



LAKSH
Estd. 1996

ISSN 0974-8903
RNI No. UPENG/2007/19205

JOURNAL OF IPEM

The Annual Refereed Journal of the Institute of Professional Excellence & Management

VOL. 12 JULY 2018

RS. 350 (ANNUAL SUBSCRIPTION)

C O N T E N T S

Managing Business with Human Values- Challenges and Measures "A Study of Harmony at Work Place in Academic Institutions in NCR"

Mr. Amit Aggarwal & Ms. Divya Sharma

Astrologia Hiring

Saurabh Raj, Sunny Prakash & Shweta Saxena

Impact & Challenges of Corporate Social Responsibility in the Service Sector

Dr. Geeta Verma & Ms. Shobha Bajpayee

Impact of Business Ethics and Corporate Responsibility on Business Growth

Nidhi Srivastava & Twinkle Goyal

E- Learning Enhances the Activity - Based Learning in the Education Sector

Dr. Baljit Kaur

Exploring Talent Management Practices and Its Impact Employees Turnover: An Empirical Study

Dr. Babita Rawat & Sonakshi Bhatia

Comparative analysis of social entrepreneurship of India with China with specific reference to Legal, Culture and Social factor

Dr. Ruchi Sharma & Ms. Ila Rai

Star Counselling

Saurabh Raj, Shweta Saxena & Sunny Prakash

Gender Still Matters: A Study of Gender Issues in Indian Organizations

Dr. Isha Chaudhary & Dr. Pradeep Bhardwaj

Creating and Sustaining Holistic Organizational Growth through Workplace Harmony

Mr. Shashank Chaudhary

Work Life Balance of Working Parents in Educational Sector

Shikha Mittal

Moving towards Awareness path of Life: Analysis of Effect on Emotional Intelligence and as an Effective Anxiety

Management Tool

Deepanshu Paliwal



Published by :

**Institute of Professional
Excellence & Management**

(ISO 9001:2015 Certified, NAAC Accredited &
Ph.D Research Centre of the University)

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

JOURNAL OF IPEM

The Annual Refereed Journal of the Institute of Professional Excellence & Management

• Volume 12 • July 2018



Founder, IPEM Group of Institutions

Dr. B.S. Goel

(04.08.1937-10.01.2017)

*A Visionary, Educationist &
Philanthropist with values*



★★ INDIAN ★★
ACHIEVERS'
AWARD

**Best Academic
Excellence
Institution in NCR**

EDITORIAL BOARD

- Editor : Dr. Alpana Gupta, Director, IPEM College, Ghaziabad, Affiliated to AKTU, Lucknow, dr.alpanagupta@ipemgzb.ac.in
Associate Editor : Dr. Dolly Phillips, HOD Management Department, IPEM College, Ghaziabad, Affiliated to AKTU, Lucknow, dolly.phillips@ipemgzb.ac.in
Assistant Editor : Dr. Isha Chaudhary, Assistant Professor, Management Department, IPEM College, Ghaziabad, Affiliated to AKTU, Lucknow, isha.chaudhary@ipemgzb.ac.in
Assistant Editor : Mr. Deepanshu Paliwal, Assistant Professor, Management Department, IPEM College, Ghaziabad, Affiliated to AKTU, Lucknow, deepanshu.paliwal@ipemgzb.ac.in
Assistant Editor : Dr. Baljeet Kaur, Assistant Professor, Management Department, IPEM College, Ghaziabad, Affiliated to AKTU, Lucknow, baljeet.kaur@ipemgzb.ac.in

EDITORIAL REVIEW BOARD

Mr Bimal Jain (*Director, A2Z TAXCORP LLP, Tax and Law Practitioners*)

Dr. Rishi Raj Singh, *Director and Training Officer, NIESBUD*

Dr V.K. Garg, *Ex-Senior Reader (Economics), Delhi University*

Dr Shalini Srivastava, *Asst. Dean, Jaipuria Institute of Management, NOIDA*

Dr Bhavna Adhikary, *Dean Academics, Amity Business School, Manesar*

Dr Kavita Srivastava, *Adjunct Professor (Economics), ICFAI Business School, Bangalore*

Printed and Published by Mr. Anupam Goel on behalf of Laksh Educational Society and Printed at Ghaziabad Offset Press, 133, East Model Town Tehasil Road, Ghaziabad and Published at Institute of Professional Excellence and Management, A-13/1, South Side G.T. Road Industrial Area, NH-24 Bypass Ghaziabad (U.P.) 201010 -INDIA.
Editor: Dr. Alpana Gupta

All rights reserved. No part of this publication may be reproduced in any form or by any means, electronic, photocopying or otherwise, without written permission of managing Editor, Journal of IPEM.

From the Editorial Board

It is our privilege to present the Journal of IPPEM, VOL. 12, July – 2018. It is with great pride and enthusiasm; we report that the Journal is experiencing steady and healthy growth.

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 variety of topics covering various dimensions of organizations growth such as managing businesses with Human Values, Astrologia Hiring, Corporate Social Responsibility in Service Sector, Business Ethics, E- Learning, Talent Management Practice And Star Counseling. 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 search articles on time. The sincere efforts of all the 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 all the moral and financial support to publish the Journal of IPPEM.



JOURNAL OF IPEM

The Annual Refereed Journal of the Institute of Professional Excellence & Management

• Volume 12 • July 2018

Contents

1. **Managing Business with Human Values- Challenges and Measures “A Study of Harmony at Work Place in Academic Institutions in NCR”** 01
Mr. Amit Aggarwal & Ms. Divya Sharma
2. **Astrologia Hiring** 07
Saurabh Raj, Sunny Prakash & Shweta Saxena
3. **Impact & Challenges of Corporate Social Responsibility in the Service Sector** 17
Dr. Geeta Verma & Ms. Shobha Bajpayee
4. **Impact of Business Ethics and Corporate Responsibility on Business Growth** 21
Nidhi Srivastava & Twinkle Goyal
5. **E- Learning Enhances the Activity - Based Learning in the Education Sector** 25
Dr. Baljit Kaur
6. **Exploring Talent Management Practices and Its Impact Employees Turnover: An Empirical Study** 35
Dr. Babita Rawat & Sonakshi Bhatia
7. **Comparative analysis of social entrepreneurship of India with China with specific reference to Legal, Culture and Social factor** 44
Dr. Ruchi Sharma & Ms. Ila Rai
8. **Star Counselling** 50
Saurabh Raj, Shweta Saxena & Sunny Prakash
9. **Gender Still Matters: A Study of Gender Issues in Indian Organizations** 59
Dr. Isha Chaudhary & Dr. Pradeep Bhardwaj
10. **Creating and Sustaining Holistic Organizational Growth through Workplace Harmony** 68
Mr. Shashank Chaudhary
11. **Work Life Balance of Working Parents in Educational Sector** 74
Shikha Mittal
12. **Moving towards Awareness path of Life: Analysis of Effect on Emotional Intelligence and as an Effective Anxiety Management Tool** 79
Deepanshu Paliwal

Managing Business with Human Values- Challenges and Measures “A Study of Harmony at Work Place in Academic Institutions in NCR”

Mr. Amit Aggarwal*
Ms. Divya Sharma**

ABSTRACT

Frequent employee management on uncomplimentary relations has been the bane of industrial growth in many sectors. This study emphasis on the impact of harmony on work place in academic institutions by which we can improve the working environment as well as working conditions of an organization. Human values are values which are fundamental to man's nature of being Human, it will guide to human being for their right path, giving a sense of peace and self satisfaction. There are lot of factors which are responsible for the values of human being such as background, religion, age, education, income, gender and environment.

As we know present time is the time of competition in which the value system is just going back. Through this paper we would like to highlight those factors which are responsible for the disharmony at the work place and how to overcome on them to increase the efficiency and productivity of the academic institution.

Key Words: Human being & Human Values

Introduction

It is very difficult to define human values, for they are as comprehensive in a nature for human life. Somewhere, some other dictionary states that Value is that which renders anything useful, worthy or estimable. It is price, worth or importance of a thing'. Value is "a concept explicit or implicit, distinctive of an individual or characteristics of a group of those desirable traits which influence the selection from available modes and ends of action."

In fact, value is an abstract term which is commonly regarded as an economic conception. values guide the selection or evaluates the policies, people and events. that is, values some as standard or criteria It means the act of cherishing something holding it clear and also, the act of passing judgment upon the nature and amount of its value as compared with

something else," Its contain a condemnatory factor in that they carry an individual's thoughts about what is right and what is wrong. Values have equally pleased and passion attributes. The pleased attribute specifies how important it is. When individual's values are ranked in terms of their passion, we obtain that person's value system. We assign to such values which is identified are as freedom, pleasure, self-esteem, honesty, respect and impartiality. "Respect is two way- one hand you will give it on another hand you will receive it"

Workplace harmony is a consistent, orderly, or pleasing arrangement of relations between the peoples work in a same organization. Maintaining harmony at work place is a vital skill in today's interrelated world, and the dare of achieving this can never be underestimating. In educational institutions it must to create work place harmony.

*(Assistant Professor at IPEM Ghaziabad)
**(Assistant Professor at IPEM Ghaziabad)

Because a value of a teacher will reflect in his or her students and students is the future of every nation.

A good and harmonious working environment is one where all workers are treated with pride and admiration, and where no worker is depressed or harassed. Ground of a good and harmonious working environment is depending on competition, class, disability, sexual orientation and age. While the some employers will still choose to promote their workplace environment as a "neutral" space, it is important to recognize that the two concepts "harmonious" and "neutral" are not inextricably linked. In other words a "harmonious" working environment does not necessarily need to be a "neutral" one. The very restrictive nature of a "neutral" environment may give rise to other problems for employers. As one example, if an employer has a policy that is so rigid that it prohibits workers from wearing marks of religious observance of the sort that believers commonly wear (such as crosses, turbans or Muslim veils), then that may indirectly discriminate against persons of a particular religion, or who are members of particular racial groups. The risk of this will be particularly high where employees are genuinely obliged by the tenets of their religions to wear such emblems and so find themselves in a dilemma as their religious duties conflict directly with the conditions of their employment.

Harmony at the workplace is the essential and primary factor to achieving the objective of the organization which is very common ie growth and profit maximization. Because if human being is not happy then he/she cannot be provide positive strength to the organizations working environment can be healthy.

- What are the roles and responsibilities of an organization to keep the harmony at work place?
- Enrollment of HR manager to have harmony at workplace.
- Dispute settlement procedure and committee for the solution of the disharmony.
- Controlling and monitoring of system to have harmony at workplace.

Objective of the Study

- 1) To find the symbols with the potential to disrupt and not to disrupts a good and harmonious working environment.
- 2) The study recognizes the two concepts harmonious and neutral.
- 3) To get the honesty and loyalty level of the employees.
- 4) To get the working efficiency of the organization.
- 5) To which extent non financial incentives can influence the degree of workplace harmony.
- 6) To improve the working environment of a workplace.
- 7) To improve the employee turnover ratio of an organization.
- 8) This study will help to the academic institution to get the higher growth in the future.

Literature Review

This research is being carried out in order to learn about the methods, which can be used in order to improve the workplace environment. In order to gain information about the above topic a literature review will be conducted. Literature review is a very essential part of a research. Literature review is a secondary source of information. It is very useful in acquiring required information. Moreover, it is also a very reliable source of gaining information; as information gained through this process is generated from books, journals, articles, government records or any previous research on the same topic etc. As information acquired through literature review comes from these established sources therefore, it becomes a very reliable source of knowledge. In this research, literature review will be helpful in learning about workplace environment, importance of improving it and methods through which this improvement can be brought about.

With the help of this literature review, one can learn about many aspects of an organization's work environment. These aspects are: - the methods of creating a good work environment, the importance of work environment, consequences of not having proper work environment or having a hostile work environment, importance of health and safety factors in work environment. Therefore, this

literature review will be helpful in learning about the methods, which can help an organization to improve its work environment.

Workplace Environment

Heath (2006) states, the biggest goal of all the business organization is to increase their productivity, thus decreasing their cost of production and making high profits. Although, there is very less amount of effort, which these organizations make in order to increase their productivity. Many employers have a very wrong view that productivity can be increased by giving their employees good pay package and timely increments for their work. What these employers are not aware of is that there are many other factors, which affects the performance of the employees in an organization. One of the major factors, which have an impact on the motivation level of the employees and their performance, is the workplace environment.

Challenges in Front of Organization for Human value:

Today's hasty changes, the intricacy of employment has increased considerably, making management an increasingly overwhelming task. Here are some examples:

- The intellect of ethics has become sundry. One-size-fits-all solutions cannot work to improve the work morale of the members.
- New Issues and challenges mound up in front of you again and again. New responsibilities keep coming one after another. Even you can't think anything else irrespective of that.
- Whatever is planned nothing like that. Petite by petite, the plan becomes immaterial
- Here we are discussing some common challenges faced in today's workplace related to human value.
- Regardless of however much you develop knowledge and skills, if the manager is not receptive to improvement, he or she cannot influence the surroundings.
- Create a trusting relationship is a big challenge in today's working environment. In surroundings there is lack group interaction and people are too busy in their duties.

