Male	153	0.75
	Female	51	0.25
	<b>TOTAL</b>	<b>204</b>	<b>1.00</b>
<b>Age</b>	24-33	42	0.21
	34-43	112	0.54
	44-53	50	0.25
	<b>TOTAL</b>	<b>204</b>	<b>1.00</b>
<b>Current Designation</b>	Teaching Staff	72	0.35
	Non-Teaching Staff	132	0.65
	<b>TOTAL</b>	<b>204</b>	<b>1.00</b>

- **Reliability Statistics**

A reliability statistics has been conducted to check for the internal validity and consistency of the items used for each factors by using SPSS 23.0. By running the reliability test, we have found that the

Cronbach's Alpha score were above the par score of 0.6 (in this case 0.812) which is robust enough thus, validating that all the 16 items fit perfectly in our questionnaire and support our proposed research model.

Table 2: Reliability Statistics for All Variables (n=16)

Cronbach's Alpha	Cronbach's Alpha based on Standardized Items	N of items
0.812	0.812	16

• **Correlation Analysis**

After conducting the aforementioned reliability test, we have examined the correlation coefficients to probe into the inter-relationships between the 4 factors (the 4 construct of our proposed research model) .The statistical tool used here is also SPSS 23.0. The table below shows that the correlation

between the 4 dimensions namely Sustainable Recruitment & Selection, Sustainable Training & Development, Sustainable Performance Appraisal and Compensation Management and Sustainable Employee Participation & Relationship which has been mentioned as SRS, STD, SPACM and SEPR respectively.

Table 3: Correlation Test

		SRS	STD	SPACM	SEPR
<b>SRS</b>	<b>Pearson Correlation</b>	1	0.689**	0.717**	0.749**
	<b>Sig. (2-tailed)</b>		.000	.000	.000
	<b>N</b>	204	204	204	204
<b>STD</b>	<b>Pearson Correlation</b>	0.689**	1	0.758**	0.678**
	<b>Sig. (2-tailed)</b>	.000		.000	.000
	<b>N</b>	204		204	204
<b>SPACM</b>	<b>Pearson Correlation</b>	0.717**	0.758**	1	0.705**
	<b>Sig. (2-tailed)</b>	.000	.000		.000
	<b>N</b>	204	204		204
<b>SEPR</b>	<b>Pearson Correlation</b>	0.749**	0.678**	0.705**	1
	<b>Sig. (2-tailed)</b>	.000	.000	.000	
	<b>N</b>	204	204	204	

\*\*Correlation is significant at the 0.01 level (2-tailed)

The above table shows that the correlation between them are positive and moderately strong.

To further ameliorate the findings of our study, we have conducted a regression analysis to test our different hypotheses by using SPSS 23.0.

• **Regression Analysis**

Table 4: Regression Test

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.786 <sup>a</sup>	.756	.715	.70930

a. Predictors (Constant), SRS, STD, SPACM, SEPR

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standard Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.397	.182		1.758	.082
SRS	.432	.059	0.576	7.673	.000
STD	.389	.051	0.544	6.768	.000
SPACM	.628	.072	0.593	9.545	.000
SEPR	.558	.063	0.627	7.932	.000

a. Dependent Variable: Organizational Culture

As we can see from the above table, the value of R square indicates that the 4 predictors (SRS, STD, SPACM and SEPR) explains 75.6% of variations in Organizational Culture. The strongest standardized coefficient ( $\beta$ ) belongs to SEPR (*Sustainable Employee Participation and Relationship*) carrying a value of ( $\beta=0.627$ ) having a larger impact than any other variables in the model.

**Conclusive Remarks**

The current case, developed as a best practice, has been aimed at probing into the various Sustainable HRM practices undertaken by St. Xavier's College, Kolkata during the tumult Covid era, with a predominant objective of not only ensuring ecological sustainability but also to continue its operations at a time when physical interaction is kept to a minimal and social distancing is a must-adherence subject of practice. The major challenges in the context of HRM at present lies in hiring and on-boarding of employees given its issues in the light of resource unavailability. Investments in

technology for implementing the practices of Sustainable HRM can also lead to pessimism and cynicism within the organization. Current unavailability of proper training equipments and environment is also a major malaise which is being addressed by online programmes albeit it is sufficient for the time being. One of the biggest conundrum has been the employee appraisal and compensation together with employee relationship. Organizations that of late has been mulling over this headache, while some organizations have suspended the payments of employees but not fired them and some others have continued paying employees in an empathetic way but have cut some portions of compensation. The need of the hour has been addressing the safety, well-being and mental health of employees which many organizations have successfully accomplished. Compassionate and continued compensation has been a large part of it, while various acts of social service and consultative participation in management together with employees have bolstered the employer-employee relationship. The opportunities during this global pandemic lies in solving the current problems

correctly which could help an organization find a competitive edge over others and sustain itself during a period of litmus test. This could also fine-tune the work skills and expertise of employees of an organization and help in bolstering its culture. The emergence and potential outbreak of the Coronavirus pandemic had severely dismantled the global operations and the sacrosanct landscape of education has really struggled to find the mojo in order to counterattack the menacing issue. Innovative synchronization of technology, expertise and manpower can surely help the institutes of higher education in the practice of HRM while aiming at ecological sustainability simultaneously encouraging and motivating employees to practice such novel causes, even in the future, i.e. post pandemic. The need of the hour is to establish more such innovative methods of HRM practice to maintain a high quality work

ethos and environment which results in a rich quality culture within the organization. As established in the above case, St. Xavier's College, Kolkata is one of the frontrunners in the context of higher education, working with the aim of environmental sustainability throughout. But it is actually the eye-twitching Sustainable HRM measures undertaken by the prestigious institution which has grabbed eye-balls. Truth to be told, this has been a real masterstroke which is helping not only in the maintenance of environmental sustainability but bolstering HRM practices of the institution simultaneously ameliorating the culture within the institute. The above case, through the perspective of St. Xavier's College, Kolkata has established that higher educational institutions have immense potential to trigger institutional as well as organisational transformation and thus stimulate a stunning metamorphosis in the domain of HRM, Organizational Culture and Sustainability, in the context of education, research, infrastructure and outreach undertakings.

A common question still lies as to the heavy investments made by St. Xavier's College, Kolkata in the picture of the present nefarious challenges of the global pandemic but an intimate introspection of the subject matter would reveal that these green measures would also cut-off unnecessary costs and help conserve a lot of resources, not only now but in

the years to come, thereby, fulfilling the very meaning of sustainability itself.. Similarly, it is vital that other institutions continue to develop strategies to measure the impact and outcomes of the conservation programmes and encompass accounts of the costs and benefits entailed.

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# Critical Evaluation of Employee Training in IT and ITES Related Companies: With Special Reference to Sustainability and Development of Organization

Shivani\*  
Dr. Ampu Hari Krishnan\*\*

## ABSTRACT

*In any of the given organization, human resource is having a vital role to play as it plays a role of facilitator or a bridge between objectives of the organization and completion of the same at a given point of time and with high level of preciseness. Plans may not be converted into reality without the support of trained and specifically skilled people, in other words it can be said that the sustainability of a given organization is dependent on the human resource to a great extent. There are a number of related factors that are responsible for the same like recruiting applicants, selecting new employees, conducting new employee orientation, conducting performance evaluations, determining employee compensation, creating a succession planning process, providing employees with training and development, and mentoring employees and managers. As a matter of fact training of the employees for specific tasks is most important and it will save a lot of cost and efforts of the organization in future. This present paper will evaluate the need and outcomes of training in specific IT and ITES related companies. 200 respondents will be taken from middle management for the purpose of study and questionnaire will be used as tool to collect data. ANOVA(One way) test will be used to analyze the data using SPSS 22.0.*

Keywords: *Training, IT and ITES companies, Sustainability, development.*

## Introduction

In late 80's of 20th century, Chairman of Brundtland Commission, PM Brundtland stated that sustainable development as a process to fulfill the need of present times and that too in way that the future generations may not lack in meeting their needs. Based on these same lines the, in the present times as well, companies are now considering to hire sustainability coordinators and their task will be to spread the message of acquired sustainability among the executioners and managers. As a matter of fact sustainable development focuses on fulfilling the needs of employees and society at large and this is based on the different backgrounds i.e. technical, environmental, scientific, etc. Ward W (2008) most of the organizations reverted that on the grounds of

sustainable development, the progress is slow and still there are many benchmarks to be touched, Laff (2012).

As far as development i.e. sustainable development is concerned there are three related parties to the same, like People, Planet and Profits. Here the terms are very closely related to the efforts of corporate and government in this regard. (Bolch, 2013). Now the question arises that how this development can be sustained and moved further, answer is hiring right people at right time and in right place. There has to be some criteria for the judgment of capability and then there has to be some mechanism to retain this talent in the organization itself for a respective period of time. the result of this process can be seen in the form of social development, environment

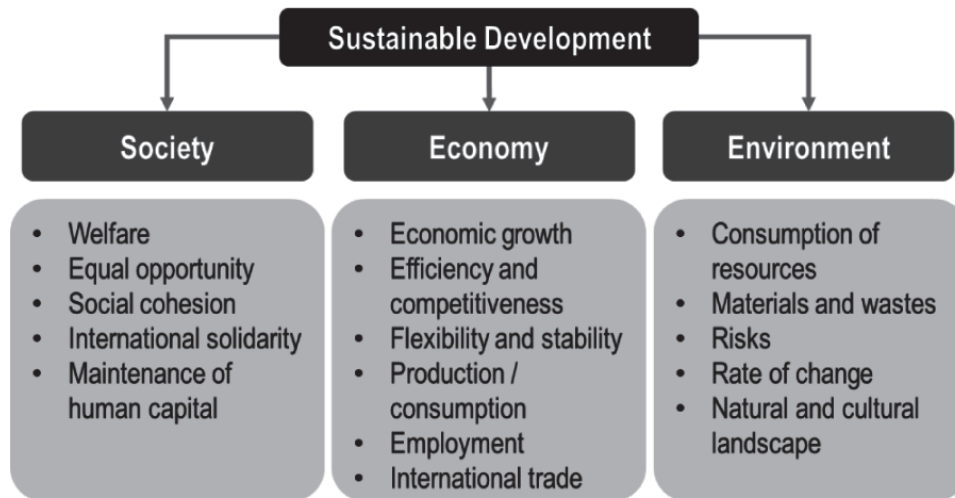
\*Indus International University, Himachal Pradesh, Email id- shivanidadwal87@gmail.com

\*\*Indus International University, Himachal Pradesh, Email id- shivanidadwal87@gmail.com



protection and even financial strength. For a wide spread of sustainable development it is very important that the respective organizations may motivate their employees to take specific steps in this regard like putting the 'People' first, here the term people refers to customers at the first place, then the employees and then society at large. (Jalil, 2013) in this regard it is important to mention that the drive of sustainable development may take the torch bearers to a level where they can suggest to choose their own employers, but this can be avoided by giving them ample authority for making decisions at their level of execution. (Ketter, 2012). Then on the other hand their advice and suggestions can be taken from them and also some of them can be incorporated as and when required. (Fink, 2008) stated that most of the organizations, at international level, have recognized the need and importance of sustainability leaders in their own organization and considered them as strategic tool to gain competitive advantage in open market.

Then (lawler,2010)stated thatat the initial level many of the companies considered sustainable development as a part of their CSR initiative but this was a mistaken part of identity and the respective efforts were not serious in this regard. Apparently companies identified the importance of sustainable development considered as a part of their corporate culture. (Fairfield, 2015) was of the opinion that it is more important to create a culture of sustainable development rather to just employ right people because employing right people can have a certain effect on revenue and profitability of the company but then again a culture of sustainable development can benefit the company for future planning and even strategic implementation of sustainable practices. Then there is another important term related to sustainable development i.e. environmental steward, this is the part of HR policy of the organization and based on the willingness of the able employees to contribute at personal level and gain results for the respective organization.



**Stakeholder of Sustainable Development**

Then on the other hand some amount of change can be brought at the level of HR executives and senior staff as well, here it is required that at the first level they themselves are compatible to organizational objective and having certain interest in taking the respective organization to new heights of achievements and growth or apparently they can also concentrate on increasing their own set of skills and knowledge so that the same can again benefit

the organization to a certain level. In both the cases some or the other agency is required to motivate the employees, here it is important to mention that in the present scenario organizations are hiring professionals to motivate the employees and develop their skills, though most preferred method is to set examples i.e. any smallest achievement of a given employee may be advertised internally as this is going to motivate others or even classification can be set apart for such employees.

Talking about the sustainability culture of the organization, HR department is having the most important role to play in the same, (Harmon et al 2015) stated that HR department of a given organization is having all the power to influence the work environment of the same, like training the employees, conflict resolution, rewards, etc. in any of the said cases only and only employees are considered and this states that HR is going to cater the basic need of sustainable development.

### **Sustainability in IT and ITES Sector**

The field of IT and ITES is so dynamic that every fortnight the system of evaluation is needed to be changed i.e. if today a company is working with 10 programming executives then there is a possibility that the same company might have recruited 5 more coding experts for the same task. Now if in such a scenario any one is looking forward to judge the level of sustainability of the same then it is herculean task. Then on the other hand many of the companies have stable parameters of working i.e. they perform the same duties all the time like service providers if Internet, only change is brought in load of work and technical knowledge of employees and the same can be dealt with at any given point of time.