- Communication on daily basis are missed somewhere. Misunderstandings between coworkers are due to communication woes.
- It is too tough for peoples to make balance in their personal and business life. Somehow both are affecting each other; it shows in their family life as well as professional life.
- When companies recruit new staff, there's a learning curve for new individual that takes time and may prove to be a challenge. Be willing to take on extra duties or help train new team members to keep this issue from being a problem.
- Conflicts between co-workers and even supervisors are to be anticipated because of different personalities at work. If it is not resolve in proper manner such small conflict can raise a disharmony among the peoples that has a lot of negative effects on fitness and their outcome for the company.
- With today's scenario politics is getting ahead every workplace. Favoritism, racial discrimination, bigotry and ageism are facing by you in today's workplace.

Factors Responsible for Disharmony at Workplace

- The values are the for the most part of everybody's life and it will pass along one generation to another. Appreciation, belief in others, compassionate, loyalty, caring, cooperation, teamwork, assistance, Courtesy, locality, dedication etc are some values that resonate with me. Dealing with people whose core values are different than our own values can be one of the reason of disharmony at workplace.
- Poor communication among coworkers and supervisors as well in the workplace can occur on a large scale. Failure to communicate effectively often leads to conflict, frustration, misinterpreted which can damage an organization..
- In today's economic climate an effective leadership style is vital productivity and harmonious work culture. Thus staff is directly affected by how the boss 'is' in him/herself. One famous saying is "A bad job with good boss is better than a good job with bad boss"
- A bit of competition can be a good thing. But when the workplace is infused with unhealthy

competition, the situation becomes stress and feelings of discomfort more often than not result in loss of productivity and lower quality work.

Impact of Disharmony at Workplace

- 1) Disharmony leads to low morale and de motivation among the employees that is not a good symbol for growth of any organization.
- 2) Productivity is a key factor for any organization and it can be achieved by the good working environment.
- 3) Disharmony brings unprofessionalism in the organization.
- 4) It creates negativity among the environment and the employees.
- 5) Disharmony brings stress and absenteeism among the staff members.

Research Methodology

➤ **Sample selection**

Using convenient sampling, the target is to focus on the education sector including universities and colleges.

➤ **Population Frame**

Using questionnaires to collect data, the aim is to circulate 200 questionnaires to the targeted respondents. After obtaining information, the data will be analyzed.

➤ **Unit of Analysis**

Employees like faculty and staff members working in the colleges and universities are targeted.

➤ **Type of the Study**

The type of the study is causal, as by increasing one factor will help increase the other.

➤ **Time Horizon**

Keeping in mind the cost and time restriction, a cross-sectional study has been conducted.

➤ **Instrument Development/Selection**

The data collection method was quantitative. Questionnaires were used to collect data from the education sector including colleges and universities. These questionnaires were adopted from previous published researches and were molded according to the present culture of the organization

➤ **Proposed Data Collection Procedures**

The data are collected through questionnaires from the education sector mostly from Ghaziabad Region around hundred questionnaires were distributed and some data were also collected using Google online survey system. Around 51 responses were obtained online and the rest were through questionnaires hardcopy.

➤ **Proposed data analysis techniques**

After the collection of sufficient amount of data from the targeted respondents, the aim is to use the statistical analysis software SPSS for the analysis of the data. Analysis of demographic variables, reliability analysis, and regression analysis will be used to interpret the results of the study.

Data analysis

Table-1 : Primary factors for work place harmony

S.No	Factors	Motivation Factor	Maintains Factor	Impact on Work Place
1	Income /Money	8	2	Positive
2	Recognition	6	4	Positive
3	Harmonious Environment	2	8	Positive
4	Organisation policies	3	7	Positive
5	Incentives	7.2	2.8	positive
6	Growth prospects	6.7	3.3	positive
7	Infrastructure facilities	4.5	5.5	positive
8	Promotions	8.1	1.9	positive
9	Fringe Benefits	8	2	positive
10	others	7.7	2.3	positive

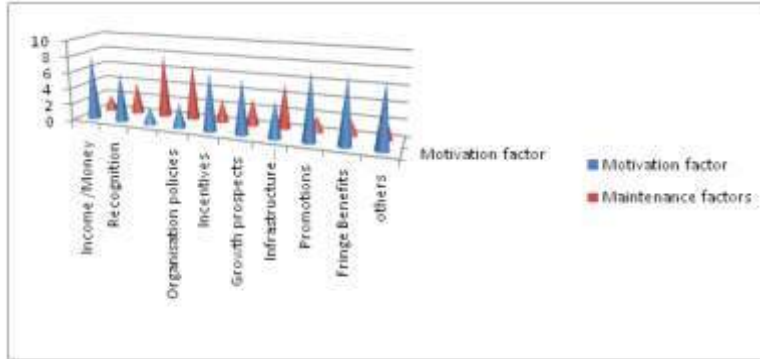


Figure-1

Table-2 Secondary Factors for Workplace Harmony

Rating(5 for best, 4 for good, 3 for average, 2 for neutral, 1 for negligence)

Table-2

S. No	Factors	5	4	3	2	1	Impact on Work Place
1	Way of Communication		4				Positive/Negative
2	Leadership style	5					Positive/Negative
3	Healthy competition	5					Positive
4	Honesty and Loyalty		4				Positive
5	Favoritism			3			Negative
6	Learning curve		4				Positive/Negative
7	Racial discrimination			3			Negative
8	Ageism					1	Negative
9	Bigotry					1	Negative
10	Others			3			

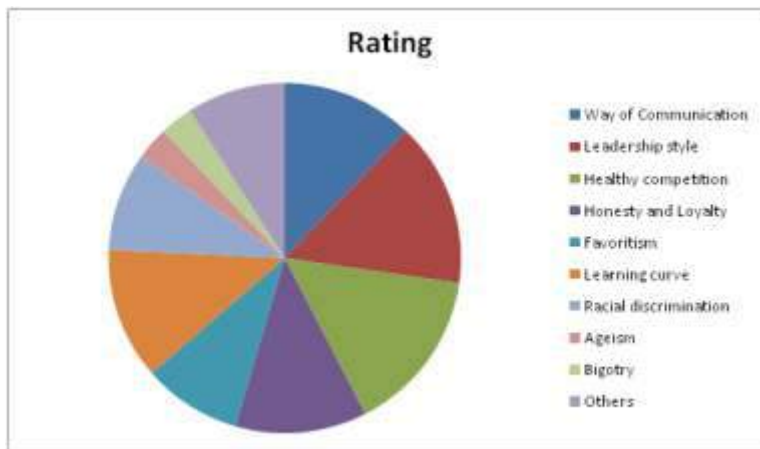


Figure-2

Discussion & Conclusion:

As per the above discussion on harmony at workplace. Now it is very clear that harmony at workplace is very important for the growth and development of any organization but the another important part of this research paper one should consider those factors which are responsible to maintaining the harmony at work place. We can't ignore those factors which helps us for creating the harmony at work place as per the data analysis. We found that employees give more importance to motivation factors working environment, money aspect, individual growth and future prospects and another important part is rules and regulation, policies and sense of equality among all the employees give the more strength to harmony at workplace. This is the continuous process because once we have achieved the harmony so next level of needs of the human being comes into pipe line as the motivation theory of Maslow need hierarchy. On the other side we make the analysis for the harmony at practical background that there is no proper definition of harmony, there is no set of level where we can say that now we have achieved the harmony at our work place because everybody has different priorities. So the conclusion of this paper is that we should give the respect to the values, believes and should try to create a familiar environment at the work place so that harmony can maintain.

References

- 1) Afsar, B., & Rehman, M. (2015). *The relationship between workplace spirituality and innovative work behavior: The mediating role of perceived person-organization fit*. *Journal of Management, Spirituality & Religion*, 12, 329–353
- 2) Allen, K., Bergin, R., & Pickar, K. (2004). *Exploring trust, group satisfaction, and performance in geographically dispersed and co-located university technology commercialization teams*. *Proceedings of the NCIIA 8th Annual Meeting*, 18–20.
- 3) Asgari, M., Ahmadi, F., & Jamali, M. A. (2015). *An examination between the tendency towards spirituality and organizational health (Teacher of second high school grade in the department of education of Tehran's second region)*. *Journal of Education and Management Studies*, 5, 52–60.
- 4) Ashmos, D. P., & Duchon, D. (2000). *Spirituality at work: A conceptualization and measure*.
- 5) Ayoko, O. B., & Pekerti, A. A. (2008). *The mediating and moderating effects of conflict and communication openness on workplace trust*. *International Journal of Conflict Management*.
- 6) Baron, R. M., & Kenny, D. A. (1986). *The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations*. *Journal of Personality and Social Psychology*.
- 7) Chand, P., & Koul, H. (2012). *Workplace spirituality, organizational emotional ownership and job satisfaction as moderators in coping with job stress*.

Astrologia Hiring

Saurabh Raj*
Sunny Prakash**
Shweta Saxena***

ABSTRACT

Recruitment, selection training and development are considered as important functions of HR deptt. Of any organization. Some organizations carry them in house while others may outsource it, but definitely the quality of outcome matters. From time to time various concepts have evolved; methods have been adapted to optimize the processes. Further in this connection authors have introduced the concept of 'astrologia hiring'. Astrologia is an Italian word meaning astrology.

In this paper the authors have advocated the use of the technique in the same line as other concepts as say counselling service to aid the processes. Authors have tried to limit the use of this technique for recruitment and selection processes in the current paper. Further in depth research has been done in various types of astrology as Western, Vedic, Chinese / Japanese / Buddhist, Islamic, Mundane, Kabbalistic Hellenistic etc. to support the study.

Keywords : *Recruitment selection, training and development, astrologia hiring, HR department Western astrology, Vedic astrology, Chinese astrology, Japanese astrology, Buddhist astrology, Islamic astrology, Mundane astrology, Kabbalistic astrology, Hellenistic astrology.*

Introduction

The good news is that one doesn't have to rely solely on natural, inborn traits. It is possible to develop the qualities good managers possess. A management program is designed to learn some of these characteristics, and some can be also developed on your own. Certainly these inborn or natural traits cannot be ignored as they impact the behaviour somewhere somehow.

Just like the tides, high or low, arise due to the force of attraction/rejection among various celestial bodies specifically the planets including the stars and moon, the human body, which is more than 70% water and other basic elements as earth, air, fire and vacuum, is also impacted due to continuously

varying positions of these bodies. Inborn traits largely depend on the static positions of various bodies at the time of birth. These traits undergo frequent changes as these bodies are moving always. The issue is the intensity, duration and positivity of the impact which again depends on the type of body, distance from the Earth and speed of their revolution.

Above discussed thing are clearly reflected in one's horoscope which makes the foundation of our research. These traits can be predicted up to a comfortable level of accuracy depending on certain calculations by a professional astrologer. Thus in this paper we advocate the use of this technique to manage and utilize human resources. However in this paper we talk of recruitment and selection processes only.

* Assistant Professor, Faculty of Management Studies, G L Bajaj Institute of Technology & Management Greater Noida

**Assistant Professor, Faculty of Management Studies, G L Bajaj Institute of Technology & Management Greater Noida

***Assistant Professor, Faculty of Management Studies, G L Bajaj Institute of Technology & Management Greater Noida

Recruitment and Selection is an important function in HRM, designed to maximize employee strength in order to meet the employer's strategic goals and objectives. It is a process of sourcing, screening, shortlisting and selecting the right candidates for the required vacant positions.

Recruitment is the process of choosing the right person for the right position and at the right Time. Recruitment also refers to the process of attracting, selecting, and appointing potential candidates to meet the organization's resource requirements.

Selection is the process of picking or choosing the right candidate, who is most suitable for a vacant job position in an organization. In other words, selection can also be explained as the process of interviewing the candidates and evaluating their qualities, which are required for a specific job and then choosing the suitable candidate for the position. The selection of a right applicant for a vacant position will be an asset to the organization, which will be helping the organization in reaching its objectives.

Literature Review

It is important to mention job characteristics theory here as it is a theory of work design which provides "a set of implementing principles for enriching jobs in organizational settings". [7] The original version of job characteristics theory proposed a model of five "core" job characteristics (i.e. skill variety, task identity, task significance, autonomy, and feedback) that affect five work-related outcomes (i.e. motivation, satisfaction, performance, and absenteeism and turnover) through three psychological states (i.e. experienced meaningfulness, experienced responsibility, and knowledge of results). [6][30][31][32][33] Here it is now needless to mention that the human resource characteristics are derived from the job characteristics.