Considering a large picture of this aspect, it can be seen that at international level companies like Microsoft, IBM, WIPRO, HCL and others are very particular on employee training and development as they use to conduct regular training programs and development modules for their own employees. in such a scenario 'Sustainability' can be translated in different terms like training of employees, education of employees, motivation of employees to achieve more and even willpower of employers to take the burden of extra cost to be exerted on all the above said programs.

### **Relevant Issues**

Apart from some of the popular and well-known companies, most of the national and regional IT and ITES organizations are working as back end supporter of MNCs i.e. they are catering them as suppliers of different items and services that are required at different time periods and in different

forms. From one point of view it is good enough but then again from a perspective of sustainable development this is not sufficient enough; because the international companies will grow their size of operation and the above mentioned companies may lag behind, in this condition the objective of sustainability is lagged behind.

Secondly, there are a number of instances where the final product or service is sold by a big MNC and in the process maximum of the profit and attached revenue is enjoyed by them; the supporting companies or the Indian companies are not able to claim their share in the same. As a matter of fact this is not solely due to the lack of sustainability drives, but a number of other factors are responsible for the same. The researcher observed that in most of the cases employees are reluctant to accept the change, no matter these changes are for their own wellbeing. In this present study the researcher will try to evaluate the efforts of IT and ITES based companies as far as sustainable development is concerned and on the other hand the researcher will also suggest some ways to carry out the same in selected companies.

### **Objective of Study**

The main objective of this study is to evaluate the training and development practices adopted by IT and ITES companies in relation to sustainable development. Also the study will also throw some light on issues related to recruitment process and qualitative aspects of the same.

### **Hypothesis**

H0: Present scenario of training and development in IT and ITES companies is compatible with sustainable development for future.

H0: Present scenario of training and development in IT and ITES companies is compatible with sustainable development for future.

### **Research Methodology**

#### **Data Source**

Being a descriptive study, the researcher has considered the employees of IT and ITES companies

as the final respondents, the number of respondents selected have decided from some of the previous studies done in the recent past by Indian and Foreign authors. Employees from middle management and executional level are selected for the same.

**Sampling**

Convenience sampling is considered as a method of sampling, because the corporate offices of selected companies were not allowing any outsider in their premises as a threat of COVID-19. Hence the researcher has taken a random sample of 200 respondents, though the researcher has taken care of that all the respondents are from middle management or execution level.

**Tool of Data Collection**

A structured questionnaire was framed having around 38 questions related to training and development practices available in the respective company and even some question are based on HR practices of the respective organization. In most of

the cases researcher has contacted the respondents via mail or over phone call.

**Secondary Datasources**

Following sources of secondary data are also considered:

- Research paper cited or peer reviewed in the recent past i.e. minimum up to 10 years.
- Information available on different digital platforms
- Information published in authorized international HR conclaves and also on sustainability and development.
- Informal discussion with relevant authorities.

**Tools of Analysis**

ANVOVA (One way)

**Platform for Analysis**

SPSS Ver. 22.0

**Data Analysis and Interpretation**

**Results of ANOVA**

<b>HR planning of Company</b>		
	<b>F</b>	<b>Sign.</b>
Forecasting Manpower	5.105	.001
Dynamic process	6.236	.010
Making best use of available resources	1.892	1.103
Use of robust process in the organization	1.013	.593
Keeping the track of skills and knowledge	1.129	.682
Technology and development consultancy	3.192	1.800
Integration at employee level	1.803	1.690
Benchmark in industry ( <i>whether the practices followed by other companies</i> )	5.168	.010
<b>Management of available Talent</b>		
Technology and development consultancy	1.170	1.116
Considering consultation for service maintenance	7.169	.002
Considering ERP solutions	1.837	1.107
Need based programs	1.945	1.306
Open to adopt change management	.217	.121
Having intervention in learning process of employees	.577	.466
Performance based Consultancy	.564	.458
Design based Consultancy	3.179	.002

<b>Recruitment Policy</b>		
Time bound promotions	3.116	.010
Considering Employee Referrals	11.153	.003
Mostly campus recruitment	5.588	.001
Considering employment exchange programs	3.253	2.104
3-6 layers of recruitment process	.131	.241
Specific on selection criteria	13.192	.005
Considering Employee exchange	.567	.350
Other type of institutions	1.116	2.109
<b>Training and Development</b>		
Work on talent transformation	2.144	.011
Specific classroom training	11.136	.006
Following E-learning process	2.135	.021
More focus on 'On the job training '	3.150	.005
Strong regulatory system for training	.251	.367
Considering external agencies for training	15.167	.001
Considering 'Business Leadership program '	2.340	.015
Developing in house resources	2.144	2.501
Quantitative assessment	11.136	.011

## Interpretation

As it evident in the above given table of ANOVA results that in most of the cases variation between the 'F' ratio and 'Sign.' Value is not significant enough to reject the hypothesis. Though in some of the cases the variation is high, like in case of 'Management of Available Talent' Design based consultancy and consultation for service maintenance both the values are far enough to be stated. Then in rest of the cases both the values are at minimum difference, this shows that company is able to make a better use of available talent and most of the human resource is well taken care of.

Then in case of HR planning again, most of the respondents stated that HR department of the organization is not in pursuit of forecasting the manpower in advance, rather multidisciplinary recruitments are done to avoid any consequences but at times this process may hold the routine work of the organization and slow the pace of development. Then on the other hand some of the companies are also not considering technology and

development based planning practices, so that future prospects can be identified and enough leverage can be given to those employees who are still working in the process.

Then comes the recruitment policy of the company, there are some variation in case of time bound promotions and increments, putting some specification on selection criteria and even choice of avenue for recruitment. This shows that in most of the Indian IT and ITES based companies, expenditure is prohibited on future planning and talent hunt, rather focus is on current requirement and also to fulfill the need (training and development) of current group of employees. In totality this is not a good practice, rather some amount of specification has to be there in case of recruitment and selection process.

## Conclusion

For the sake of growth and development of a given organization it is required that the respective HR department may take corrective actions as far as

sustainable development is concerned. In the present scenario of pandemic survival of the fittest is suggested by the experts of the field and in the that process many of the companies have lost business, some have lost employees, some have lost customer, etc. in such a scenario if any of the companies have made a prior provision for such a scenario then things might have worked in a positive manner. Here in this present study the researcher has considered 5 IT and ITES based companies and evaluated the preparation of the same according to the needs of sustainable development. Results show that the most of the selected companies are still relying on current needs and not giving second thought on the future prospects. Though in almost all the companies HR department is cautious enough to deal with the requirement of training and development for future needs but then again focus is on present requirement. In the ever-changing sector of IT and ITES there is a need of regular up-gradation and development drives as the said companies are required to keep up the pace with international companies and respective competitors.

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# Maternity HR Policies: Means To Achieve Gender Equality at Workplace

Swati K Shetye\*

## ABSTRACT

*To make a sustainable business development model inclusion of utilitarian HR policies is essential. This research seeks to understand how maternity policies affect (positively and negatively) working mothers' job commitment. Grounded in Herzberg's Two factor Motivational theory, this research identifies hygiene and motivational factors that predict women's intention to stay and job satisfaction.*

*The findings of the study (Cronbach's alpha  $r = 0.695$  for hygiene factors and  $0.712$  for motivators; sample size  $n = 62$ ), support the Two Factor Motivational model; in addition results indicates that working mothers are more concerned about HR policies, physical working conditions and work life balance whereas they are moderately concerned about growth opportunities. Theoretically, the study would press forward the Herzberg's Motivational theory for working mothers. As the accomplishment of sustainable business model is important and only logical for achieving the wholesome growth, the study in realism will provide guidelines for organizations, human resource departments and business leaders to work on improving gender ratio at workplace.*

*Keywords: Gender Equity, Herzberg Two factor theory, Maternity HR policy, Intention to stay, Intention to leave.*

## Introduction

After assessment of United Nations' (UN) eight Millennium Development Goals (MDGs) for the period 2000-2015 (WHO | Millennium Development Goals (MDGs)) it was certain that abundant can be achieved through unity and proper planning and implementation; however the success of these goals were not universally equally spread. Considering this fact, to complete unfinished agenda, 17 Sustainable Development Goals (SDGs) were targeted by UN for the period of 2015- 2030. One of the goals of SDGs goal 5 that aim to achieve gender equity has been a part of MDGs; however the impact of it was limited to school participation and parliament representation; women's participation in workforce is still negligible.

Lorenzo & Reeves (2018) conducted a study of 1,700 companies across 8 countries observed a positive correlation between gender diversity at workplace and revenue. Increased women participation at workplace not only can have economic benefits but it also acts as an indicator of decrease in gender discrimination and empowerment of women (Mammen & Paxson, 2000). Majority of the women discontinue their career due to childcare responsibilities (Blau & Kahn, 2007; Budig & England, 2001; Henkens et al., 2002); considering this fact the maternity leaves for working women were introduced. This policy facilitates leaves or flexible and alternative work arrangements (with respect to time, place and type of work) (Hegewisch & Gornick, 2011) so to support employee in balancing

\*Assistant Professor , Ramananda Arya DAV College

work-family responsibilities. Family policies theoretically suggest that job protected paid maternity leave, increases the possibility that women will be in the labor force prior to having children and the speed of their return to work after a leave post childbirth (Summers, 1989); however it is interesting to note that, longer the leave policy lesser is the women's workforce attachment. Countries with longer paid leave schemes had comparatively lower female employment rates than those with shorter leaves (Yasen et al., 2019; Fallon et al., 2017).

Due to ineffectiveness of the maternity leave policy it is necessary to refurbish the efforts to retain women employees at workplace. The major purpose of this study is to construct utilitarian maternity policies which will improve women retention at workplaces and boost female labour force participation rate. Also, the study aims to explain how gender equity and thereafter sustainable business strategies can be framed and achieved through improved women's participation in labour market by including social aspect.

## Literature Review

### Social Aspect in Business Sustainability

While witnessing the rapid environmental transformation with respect to technology, business policies, resources acquisition and communication methods the shift in business model has become essential (Joyce & Paquin, 2016). Organisations need to respond to the sustainability concern related to economical, ecological and social (Santos et al., 2015). In the process of framing Sustainable Development Goals (SDGs) (Sustainable Development Goals, 2015) United Nations Development Agency (UNDP) have included the aspect of social and environmental growth to the original economical base of development. (Joyce & Paquin, 2016) describe this concept of sustainable business as a triple layered business model. The stratum of stakeholders of society which are directly or indirectly involved and impacted due to business activities are part of this social aspect (Stubbs, 2017; Joyce & Paquin, 2016; Smith et al., 2013). Several studies have been conducted to formulate the strategies to uplift the social growth of business (Stubbs, 2017; Joyce & Paquin, 2016; Schaltegger et al., 2012); however gender specific policies and

strategies to uplift the disregarded but abundantly contributing segment of workforce which is female employees have received mere attention.

### Business Sustainability and Gender Equity

An equal treatment or a treatment which is considered to be equal in terms of rights, obligations and opportunities is called as Gender equity (Goal 5, 2015). With an understanding that gender equity and women empowerment is essential to accelerate sustainable development United Nations Development Programme (UNDP) together with their UN partners seeks to end all forms of gender discrimination.

In past few years women's participation in labour force has increased in industrialized countries (Chao & Rones, 2007); yet there are considerable differences in career growth prospects of both (Evers & Sieverding, 2014). In several countries the percentage of women with college degrees has surpassed men's percentage (Abele & Spurk, 2011). Eby et al., (2005) also support the fact that women's workforce participation has notably increased with positive development which is the result of increase in education level of women. Despite this, the development may not be considered as constructive as it is disturbed by the fact that women's workforce participation and occupational success in terms of money and hierarchical position is still lower than men's (Abele & Spurk, 2011; Ng et al., 2005; Abele, 2003; Reitman & Schneer, 2003).

### Opting Out of Labour Market: Women Pay Cost of Motherhood

Warren & Brewis (2004) found that there is correlation between motherhood and reduced or restricted career outcomes. (McIntosh et al., 2012) state the practicalities of combining career and motherhood are noteworthy contributory factors to women's relative poor performance. In the debate of motherhood and career progression, motherhood generally wins (Gatrell, 2011). Hakim C. (2006) claims that the majority of working mothers tend to have an unstable personal commitment to paid work or to a career. Swiss, (1996) in his survey of professional women found that woman after having child, routinely gets perceived as less committed towards her career. Majority of working mother

chose to work part time as it allows them to manage job and family both; however although this sees as win-win situation, women end up having non managerial roles at workplace (Abele & Spurk, 2011).

Evers & Sieverding (2014) in their longitudinal survey of fifteen years on physicians found that couples still divide their family responsibilities as per traditional gender roles which leave no choice to woman than taking career break. Women interrupted their careers for longer than men that results men having a considerably higher income and longer career. For a person to have higher growth in his/her career consistency is essential; however due to maternity responsibilities women need to take break from their career.