Depending on the literature reviewed the basic human traits can be divided into four basic categories [14][30][31][32][33] each of which can be further divided into two natural / inborn and developed. These basic categories are:

1. Personal Traits like self-motivation, integrity, reliability, optimism, and confidence, calm, flexible.

2. Business Traits like organize, delegation, knowledge, money management, legal, hierarchy.
3. Communication Traits like writer, orator, listener, presenter, constructive.
4. Relationship Traits like customer oriented, team player, mediator, and collaborator.

As per taxonomies there are three learning domains cognitive as given by Benjamin Bloom, affective as given by David Krathwohl and psychomotor as given by Anita Harrow.

Bloom's taxonomy (1956) suggests learner traits like

1. Knowledge, wisdom, acquires memory, repeat, recall etc.
2. Comprehend, conclude, discuss, describe, differentiate, explain, express, infer, identify, illustrate, interpret, report etc.
3. Apply, organize, calculate etc.
4. Analyse, classify, compare, categorize, inspect experiment etc.
5. Synthesize, assemble, compose, combine, relate, develop etc.

These traits were again re-iterated by Anderson and Krathwohl in 2001. The content was identical however the presentation differed. [16][17][30][31][32][33]

Now we try to organize further literature review which suggests entirely new domain. We try to analyse a perfect or nearly perfect profession for a subject depending on the planetary positions. Apart from this there are other techniques like numerology, palmistry, tarot card etc. which may offer nearly accurate results. Coming back to astrology we broadly categorize astrology on geography like

1. Western astrology
2. Vedic/Hindu/Indian astrology
3. Chinese astrology (resembles Japanese/Buddhist versions up to certain extent)
4. Islamic astrology
5. Hellenistic astrology
6. Kabbalistic astrology
7. Mundane astrology

Western Astrology

Western astrology is the system of astrology most popular in Western countries. Western astrology is

historically based on Ptolemy's Tetrabiblos (2nd century CE), which in turn was a continuation of Hellenistic and ultimately Babylonian traditions. In modern Western astrology twelve basic personalities or expression modes are represented by a separate zodiac. The twelve signs are divided into four elements fire, earth, air and water. Fire and air signs are considered masculine, while water and earth signs are considered feminine.[20][30][31][32][33]The twelve signs are also divided into three

qualities, cardinal, fixed and mutable.[27] [28] [30] [31] [32] [33] Thus modern western astrology offers twelve sun signs as Aries, Taurus, Gemini, cancer, Leo Virgo Libra Scorpio Sagittarius Capricorn Aquarius Pisces and planets like sun, moon, jupiter, saturn, venus, mars mercury.

Any person has a sun sign depending on birth date and is ruled by a planet. Table further shows the details

Table 1: Components of Western Astrology (Compiled) [28][19][3][24][25] [22] [1] [23][30][31][32][33]

SNO	PLANET	SIGN RULED	GLOBAL IMPACT	BASIC TRAITS	LIFE IMPACT
1	SUN	LEO		WISE GENEROUS	FORTUNE
2	MOON	CANCER		WANDERER	TRAVEL
3	MERCURY	GEMINI , VIRGO	ACTION	DYNAMIC EAGER QUICK	RAPID CHANGE
4	VENUS	LIBRA , TAURUS	FORTUNE	BEAUTY	GOOD LUCK
5	MARS	ARIES , SCORPIO	WAR	STRENGTH TOLERANCE	CONFLICTS MISFORTUNE
6	JUPITER	SAGGITARIUS , PISCES	PROSPERIT Y	CHEERFUL JOVIAL	FORTUNE
7	SATURN	CAPRICORN AQUARIUS	DISASTER	WISE STABLE	ACCIDENT DIESASE FORGED BAD LUCK
8	URANUS	ACQUARIUS	INNOVATIO N TECHNOLO GY	INNOVATORS TECHNICALS	SUDDEN / DISRUPTIVE CHANGES
9	NEPTUNE	PISCES		CONFUSED SENSITIVE	CONFUSION SENSITIVITY
10	PLUTO	SCORPIO	TRANSFOR MATION	TRANSFORM ER	TRANSFORM
11	CERES	VIRGO		CAREFUL	CARE

The intensity and behaviour of a planet depends on three factors

1. Location i.e. house number (where the planet is located).
2. Interrelation with other planets.
3. Angle formed among the planets.

If a planet is located in a house which is ruled by it or any friendly body, it is placed with other friendly body in a house and / or makes conjunction/trine/sextile/quintile/biquintile with other bodies increases the individual intensity of the planet.

If a planet is located in a house which is ruled by r any conflicting body, it is placed with other conflicting body in a house and / or makes opposition/square/quincux/semisextile/semisqu

are/semiquardate/retro with other bodies decreases the individual intensity of the planet. [5] [21][26][4][30][31][32][33]

Vedic / Hindu / Indian Astrology

This system is also known as Jyotisha or Jyotish. The name Jyotish or Jyotisha is the Sanskrit name for Vedic astrology that means the inner light.

Jyotisha astrology is one of the oldest form of astrology that is not based on another type, but supposed to come from independent origin. It uses thoughts that are scientific, psychic, observational, and intuitive. It can offer answers about one's love life, career, family, finances, or even offer insight into one's spiritual life. [11][30][31][32][33].

Table 2: Components of Vedic Astrology (Compiled) ^{[30][31][32][33]}

SNO	PLANET	SIGN RULED	GLOBAL IMPACT	BASIC TRAITS	LIFE IMPACT
1	SURYA	LEO (SINGH)		WISE GENEROUS	FORTUNE
2	CHANDRA	CANCER (KARK)		WANDERER	TRAVEL
3	BUDH	GEMINI(MITHUN) , VIRGO (KANYA)	ACTION	DYNAMIC EAGER QUICK	RAPID CHANGE
4	SHUKRA	LIBRA , TAURUS	FORTUNE	BEAUTY	GOOD LUCK
5	MANGAL	ARIES(MESH) , SCORPIO(VRISHCHIK)	WAR	STRENGTH TOLERANCE	CONFLICTS MISFORTUNE
6	GURU	SAGGITARIUS(DHAN U) , PISCES(MEEN)	PROSPERIT Y	CHEERFUL JOVIAL	FORTUNE
7	SHANI	CAPRICORN(MAKAR) AQUARIUS(KUMBH)	DISASTER	WISE STABLE	ACCIDENT DIESASE FORGED BAD LUCK

There are many astrological parameters and measures to ascertain a person’s future and character. The Gana of the person is the most important one which exposes an individual’s basic temperamental, attitudinal & motivational guide.

1. Manushya Gana

As per the Vedicastrology people born in the Manushya Gana have high value for self-esteem. They are usually affluent, have a good physique, tall body structure and big eyes. The people of Manushya Gana have a warm and caring nature. They are very helpful to the distressed people around them.

2. Dev Gana

People born in dev Gana possesses many positive characteristics. They are attractive with a nice physique. Dev Gana makes its native intelligent and sharp. They are simple people with wise thoughts. They are humble & compassionate.

3. Rakshas Gana

People who have rakshas Gana as their birth Gana may have a stubborn and rigid character. They act according to their will which sometimes may not be a good decision. They have a hefty body and may be quite aggressive, rash and quarrelsome. [8]

Chinese Astrology (Resembles Japanese / Buddhist Versions up to Certain Extent)

Some historians estimate that Chinese astrology has been around since 2800 BC. Its zodiac is divided into

12 signs, with each sign represented by an animal. Each sign represents not a period of time within the year, but a whole year. The signs are the rat, ox, tiger, rabbit, dragon, snake, horse, ram, monkey, cock, dog and boar.

Just as with the western astrology, the Chinese astrology can be used to help give you insight into personality traits. This ancient form of astrology can also be used to help you better understand employees.[9][30][31][32][33]

Islamic Astrology

The Muslims of the medieval period were a keen lover of the study of heavens: partly because the celestial bodies were considered to be divine, partly because they frequently travelled at night, and depended upon knowledge of the constellations for guidance in their journeys.[29][2][30][31][32][33] After the advent of Islam, the Muslims needed to determine the time of the prayers, the direction of the Kaaba, and the correct orientation of the mosque, all of which helped give a religious impetus to the study of astronomy and contributed towards the belief that the heavenly bodies were influential upon terrestrial affairs as well as the human condition.[29][30][31][32][33] The science dealing with such influences was termed astrology Al Biruni an Islamic scientist and astrologer is a notable figure and has contributed much to this field. The table below shows the impact of planets on the individuals

Table 3: Components of Chinese Astrology (Compiled)^{[9][30][31][32][33]}

SNO.	SIGN	MAJOR CHARACTERISTICS
1	RAT	RESTLESS, ACTIVE, TRAVELLER, CHALLENGE LOVER, INITIATOR.
2	OX	HARD WORKERS, PATIENT, HELPFUL, INTELLIGENT, LEADERS.
3	TIGER	STRONG, POWERFUL, COURAGEOUS, GENEROUS, INSPIRER, FEARSOME, LOVE FOR RESPECT.
4	RABBIT/HARE	QUICK, RARE AGGRESSION, SMART, PRACTICAL, FAIL TO FINISH.
5	DRAGON	LUCKY, ARTISTIC, POPULAR IN OPPOSITE GENDER.
6	SNAKE	CHARMING, SEDUCTIVE, WISE, AND GOOD AT FINANCES.
7	HORSE	INTELLIGENT, HARDWORKER, IMPATIENT, POWER & WEALTH MAGNETS, LACK SELF CONFIDENCE.
8	RAM/SHEEP	RESPECT RULES, MILD, GOOD FORTUNE.
9	MONKEY	ACTIVE, HUMOROUS, SOCIAL, TALKATIVE, NARROW FOCUSED, TOO MANY FRIENDS.
10	COCK	SELF ASSURED, DOMINATOR, POPULAR, CENTRE OF ATTRACTION.
11	DOG	DECENT, WARM, EMPATHETIC, JUDICIOUS, WILLING TO SACRIFICE.
12	BOAR	HONEST, FORGIVING, TRUTHFUL, TRUST EASILY.

Hellenistic Astrology

Hellenistic astrology is the horoscopic astrology that was practiced in Hellenistic Egypt and the Mediterranean beginning sometime in the 3rd century BC. This type of astrology began between the time of the Alexandrian conquest and the beginning of Christianity, although its exact time of creation is hard to pinpoint.^{[10][30][31][32][33]} There are three major subdivisions found in Hellenistic astrology:

1. Universal astrology

Universal astrology deals with predicting things that will affect the masses such as weather and natural disasters such as earthquakes and plagues as well as man-made events like war.

2. Natal astrology

Natal astrology uses an individual's birth date to create a chart that can determine their personality or the life path they will take.

3. Katarchic astrology

Katarchic astrology includes electional astrology, which helps individuals know the best time to take an action (such as a wedding) according to their chart.^{[10][30][31][32][33]}

Kabbalistic Astrology

Kabbalah is an ancient branch of Jewish mysticism. Kabbalistic astrology also known as Mazal or Mazalot is one part of four types of Kabbalah knowledge: creation, functioning, ruling and reincarnation. Kabbalistic astrology is a spiritual perspective of a person's relationship with the universe.^[12]

Kabbalistic astrology is similar to natal astrology except it has a unique template that it adds – the Tree of Life. In this map, the planets are placed in spheres. Each sphere has an impact over human traits.^{[12][30][31][32][33]}

Table 4: Components of Islamic Astrology (Compiled)^{[15][30][31][32][33]}

SNO	PLANET	ACTIVITIES	MANNERS	PROFESSION	RELATIONSHIPS
1	SUN	LUSTY FOR POWER WEALTH AFFILIATION RASH TO OPPONENTS EVIL DOERS	INTELLIGENT PATIENT SENSUAL FRIENDLY HOT TEMPERED LOVE POWER & VICTORY	BUSINESS TRADING JWELLERY	STATE HEAD NOBLES MAGISTRATE PHYSICIANS SOCIETY HIGH OFFICIALS
2	MOON	GOOD SPIRITS EAGER FOR HEALTH	SIMPLE GOOD HEARTED FORGETFUL TIMID RESPECTABLE CHEERFUL WOMAN LOVER CAN'T KEEP SECRETS	BUSINESS ACCOUNTING LAW ARCHITECT MEDICINE	STATE HEAD NOBLES CELEBRITIES WEALTHY CITIZENS
3	MERCURY	ETHICAL LOGICAL FEARFUL GOOD MEMORY	EAGER PLEASURE LOVING POWER LOVER GENTLE INTELLIGENT SECRETIVE	MERCHANTS ASTROLOGER SURVEYORS ARCHITECTS POEM ENGINEERS BARBERS PERFECTION LOVER	MERCHANTS BANKERS TAXMEN COUNCILLORS WRESTLERS
4	VENUS	LAZY CHEATER LOVER LIKE SONGS CLOTHES PERFUMES WINE JWELLERY	JOY PRIDE PATIENCE TENDER FRIENDLY SENSUAL SWEET NATURED	ORNAMENT GEMS FASHION PERFUMES GAMER TAILOR PICTURES COLOR SINGING CLOTHES	NOBLE QUEEN DELICATE
5	MARS	TRAVELLER LUSTY TRICKY	CONFUSED RASH VOILENT EVIL TRICKY UNTRUSTWORTHY SHAMELESS RESTLESS	SURGEON BUTCHER LAW MAKER ANIMAL TRADER PRISON TORTURE	LEADERS POLITICIANS DEFENCE SERVICES POLICE
6	JUPITER	FRIEND PEACEMAKER CHARITABLE	INTELLIGENT NOBLE LEARNED EGO JUDICIOUS INSPIRER RELIGIOUS CUSTODIAN	GOLD SMITH BANKING SUGAR DISTILLERY	HEAD NOBLES LAWYER MERCHANTS
7	SATURN	EXILE POVERTY TRICK FRAUD CONFUSED	FEARFUL TIMID EAGER SUSPICIOUS MISER	CONSTRUCTION FARMING FRAUDS TRADING	WICKED THIEVES DEMON MAGICIANS

Table 5: Components of Kabbalistic Astrology (Compiled)^{[12][30][31][32][33]}

SNO	SPHERE	POSITIO N	RULING PLANET	CHARACTERSTICS
1	MALKHUTH	10	SUN	HOME FAMILY RELATION LIFESTYLE PERSONALITY
2	YESOD	9	MOON	IDEOLOGY SECRET THOUGHTS HOPE WISHES FEAR REACTION APPREHENSION
3	HOD	8	MERCURY	CAREER BUSINESS CREATIVITY
4	NETZACH	7	VENUS	EMOTION FEELINGS RELATION PLEASURE
5	TIPHERETH	6	SUN	SELF ACTUALISATION OBJECTIVES IDEALS POSITIVE ASPECTS
6	GEVURAH	5	MARS	CONFLICTS HURDLES DISCIPLINE SATISFACTION
7	CHESED	4	JUPITER	KINDNESS COMPASSION EXCELLENCE
8	BINAH	3	SATURN	KNOWLEDGE INTUTION REINCARNATION
9	CHOKMAH	2	URANUS	INCLINATION RESPONSIBILITIES DECISION MAKING
10	KETER	1	NEPTUNE	CREATIVITY INNOVATIONS SPIRITUALITY PERCEPTIONS

Mundane Astrology

Mundane astrology is the type of astrology used to predict world affairs and events. The name mundane is derived from the Roman word Mundus which means “the world.” Mundane astrology branched off from judicial astrology and it is supposed to be one of the oldest branches of astrology.

Mundane astrology has gone through three major periods of development since its inception in ancient Babylon.[13][30][31][32][33]

- It was Greek astronomer, mathematician and astrologer Claudius Ptolemy who developed the fundamentals of mundane astrology in his treatise Tetrabiblos which laid the foundation for mundane astrology.
- A second phase of mundane astrology began in the 9th century when Islamic astrologers contributed new techniques such as the cycles of Jupiter and Saturn, which are used to identify the rise and fall of states and religions.
- The third phase of mundane astrology came about in the 20th century when techniques based on the planetary cycles were included. This took the place of interpretation of planetary positions used in horoscopes and natal charts.

The Sun, Moon, and planets represent different communities of nations of the world as indicated in the table below

Recruitment and Selection

Recruitment means the integral process of attracting, shortlisting, selecting and appointing suitable candidates for a job (either permanent or temporary) within an organization.[34] Managers, human resource generalists and recruitment specialists may be tasked with carrying out recruitment, but in some cases public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies are used to undertake parts of the process. Use of internet-based technologies has become common and widespread.[35]

The process of the recruitment starts with job analysis.

In cases where multiple new jobs are created and recruited for the first time or vacancies exist require documents like job description. And job specifications. Often, a company already has job descriptions for existing positions. .[36]

The next step involved is sourcing.

It is the use of one or more strategies to attract candidates to fill up the job vacancies. It may involve internal and/or external recruitment advertising, using appropriate media, such as job portals, local or national newspapers, social media business media, specialist recruitment media, professional publications, window advertisements, job centres, or in a variety of ways via the internet.[36]

Table 6: Components of Kabbalistic Astrology (Compiled)^{[13][30][31][32][33]}

SNO	PLANETS	REPRESENTATION
1	SUN	PRIME MINISTERS, ARISTOCRACY, MAGISTRATES, JUDGES, THOSE IN AUTHORITATIVE POSITIONS, ALSO HEROES AND CHAMPIONS.
2	MOON	COMMON PEOPLE, EVENTS GAINING PUBLIC FOCUS & MOMENTUM.
3	MERCURY	LITERARY WORLD AS PUBLISHERS, NEWSPAPERS, BOOKS, AND INTELLECTS, COMMUNICATION AND TRANSPORT ISSUES.
4	VENUS	WOMEN AND THEIR ISSUES LIKE BIRTH RATE, MARRIAGE AND CHILDREN, ENTERTAINMENT, ARTS, SPORTS, MUSICIANS, AND PEACEFUL RESOLUTIONS TO PROBLEMS.
5	MARS	WAR AND OPPOSITION LIKE MILITARY, NAVY, SOLDIERS, ATTACKS, DISPUTES, CONFLICTS, NATURAL CALAMITIES & FIRE.
6	JUPITER	RELIGIOUS AND THE JUDICIAL WORLD, PRIESTS AND RELIGIOUS LEADERS AS WELL AS BANKERS AND JUDGES.
7	SATURN	----- ----- -----
8	URANUS	POLITICAL TENSION SUCH AS RIOTING, FASCISM, INDIVIDUALISM, RIGHT WING POLITICAL IDEAS, SCIENTIFIC DISCOVERIES.
9	NEPTUNE	LEFT WING POLITICAL IDEAS LIKE SOCIALISM AND COMMUNISM, COVERT PLOTS, FRAUD, ILLICIT ACTIVITIES AND LOSS.
10	PLUTO	CHANGE AND REBIRTH.

The next step is screening & selection
 There are various psychological tests to assess a variety of KSAO. Assessments are also in place to measure the physical ability. Software tools for psychometric test and performance-based assessment complement it.[36][37]

Employers are likely to recognize the value of candidates who encompass skills like interpersonal or team leadership.[38] Many companies, including multinational organizations and those that recruit from a range of nationalities, are also often concerned about whether candidate fits the prevailing organizational culture.[39]

Proposed Application To The Recruitment & selection (hiring) Process

A typical recruitment & selection process looks as below[18]. The insertion at point 6 in bold letters is the modification done by the authors.

1. Sending the resignation / vacancy communication message to HR with request for initiating the recruitment process.

2. Manager-HR directs the hiring team to start the recruitment process.
3. Logging into the employment website and contacting different recruiters.
4. Sourcing, identifying, and collecting the resumes of the candidates.
5. Receiving relevant resumes.
6. Application of the astrologia concepts.
7. Shortlisting the resumes.
8. Sending the shortlisted resumes to the department manager.
9. Schedule interview dates.
10. Calling the candidates for interview.
11. Interviewers complete the feedback form and the feedback is shared with the HR.
12. This process repeats for many candidates till the best candidates are finalized.
13. The HR team negotiates the package and compensation.
14. Final confirmation and agreements.
15. Send offer letter.
16. Offer accepted.

Authors do not recommend the use of any school of astrological concepts or at all. It totally depends on

the sole discretion of the user.

Conclusion and Future Scope Of Work

To conclude we can say that the concepts of astrology have fascinated and dominated the subjects for long and it has been doing so still. Recent applications encourage us to further extend the use of the concept. The planets and other celestial bodies impact the subjects both positively and negatively and it can be interpreted up to a comfortable accuracy by a true professional.

A long cherished dream for the organisation is to hire the human resource which is holistically perfect. Thus the human resources can be utilized optimally. The authors feel that this concept can be applied to the other processes too like training & development, appraisal etc.

References

1. "Ceres", *Universe - Galaxies and Stars*, retrieved 22nd May 2018 at 3:52 PM.
2. Ayduz, Salim; Kalin, Ibrahim; Dagli, Caner (2014). *The Oxford Encyclopaedia of Philosophy, Science & Technology in Islam*, Oxford University Press, pp. 64.
3. Bidisha (9 December 2011). "I'm starry-eyed about horoscopes", *The Guardian*, retrieved 22nd. May 2018. at 3:44 PM.
4. Fenton, Sasha (1991), *Understanding Astrology*, London: Aquarian Press, pp. 137 to 139.
5. Fenton, Sasha (1991), *Understanding Astrology*, London: Aquarian Press, pp. 117 to 118.
6. Hackman, J. R. & Oldham, G. R. (1975). *Development of job diagnostic survey*. *Journal of Applied Psychology*, 60, 159-170.
7. Hackman, J. R. & Oldham, G. R. (2005). *How job characteristics theory happened*. *The Oxford handbook of management theory: The process of theory development*, 151-170.
8. <http://astrobix.com/How Does Gana Influence Human Nature.html> retrieved 21st. May 2018 at 11: 05 am.
9. <http://www.exploreastrology.co.uk/What is Chinese Astrology?html> retrieved 23rd. May 2018 at 3: 05 pm.
10. <http://www.exploreastrology.co.uk/What is Hellenistic Astrology? html>, retrieved 24th. May at 10:00 am.
11. <http://www.exploreastrology.co.uk/What is Jyotisha Astrology? html>, accessed on 21st. May 2018 at 11 am.
12. <http://www.exploreastrology.co.uk/What is Kabbalistic Astrology? html>, retrieved 24th. May at 10:40 am.
13. <http://www.exploreastrology.co.uk/What is Mundane Astrology? html>, retrieved 24th. May at 11:00 am.
14. <http://www.phdinmanagement.org/25 Qualities and Characteristics of a Good Manager, Dr. Management, PhD.html>, retrieved 23rd. May at 11:15 am.
15. <http://www.renaissanceastrology.com/Al-Biruni on the Planets Ruling People's Actions and Professions.html>, retrieved 23rd. May at 3:55 pm.
16. <http://www.Three Domains of Learning - Cognitive, Affective, Psychomotor - The Second Principle.html>, retrieved 21st.. May at 10:10 am.
17. <https://thesecondprinciple.com/> (Wilson, L.O. 2001) – Bloom vs. Anderson/Krathwohl revisions retrieved 21st.. May at 10:15 am.
18. <https://www.tutorialspoint.com/recruitment and selection tutorials.pdf>, retrieved 24th. May at 11:15 am.
19. Lewis, C.S. (1994) [1964]. *The Discarded Image: an Introduction to Medieval and Renaissance Literature*. Cambridge University Press. ISBN 978-0-521-47735-2.
20. Lofthus, Myrna (1983). *A Spiritual Approach to Astrology*. Sebastopol, CA: CRCS Publications.
21. Mayo, Jeff (1991), *Teach Yourself Astrology*, London: Hodder & Stoughton, pp. 97.
22. Padel, Ruth (20 April 2013), "Pluto by Glyn Maxwell- review", *The Guardian*, retrieved 22nd. May 2018 at 3:50 PM.
23. Parker, Julia; Parker, Derek (2007), *Astrology*, Dorling Kindersley, pp. 207.
24. Parker, Julia; Parker, Derek (2007). *Astrology*. Dorling Kindersley, pp. 237.
25. Parker, Julia; Parker, Derek (2007). *Astrology*. Dorling Kindersley, pp. 240 to 242.
26. Pelletier, Robert; Cataldo, Leonard (1984), *Be Your Own Astrologer: All You Need to Know to Draw Up Your Own Birth Chart*, London: Pan Books, ISBN 9780330284769, pp. 57 to 60.
27. Pelletier, Robert; Cataldo, Leonard (1984). *Be Your Own Astrologer: All You Need to Know to Draw Up Your Own Birth Chart*. London: Pan Books. ISBN 9780330284769.

28. Pottenger, Maritha (1991). *Astro Essentials: Planets in Sign, House and Aspect*. San Diego, CA: ACS Publications. ISBN 9780935127140.
29. Wasim Aktar, *Contributions of Ancient Arabian and Egyptian Scientists on Astronomy; Public Science & Reference*, retrieved 23rd. May at 3:35 pm.
30. Raj S, "Star Counselling", unpublished.
31. Raj S, "Planet Appraisal", unpublished.
32. Raj S, "Astrologia Dynamics", unpublished.
33. Raj S, "Celestial Training & Development", unpublished.
34. <https://employeeonboardingprocess.wordpress.com/> retrieved 19 June 2018 3:30 pm.
35. Sulich, Adam (2016-02-06), "Mathematical models and non-mathematical methods in recruitment and selection processes", *Reviewed papers form 17th international conference. Mekon 2015*, ISBN978-80-248-3684-3.
36. http://www.acas.org.uk/media/pdf/8/b/B05_1.pdf retrieved 19 June 2018 3:40 pm.
37. *Teacher's Guide to Performance-Based Learning and Assessment*, "What is Performance-Based Learning and Assessment, and Why is it Important", Chapter 1, ISBN 0871202611
38. https://www.academia.edu/11724706/Mathematical_models_and_non_mathematical_methods_in_recruitment_and_selection_processes, retrieved 19 June 2018 3:40 pm.
39. Hays Quarterly Report 'Sharing our recruiting know-how', Nick Deligiannis, April - June 2012

Impact & Challenges of Corporate Social Responsibility in the Service Sector

Dr. Geeta Verma*
Ms. Shobha Bajpayee**

ABSTRACT

Corporate social responsibility (CSR) has emerged as a significant subject of public policy in many countries as well as internationally. In the 21st century, CSR is considering as one of the imperative topics for the debate in enhancing sustainable growth all over the world. In the present-economic era, it assumed that CSR programs solely financed by the companies' shrinking budgets. CSR cannot be ad-hoc & subject to tokenism. There is a correlation CSR activities & Business growth. Prospects of a business increases when CSR is aligned with business that ultimately leads to the customer loyalty. From the previous studies, it has been revealed that CSR is sustainable with CSR activities & visibility for all stakeholders.