#### **Impact of Maternity Policies on LFPR**

All industrialized countries, many developing and transition countries have norms of work- family policies in placed such as parental leave (maternity leave and paternity leave), child care policy, care related leaves or flexible and alternative work arrangements (with respect to time, place and type of work) (Hegewisch & Gornick, 2011). The extent and nature of these support policies may differ from country to country; however the objective remains same i.e. to improve women's labour force attachment and economic independence (Baum & Ruhm, 2013; Rossin- Slater et al., 2011), greater gender equity, reduction in family poverty and social inequality (Houser & Vartanian, 2012), improvements in children educational outcomes, enhanced work- life balance, increased fertility, improved infant and mother's health , the prevention of the under-utilization of women's accumulated human capital, and improvements and long-term sustainability of social insurance revenues (Hegewisch & Gornick, 2011).

Job protected policies may increase the participation women force in labour market; however it results in lowering women's relative pay (Yasen et al., 2019; Ybarra et al., 2019). As in the period of maternity leave woman stay away from labour market, her opportunities to learn, grow and stay updated lessen which results in reduction in job commitment, job attachment and speed of work (Kang, 2013) this affects her productivity and further the pay pattern. Due to this, women in US choose to take shorter

maternity leave and resume work before completion of twelve weeks of their maternity leave (Hegewisch & Gornick, 2011; Berger & Waldfogel, 2004).

#### **Herzberg's Two Factors Model of Motivation and Its Extension**

Traditional approach of women retention is highly linked to monetary benefits and job safety however the outcomes of this approach are limited. On the other hand, factors that boost motivation of employee can improve women employees' organisational commitment and thereafter improve their labour force participation. (Al-Jabari & Ghazzawi, 2019) claimed stronger the organisational commitment lower is the intention to leave; also motivation and job satisfaction which are closely interlinked are crucial for employee retention (Ojakaa et al., 2014) Frederick Herzberg's motivation-hygiene factor theory (Two factor theory) (Herzberg, 1996) is one of the most extensively used theories of motivation which acts as a base for numerous researches and theories. At the core of this theory lies the distinction between motivation and hygiene factors also called as intrinsic and extrinsic respectively. Motivation factors operate to improve the job satisfaction whereas hygiene factors reduce the job dissatisfaction.

While applying Herzberg's theory in this study Pay, HR and Organisational Policies, Fringe Benefits, Physical Working Conditions and Interpersonal Relations and Job Security are connected with intention to stay and are considered as hygiene factors; whereas Growth, Opportunities and Responsibility are associated with job satisfaction and considered as motivators.

Hypothesis:

H1: Hygiene factors and motivators can predict Women's Intention to Stay and Job Satisfaction

## **Methodology**

### **Sample Selection and Data Collection**

A structured questionnaire divided into two part was distributed among 62 working mothers whose youngest child is not elder than 2 years old; wherein in part 1 respondents were asked to enlist the facilities or changes in policies they expect their



organizations must implement. Based on the data collected more than 30 different requirements/suggestions were put forwarded by respondents out of which 23 suggestions were considered for evaluation after deduction of repetitive feedback. These inputs were further sent to respondents in second part of the questionnaire and asked them to rate the impact of presence of these indicators over their intension to stay and job satisfaction level. These indicators were grouped into eight categories out of which six are hygiene factors and two are motivators.

**Measure**

A modified version of (Wood, 1974) scale (developed for satisfaction/dissatisfaction of faculties) and five point Likert scale was used and

women employees’ intention to stay and job satisfaction was measured. The five–point scale included 23 indicators in which responses ranging from 1 (very unlikely/dissatisfied) to 5 (very likely/satisfied).

**Result**

The Cronbach’s alpha reliabilities for the hygiene factors and motivators scales and inter item correlations (Table 1 & 2) were measured. As the estimates for Cronbach alpha reliability for

hygiene factors was 0.695 and for motivators 0.712 this indicated that the measures for hygiene factors were somewhat reliable and for motivators it is reliable.

**Table 1: Mean, Standard Deviation and Correlation Matrix for Hygiene Factors**

	Mean	Std. Deviation	Pay	Policies	Fringe benefits	Physical working conditions	Inter-personal relations	Job security	Work life balance
Pay	2.7581	1.39889	-						
Policies	3.4516	1.55424	.292	-					
Fringe benefits	2.9194	1.38254	.168	.399*	-				
Physical working conditions	3.0806	1.50734	.235	.208	.113	-			
Inter- personal relations	2.7581	1.41056	.094	.103	.183	.364*	-		
Job security	3.3065	1.33783	.172	.295	.386**	.150	.318	-	
Work life balance	3.0806	1.39435	.027	.240	.718**	.161	.310	.215	-

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\* Correlation is significant at the 0.01 level (2-tailed). Sample (N) = 62

**Table 2: Mean, Standard Deviation and Correlation Matrix for Motivators**

	Mean	Std. Deviation	Growth opportunities	Responsibilities
Growth opportunities	2.9032	1.42242	-	.553**
Responsibilities	3.1613	1.41646	.553**	-

\*\**. Correlation is significant at the 0.01 level (2-tailed).*

**Discussion**

The main purpose of this study was to construct utilitarian maternity policies which will improve women retention at workplaces and boost female labour force participation rate. Utilitarian maternity policies support women employee to continue with their employment. For maternity

policies to be considered as utilitarian inclusion of growth opportunities for women employees and responsibilities is significant.

In equivalence to the research assumption, the study supported the hypothesis that Hygiene factors (pay, HR and organisational policies, fringe benefits, physical working conditions and interpersonal relations and job security) and motivators (Growth opportunities and responsibility) can predict Women’s Intention to Stay and Job Satisfaction. Results also highlights that women employees give more importance towards growth opportunities and responsibilities compared to pay, HR and organisational policies, fringe benefits, physical working conditions and interpersonal relations and job security.

**Implications**

The impact of this study is directed towards women’s increased job attachment which will ultimately result in lowering women attrition rate. Theoretically, the study would press forward the Herzberg’s Motivational theory for working mothers. For businesses while framing sustainable business strategies it is important and only logical to achieve the wholesome growth considering the social aspect; in which the study in realism will provide guidelines for organizations, human resource departments and business leaders to work on improving gender ratio at workplace.

New mothers passes through disturbing emotional wave and when she resumes to work takes forceful efforts to find her way. This struggle of hers leads to putting pressure on her to perform more than earlier and sometime it throws her into space of self doubting. These postpartum effects which affect women’s performance and her opportunity to survive into labour market can be reduced by effective HR policies. The study underlines the impact of post-partum effect on working mothers and their intention to leave the organization. Understanding this trend, this study will provide guideline to policy makers to take corrective steps while making sustainable business strategies.

To create constructive work environment for working mothers, merely providing maternity leave pay and early outs will not work. Operating within guidelines of the study, an HR department and Management of organization can create exemplary HR policies related to maternity period and for working mothers. The association of hygiene factors and motivators with women’s intention to stay is positive; considering this in future more qualitative researches need to be conducted to understand the causes of the association.

**Conclusion**

Women are part of half of the total population (Population, female (% of total population), 2019) hence half of the potential of growth as well. Sustainable development is unimaginable when half of the people of the planet are underprivileged; thus efforts to create policies and platform for women where they stand equal opportunity to have economic uplifting are mandatory. Gender equity may not solely be achieved by women’s increased labour force participation but it is one of the essential ways to achieve it.

For organizations to become diverse workforce sustainable and constructive measures are essential to take. Issues of women are different than men's thus general or male centric policies at organizational level will not support in addressing the issues. To increase the gender ratio at organization it is obligatory to have specific policies that tackle the gender specific problems. Women in current workforce are serious towards their career and they take every possible effort to sustain and prosper with their career; investments in supporting women by creating utilitarian policies that allows them to continue their career is essential.

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# Case Study on the Impact of Global Pandemic COVID-19 on Education in India

Dr. Rishi Jerath\*  
Dr. Isha Dhiman\*\*

## ABSTRACT

*The impact of pandemic COVID-19 is observed in every sector around the world. The education sectors of India as well as world are badly affected by this. It has enforced the world-wide lock down creating very bad effect on the students' life. Around 32 crore learners stopped to move schools/colleges and all educational activities halted in India. The outbreak of COVID-19 has taught us that change is inevitable. It has worked as a catalyst for the educational institutions to grow and opt for platforms with technologies, which have not been used before. The education sector has been fighting to survive the crises with a different approach and digitizing the challenges to wash away the threat of the pandemic. This paper highlights some measures taken by Govt. of India to provide seamless education in the country. Both the positive and negative impacts of COVID-19 on education are discussed and some fruitful suggestions are also pointed to carry out educational activities during the pandemic situation.*

**Keywords:** Education, COVID-19, impact, Suggestions

## Introduction

COVID-19 infection was reported originally from Wuhan, China in late December 2019 and quickly spread throughout the world and was declared a pandemic by the WHO on 11th March 2020. The COVID-19 outbreak had a devastating impact on human life and shattered economies around the world with a massive jolt to the education systems both in developed and developing countries. The COVID-19 pandemic quickly led to the closure of universities and colleges around the world with government instructions to follow social distancing that could help to flatten the infection curve and reduce total fatalities from the disease. The most important pandemic precaution called "social distancing" or "physical distancing" has attempted to reduce interpersonal contact and thereby minimize the kind of community transmission that

could develop quickly in dense social networks like the university campus.

## Digital Technology for eLearning and Virtual Education

The impact on higher education has been dramatic and transformative and a common trend in education systems around the world has been to respond to the pandemic with "emergency eLearning" protocols, marking the rapid transition from face-to-face classes to online learning systems. The educational institutions are facing a challenge to adapt to this change and trying to choose the right technologies and approaches for educating and engaging their students. The campus closure and sudden switch from in-person face to face education to remote instructions is just a baby step experiment in the long journey to offering online education

\*Asst. Prof, Government College, Nalagarh, HP

\*\*Asst. Prof, Government College, Nalagarh, HP

which including effective student engagement tools and teacher training. This may pave for stronger bonds between universities, online education companies, and technology providers post-pandemic.

The universities will need to pay serious attention to having educators trained and equipped with digital technology for a smooth teaching-learning process. The government will have to step up and commit to sustained programs for professional development to boost educators teaching capabilities. The pandemic has exposed the vulnerabilities and shortcomings of the current education systems and has also emphasized the need for digital literacy development, particularly in times like these, for both developed and developing countries. The greater digitalization of educational services and communication may become a norm post-pandemic.

The current situation has challenged deep-rooted notions about the role of higher education institutions in providing quality education, mode of delivery, accessibility, the importance of lifelong learning, and educator's perceptions about the type of learners. This may provide insight to the educators and policymakers for the overall improvement of the education systems around the world.

Relying on and adapting to eLearning during a pandemic may cause a shift in adopting more online elements in the teaching by the educators. This, however, has many practical problems and limitations, in terms of availability of digital technologies for education. There is a vast "digital inequality" that exists in society. One cannot assume that all students, as well as educators, would have access to internet connectivity and associated powerful devices outside of their university, to be able to communicate.

Affordability is another factor to limit the access to eLearning with students from economically weaker sections facing a greater burden. The impact of accessibility and affordability can have serious implications on students in higher education system unless student-friendly government policies are in

place which can ensure affordability and accessibility of the internet to students.

The students face major hurdles with remote learning as face-to-face communication is more conducive to the learning process, presenting a better opportunity to sharing knowledge and asking for help, "easier" and more interactive. The camaraderie and sense of belonging are limited in a virtual class. The students who have less ability to self-regulate or study autonomously struggle with no teacher providing in-person support. The online videos, digital content, and discussion forums may not provide a holistic teaching-learning outcome.

Many civil liberties groups and activists have increasingly raised apprehensions over the privacy and surveillance implications of hundreds of millions of students being forced onto commercial software that has not been properly tested and vetted for educational uses.

The sudden shift to adapt and implement online learning has led to over-work, stress among the teaching faculty. The educators need to re-imagine modes of curriculum planning, development of e-content, assessment, and reporting which may have been developed without proper planning and forethought. To achieve more focused learning outcomes and develop effective eLearning methods, educators should be provided with professional autonomy and trusted with their judgment; and ensure clear and compassionate communication with all the stakeholders of the higher education. One might argue that remote learning may offer an advantage for individuals who are unable to attend a traditional full-time face-to-face university due to personal or financial circumstances. Also, the flexibility of asynchronous remote learning may provide wider access. And even within traditional higher education institutions, hybrid or blended forms may help improve the quality of face-to-face teaching by moving content delivery online and focusing in-person sessions on active learning.

These diverse reactions highlight that there are always wider connotations and unintended consequences of any adoption of technology in education. So, COVID-19 post-pandemic, all

universities and higher education institutions need to introspect about the implications of their choices and decisions on the lifelong learning of students, which will ultimately shape the future of this generation.

### **Post-Pandemic Focus on Specific Research Areas and Their Implications**

The COVID-19 pandemic forced higher education institutions and universities to adapt to the rapidly changing situation in a way that was unimaginable a few months ago. Research institutions are facing huge challenges in managing research operations. The mandatory social distancing requirements are difficult to meet in a research setting particularly in the areas requiring bench work and human subjects, as well as fieldwork, are causing significant losses to research studies. Most of this has affected scientists, faculty, research scholars, and graduate students.

The career plans of many research students and postdoctoral researchers are at risk due to this sudden interruption in their research plan by the pandemic. The universities and funding bodies will be under financial strain in the coming months and the non-COVID projects may lose importance and focus from these agencies. The recruitment of international staff and the exchange of skilled researchers is a huge challenge which may continue to exist for the coming months due to travel restrictions.

The research institutions and universities need to carefully design and implement the research management guidelines that adhere to social distancing protocols and ensure low student density on campuses while steering the research activity towards normalcy. The research areas that require physical laboratories may need to re-think their working models and carefully plan and priorities their experiments. The universities will have to invest more in health and safety measures and infrastructure on their campuses to ensure the safety of students and staff which may add to the financial strain on the university. The government may support and partly fund the safety initiations of the educational institutions to prevent the compromise of the educational and research needs of the students.

As the COVID-19 pandemic is progressing rapidly, particularly now in the developing economies, the research laboratories and corporate houses around the world are racing against each other to find a treatment modality for the virus.

This has led researchers to focus on certain key issues associated with the COVID-19 virus infection that could help in the understanding of the disease and assessing the psychological implications of this pandemic. Some of the major areas of research which may see a surge in funding post-pandemic include vaccine development, antiviral therapies, development of health care equipment, m Health devices, remote learning tools, Artificial intelligence (AI) based technologies, use of AR, VR, and Holography for training, and capacity building and public health policy). Also, research areas that do not require the physical presence of the researcher may see more growth as students may prefer these programs to enhance their skills for post-study job placements.

### **Discussion**

As of July 2020, 98.6% of learners worldwide were affected by the pandemic, representing 1.725 billion children and youth, from pre-primary to higher education, in 200 countries (United Nations, 2020). Therefore, making learning possible and available from homeschooling has been the need of the hour.

Pedagogy available and used for face-to-face learning is not feasible for online learning. Though a range of pedagogy has been devised for online and distance learning, teachers who are technologically backward require proper professional development and training in order to orient themselves towards their students' Authentic assessments and timely feedback are essential components of learning. A very crucial part of online distance learning is the availability of helpful formative assessments and timely feedback to the online learners.

This is found to be challenging for the educators and the education system. It is more challenging in the Bhutanese context due to larger class strength, lack of online teaching infrastructure and professional development, and non-participative nature of the students.

Maslow before Bloom is the common phrase used in education circles. This must be the mission for online learning for the continuation of education during the present pandemic. The phrase is typically used to ensure that our students are safe and have their basic needs met before online learning commences. Domestic violence and child abuse are on the rise as the perpetrators are many a time at home or in the neighborhood, which is a mental distraction and threat to the learners.

With students now experiencing homeschooling during this COVID-19 pandemic, conducive environment at home for all standards and socio-economic conditions is not uniform. Studies should be carried out to support the hardest hit economically disadvantaged groups. In Bhutan, there are reports of students dropping out or opting to discontinue schooling.

This has occurred due to the long break enforced by the school closure during the COVID-19 pandemic. Although no studies are carried out to evaluate the direct impact of the pandemic on dropout rate, a research in this area would bring out the factual details.

There are varieties of online infrastructure that have been prepared by many educational firms and made free for learning during this pandemic. The affordability and accessibility to these online infrastructures for all the learners of varied economic backgrounds are still a challenge.

Students with special needs having learning difficulties, such as hearing impairment, visual impairment and mobility disabilities, require additional training with support and guidance. Many caregivers and parents at home are not able to cater to such needs, hindering the learning of this group of learners. Therefore, there is a need for investing time and resources to explore and research the best alternatives for the special educational needs (SEN) of these learners.

As all students' assignments and examinations are carried out from home, it is challenging for educators to find the authenticity of the work and the actual learning taking place. Moreover, many parents guide and support their children during their learning process, and the extent and degree of support varies greatly.

Grading of students is another area of study as no proper criteria are developed and effectively used.

## Conclusion

There are no best practices for universities and higher educational institutions to mimic and no known models to follow. Post-pandemic educational institutions may need to identify the issues that they may face and prepare to take tough decisions in the coming months. The university communities will need to reflect on their educational vision and mission to ensure student learning outcomes and standards of educational quality are not compromised.

The universities will have to engage and consult all their stakeholders in the nuanced balancing of financial costs and public health that are intertwined with missions of education, knowledge creation, and service to society. The higher educational institutions must be ready for a tough road ahead post-pandemic where their decisions will shape and steer the future of their students. Policy-level intervention is required to improve this situation. Further exploration and investigation on effective pedagogy for online teaching and learning is an area for research. Need for developing tools for authentic assessments and timely feedback is found to be another area of study.

The affordability and accessibility for all the learners of varied economic background is identified as a challenge, for which the educational tools developer could focus on customization. The policy level intervention is also vital. Education system across the world including Bhutan needs to invest on the professional development of teachers, especially on ICT and effective pedagogy, considering the present scenario. Making online teaching creative, innovative and interactive through user-friendly tools is the other area of research and development. This would assist and prepare the education system for such uncertainties in the future.

The lesson learnt from the COVID-19 pandemic is that teachers and students/learners should be oriented on use of different online educational tools. After the COVID-19 pandemic when the normal classes resume, teachers and learners should be encouraged to continue using such online tools to enhance teaching and learning.



# Perception on Academic Conference for Building Research Acumen of Academicians in Professional Institutions of Himachal Pradesh

Anubha Gaumat\*

## ABSTRACT

*Research conferences now a days are more of a money-making business and that hinders the actual objective of the research conference. There are various cons associated and the perception is built very negatively about the research conferences. Although the research work is increasing at a very fast pace and people are actually taking part in doing research on well-known and not so well-known topics but when it comes to research conferences there is still some need of the improvement. This research paper mainly focused on the conferences and how they are an advantage to the researchers.*

## Introduction

An Academic conference or a Symposium is a conference for researchers to present and discuss their work, academic or scientific journals. Conferences provide an important channel for the exchange of information between the researchers. The conferences usually encompass various presentations, which are followed by discussions. Academic Conferences usually fall under 3 categories:

1. **Themed Conference:** These are the small conferences, which are organized around a particular topic.
2. **General Conference:** These are the conferences with a much wider focus, with sessions on a variety of topics.
3. **Professional Conference:** These are large conferences, which are not limited to academics but also with academically related issues.

Another way of categorizing the conferences is based on the geographic location of the conferences. There are three types of conferences based on this category:

1. **International Conference:** The participant of the conference may be the citizen of the country or a foreigner. The organizing people may be from across the globe. The topic of conference may vary based in the interest of the world and not just a single nation.
2. **National Conference:** The participants and the organizing member are both the citizens of the country. The topic covered in the conference is majorly the topic in the interest of the nation.
3. **Institutional Conference:** An Institute hosts this type of conference and the participants are usually the members of that institute only.

Conferences are usually organized either by a scientific society or by a group of researchers sharing a common interest. The meeting is announced by way of a Call For Papers (CFP) or a Call For Abstracts, which is sent to prospective presenters and explains how to submit their abstracts or papers. It describes the broad theme and lists the meeting's topics and formalities. Increasingly, there has been a call for more sustainable academic conferencing, as flying to and consumption at conferences is one of the largest components of an academic's

\*Assistant Professor, Ipem, Gzb., [anubha.gaumat@ipemgzb.ac.in](mailto:anubha.gaumat@ipemgzb.ac.in)

environmental footprint. These conferences are held at regular intervals and they provide a platform to the young and naïve researchers to put forward their views and ideologies on various subjects. The conferences act like a centre point for discussion on the things that are new and innovative and can affect the present and future of the nation and the world. People from all over the world who share similar interests get together in these conferences to share their views and discuss and analyse the improvisations that can be carried out by listening to the point of views of the other people. In these conferences, new ideas can be discussed which can later be responsible for quality research papers. Some organizations also benefit the researchers by helping them in publishing of the papers. Conferences are also viewed as a platform to meet researchers working on the similar areas. Moreover, it acts as a great platform where people can learn to present their work to the audience in an order. Conferences help to build networking among similar group of researchers and also with the researchers that come in with great ideologies. Another benefit provided by the assembly of the conferences is through certifications given to the participants and the attendees of the conferences. These conferences can help add value to the CV of the participant. These are the various reasons behind attending conferences, from academic holidays, to networking, to meeting the keynote speakers for advices, to build connections with researchers of similar interests, to enjoying extracurricular conference programs and participating in the team building activities. Attending conferences help people in the improvement, growth, learning, bonding with new researchers. All these factors also contribute to generation of new ideas, which improve the overall quality of research carried out by the researchers. However, it has been observed that these days the conferences that are held to discuss the things, which can shape the future of the world, are not taken very seriously. It has also been observed that researchers consider conferences as a waste of time. The concept of Predatory Conference has come along which can be described as the meetings that are set up to appear as legitimate scientific conferences but are exploitative as they do not provide proper editorial control over presentations, and advertising can include claims of

involvement of prominent academics who are, in fact, uninvolved. The entries to some conferences are now paid and unauthorized and the subject is only presented in order to get a certification. The purpose of the conferences is not getting served as the presence in the conference is not for the discussion on the paper or the research rather it is the way of achieving certification in order to move up the corporate ladder. The funded certification to the conferences provided to the researchers are making them non serious and is taking the spirit of the research away. Now a day, importance of academic conferences is getting deteriorated and things, which are not as important, are covering the essence of importance of research in the development of the nation.

### Effectiveness of the Conference

Any conference whether International, National or Institutional; it can be judged on some parameters in order to understand how effectively has the conference been. There are various factors that affect the working and effectiveness of the conferences. It is important to understand these factors in order to examine the success of the conferences and set up a benchmark for the future. Some of the parameters have been mentioned below which consciously or sub-consciously affect the working of any conference.

1. **Well organized:** Conferences need to be well organized where Pre, during and Post arrangements must be made in accordance with the type of conference and its theme. If the conferences are well organized, they positively affect the mindset of the attendees of the conference.
2. **Relevance of the Content:** The theme of the conference must be in accordance with the content that is going to be presented by the researchers. This is important because it gives an idea to the attendees about the type and subject of the conference.
3. **Speakers:** The speakers or the presenters build the atmosphere of the conference and their active participation affect the approach of the researchers and the attendees positively.
4. **Location:** The location in which the conference is situated affects the feasibility and willingness of the attendees. The destination also serves as a

place of tourism and this can generate a positive attitude of the attendees and hence contribute to the effectiveness of the conferences.

5. **Value for money:** Effectiveness of the conferences can be judged on the basis of how worthy was it in monetary terms and non-monetary values. A cost effective and value effective conference tends to speak for itself.

India has emerged as the fastest growing economy in the world with growth rate of 7.2%. Research and development in science and technology is the key element of economic growth.

### Ranking

- Global Innovation Index - India improves its ranking from 60th in 2017 to 57th in 2018.
- Nature Index - India ranks 13th in nature index 2017, which was based on the counts of high-quality research outputs in natural science.

### Objectives of Study

There are two objectives behind the research paper. They are as follows:

1. To study the perception of researchers about international, national and institutional conferences.
2. To study the impact of conferences on overall research acumen of the researcher.

### Research Methodology

#### Statement of problem

Researchers attend conferences for many reasons like to stay aware about the latest research topics in different fields and to make networks with the other researchers who attend the conferences. But on the other hand it has been observed that attending conference is just formality to add the certificate to your profile and the way of travelling to different places in the name of conference.

#### Scope of the study

This study focuses on the perception of the researchers on the outcomes of the attending conferences.

#### Research Design

Research Design is defined as a framework of methods and techniques chosen by a researchers to combine components of research.

#### Sampling

Sampling is the process of selecting a part of population that is studied in the research.

- **Purposive Sampling:** It is type of non-probability sampling where the members for a sample are selected according to the purpose of the study. As our research purpose is to know the perception of the researchers about the conferences they have attended and the outcomes they felt after attending conferences at various levels.

#### Data Collection

**Primary Data:** We have collected data from the PhD Scholars of universities of Himachal Pradesh from both public universities as well as private universities.

- Public Universities- Himachal Pradesh University and Dr. Yashwant Parmar University of Horticulture and Forestry.
- Private Universities- Shoolini University and Nauni University Solan.

**Secondary Data:** Some data was collected from Internet, various research papers and articles.

Data Collection Tool: Data is collected through the questionnaire designed in Google doc.

#### Development of questionnaire

- **Likert Scale:** Likert scales are widely used to measure the opinions, perceptions and behaviour of the respondent. It is a 5-point scale that offers a range of answers options from one extreme attitude to another like strongly agree to strongly disagree included neutral as part.

Questionnaire was developed/prepared in two parts. First part of questionnaire includes demographic questions like name, age, highest degree, university, designation, teaching experience and no. of conference attended. Other part of questionnaire is designed using likert scale to know the perception of researchers on conference. Further the perception was divided into two parts-

effectiveness of conference and research acumen of the researchers.

#### Analysis of Data

- **Regression:** Regression analysis is a powerful statistical method that allows us to examine the relationship between two or more variables of interest.