Sustainable CSR requires an intimate understanding of how individuals, companies as well as their stakeholders, take initiatives about the environmental & social issues. The primary challenge is to attract & incentivize employees who drive CSR Programme. This paper will give an insight of impact & challenges faced by the service sector.

Keywords: Sustainable Development, Business Growth, Stakeholders & 3-P's

Introduction

Corporate Social Responsibility is one of the main responsibilities for every corporate sectors where they initiatives to assess the environmental & social welfare activities.

"CRR referred to as "corporate citizenship" and can involve incurring short-term costs that do not provide an immediate financial benefit to the company, but instead promote positive social and environmental change sustainable development is also an important concept under the nude concept of CSR".

Concept of CSR

Indian corporations, like those in other countries, have had a long tradition of being engaged in social

activities that have gone beyond meeting a corporation's immediate financial objectives.

CSR involves applying the concept of sustainable development to the corporate world. Companies that respect and listen to their stakeholders must naturally be concerned by their growth and profitability.

Today, CSR in India has gone beyond merely 'charity and donations' and is approached in a more organized fashion. It has become an integral part of the corporate strategy (Das Gupta 2010). Over the time, CSR expanded to include both economic as well as social interests companies have become more transparent in a accounting and display "public reporting" due to pressures from various stakeholders. It is possible for companies to behave in the desired 'ethical and responsible manner

*Working at Vidya School of Business, Vidya Knowledge Park, Meerut, drgeeta18@gmail.com

**Pursuing Ph.D, shobhabajpayee@yahoo.com

towards consumers, employees, communities, stakeholders and environment.

The most ambitious step attempt by the govt. for CSR is making it mandatory for the companies as per sec. 135 of Indian companies act 2013 for the very first time in India and brought the CSR activities of Indian corporate under the purview of corporate law.

Objective Of The Study

- 1) To study CSR status in India.
- 2) To study the latest policies governing CSR in India.
- 3) To examine CSR practices by service sector and its impact on environment.
- 4) To study the challenges faced by CSR in India.
- 5) To make suggestions for accelerating CSR initiatives.
- 6) To provide information for future research works on CSR.

Research Methodology

The universe of the study consist the secondary data from the different companies about their CSR activities. A researcher should think about the way in which he should proceed in attaining his objectives in his research work. The researcher has to make a plan of action before starting the research. This plan of a researcher is called the research design.

Descriptive research design is used for this study. Descriptive research design is employed for those that are directly concerned with characteristics of a particular group.

Source of Data Collection

Secondary Data: - Secondary data has been collected from text books, research papers and websites.

The Legal Framework of CSR In India

The Companies Bill, 2012 was passed by the upper home of Parliament as on 8 August 2013 and that received by president's assent as on 29th August 2013. From April 1st 2014, it has become legally binding for companies in India to be socially

responsible. Moreover, section 135 (Amended Companies Act 2013) mainly focus on understand the CSR Rules that makes it mandatory for companies, meeting certain criteria, to set aside two percent of their net profits for undertaking and promoting socially beneficial activities and projects in India. The Ministry of Corporate Affairs (MCA) recently issued the CSR Rules 2014 to implement the legislative mandate, which came into effect on April 1, 2014. Earlier the first formal attempt by the government of India to put the "CSR issue on the table was in the issuance of corporate social responsibility voluntary guidelines 2009 by the MCA".

CSR of Indian Service Companies

Infosys :- Infosys always responds to a human crisis by volunteering and pledging support. Infosys is an active participant in CSR and related activities.

- IEP (Infosys Extension Program) which contains of the Infosys fellowship program, rural reach program, catch them young & train the trainer.
- Community service: - computers at classrooms initiatives launched in January 1999. Infosys donated 2,567 computers to various institutions across India for needy students.
- Microsoft CO continues to participate in this initiative by donating relevant software for enhancing the overall growth.
- Infosys Foundation: - The foundation supports programs and organizations (NGO's) devoted to the cause of the destitute, the rural poor, the mentally challenged & the economically disadvantages sections of the societies. The foundation also helps to preserve certain cultural forms & dying hearts of India.
- One of the activities of the Infosys together with the board of directors & the Infosys foundation contributed US \$ 6.8 million towards relief, rehabilitation of Karnataka flood's victims.

TCS

Internally 3,19,656 employees are the backbone of TCS, who are actively engaged with in order to drive sustainability initiatives externally, TCS conducts a diverse array of CSR initiatives in the area of educations and skill developing, health

environment and affirmative action using volunteering, sponsorships and pro bone emerging of the company's IT capabilities as the modes of engagement. In addition to this, initiatives focused on promoting supply chain and procurement sustainability, ensure the alignment of the stakeholders for the sustainability objective.

Planet Environment sustainability

From designing sustainable infrastructure, running efficient operations, to engaging with supply chain partners in green procurement and disposal activities, TCS takes a holistic approach towards reducing its energy, water, material, and waste & carbon footprint. TCS as well as their IT infrastructure are sustainably designed and built for maximizing the resource efficiency.

Profit : Sustainable Market Place – In addition to ensuring of TCS' business performance, the company's sustainability specialists work across industry vertical with the aim of providing next generation sustainability services to customers. Integrating sustainability into business strategies and unlocking environmental efficiencies in the entire value chain is significant values add.

TCS commitment to CSR stems from Tata Group's abiding for the betterment of society & environment. A concern captured in the words of founder, Jamset ji Tata" In a free enterprise, the community is not just another stakeholder in our business, but it is in fact the rationale of its existence. The guiding standard is "Impact through empowerment" where outcomes and quantifiable impacts are delivered through a long term sustained efforts.

- Some of the activities of TCS are, it has committed Rs. 100 crore as part of their CSR initiatives to construct toilet in school. TCS has also planned to finance hygienic sanitation facilities for girl students separately across 10,000 schools in the country.
- TCS services have announced the re-establishment of the iconic Rajbai clock Tower and library building in coordination with Indian Heritage society, Mumbai.

Challenges

In our economy, it has been seen that there is a lack of knowledge about CSR among all the communities and in fact they are not aware that they have to take serious actions towards CSR for the betterment of society. This situation is further aggravated by a lack of communication between the organizations and the community as a whole.

Non-availability of information: Non availability of proper and sufficient information about problems and needs of remote and rural areas' population with corporate houses running their businesses in India.

Blurred guidelines or policies: There are no clear cut statutory guidelines or protocols directives to give a definite direction to CSR initiatives of companies.

Narrow perception towards CSR initiatives : Non government organization and government agencies usually demonstrates a narrow outlook towards CSR initiatives, Generally defining or presenting CSR initiatives more donor-driven than local in approach.

Lack of consensus on implementing CSR issues: There is lack of consensus among local government agencies regarding CSR project and initiatives. This lack of consensus often results in duplication of activities by corporate houses in areas of their intervention. This results in a competitive situation between local implementing agencies rather than building collaborative approaches on issues. This factor limits company's abilities to undertake impact assessment of their initiatives from time to time.

Lack of media participation. The role of media is playing prominent role in disseminating the information about the good cases of successful CSR activities among the stakeholders and global level. Although media is helpful in spreading the good amount of information about CSR, yet Indian media is lacking somewhere to spread awareness and right information about CSR initiatives to that extent which is needed in today's economical and environmental scenario.

Lack of participation of government in CSR

Corporate houses & non government organizations need government's help and resources to effectively run their CSR initiatives. The government machinery and their resources with corporate houses and NGOs resources and machinery both are equally helpful in implementing the best CSR practices to scale up projects and innovate to reach out to more beneficiaries.

Suggestions

- CSR which is an abbreviation of Corporate Social responsibility should be performed by service sector organization by own will it should not be considered as a liability on them. They should take it as their duty and positive investment for the welfare of the society.
- The give and take ratio of the organization performing CSR should be justified and appropriate. They should return something of value in same ratio in which they have taken from the society and the environment.
- From the above discussion , it can be concluded that there is a need for creation of awareness about CSR amongst the general public to make CSR initiatives more effective.
- Increasing the role of media in creating awareness about CSR is very much needed Media can also highlight the appreciable work done by corporate houses/service sector companies regarding CSR. This effort will also motivate other corporate houses/service sector companies to join the league.
- Government participation in CSR through
 - Creating awareness among the people.
 - Providing clear-cut statutory guidelines or policies regarding CSR to business houses.
 - Extending help giving support to corporate houses to motivate them for taking some CSR initiatives.
- Companies need to involve their employees, customers, investors, suppliers etc. in order to built meaningful and long term partnerships which would lead to creating a strong image & brand identity. There is evidence that the ethical conduct of companies exerts a growing influence on the purchasing decision of customers and investing decision of investors.

[A recent survey by environic International, the social investment forum reports (U.S.) 1999]

- Sustainable development is the most important growing need of every nation & society
- Service sector companies in India are performing satisfactory as per our study & research over their CSR initiatives. Service sector is trying as much as they can give to the society since their share in utilizing & exploiting resources of environment is less than manufacturing sector still they are trying their best. So according to our views, manufacturing industry/sector should also participate with some intensity & enthusiasm. They should also admit the fact & should invest in CSR in some ratio in which they are using earth's resources.

Conclusion

It has been concluded that corporate sustainability is an evolving process of companies bill which takes initiative on the part of the government. However what would be included in 'spending' on CSR is unclear and is left for the companies/service sector to decide. Across the globe, the concept of CSR has been accepted as an element for success and survival of business along with fulfilling social objectives. However, the challenge for the companies is to determine a strong and innovation CSR strategy which should driver high performance in ethical, environmental and social areas & meet all the stakeholders' objectives.

Reference

- [1.] Baron, D. (2001). 'Private politics, corporate social responsibility and integrated strategy. *Journal of Economics and Management Strategy*, 10, 7–45
- [2.] Kothari C.R. (1985), *Quantitative Techniques*, Vikas Publishing House Pvt Ltd; 3rd edition, New Delhi
- [3.] http://www.cuts-international.org/pdf/Draft-CSR_Rules_2013.pdf
- [4.] Das Gupta A (ed) (2010) *Ethics, business and society* (Sage, Singapore).
- [5.] <http://www.icharity.in/news/research-reports/93-corporate-social-responsibility-issues-and-challenges-in-india.html>, Accessed 4, May 2014
- [6.] Geeta Rani & Kalpana Hooda, *Corporate Social Responsibility: Review Of Literature*
- [7.] www.infosys.com
- [8.] www.tcs.com

Impact of Business Ethics and Corporate Responsibility on Business Growth

Nidhi Srivastava*
Twinkle Goyal**

"A company should have in its DNA, a sense to work for the welfare of the community. CSR is an extension of individual sense of social responsibility. Active participation in CSR projects is important for a company"

- Ratan Tata

ABSTRACT

Ethics is a branch of philosophy that deals with moral values. Although, business ethics refers to the moral norms that are considered right by the society and should be governed the activities of the business, yet they are the moral principles and rules of conduct in practical edge. This research is an attempt to understand the impact of business ethics, corporate social responsibility on Indian business growth. An executive has to do business keeping for the welfare of the society, hence there is a need to study business ethics, which leads to the significance of, just and unjust and right and wrong action of business.

There are several challenges facing corporate social responsibility in India and the people provides suggestions to overcome them and accelerate the corporate social responsibility initiative in India. The objective of this paper is to focus on ethical role of business man and their influence on the society in the present business scenario. The discussion is presented in 3sections: the need for business ethics in India, application of ethics to business, the concept of business social responsibility. Last but not least, it has been observed that it is only because of relevance of ethics in business and the ever-increasing need of accountability of the businessman to the society that business is able to work in better environment.

Introduction

In this stiff competition, business ethics is to study and implementation of proper business policies and practices, regarding potentially controversial issues, such as corporate governance, insider trading, discrimination, csr and inter relating responsibilities. Business ethics have both normative and descriptive dimensions. It has also been scrutinized that as a corporate practice and a career specialization, the field is primarily normative. Moreover, academics are attempting to understand the application of business behavior with employing descriptive methods. The range and quantity of business ethical issues reveal the interaction of profit-maximizing behavior with non-economic concerns.