**Two variables are:** - Independent Variable and Dependent Variable.

**Independent Variable-** Effectiveness of conferences

**Dependent Variable-** Research Acumen

#### Limitation of the Study

- Collection of data
- Time restriction

#### Findings

The research project was made to understand the perception on effect of conferences on research's acumen of researchers. For understanding the perception, the suitable questionnaire was made and therefore the results were analysed. We used a software called SPSS for the analysis to understand the perception of people about the research conferences held all over the world. The questionnaire is divided into 3 parts. First part includes all the demographic questions while second part includes the questions that helps us to understand the effectiveness of research. The third part is about the research acumen. These three parts helps us in giving the proper and wide understanding on the thinking of the people about the research conferences and how they help or not in people's career. The majority of the people who took interest in filling up the questionnaire were less than the age of 30. This shows that young people are very much enthusiastic about the research and is taking part in improving the area of research. As the trends suggest the researchers are increasing world-wide and India being the country filled with youth, the number of young PhDs are more here. This tells that young people are more enthusiastic towards this area. While on the other hand the least number of correspondents are of the age more than 51. This tells that maybe the people of this age group are not that interested in this area. Second question helps in giving us the proper understanding of the research topic. The teaching experience of the maximum

correspondents is less than 5 years and more than 15 years. This tells that the people who are new to this area are very enthusiastic to do the research work and take part in research and conferences related work. Also, the professors with more than 15 years of experience wants to help in the research and are making good use of their experience in teaching. This data is therefore given by the skilful and reliable people who either have a very good experience in their area or they are very eager to give all the information they have. The next demographic question asks about the number of conferences attended by the people internationally, nationally and institutionally. Even though the number of conferences attended by them internationally is very less but institutional conferences are attended by many. After attending these conferences, they come to certain realizations that helped them to fill this questionnaire and therefore making us understand the pros and cons and also requirement of the conferences worldwide. The conferences are happening world-wide but the attendance of Indians in international conferences lacks to a large extent. The main reason as understood by the researcher can be the lack of resources available. A finding is one of the most crucial part of a research project. As our research was based on how conferences help research acumen and how much does conferences are held efficiently. Technique which was used to analyse the questionnaire was Likert scale which is a tool or scale used to represent people's attitudes to a topic. There were twenty questions on effectiveness of conference and twenty-three questions on research acumen. With the survey done from the following categories there were results which had not much deviations with the much of the population. On the context of how much effective a conference is there were some positive as well as some negative questions and with association with all those questions the finding is compiled.

#### The finding based on positive questions are

1. The speakers or the presenter actively influence the participation of other researchers.
2. Conference does provide platforms for presentation of the fellow research work done by the researchers.
3. There are some internationally acclaimed presenters.

4. Research work is properly aligned with the agenda of the conference this question though had neutral response as well.
5. Helps exchanging ideas and strengthen cooperation.
6. Helps to enhance cultural knowledge.
7. Transformational research are brought by discussions.
8. Attending conferences enhanced the subject knowledge of fellow researchers.
9. Boost confidence of the researchers.
10. Provided exposure and generated new ideas.
11. Many researchers got benefited by the incremental rise in the frequency of their research paper.
12. Promotion of the ideas were also major findings.
13. Understood the level of learning as compared to other researchers. Finding based on negative questions are:
  1. Conferences are money making business than that of knowledge.
  2. Conferences are sometimes monologues and lacks new research outlook.
  3. It acts as a medium to travel to another country.
  4. Conferences doesn't help in making professional collaboration.
  5. Conferences are mere platform of certification.

## Conclusion

By studying all paradigm of how well a conference should be conducted in order to make the most of it. Effectiveness of conference and research acumen were two variables which were taken as points to ponder over. By studying both of them conclusion which was drawn is that was yes conference does influence how well a research is going and how well a researcher is able to make the most of it. Things like learning agility, perseverance for the fellow work the researchers, skill enhancement of the researchers, working with keeping pace with future development as well. All these things were studied properly in order to fetch accurate results. At the end I would like to conclude by saying this that every person needs a platform to represent him or her so by conferences researchers get that platform to represent themselves and the work they are putting so much efforts in.

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## Questionnaire

### General Information

Name \_\_\_\_\_

Age                    Less than 30                     31-40   
                             41-50                     More than 51

Gender                    Male                     Female

Highest Degree            Pursuing Ph D                     PhD   
                                     Ph D Post Doc

University/College/Institute \_\_\_\_\_

Department            Engineering             Management             Law   
                                     Sciences             Tourism             Social Sci./ Arts   
                                     Journalism and mass communication             Others

Designation            Lecturer             Assistant Professor   
                                     Associate Professor             Professor

Teaching Experience    Less than 5             5-10   
                                     10-15             More than 15

Number of conferences attended -

	None	1-3	4-7	8-10	More than 10
International					
National					
Institutional					

### Effectiveness of Conference

Sr.No	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	The conferences are well organized.					
2.	The content of the conferences is relevant to your research work.					
3.	The speakers/presenters positively influenced the participation of researchers.					
4.	Conferences provide a platform for the publication of research work.					
5.	Invites bright & seasoned researchers.					
6.	Invites internationally acclaimed researchers.					
7.	Conferences are more of formal necessity than research exposure.					
8.	Diversity in the research work presented in the conferences.					
9.	Research work appropriately aligned with the agenda of the conference.					
10.	Conferences are more of a money-making business than that of knowledge.					
11.	Conferences are monologues and lacks new research outlook.					
12.	Offer mentorship connections with the renowned faculties.					
13.	Helps to exchange ideas and strengthen cooperation.					
14.	Helps to enhance cultural knowledge.					
15.	Authentic work is presented at the conferences.					
16.	Conferences focus on advancing & enhancing learning.					
17.	It only acts as a medium of travel to different places.					
18.	Conferences help to make professional collaborations.					
19.	Conferences are mere platforms for certifications.					
20.	Transformational research topics are brought to discussions.					
21.	Ample discussions happen about the work presented.					
22.	Interact with diversified research force.					
23.	Certifications at the conferences were also sold to researchers.					

### Research Acumen

Sr.No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	Attending conferences enhanced my subject knowledge.					
2.	Conferences helped in improvisation of my research work.					
3.	Conferences boosted the confidence to present research work.					
4.	Conferences provide networking opportunities					
5.	Helped in improving my research skills					
6.	Helped to gain a new perspective towards various aspects of research.					
7.	Enhanced my professional skills.					
8.	Provided exposure & stimulated new ideas.					
9.	Increased awareness about the contemporary topics of research.					
10.	Helped to increase the frequency of my publications.					
11.	Helped to make research work effective by gaining new insights.					
12.	Helped to bring out innovative ideas in research					
13.	Helped me understand the balance between academics and research.					
14.	Got a breakthrough into topics, which were earlier not clear.					
15.	Got inspired from the work of renowned researchers.					
16.	Helped in promotion of my research idea.					
17.	Enhanced my research paper writing skills.					
18.	Understood the current level of research work in comparison to other researchers					
19.	Made path for further and advanced research on my topic					
20.	Helped me create consortium for interdisciplinary research.					



# Study of Fuzzy Logic and Anfis as Predictive Analytical Tool and Their Pertinence in Business Finance

Rachna Bajaj\*

## ABSTRACT

*Use of predictive analytics is gaining momentum these days. Predictive analytics have already been employed in engineering and various science fields. Their use is limited in management science. For development of a predictive model, Fuzzy Logic and ANFIS are being used these days. Application of ANFIS in finance is gaining interest. This paper highlights the use, features and working of Fuzzy Logic and ANFIS.*

## Introduction

Predictive analytics make use of data, statistical algorithms and machine-learning techniques to foresee the future results based on past data. Predictive analytics does not tell you what will happen in the future. It identifies the possible future outcomes with an acceptable level of reliability.

The underlying purpose to employ predictive analytics is to surpass descriptive statistics and reporting on what has happened to providing a best assessment on what might happen in the future. The end result is simplified decision making and generation of new approach that lead to better actions.

Predictive models use acknowledged results to develop (or train) a model that can be used to predict values for different or new data. Fuzzy Logic and ANFIS toolbox in Matlab can also be used to develop a predictive model.

## Review of Literature

1) Tomasz Korol (2012) proved in this paper that fuzzy logic is a very useful and powerful tool for

financial analysis. The use of fuzzy logic in finance was nearly mysterious until 2006. The researcher made a first attempt to use fuzzy logic in predicting enterprise and consumer bankruptcy in worldwide literature. The model developed in this paper can be used by finance managers as a decisional tool in the process of evaluating the financial situation of enterprise and consumers. The conclusion of this study can also be applied to other European, American or Asian Companies and consumers.(9)

- 2) Lahsasna (2009) examined the transparency and accuracy of credit scoring model and optimized using two different fuzzy model types, namely Takagi –Sugeno (TS) and Mamdani Type. The transparency and accuracy of both the ensuing fuzzy credit scoring models have been concurrently optimized using two multi-objective evolutionary techniques. As a final point a generic software called Evo-FNS(EVOLUTIONARY FUZZY NEURO SYSTEM) was developed which can be used for fuzzy identification, prediction or classification and knowledge extraction (data mining tool). (5)
- 3) Zadeh LA et al. (1996) endeavored to summarize basic ideas underlying soft

\*Assistant Professor, IPEM, Ghaziabad, E-mail: mailatrachna@gmail.com

computing and its relation to fuzzy logic, neural network theory and probabilistic reasoning. Here the meaning of fuzzy logic, theory of linguistic variable and the calculi of fuzzy rules and fuzzy graphs have been explained. The exemplar for fuzzy logic is human mind. Through these concepts and methods, fuzzy logic provides a model for modes of reasoning which are fairly accurate rather than exact. (11)

### Objectives of the Study

- 1) To understand the Fuzzy logic and its applications in finance
- 2) To understand the working of input variable, membership functions, rules based Fuzzy Inference System and the output variable.
- 3) To understand the training of fuzzy inference system using ANFIS

### Analysis and Discussion

#### 1) Understanding of Fuzzy Logic and Its Applications in Finance

Fuzzy logic is a new and innovative technology, one that over the past few years has already revolutionized the development of technical control systems:

- In appliances, fuzzy logic saves energy and provides ease of use.
- In automotive systems, it provides user adaptability, so that the performance of the car is optimized for a personal driving style.
- In industrial control systems, fuzzy logic simplifies complex automation tasks.

Fuzzy logic have already gained much more public interest in the past in its engineering applications than business and financial applications, an even larger potential exists here. By introducing a means of coping with “soft facts”, “soft criteria,” and “fuzzy

data”, you can implement human-like decision making in your applications. Applications of fuzzy logic in finance:

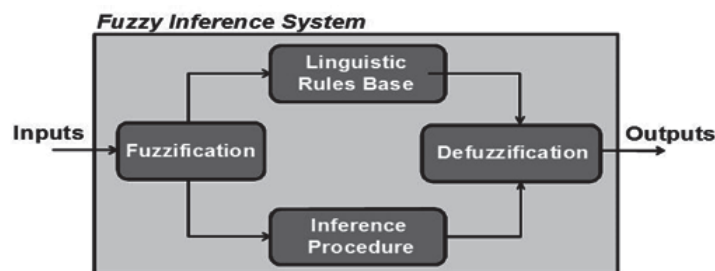
#### Finance

- Balance Sheet Auditing
- Creditworthiness Evaluation
- Customer Profitability Analysis
- Cash Control
- Risk Assessment
- Company Rating
- Stock and Currency Exchange Forecasting
- Fraud and Forgery Detection

Fuzzy logic enables software to make human-like decisions. And the experiences of more than a single person can be merged into one system. In real life, one can not define a rule for each possible situation. Exact rules that cover the respective situation perfectly can only be defined for a few distinct situations. Hence, in given case, humans combine the rules that describe similar cases. This approximation is possible due to the flexibility in the definition of the words that constitute the rules. Likewise, abstraction and thinking in analogies is only rendered possible by the flexibility of “human logic”.

To implement this human logic in system solutions, a mathematical model of human logic is required. There are limits to what fuzzy logic can do. The full scope of human thinking, vision, and creativity cannot be copied with fuzzy logic. Thus, if you can describe in rules the desired decision context for certain distinct cases, fuzzy logic will effectively put this knowledge into a complete solution.

The fuzzy logic model consists of three main sections and it is known as Fuzzy logic inference system (FIS) :  
Fuzzification, Inference and Defuzzification.



**Fuzzification:** Linguistic variables have to be defined for all the inputs. Possible values of a linguistic variable are known as terms or labels. For each linguistic variable each term is defined by the membership function.

**Fuzzy logic inference using if- then rules:** In this step rules are framed for the current situation and the values of the output linguistic variables are computed.

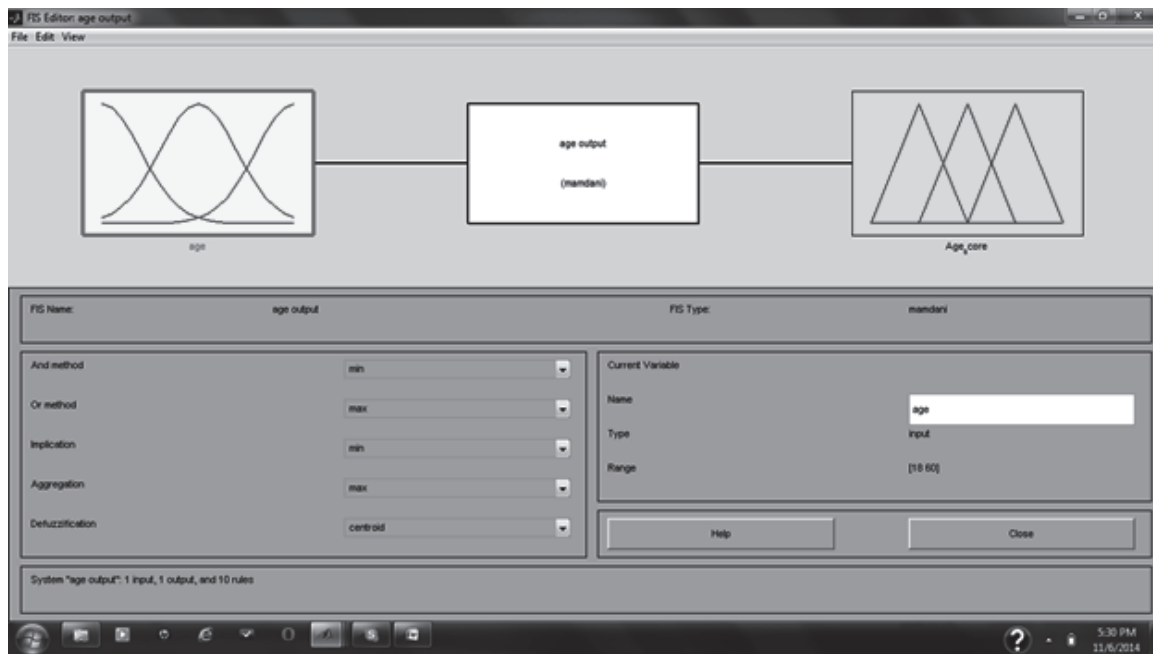
The computation of the fuzzy inference comprises two elements:

Aggregation: Computation of the IF part of the rules.  
 Composition: computation of the THEN part of the rules.

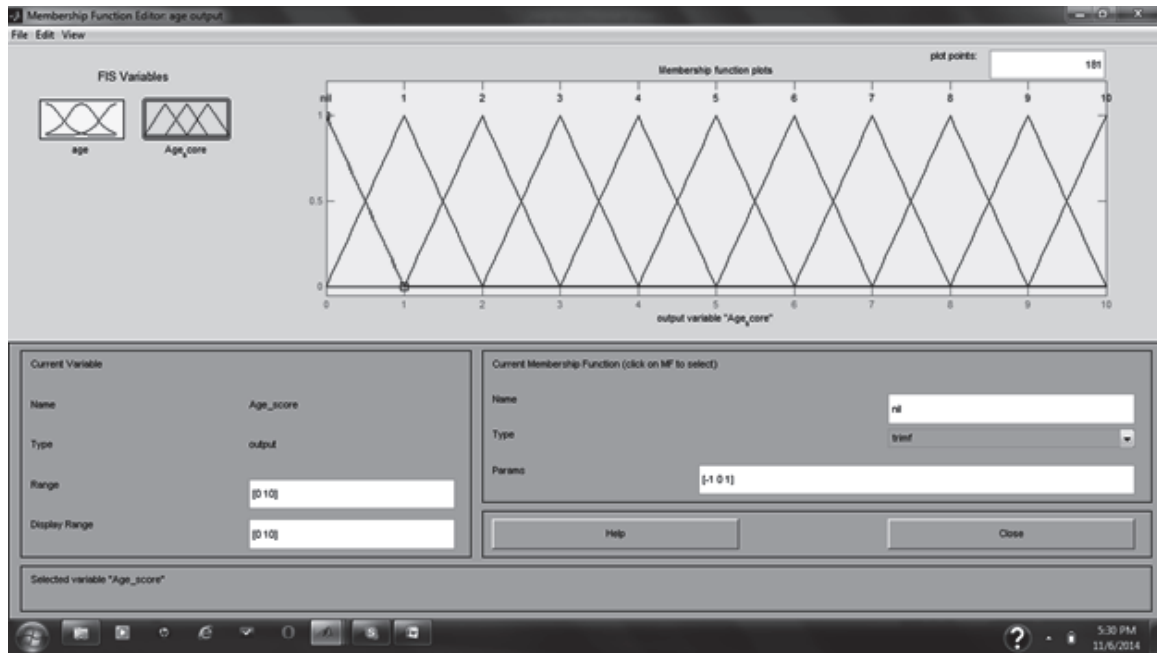
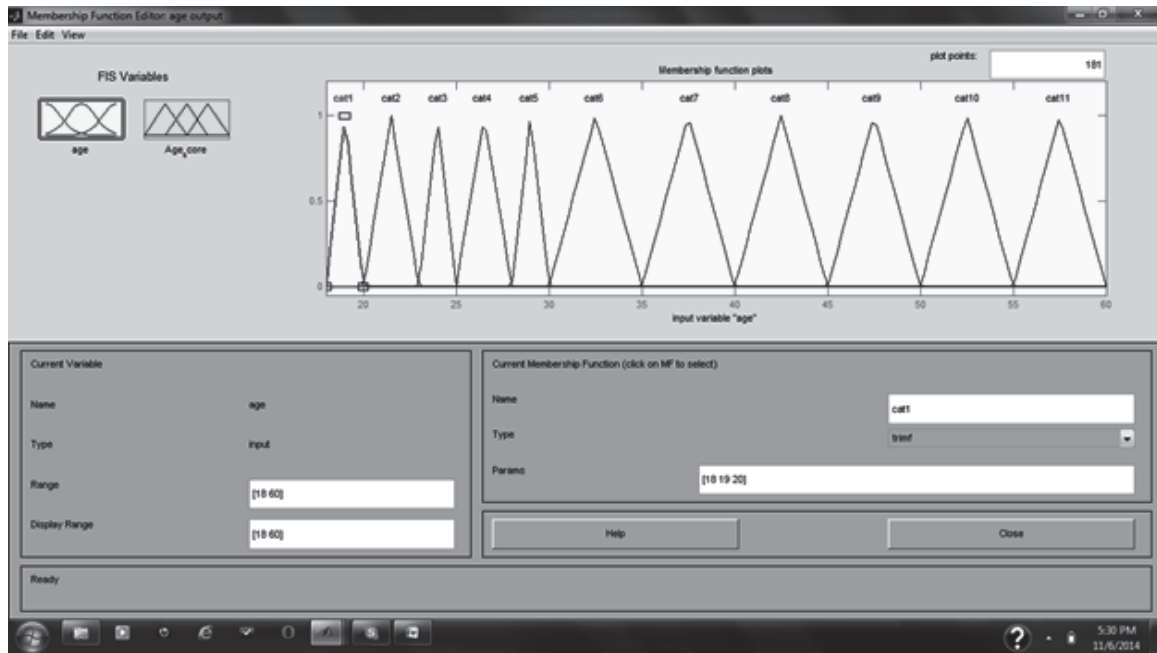
**Defuzzification:** The results of the fuzzy logic inference are given as linguistic variable value. To use this value for comparison or ranking it has to be translated into a numerical value. This step is called Defuzzification.

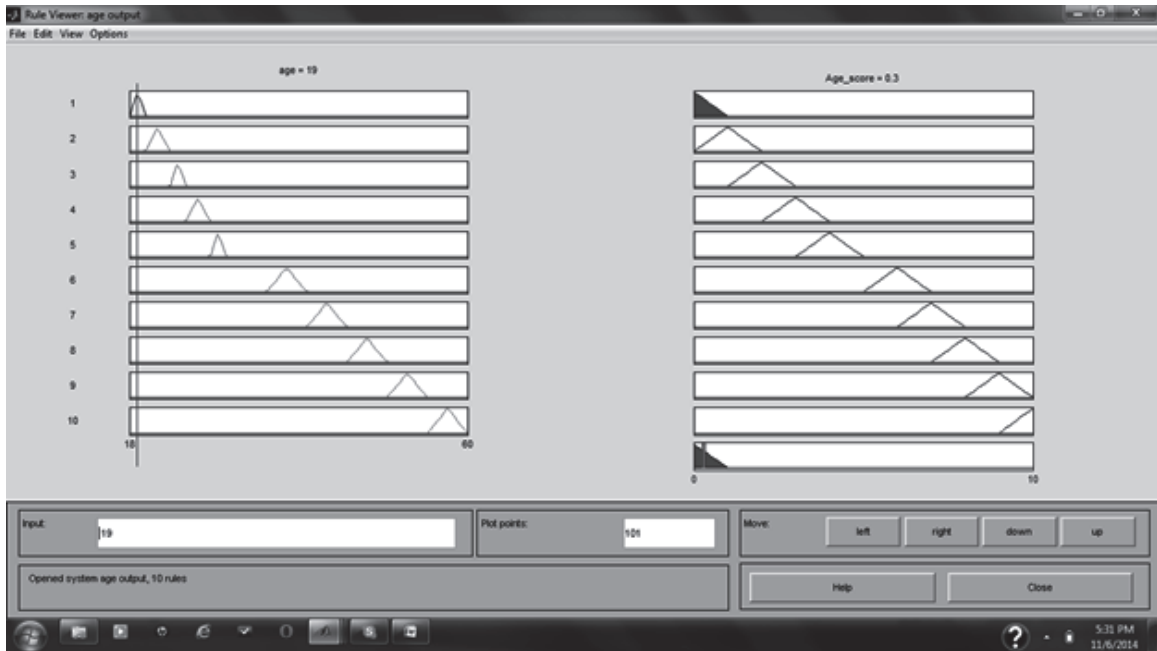
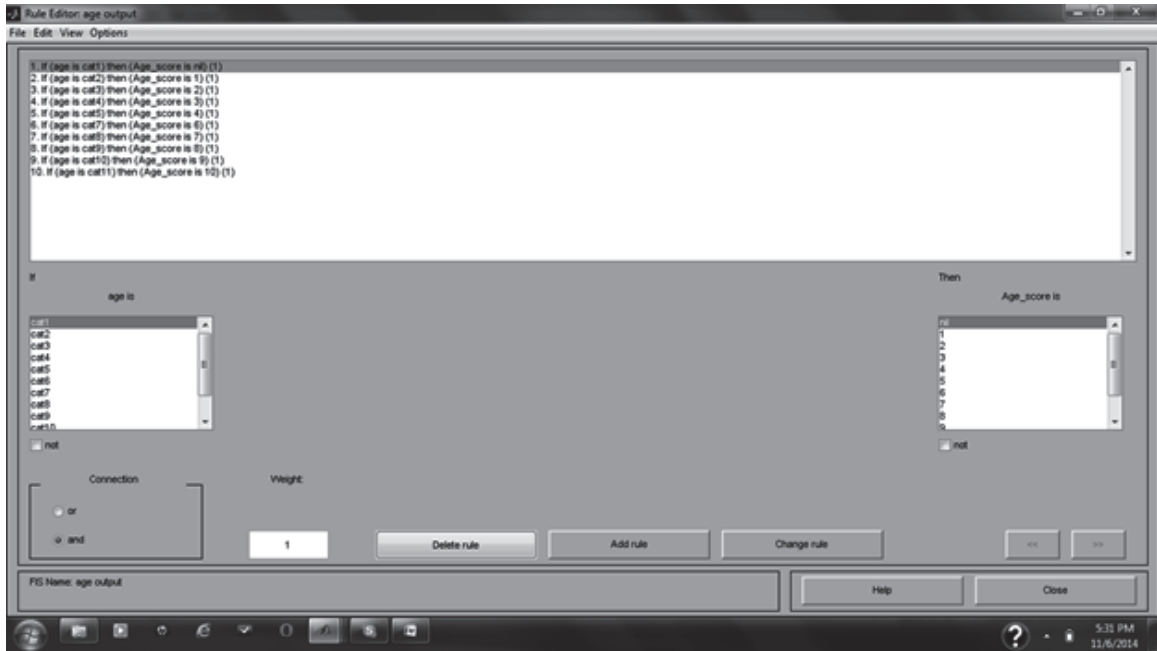
2) **To understand the working of input variable, membership functions, rules based Fuzzy Inference System and the output variable.**

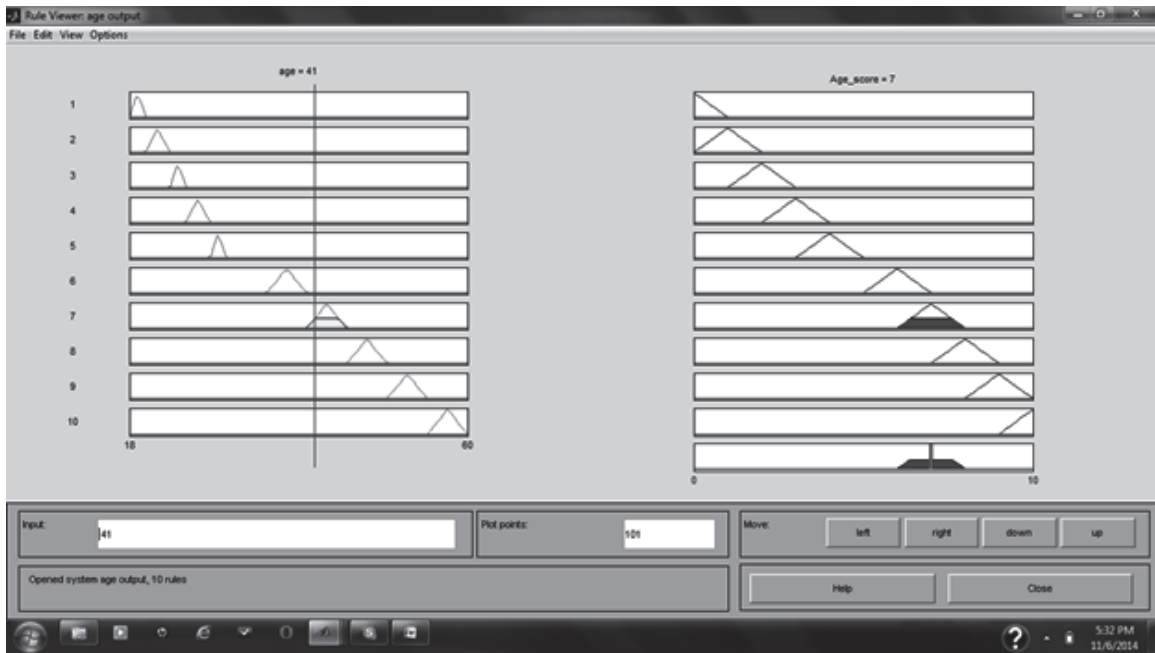
The basic working of input variable, membership functions and output variable can be understood with the help of screenshots as displayed below:



# Maternity HR Policies: Means To Achieve Gender Equality at Workplace







### 3) Understanding of Anfis and Its Application in Finance

To enhance fuzzy logic system with learning capabilities, it can be integrated with neural net technologies. This combination is called “NeuroFuzzy” and it brings in the advantages from both technologies. Fuzzy logic is a technology that mimics the human decision making process on the very high abstraction level of natural language. On the contrary, neural nets try to copy the way a human brain works on the lowest level, the “hardware” level. Neural nets use a number of simple computational units called “neurons” that

each try to imitate the behavior of single human brain cell. The information enters the neural net at the input layer. The objective of a neural net is to process the information in the way in which it has been trained. The learning algorithm then transforms the individual neurons of the net and the credence of their connections in such a way that the behavior of the net reflects the desired behavior.