Corporate social responsibility (CSR) is a business approach that highly contributes towards the sustainable development by delivering social, economic, and environmental benefits for all stakeholders.

From the earlier studies, it has been observed that CSR is a concept with many definitions and practices. Further, the way it is understood and implemented differs to a great extent for each company and country. Moreover, CSR is a very extensive concept that addresses many and on various topics such as human rights, corporate governance, health and safety, environmental effects, working conditions and contribution to economic development. The sense of definition may be different but the purpose of CSR is to drive change towards sustainability.

*Ph. d Pur)IMS Ghaziabad
**Student (IMS, Ghaziabad)

“Most definitions describe Corporate Social Responsibility as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”. (CEC: Green Paper for Promoting a European Framework for Corporate Social Responsibility)

Business Growth is a stage where the business reaches the point for expansion and seeks additional options to generate more profit. Business growth is a function of the business lifecycle, industry growth trends, and the owners’ desire for equity value creation.

Literature Review

In the current years, academicians and practitioners have devoted greater attention to the strategic implications of corporate social responsibility (CSR) in the world. Everything is connected to everything else” is often called the First Law of ecology. Consistent with McWilliams and Siegel (2001) defined CSR as situations where the firm goes beyond compliance and engages in “actions that appear to further some social good, beyond the interests of the firm,” However, this is just one interpretation of CSR. Numerous authors have defined that CSR have been proposed and making theoretical development and measurement difficult. CSR activities have also been posited to comprise incorporating social characteristics or features into products and manufacturing processes (e.g., aerosol products with no fluorocarbons or using environmentally-friendly technologies), adopting progressive human resource management practices (e.g., promoting employee empowerment), achieving higher levels of ecological performance through recycling and pollution abatement (e.g., adopting an aggressive stance towards reducing emissions), and advancing the goals of community organizations (e.g., working closely with groups such as CRY). Researchers are moving beyond just defining and identifying CSR activities, to inspect the strategic role of CSR in organizations.

Real World Success Story

1. The HLL already announced a contribution of fifty paise to a diarrhea project on sale of each of its LIFEBOUY brand soap for enhancing cause-

related marketing. It also help to improve market share for ‘lifebuoy’.

2. OBEROI Hotels had specially intended and printed envelopes placed in all Oberoi properties where in the guest could contribute to CRY, a non-government organization and collected more than Rs. 6.50 lakhs in 18 months. CRY is a NGO whose role is that of an enabler a catalyst between two groups of people (a) development organization and individuals working at grass root level with marginalized children, their families and communities and people from all walks of life who believe in the rights of children.
3. In India ‘whisper’ a brand in the sanitary napkins market where the materialistic difference is minimal announced a contribution of Re. 1 on every pack of its sales for blind relief society. It helped to improve market share for ‘whisper’.
4. NOVARTIS INDIA LTD, a pharmaceutical organisation in a cause-related marketing proposal donated 2% or volume of sales of OVATLINE PLUS towards CRY’s (a NGO) Gujarat rehabilitation operations. It had been announced that total amount raised was approximate Rs. 40,000.
5. The HLL announced Rs.5/- contribution to SOS children’s village for the welfare of children education, a social service organization functioning for educating each little heart by inserting coupons in its Brook bond Taj Mahal tea powder packs. The customer has to inform the coupon number to the company through a toll free telephone number.

Objective:

1. To study the relationship between ethics and corporate responsibility
2. To analyze the exposure of professionals towards fulfilling corporate responsibility
3. To analyze of attitude of professionals towards social responsibility and ethics.

Business Practices in India

The current scenario of ethics in Indian corporate is detrimental and degrading day by day. There are so many cases in which you can see that the businesses are not working ethically whether it is from pooling

financial resources or to the planning business. The main issue of concern in India is the corruption, which is prevailing, in the whole ecosystem. The corporates prefer to use shortcuts in business, which usually leads to the corruption.

The transparency is the another concern which is causing the dearth of ethics in business usually the transparency means that all the important agendas conditions messages should be open to everyone, it means that there should be no window dressing of important facts and information but now a day the businesses are forgetting this important thing and try everything to cheat the clients and their competitors also.

The case of Vijay Mallya and Nirav Modi is the most renowned and appropriate example of malpractices in pooling financial resources. The companies are shifting from the track of doing the business ethically, earlier they keep a strict check on each process starting from issuing prospectus to analyzing the demand of issuing shares in the market but nowadays they try to deceive the shareholders. The businesses provide the fake docs and sanction the loan from the bank.

There are many ways, we can see, where the businesses directly or indirectly engage in unethical conduct, exploiting their workers, their customers and even the public at large.

Factors Concerning

1. **FINANCIAL MANAGEMENT-** Finance is the life blood for every business. Without the financial support the business cannot be enlarged or can be grown and the growth of the business depends upon the finance. The finance collected should be ethically and not by unethical practices done by the organization or the business and overall it is the responsibility of corporate to see to the activities and practices in the business.
2. **MAINTAINING REPUTATION-** It is the responsibility of the corporate to maintain the reputation of the business offline and online and that should be ethically and in a just way. And it is self-exploratory that if the image of the business is good than only the business will

grow.

3. **MONITORING PERFORMANCE-** In order to flourish your business, one important point is to monitor, measure, evaluate the performance of the employees and if someone is deviating, provide them with the guidelines on how to improve it because if performance of employees is good and they are well aware of areas where they are lacking than only the business will be run for long span of time.
4. **CUSTOMER RELATIONSHIP MANAGEMENT-** In the extent world of gratification customers seek to get satisfied not only during the purchase of product or services but also during post purchase time. If they have any problem relating to same it should be attended promptly by the corporate, not only for satisfaction but for their delightment.
5. **KNOWING WHEN TO EMBRACE CHANGES-** For the growth of the business one should inculcate with the change in the management, technology and all other changes which are compulsory for the growth of the business. **EXAMPLE-** Google provide facilities to its employees like crèches, flexible working hours, work from home, work life balance, to name a few.

Example

1. Levi Strauss & CO.-

It is the company, which focuses its efforts on Corporate Social Responsibility. Levi's approach is to reduce their environmental footprint by acting in human rights and environmental causes. Levi's has a "Worker well-being initiative" that is aimed to help improve the life of their employees. Levi's has also trademarked their "Water<less" campaign by using less water when manufacturing their products. They have saved over one billion liters of water and hope to better improve their manufacturing process by 2020.

2. Starbucks Coffee-

Since the beginning of its existence in 1971, Starbucks Coffee has always focused on ethical and social responsibilities. Starbucks aims at creating a product that is not only beneficial to its customers, but also to the environment. Partnering with the Ethos Water, Starbucks is helping bring clean water to over one billion people who don't have access to it. What separates Starbucks from its competitors is

that they focus on society before themselves, a great factor to why the brand is so well known. It goes to show that companies with great giving programs are valued more than ones that don't.

Research Methodology

The research methodology is a technique to answer the research problem in a systematic manner. In this research paper, exploratory research technique has been used. The data has been collected based on the secondary data sourced from journals, magazines, articles, newspapers and media reports.

Data Interpretation

It has been reflected from the different sources that firms, organizations and corporation deals with various imperative factors in order to understand the impact of their policies in long run and how they work upon to deal with stakeholders.

Firstly, they deal with the important components of the environment and sustainability that includes ecological environment, challenges of development, natural resources like water, consequences like of climate, environment management tools, etc. Secondly, they agreement with the key components of corporate governance which includes Boards of Directors of the company, auditors, models of governance, international governance, disclosure and reporting, etc. Thirdly, they deal with the vital components of ethics, which includes the study of personal belief, moral standards, ethical theories, globalization, corruption, ethical dilemma, etc.

Findings and Conclusion

It has been found that ethics is the heart and soul for every successful business. The enterprise that works ethically, ensures its existence in the economy for a long term without any hurdles.

In the above context, it has been revealed that the mal practices which business are doing now a days and the solutions to cope up from the "can of worms"

(unexpected problems and unsolvable dilemma). The crux of this that we have found out is that ethics should be in the soul of every businessperson. The companies which live in the illusion that everything will be fine, they won't work ethically, gradually come to a pertly pass and this blunder cost them an arm and a leg like in the example of Starbucks. Earlier Starbucks used to charge extra money from its customer which was totally unethical as a result of which its customer base started to become narrow and the people tends towards Dunk-In-Donuts.

So it can be clearly said that by quoting this example that if the company works ethically, then they build up a good image and build their image in the mind of the customers.

In short, it has been concluded that companies or the ventures who work ethically have a better rate of existence and earn good amount of profit than their rivals.

The result of implied that ethics in the business creates a favorable legal and regulatory work environment, customer loyalty and it helps in creating employees' pride.

In nutshell, ethics is the inevitable form and soul of the business. Without this, business perform like a soulless body, which cannot exist more on its own.

References

- <http://www.infoentrepreneurs.org/en/guides/the-challenges-of-growing-a-business---and-how-to-meet-them/>
- <https://www.hiscox.co.uk/business-blog/the-10-biggest-challenges-businesses-face-today-and-need-consultants-for/>
- http://granthaalayah.com/Articles/Vol4Iss5/06_IJRG16_B05_81.pdf
- <https://mail.google.com/mail/u/0/#inbox/1624833831fe1d52?projector=1&messagePartId=0.3>
- <https://mail.google.com/mail/u/0/#inbox/1624833831fe1d52?projector=1&messagePartId=0.4>

E- Learning Enhances the Activity-Based Learning in the Education Sector

Dr. Baljit Kaur*

ABSTRACT

INTRODUCTION- *The education sector adapts the technology-oriented learning as well as teaching in our education. Technology has made a significant impact on the learning as well as the teaching process. Multimedia is one technique of the technology which is used in the education sector for enhancing the activity-based learning. Activity-based learning is very common in the schools, colleges, universities and distance learning centres for developing the ability of their students. Multimedia combines the basic types of media into the learning environment text, video, sound, graphics and animation. Activity-based learning has made significant contribution to the growth of the students and teachers. During the recent years, the role of education resources has undergone a metamorphosis. The transformation has been propelled by the exponential growth of information such as internet and World Wide Web.*

PURPOSE- *The purpose of the present study has been to analyse the impact of technology to enhance the activity-based learning of the students who are pursuing in commerce department of GNDU (Guru Nanak Dev University) Amritsar and of the teachers also who conduct the technology-oriented teaching in imparting knowledge about core subjects and developing learning and teaching skills respectively. Further, the study has been conducted to know the improvement in communication skills, critical thinking and system thinking among the students by practising activity-based learning.*

OBJECTIVES AND METHODOLOGY- *The present paper has appraised the role of technology in enhancing the activity based learning in the professional courses. The objectives of the study have been to examine the effortless learning of the students with the help of application of multimedia and also to examine the teachers' competence and attitude towards the technology. Furthermore, the study has been conducted to know that whether technology has created innovations and helped students not to just pass the examination, but also that they can face the challenges in the global edge. The data has been collected through the self-administrative structured questionnaires. The respondents for the research study have been students and teachers randomly sampled from the commerce department of Guru Nanak Dev University. Data collected has been analysed with the help of factor analysis technique.*

INTERPRETATION- *The empirical study has been conducted to know that the technology enhances the activity-based learning in the education sector. Multimedia is an aspect of the technology to help the activity-based learning of the students. It has been found that the technology helps to improve the competence, retention power, critical thinking and system thinking of the students. The technology also facilitates the teachers to enhance the teaching techniques, helps in delivering the modernised styles of lectures and reduces the burden of work life.*

*Assistant Professor at IPEM Ghaziabad

CONCLUSION AND RECOMMENDATIONS – *It has been concluded that with the support of technology in the education sector, it has shown the improvements in teaching as well as students learning capabilities. The education curriculum should be activity-based and stress-free. To meet the requirement of the global market, we need to focus on the professionalization of the commerce education. Now-a-days, youngsters have become more technosavvy, but some students and teachers hesitate to use the application of e-learning. Hence, it is recommended that the students and teachers should be well-informed as how to use the appropriate instructional material and teaching methods in order to imbibe with the technological age respectively.*

KEYWORDS- *Education Sector, Profession Courses, Technology, Multimedia, Facilitate, Teachers, Teaching Skills, Students, and Learning Skills.*

INTRODUCTION

The era of developing of technology has significant implications for higher education. Multimedia is really being used today for the classrooms teaching. "Multimedia" refers to a computer-based system that combines at least several of text, sound, still images, full-motion video, animation, and computer graphics. The learner views a screen, listens via speakers or headphones, and responds via keyboard and mouse (Moore and Velleman, 1996)¹. Combined with the advances in hardware and software, these technologies were able to provide enhanced learning facility and with attention to the specific needs of individual users. Students can use multimedia (such as PowerPoint) to create interactive presentation containing text, art, animation, audio and video. Technology oriented education increases the retention of the subjects matter over a long period of time. As a student, they feel like to pay attention the lecture with the help of multimedia. Technological innovations are essential for the student's development. So that, technology-based learning is playing the vital role to enhance the efficiency of the students. Students should have the basic technical knowledge necessary for the economic and social development of the country. The multimedia-oriented teaching and learning develops and enhances the activity-based learning.