In simple words, both neural nets and fuzzy logic are powerful design techniques that have their strengths and weaknesses. A brief look at the properties of both in a comparison table depicts the following results:.

Table 1

	Neural Nets	Fuzzy Logic
Knowledge Representation	Implicit, the system cannot be easily interpreted or modified(-)	Explicit, verification and optimization are easy and efficient (+++)
Trainability	Train itself by learning from data sets(+++)	None, you have to define everything explicitly(-)

A combination of the explicit knowledge representation of fuzzy logic with the learning power of neural nets results in NeuroFuzzy.

ANFIS (Adaptive Neuro Fuzzy Inference System) can be used to train and analyse the data. ANFIS uses a hybrid learning algorithm to tune the parameters of a Sugeno-type fuzzy inference system (FIS). It integrates both neural networks and fuzzy logic principles. The toolbox function ANFIS constructs a fuzzy inference system (FIS) employing a given input/output dataset, whose membership function parameters are adjusted using either a back propagation algorithm alone or in combination with a least squares type of method. This adjustment permits fuzzy systems to learn from the data we are modeling.

For example it can be used to analyse credibility of loan applicants by using various parameters as input variables and training them using already processed loan applications and final decision to accept/ reject as output variable.

## Conclusion

Fuzzy Logic and ANFIS has a lot of potential in business and finance. In India, its use is very limited. Perfect combination of both of these techniques can harvest beautiful results in credibility assessment, stock market predictions and fraud and forgery detection etc.

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# Women's Empowerment: Political Aspect Representation

Priyanka Aggarwal\*

## ABSTRACT

*Abstract— This paper states that the principle of gender equality is enshrined among the Indian Constitution in its Preamble, elementary Rights, elementary Duties and Directive Principles. The Constitution not solely grants equality to girls, however additionally empowers the State to adopt measures of positive discrimination in favour of girls. among the framework of a democratic polity, our laws, development policies, Plans and programmes have aimed toward women's advancement in many spheres. From the Fifth 5 Year set up (1974-78) ahead has been a marked shift among the approach to women's problems from welfare to development. In recent years, the authorisation of ladies has been recognized as a result of the central issue in crucial the standing of ladies. The National Commission for women was acknowledged by AN Act of Parliament in 1990 to safeguard the rights and legal entitlements of girls. The 73rd and 74th Amendments (1993) to the Constitution of India have provided for reservation of seats among the native bodies of Panchayats and Municipalities for women, giving birth a sturdy foundation for his or her participation to decide at the native levels. This paper can specialize in political authorisation for girls as a key driver for economic and social authorisation. The recent Constitutional amendments (73rd and 74th Constitutional Amendments) caused vital changes among the political situation of the country with relevancy women's participation in politics. However, in India, makes an attempt to secure political illustration in higher political arenas haven't been productive. contemporary impetus is needed with a up to date approach. Indian democracy is sixty years recent currently, nonetheless the participation of ladies in politics has truly declined since the days of the freedom movement, each in amount and quality. Therefore, throughout this paper try square measure attending to be created to spotlight the arrangements created at the political level for empowering girls and thus the answerableness of the policy manufacturers to comprehend a similar. we tend to don't nonetheless totally appreciate equal participation of ladies aboard men as in India men square measure tutored to behave among the manner, they're doing thanks to their patricentric coaching. Even in forms, we tend to see a blatant show of gender discrimination. The political parties, too, would not deliberate to a thirty third women's quota in parliament. Women's authorisation ought to be seen from a broader angle, currently that a great deal of latest avenues square measure gap up for competent girls, as AN example girl have already created their mark among the sphere of media, company world, soldiers, police and sports. recently IT business has additionally brought a radical amendment in using AN increasing proportion of ladies in code and connected areas.*

**Keyword-** Preamble, Amendment, Instance, Corporate, Bureaucracy.

\*Assistant Professor, Department of Management, IPEM, Ghaziabad, Uttar Pradesh



## Introduction

India got Independence on 15th August 1947. After Independence its constitution become operative on 26th January 1950, thus making it a sovereign Democratic Republic State. In the constitution, the provision of adult franchise was made irrespective of the caste, creed and sex. In other words, every Indian who attains the age of 21 years was eligible to participate in the democratic process, which began in free - India. The universal adult franchise is the spirit of democracy. Prior to independence the election of constituent assembly was based upon restricted franchise. It was not a truly representative body. The seats were distributed among the provinces and states on the basis of their population; one member was elected for a million of population. The seats allocated to the various provinces were to be divided into three sections - General, Muslims and Sikhs. The Constituent Assembly was consisting of 389 members. Out of these 292 seats were allotted to the British Indian Provinces (General 210, Muslims 78 and Sikhs 4). Whereas 93 seats, were allotted to the states, three seats were allotted to the Chief Commissioner's provinces and one to British Baluchistan. The representatives of the states were to be elected in accordance with the system to be settled by negotiation, while the members of provinces were to be elected by the Legislative Assemblies of the respective provinces on the basis of single transferable vote. The elections to the constituent assembly were held in July 1946. Out of the 210 General seats congress won 199 seats. Out of the 78 seats reserved for Muslims, the Muslim League secured 73 seats. The representative of the princely states came to be associated with the constituent assembly at a later date after the merger of the states with the Indian Union. It may be observed that the representatives of the states joined at different stages. For example, eight Princely States sent their representatives to the assembly on 28th April 1947. Further between December 1946 and November 1949 a number of small states either merged in the provinces or united to form bigger states. As a result of these developments the numerical strength of the constituent assembly continued to fluctuate before it finally settled down to 324. 235 representing the British India and 89 representing the Indian States as against 389 suggested by the Cabinet Mission Plan (296 for British India and 93 for the Indian States) Hyderabad, a princely state, which was allotted 16

seats in the constituted assembly, did not send its representative to the Constituent Assembly at all. Thus, constituent assembly was not a sovereign body. Not only it was set up by the British Government, but it could also abolish it. Its authority was also limited.

After independence it was thought that the participation and involvement of Indian people is necessary in the process of nation building and implementation of democratic norms in the Indian political systems. It was also the objective of ruling elites to involve each section of society to provide social justice. The oppressed section of the society particularly scheduled castes and scheduled tribes and women were to be given fair opportunities to bring them in the national main stream by providing them proper opportunities in the process of nation building. The programme of community development was introduced in 1952 which, was aimed at rural development. After independence, the major task with the Indian political elites was to raise the level of literacy, economic development and all-round development in social and economic life of the masses. The planned economy was also one of the objectives of introducing Five Year Plans in independence Indian. Since Major chunk of the population was in the rural India and this section of the society was engaged in agricultural related activities, the main thrust of Five-Year Plans was to boost agriculture and cottage industry. In the beginning of sixties there was severe shortage of food - grains in India. Hence, in this period the main thrust of the government was to improve agriculture in the country. However, it was also felt that unless and until the masses are involved in the rural development and democratic process the objective of democracy would not be achieved. In order to achieve these targets committee under the chairmanship of Balwant Rai Mehta was constituted which submitted its report in 1957. The committee was of the opinion that unless and until the democracy is decentralized and the involvement of common masses is ensured, the objective of democracy would not be achieved. Although Balwant Rai Mehta committee report is considered as a historic document in the history of Panchayati Raj Institutions in India yet, it failed to recommend reservation of seats to the women in proportion to their population in India. It appears the committee did not feel it necessary to provide equal status to the

women at the lowest level in the democratic process. Thereafter, individual states took some initiatives to provide reservation to the women, but the government of India took no concrete steps in this regard. The various committees for example Ashok Mehta Committee, 1978, G.V.K. Rao Committee, 1985 and L.M. Singhvi Committee, 1986 also failed to visualize this aspect. At last, the 73rd amendment of the constitution was the only historic step in providing 33 percent reservation for the women in the grassroot institutions. Although later on 81st constitutional amendment was introduced in Parliament to provide reservation to the women, but it is still gathering dust in the parliament. The agendas of every political party clearly laid down the issue of women reservation in the state legislative assemblies and in the parliament but, when the question of distribution of tickets comes, no political party is sincere in providing proper representation to the female sex in the Parliament, assembly and in the Organisation of the party. The ultimate result is the discrimination to the female sex in the democratic process. The various commissions, organisations and committees constituted for the welfare and development of women, failed to give them a proper status in the Indian political system. The various studies relating to women empowerment has revealed the grim scenario of women's participation. It appears the political elites sitting at the helm of the affairs are not sincere in implementing the provisions of constitution in an earnest manner. Whenever, the parliament is in session, the issue of women reservation figures in the last days of session. Recently, the women members of Parliament make hue and cry to table the women reservation bill in the parliament but some political parties were opposed to it tooth and nail in the present reform of the bill. Majority of the high-level political elites were apprehending threat to their existence if the amendment is passed in the present form.

### **Literature Review**

The 73rd constitutional amendment which was passed in 1992 was a step to involve women in the working of grassroots institutions. The twin objective of democratic decentralization was to involve the masses in the rural development programmes and devolution of powers to the grassroots institutions and to make them unit of self-

government. Self-governance has been achieved to some extent by constitutional 73rd amendment in providing representation to all the sections of the society which were hither to remain neglected in the democratic process. The various provisions with regard to reservation to SCs, STs, OBCs and women in the democratic decentralization process have done great justice to the deprived sections of the society. However, 33 percent reservation to the women is again a discriminatory step as the female sex constitute almost little less than half of the population of the country, while they have been provided only 33 percent reservation, but it can be accepted as a good gesture and a well begin by providing reservation to the women in the 73rd amendment of the constitution. The age-old mentality of men with regard to women is a big hurdle in the discharge of their role in the grassroots institutions. The various studies relating to women empowerment and women participation reveal that women are facing various problems in the discharge of their duties. In a male dominated society, custom ridden society, literacy and backwardness in the social sphere have contributed towards this kind of role to women in the grassroots institutions. In most of the cases women have become a rubber stamp of their husbands in the discharge of their duties. The studies also reveal that women face difficulties from their male counterparts in the discharge of their duties, at the same time, there are number of other difficulties being faced by women as chairperson of grassroots institutions dealing with bureaucracy. The family responsibilities and social backwardness are some of the hurdles in proper functioning of women in the Panchayati Raj Institutions.

### **Observations**

Women leadership is playing a very important role in the Panchayati Raj Institutions after 1992. It is through the leaders; the wishes and aspirations of the rural people are met. In this sense they are the eyes and ears of the rural people. It means they participate in elections on the wish of their husbands and other male members. Thus, the effective functioning of PRIs depends mainly on the quality of leadership available at the grassroots levels. Moreover, it is widely believed that leadership plays a significant role in promoting political development and democratic growth. Panchayati Raj is regarded as the heart and soul of Indian

democracy. The health and strength of India democracy is depending on its functioning. It is an agency of social progress, economic prosperity and political development.

The history of the movement for empowering women's status all over the world and specially in India shows emphases from the beginning on education as the most significant instrument for changing women's position in society, education for women was regarded as a means to improve their status. The reservation policy has opened the gates of employment to scheduled caste men as well as women. But few people are not aware of their rights. The 73rd constitutional amendment act 1992 is a step towards this direction, as it provides that not less than one third of the elected members will be women. This is a land-mark in the history of women empowerment in decision making in the politics process of the country. The 73rd amendment can be considered as the greatest event for women empowerment.

Political status of women can be defined as the degree of equality and freedom enjoyed by women in the shaping of power and in the value given by society to this role of women.

It is worthwhile to note that the analysis of demographic, socio-economic and political factors like age, caste, occupation, education and income, etc. in relation to leadership are important in determining the nature of women leadership.

Today India is undergoing demographic change in every spheres and women life is being altered in important respects. Many Indian women are playing a major role in effecting these changes. They are active in politics, the professions and virtually all of the various occupation millions are seeking higher education and millions are more employed in jobs outside their homes. Spheres of activities are widening most especially for women who live in urban areas.

However, the vast majority of India's women dwell in villages, where most carry out traditional domestic and agricultural tasks and adhere to norms which have been espoused many questions. Even in rapidly growing urban areas traditional

roles and values relating women find wide acceptance.

If women are not mature age wise or they are financially weak or are not well educated they cannot prove their selves as effective leaders and it will affect the efficiency of the institutions, they are working in. Secondly, institution of marriage also plays an important role in the women politics. Women in India are dependent on the male community for all kinds of help. In this way their decision is not their own. Their coming forth and going back n operated by the source upon which they are dependent. But after 73rd amendment of the constitution the role of women leadership has changed to a greater extent. New women community has been coming to the forefront with the men.

Participation of women in every field is very significant because women constitute half of the population. Empowering women is one of the major issues of Indian politics and society of today. Panchayati Raj is a large unit of institutional arrangement through which beginning can be made. This institution has been visualized from various perspectives. Barring a few politicians, administrative thinkers and academicians considered it as an administrative reform which provides some basic goods to the rural people.

According to feminist literature politics is important for increased quality between the sexes. However, politics at every level of participation was considered to be the province of men, women have not been regarded as part of the politics until recent times. The reason given by the social scientists are the women's disinterestedness in politics, originating in their early socialization, there in capabilities, which precluded political activity. This view overlooks the fact of women participation in large number in the political movements.

The constitutional 73rd amendment provided a new lease of life to the grassroots institutions in India by providing ignored sections of the society. The amendment was mandatory for all the states to constitute three tier grass root institutions. It was the maiden attempt to involve women in the democratic process under which 33% of the seats were reserved

to the women in the Panchayati Raj institutions which is called the hub of democratic political system.

There was a general opinion that with the enforcement of constitutional amendment and the provincial acts there will provide full vibrancy in the whole system of democratic decentralisation. For the success of grassroots institutions more than the cooperation of the state government and the central government, official of the governments, people's awareness about the new system and their active participation in taking responsibility is the need of the hour.

Although the reservation to women under the constitutional 73rd amendment was a major step toward participation and involvement of women in the democratic process yet the expected results are not coming because of our social taboos, second grade to the women in the society and economic dependence on the male. However, it cannot be denied that beginning of women participation under the 73rd amendment was a major step to involve women in the democratic process who were denied this opportunity up till now. So, it can be considered a historical decision by the Narasimha Rao govt.

Bureaucratic problem is also one of the problems which come in the way of women empowerment. Bureaucracy is the hub of the democratic system. It plays an important role in the democratic process. It implements the policies and decisions but the implementation exclusively depends upon the bureaucratic structures. The bureaucracy which is attached with Panchayati Raj Institutions basically belongs to other departments of the State Government. For example, Junior Engineer either belongs to H.P.P.W.D or H.P. Irrigation and Health Department. Similarly, agriculture or horticulture inspector belongs to agriculture or horticulture department. It was observed that the different categories of employees which were working in the Panchayati Raj Institutions were not answerable to these institutions. The service conditions of such employees were governed by the respective departments. It is felt that Panchayati Raj Institutions should have their own independent bureaucracy which should be answerable to these institutions.

In a hierarchical and stratified male dominated Hindu Society, the empowerment of women through legislation constitutes a radical break from its historical past which was characterized by unequal and discriminatory gender relations. It also provides for induced empowerment of women through enforced participation in power along with male members. They asked to occupy and own the new political space. However, due to lack of literacy and political awareness, women candidates have been pushed into elections as "dominance" and "mouthpieces" of male members. This constitutes the negative feature of women's empowerment. Marriage and family bondages, caste and kinship ties and above all patriarchal values manifested by male assertion and superiority have been pressed into service to usurp and deprive women of their rightful place in PRIs".

The real empowerment works only in ambience of equal distribution of assets between males and females in all spheres of private and public life. The genuine empowerment of women is realized through "politics of struggle" and not "politics of reservation". Empowerment by reservation buttered with the help of NGO's and the state may act as specific against women's struggle against the state and society and typify the project of gender discrimination and inequality. Before entrusting elected women representatives with the work of rural development, it becomes necessary to first introduce innovative schemes for the development of their human potential. Their internal personality traits like attitude awareness etc. are to be harnessed in tune with the desired aims and objectives of Panchayats. The large number of women is illiterate, ignorant and poorly informed about ongoing debates and reforms and issue affecting their lives. Most of the time, the elected women representatives are not aware of their role in the political process. They themselves are not clear about what the electorate expects from them. Even in the decision-making process the elected women representatives were not conversant with the members of the organizations. They are unable to take their independent decisions. Another hurdle in the way of effective participation of women is that women are not economically empowered. Mostly women are from the economically vulnerable sections society and they cannot give up their livelihood activities to attend this work. Political empowerment has little

meaning unless women are economically empowered. Also, they should be given legal and police support to use the power which has been bestowed on them without fear as inhibition. As of now; a large number of women in Panchayats only have cosmetic visibility and no real powers.

Participation is considered a voluntary contribution by the people is one or another of the public programmes supposed to contribute to national development but the people are not expected to take part in shaping the programme or criticizing its contents. For the successful working of the PRIs, women participation is considered very important an effort is always made to educate the women for their full participation and an active involvement. So, women participation of PRIs is an important yardstick.

It has been observed that younger strata are more active in the working of Panchayati Raj Institutions rather than elderly people. The involvement and participation of the younger strata in PRIs has been increased due to education and awareness.

Education is very important for human being. Education standard in rural areas particularly of women is still requiring to be improved and they were interested to teach their children. The 73rd Constitutional Amendment has provided opportunities to a large number of women to enter the political decision-making process, by providing them 33 percent reservation. But 33 percent reservation was given without keeping in view the ratio of female in the general population.

In our society women have no economic independence mainly due to illiteracy and ignorance. They are depending on depend on their husband or on other male member of the family for their economic needs. This obstructs women to take active part in the political arena of the country. Thus, in order to make women an active participant in politics, economic status of women must be enhanced by providing equal opportunity to women.

Women face discrimination from the society right from their childhood. They have to depend on father in their childhood and later on their husbands. They never took independent decision. Women also have

to face problems from the society and society has fixed roles for man and women to play. Man, the earner of daily bread, while women the worker of household activities. Social taboos and customs never allow woman to cut across its bondages and held responsible position in the society.

## Conclusions

In order to ensure maximum participation of women in the Panchayati Raj Institutions, stress should be laid on increasing their rate of literacy. This will help the women in understanding the political system that work at grassroots level. The women will be better informed about their rights and duties in any political system. This can also make them effective in communication with other people and can thus ultimately help them in putting their best while participating in the Panchayati Raj Institutions. The bureaucracy is the hub of the democratic system. It plays an important role in the democratic process. It implements the policies and programmes of elected representatives of Panchayati Raj Institutions. But their undue interference in the working of the Panchayati Raj Institutions must be restricted to the implementation level.

The political parties directly or indirectly are participating in the elections of Panchayati Raj Institution, particularly in the election of the chairpersons at the level of Panchayati Raj Institution particularly in the elections of chairpersons at the level of Panchayat Samite and Zila Parishad. In most of the cases chairpersons could not be elected for month together due to party politics. Thus, the parties should not be allowed to dominate the grassroots level politics.

A large number of women are ignorant and poorly informed about policies and programmes. Thus, in order to empower them literacy rate of women must be increased. Women representatives in particular and common women in general must be educated in such a manner so that their participation and involvement can be ensured.

It is alleged that the funds to the Panchayati Raj Institution are allocated on political considerations by the state government. These should be fair methods of funds allocation to PRIs. In short unless

and until these institutions are financially strengthened their functioning cannot be improved.

Bureaucracy should work for Panchayati Raj Institution. It should be helpful in implementing the various developing schemes of the elected representatives of the PRIs. The need for competent bureaucracy has been recognized in all the states for the inception of Panchayati Raj Institution. Even under the local bodies earlier there were adequate staffs to implant their programmes. As Panchayati Raj Institution has to plan and implement several development programmes many of which are of technical nature, they need the expertise of bureaucracy. Further a certain amount of continuity has to be maintained in the programmes and policies of Panchayati Raj bodies which would not be possible in the absence of a bureaucracy. Thus, bureaucracy should work for Panchayati Raj Institution. It should be helpful in implementing the various developing scheme. The bureaucracy should be the subservient of the elected representative which is the spirit of the democracy.

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1. Contributions should not exceed 5000 words exclusive of charts, tables & other graphics.
2. The research papers should be preceded by an Abstract, not exceeding 150 words.
3. Tables and charts should be in black & white only. They should be serially numbered, sequentially, following references to them in the text and presented on separate sheets.
4. Two good prints of the article, in A-4 size stationary are required to be submitted. Material should be formatted in Times New-Roman, font size 12, font style normal. The main headings should be in upper case with font size 14 and sub headings should be formatted in l/u case with font size 13. The manuscript should be clearly typed in double space with 1 and 1/2" wide margin on the left and 1/2" on the right. The authors may note that the hard copy will be considered final and authentic.  
Additionally, the material should be sent either as an e-mail attachment or on a CD formatted in Word for Windows.
5. Introduction and Conclusion must be added. It should be brief and state the relation to the present status of knowledge in the field.
6. All the articles should be duly signed at the end.
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### **For books:**

Award, E.M. 2003 Knowledge Management, New Delhi : Pearson Education

Srivastava, P.K. and Ray, A.R. (Eds.) 2001 Financial Management. New Delhi, McGraw Hill

### **For chapters in books:**

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**If an article has no author, the periodical or newspaper is referenced as follows :**

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**For unpublished works such as working papers, dissertations and papers presented at meetings, seminars, conferences etc. :**

Tyagi, R.M, and Malik, S.P 2007 Job Satisfaction Working Paper No 46, Indian Institute of Travel Management, Gwalior

Thakur, Reema, 2001 Effectiveness of different leadership styles on job satisfaction of factory workers. Unpublished doctoral dissertation. Jawaher Lal Nehru University, New Delhi

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Gupta, K; 2009 Knowledge Management, Asia Times March 17.

[http://www.atimes.com/atimes/South\\_Asia/FE28Dfo3.html](http://www.atimes.com/atimes/South_Asia/FE28Dfo3.html)

Accessed on August 22, 2009.

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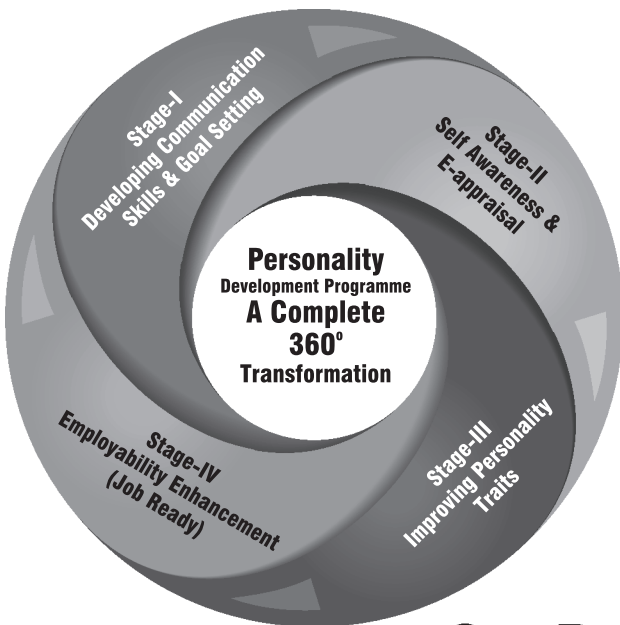
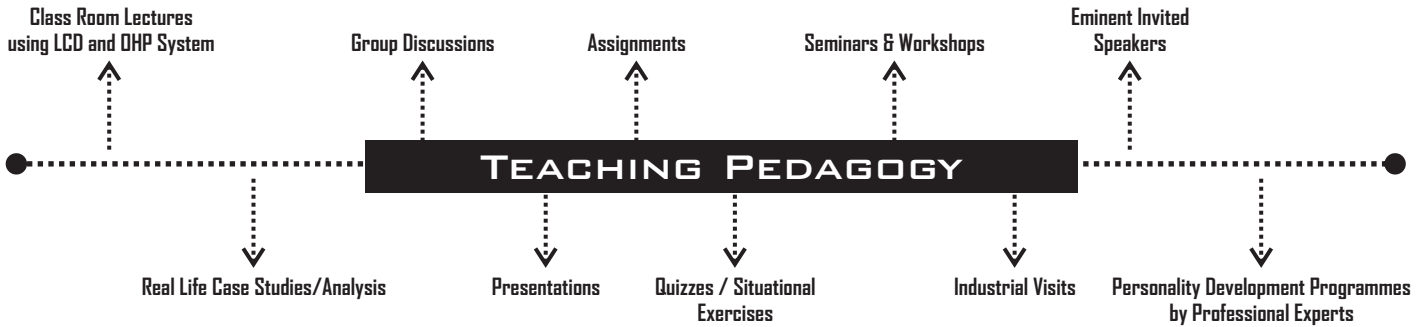
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