Multimedia leads to more active and interactive modes of learning among the student. Educators continually search for more effective ways to engage their students during learning as well as to increase student learning outcomes. Various technologies

have been touted as being able to provide the ultimate delivery mechanism to achieve these laudable goals (Krippel, et al 2010)². Although, computers and their applications have enhanced the quality of many courses, but their impact has been minimal in classroom lectures. Overall the integration of new technologies into classroom instruction has been slow. Technology cannot replace the teaching but they can enhance them. However, these efforts have been limited to very few institutions because most instructors are hesitant to convert their lecture notes into an interactive package and make it available to students.

Consequently, the effectiveness of these new teaching tools has not been fully realized or studied (Azemi Asad 1996)³.

Many of those teachers who teach with the help of multimedia would like our students to leave the classroom with a basic understanding of subject matters and methods as well as the skill to apply these methods to new problems and settings. Implementing IT-enabled change presents a number of challenges, some related to the presence of technology (e.g., technical difficulties, fear and limited skills of users), others more simply associated with the very notion of change. Whenever processes are redesigned or the availability of information is modified (e.g., detailed information is made available to a larger, or simply a different group of individuals), work habits must be changed, existing social patterns are threatened, and the power and influence structure that has slowly evolved over time can be abruptly destabilized

¹ Moore S.D. and Velleman F. Paul (1996), "Multimedia for Teaching Statistics: Promises and Pitfalls" The American Statistician, Vol. 50, No. 3.

² Krippel, Mc Kee and Moody (2010), "Multimedia use in higher education: promises and pitfalls" Journal of Instructional Pedagogies

³ Azemi Asad (1996), "Using Multimedia Courseware in Engineering Education"

⁴ Mazoni and Angehrn (1998), "Understanding Organizational Dynamics of IT-Enabled Change: A Multimedia Simulation Approach" Journal of Management Information Systems.

(Manzoni, Angehrn 1998)⁴. Multimedia use grew rapidly during the late 1980s and 1990s due to improved technologies that allowed better compression, better graphics accelerators, faster chips, and two or three dimensional images with a variety of file formats and faster connections online (Jalobeanu, 2003)⁵.

Technology-oriented learning in the aspects of students

Technology-oriented learning is the one aspect which is related to the students. Technology is useful tool for students for enhancing their skills and competence. Multimedia is the part of technology oriented education. Engaging students in learning networks through deliberate strategies with defined learning outcomes and assessment activities can achieve many of the elements of a quality education (Rusten Eric 1999)⁶. Now a days, the education sectors familiarize itself with the technology. The technology-oriented learning helps to the students not to just the pass the exam rather than they face the challenges in the global edge and get the new jobs in the future. Technology can facilitate students to build local and global communities that connect them with interested people and expand opportunities for learning (Kozma B.R. 2003)⁷.

When the students employ the multimedia learning, then it very valuable for students to retain the subject matter over a long period of time. Multimedia presentation helps to reduce the paper work and give the relief from the bookish learning. Moreover, the technology-oriented education helps in become the technosavvy and create friendly relation with the technology. Technology-oriented learning amplifies the activity based learning. But sometime, technology creates the some problems such as, multimedia presentation increase the work load and stress among the students. Basically, when the students present the presentation through the multimedia, they often face the technical problem such as power cut and other software problems. Moreover, students feel the hesitation during the presenting the seminars or other presentation through the multimedia.

1.2Technology-oriented teaching in the aspects of teachers -----Technology-oriented teaching is interrelated to the teacher approach. Technology-oriented education is also useful for the teachers. Teachers should be friendlier with the technology to enhance the inner personality vis-à-vis improve the education access equity and quality. Technology incorporates the additional useful skills into the core curriculum for their promotion. Besides, technology also helps in developing the good rapport between the students and teachers. The basic objective of the interactive multimedia material is not to replace the teacher but to enhance the teacher's entire roles. As such, multimedia must be extremely well-designed and sophisticated enough to mimic the best teacher, by combining in its design the various elements of the cognitive processes and the best quality of the technology (<http://www.cemca.org/EMHandbook/Section2.pdf>). Modern introduction to modes begin with the trappings and strategies that are used to explore and understand data. The students are asked to analyze real data as a means of both reinforcing and assessing the learning of new concepts and skills, and as a base for motivating the concerns of inference. To free students of their natural undue concern for recipes we require that they become proficient with a technology package (Moore and Velleman 1996). All factors improve the activity based teaching with helps of technology oriented teaching. Despite many advantages still the system faces the lot of disadvantages. Hence, the teachers face the problem. Multimedia usage gives the hectic schedule to the teachers while to review the multimedia material and that incorporate them into a lesson plan. Sometimes the technology doesn't simply work. Multimedia presentation takes a lot of efforts, time, knowledge and creativity to make useful education material.

Need of the Study

With the increasing technological innovations, our focus has been shifted on multimedia-oriented education from traditional method of teaching and learning in the education sector. Technology is at its vital stage in today's education sector. Technology-oriented learning helps to increase the critical thinking and system thinking among the teachers

⁵. Jalobeanu, M. (2003). "The Internet in education: the past, the present and hopefully, the future". Toward the virtual university: international online perspectives (pp. 23-35). CT: Information Age Publishing.

⁶. Rusten, Eric and Arias, Sonia (1999.) "Interviews with Brazilian teachers participating in the Pro Info project"

⁷. Kozma B.Robert (2003), "Technology and Classroom Practices: An International Study" Center for Technology in Learning, SRI International.

and the students. Moreover, the technology-oriented teaching helps to develop the friendly relation with the technology. Therefore, the need of the present study is to analyse the role of technology to enhance the activity-based learning. Furthermore, the technology is going to play a crucial role in imparting education.

Objectives Of The Study

The present study has been conducted to analyse the effectiveness of role of technology-oriented education.

Research Methodology

This study has been covering the following methodology for the research work:

Nature of the study

The nature of the data means source of the data. The information for study was to be collected from the primary data from the education sector and secondary data from the secondary sources.

Source of the data

The secondary data has been collected from the various journals, published articles, books, e-books and various sources. The respondents have selected the students and teachers from Commerce department of GNDU (Guru Nanak Dev University) Amritsar.

Sample size

100 students as the respondents and 30 teachers as the respondents have approached and their response has taken. For the purpose of study, the primary data collection has been taken which was administered to all the respondents personally. A Sample of 120 respondents have taken with the help of well structured and non-disguised questionnaire. But due to ambiguous responses, effective sample has taken as 100 respondents for finding the problems and fulfilling the objective.

Data analysis and interpretation

For the purpose of analyzing the usefulness of role of technology from students and teachers point of view, a questionnaire has framed. The questionnaire has designed using the variables that can represent the "role of technology in enhancing the activity based learning" or technology friendly processes. The 5-point Likert scale has used as a rating scale that requires the respondents to indicate the significance level they attach to technology oriented education. Each response item has five response categories, ranging from "Strongly Agree" to "Strongly Disagree". A score ranging from 5 to 1 was allocated to the response categories respectively. The factor analysis technique has been administrated for finding the major factors that play the vital role to enhance the activity-based learning vis-à-vis teaching.

LIMITATIONS OF THE STUDY

1. There is selection bias because the sampling technique used was convenient sampling.
2. The present study is based only on those students who are pursuing in MBA professional courses in one department GNDU Amritsar. So, the result may not be representative of the overall population.
3. The survey is limited to only one education sector, as the opinion of students and teachers are only taken into account.

Data Analysis and Interpretation

Data was collected on 100 respondents as students and 30 as teachers. This is divided into 2 sections. Section-A deals with student's multimedia-oriented learning & Section-B deals with teacher's multimedia-oriented teaching.

Sec-A: Factor analysis is run on the hundred respondents. The outcome of Factor analysis is given below.

- (1) Perception of students towards technology-oriented education as a tool of activity-based learning.

Students Positive Determinent

Factor 1- Effortless Learning- This factor explains the variance 12.498 percent age. The variable, relief from screen text (p14) and incorporate additional skills (p15) are the ones that are loaded highly on

factor 1 with factor loadings 0.770 and 0.767 respectively. This involves the technology-oriented presentation gives relief from screens of text and stimulates the eye and incorporates the additional skills into the curriculum.

Table No: 1 'Effortless Learning'

Variables	Statements	Factor Loadings
P14	Gives a reliefs from screen text	0.770
P15	Incorporate the additional skills into the curriculum	0.767

Factor 2 - Self-Satisfaction. This factor explains the variance 11.978 percent age. The variable, satisfaction (p6), develop the inner personality (p7) and education, equity and quality (p16) are the ones that are loaded highly on factor 2 with factor

loadings 0.850, 0.680 and 0.617 respectively. This involves the technology-oriented presentation; they feel satisfied in attending the lecture with the use of technology, develop the inner personality and enhance the education equity and quality.

Table No: 2 "Self- Satisfaction"

Variables	Statements	Factor loading
P6	I feel satisfaction in attending the lecture with the use of technology	0.850
P7	Multimedia develops the inner personality	0.680
P16	Technology improves the educational Access, Equity and Quality.	0.617

Factor 3- Innovative Ability-This factor explains the variance 11.134 percent age. The variable, creating something new (p2) , increase the critical thinking (p5) and interacts with the technology (p12) are the ones that are loaded highly on factor 3 with factor

loading 0.751, 0.530 and 0.790 respectively. This involves, that the Multimedia helps in creating something new and increase the critical thinking. Multimedia learning increases the interaction with the technology.

Table No: 3 "Innovative Ability"

Variables	Statements	Factor loading
P2	Technology creating something new	0.751
P5	Technology helps to enhance the critical thinking	0.530
P12	Multimedia helps to interacts with technology	0.790

Factor 4- Friendliness- This factor explains the variance 10.342 percent age. The variable effective comporment (p3) and make the good rapport with the multimedia (p13) are the ones that are loaded highly on factor 4 with factor loading 0.798 and 0.820

respectively. This involves, that the multimedia-oriented learning helps to make the effective comporment and make the good rapport between students and teachers.

Table No: 4 "Friendliness"

Variables	Statements	Factor loading
P3	Multimedia presentation helps attending the lecture in effective comporment.	0.798
P13	Multimedia helps to make the good rapport between students and teachers	0.820

Factor 5 – Retention and congenial- This factor explains the variance 9.021 percent age. The variable retains the subject matter (p1) and more enjoyable with the multimedia (p11) are the ones that are loaded highly on factor 5with factor loading 0.770

and 0.764 respectively. This involves, that the technology-oriented learning enhance the retention power over a long period of time and keep the interest.

Table No: 5 “Retention and congenial”

Variables	Statements	Factor loading
P1	Multimedia helps to retain the subject matter over a long period of time.	0.770
P11	Technology makes the work more enjoyable as compare to bookish learning.	0.764

Factor 6- Burden less and Technosavvy- This factor explains the variance 8.892 percent age. The variables, technosavvy (p9) and lesser burden of paper work (p10) with the multimedia are the ones that are loaded highly on factor 6 with factor loading

0.869 and 0.732 respectively. This involves, that the multimedia helps to become the technosavvy and less the burden of paper works with the use of technology.

Table No: 6 “Burden less and Technosavvy”

Variables	Statements	Factor loading
P9	Multimedia helps to become the technosavvy	0.869
P10	Technology helps to reduce burden of the paper work	0.732

Factor 7- Self-Reliance- This factor explains the variance 8.722 percent age. The variables, completion my work on time (p4) and build the confidence with the technology (p8) are the ones that

are loaded highly on factor 7 with factor loading 0.665 and 0.836 respectively. This involves, that the technology increases my competence of completing my work on time and build the confidence.

Table No: 7 “Self- Reliance”

Variables	Statements	Factor loading
P4	Multimedia increases my competence of completing my work on time.	0.665
P8	Multimedia presentation helps to build the confidence	0.836

Negative Determinants

Factor 1- Technical and Other Problems- This factor explains the variance 28.914 percent age. The variables, takes a lot of efforts (N3), unfriendliness (N5), increase the work load (N6), power cut and other technical problem (N9) and too costly at initial stage with the multimedia presentation(N10) are

the ones that are loaded highly on factor 1 with factor loading 0.686, 0.882, 0.534, 0.840 and 0.564 respectively. This involves, that the multimedia takes the lot of efforts and feel unfriendliness with the technology. The multimedia presentation increases the workload and it’s too costly at initial stage. The students face the technical problem when they use the technology during presentation.

Table No: "Technical and Other Problems"

Variables	Statements	Factor loading
N3	Multimedia presentation takes a lot effort, knowledge and creativity to make useful educational material.	0.686
N5	Problem of unfriendliness with the technology.	0.882
N6	Technology oriented student life increases the workload.	0.534
N9	Technology based learning face the problem such as power cut and other technical problem.	0.840
N10	Technology based learning can be costly at initial stage.	0.564

Factor 2 – Hectic schedule- This factor explains the variance 22.185 percent age. The variable, doesn't simply work (N1), increase the stress (N7) and lack of confidence with the technology-oriented learning (N8) are the ones that are loaded highly on factor 2

with factor loading 0.917, 0.651 and 0.663 respectively. This involves, that the presentation doesn't simply work and increase the stress. Students feel the lack of confidence.

Table No: "Hectic schedule"

Variables	Statements	Factor loading
N1	Sometimes the technology simply doesn't work.	0.917
N7	Multimedia-oriented education increases the stress.	0.651
N8	Lack of confidence while presenting the presentation on multimedia.	0.663

Factor 3- Time consuming - This factor explains the variance 13.231 percent age. The variable, more time required (N2) and more processing time with the multimedia- oriented learning (N4)are the ones that are loaded highly on factor 3 with factor loading

0.672 and 0.585 respectively. This involves, that the presentation takes the more time and takes the processing time for developing the effective presentation.

Table No: "Time consuming"

Variables	Statements	Factor loading
N2	Time required planning, designing, developing and evaluating the multimedia presentation.	0.672
N4	Process of developing effective multimedia takes time.	0.585

Section B - Factor analysis is run on the thirty respondents. The outcome of Factor analysis is given below.

Perception of teachers towards technology-oriented teaching as a tool for activity-based teaching.

Positive aspects of the technology-oriented teaching

Factor1- Personal development- This factor explains the variance 14.156 percent age. The variable develops the inner personality (P6), increase the critical thinking (P8) and lesser the burden of work with the technology teaching (P10) are the ones that are loaded highly on factor 1 with factor loading 0.740, 0.761 and 0.693 respectively. This involves, that the multimedia oriented teaching develops the inner personality and increase the critical thinking. Technology-oriented teaching lesser the burden of the paper work.

Table No: 1 “Personal development”

Variables	Statements	Factor loading
P6	Multimedia oriented teaching helps in developing the inner personality and builds the moral of the students.	0.740
P8	It increases student’s critical thinking towards the pictorial and graphical presentations.	0.761
P10	Multimedia presentation lesser the burden of paper work.	0.693

Factor 2 – Effortless teaching- This factor explains the variance 13.999 percent age. The variable, deliver the lecture effectively (P3), increasing efficiency (P4) and become a technosavvy (P9) work with the technology teaching are the ones that are loaded

highly on factor 2 with factor loading 0.775, 0.481 and 0.846 respectively. This involves that deliver the lecture effectively and increasing the efficiency with the help of technology. It helps in become a technosavvy.

Table No: 2 “Effortless learning”

Variables	Statements	Factor loading
P3	Deliver the lecture effectively	0.775
P4	Increasing efficiency of completing	0.481
P9	Become a technosavvy	0.846

Factor 3- Innovative teaching- This factor explains the variance 13.899 percent age. The variable, retention of subject matter (P1), creating something new(P2), lecture deliver helps in interacts (P11) and keeps the students interest (P14) are the ones that are

loaded highly on factor 3 with factor loading 0.740, 0.540, 0.859 and 0.457 respectively. This involves that technology-oriented teaching increase the retention power of the students, and creates something new. It helps to interacts and keeps the students interest.

Table No: 3 “Innovative teaching”

Variables	Statements	Factor loading
P1	Helps in retention the subject matter	0.740
P2	Creating something new	0.540
P11	Lecture deliver helps in interacts	0.859
P14	Keeps the students interest	0.457

Factor 4- Skill Conservation and Development- This factor explains the variance 12.783 percent age. The variable, gives the relief from the screen (P15) and incorporate the additional skills (P16) are the ones that are loaded highly on factor 4 with factor

loading 0.859 and 0.772 respectively. This involves that multimedia teaching gives the relief from the screen text and incorporate the additional skills into the curriculum for promotion.

Table No: 4 “Skills Conversation and Development”

Variables	Statements	Factor loading
P15	Gives the relief from the screen of text	0.859
P16	Incorporate the additional skills	0.772

Factor 5 – Education equity and satisfaction- This factor explains the variance 11.345 percent age. The variable gives the satisfaction (P5) and improves the education equity and qualities (P13) are the ones that are loaded highly on factor 5 with factor loading

0.782 and 0.786 respectively. This involves that the teacher feels satisfied in delivering the lecture with the use of technology and improves the education equity and quality.

Table No: 5 “Education equity and satisfaction”

Variables	Statements	Factor loading
P5	Satisfaction from multimedia oriented teaching	0.782
P13	Improves the education equity and quality	0.786

Factor 6 - Relationship and Confidence Enhancement- This factor explains the variance 9.976 percent age. The variable, develop the good rapport (P12) and enhances the confidence in lecture deliver (P7) are the ones that are loaded highly on

factor 6 with factor loading 0.855 and 0.638 respectively. This involves that the technology develops the good relations between teachers and students and enhances the confidence in lecture delivery.

Table No: 6 “Relationship and Confidence Enhancement”

Variables	Statements	Factor loading
P12	Develops the good rapport between the students and teachers	0.855
P7	Enhances the confidence in the lecture	0.638

Negative Aspects

Factor 1- Technical and Financial hazards- The factor explains the variance 48.170 percent age. The variable, doesn't simply work (N1), more time required (N2), takes a lot of efforts (N3), Unfreindness (N5), increase the workload (N6), power cut and technical problem (N9), and too

costly (N10) with the technology oriented teaching are the ones that are loaded highly on factor 1 with factor loading 0.780, 0.787, 0.785, 0.790, 0.690, 0.866 and 0.879 respectively. This involves, that the multimedia oriented teaching takes a lot of time and effort. Moreover technology increases the workload and some other technical problems. Technology oriented education is too costly.

Table No: 1 “Technical and Financial Hazards”

Variables	Statements	Factor loading
N1	Sometimes the technology simply doesn't work.	0.780
N2	Time required planning, designing, developing and evaluating the multimedia presentation.	0.787
N3	Multimedia presentations take a lot of effort, knowledge and creativity to make useful educational material.	0.785
N5	Problem of unfriendliness with the technology.	0.790
N6	Technology oriented teaching increases the workload.	0.690
N9	Technology based teaching faces the problem such as power cut and other technical problems.	0.866
N10	Technology based lecture delivery can be costly at initial stage.	0.879

Factor 2- Work Stressor- The factor explains the variance 23.580 percent age. The variable hectic schedule (N4), increase the stress (N7) and lack of confidence (N8) with the technology oriented teaching are the ones that are loaded highly on factor 2 with factor loading 0.868, 0.609 and 0.808

respectively. This involves, that the multimedia oriented teaching works in hectic schedule, technology increases the stress and they feel lack of confidence while presenting the presentation on multimedia.

Table No: 2 “Work Stressor”

Variables	Statements	Factor loading
N4	Multimedia usage gives t he hectic schedule to the teachers while to review the multimedia material and that material incorporates them into a lesson plan.	0.868
N7	Multimedia oriented teaching increases the stress.	0.609
N8	Lack of confidence while presenting the presentation on multimedia.	0.808

Conclusion and Recommendation – From the above findings, it has been concluded that role of technology enhances the activity-based learning as well as teaching. The education sector is implementing the technology based learning and teaching in order to make the education curriculum should be stress-free and burden-less. As study revealed that there is significant difference between the traditional learning and teaching and technology-oriented education. The study has exposed that there is difference between traditional and technology oriented education as technology helps to enhance the effortless learning vis-à-vis develops the competence and attitude towards the technology in both teachers and students. The respondents feel that technology oriented education is helpful to enhance the activity based learning and teaching. Although, the one reason behind the technology oriented education that is, the students and teachers become the technosavvy. Hence, it is recommended that the students and teachers should be well informed as how to use the appropriate instructional material and teaching methods in order to imbibe with the technological age respectively.

Bibliography

- Azemi Asad (1996), “Using Multimedia Courseware in Engineering Education”
- Jalobeanu, M. (2003). “The Internet in education: the past, the present and hopefully, the future”.

Toward the virtual university: international online perspectives (pp. 23-35). CT: Information Age Publishing.

- Krippel, Mc Kee and Moody (2010), “Multimedia use in higher education: promises and pitfalls” *Journal of Instructional Pedagogies.*
- Kozma B.Robert (2003), “Technology and Classroom Practices: An International Study” *Center for Technology in Learning, SRI International.*
- Moore S.D. and Velleman F. Paul (1996), “Multimedia for Teaching Statistics: Promises and Pitfalls” *The American Statistician, Vol. 50, No. 3.*
- Mazoni and Angehrn (1998), “Understanding Organizational Dynamics of IT-Enabled Change: A Multimedia Simulation Approach” *Journal of Management Information Systems.*
- Rusten, Eric and Arias, Sonia (1999.) “Interviews with Brazilian teachers participating in the Pro Info project”

Webography

- <http://bloggingonthebay.edublogs.org/2010/10/03/advantages-of-multimedia-in-the-classroom>
- www.google.com
- www.wikipedia.com
- <http://www.cemca.org/EMHandbook/Section2.pdf>

Exploring Talent Management Practices and Its Impact Employees Turnover: An Empirical Study

Dr. Babita Rawat*
Sonakshi Bhatia**

ABSTRACT

The technological advances and its extensive use in the industries have made the human resource management more challenging. Today Human Resources function is expected to identify potential talent and also comprehend, conceptualize and implement relevant strategies to enable and empower them to contribute effectively to achieve organizational objectives. As per earlier studies, it has been revealed that talent management meant to the process of developing and incorporating new entrants, retaining current potential employees, and attracting highly skilled new ones for a company". Present research paper focus on organizational strategies of talent management and its relationship with employee turnover in some selected small and medium organization of Dehradun of Uttarakhand state. This research paper tries to know the organizational challenges of talent retention faced by the SMEs in Uttarakhand only. The present study indicates some underlying constructs that company should exert some efforts to determine the non-monetary interests and preferences of its key employees, and then attempt to meet these preferences in future action. In this context, organizations need to dig new approaches of talent management that is helpful to retain the most effective human resources. It is highly competitive to look at every aspects into many organizational retention strategies.

Key words: Talent management, talent retention, employee-employer turnover, human resource mobilization.

Introduction

In the present era, economical circumstances of our country are witnessing swift expansion of industrial activity. With enrichment and enhancement of information & Communication Technology the complexity of human factor have also increased substantially. Moreover, it can be rightly said that SMEs in the country are passing through the acid test. Human resource mobilization has become the most important constituent for the survival and sustainable growth of the organization. Today, Human Resources function is expected to categorize potential talent and also understand, conceptualize and implement relevant strategies to enable and empower them to contribute effectively to achieve organizational objectives. Indeed, the process of

developing and retaining the present employees through the training programs and attracting the new skilled ones is known as talent management. Moreover, "The process of attracting and retaining employees profitably has become increasingly competitive leading to the situation called "the war for talent" between firms of strategic importance". Furthermore, in the War for talent edge, it is very difficult for the every HR manager to replace the valuable present employee on the place of new qualified and more talents new generation. It has been seen that sometime old employees cannot perform their duties as per the companies' expectations and its targets. In this case they have to leave or switch from the present company. Many empirical studies have revealed that about 5 percent of organizations have a clear understanding about

*Assistant Professor, Dehradun, e-mail: babitarawat464@gmail.com, Mob: 9927921114

**Research Scholar, Uttarakhand Technical University (Dehradun), Email- sudheerajbhatia@gmail.com, Mob-9897123144

the talent management strategy and operational programs today.

Talent management is a method that emerged in the 1990s and continues to be adopted, as more and more companies come to realize that their employees' talents and skills drive their business success. Companies that have put into practice talent management have done so to solve an employee retention problem. The issue with many companies today is that their organizations put tremendous effort to attract employees, but spend little time to retain and develop talent. The business strategy must include responsibilities for line managers to develop skills of their immediate subordinates. Divisions within the company should be openly sharing information with other departments so that employees gain knowledge of the overall organizational objectives. Companies that have integrated plans and processes to track and manage their employee talent, focus on the following strategic issues:

- Sourcing, attracting, recruiting and on boarding qualified candidates with competitive backgrounds
- Defining and Managing competitive salaries
- Training and development
- Performance Management Systems & Processes
- Career Planning & Retention programs
- Promotion and transitioning

Today, companies have become fiercely competitive in action when it comes to attracting and retaining talent. According to Branham, 75 per cent of the senior executives admit that employee retention is a major concern now-a-days, the obvious reason being the 'increasing turnover'. This dynamic and volatile demand-supply equation with such erratic attrition trends and cut-throat competition has led organizations to focus on mechanisms to attract and retain talent. It is accepted that turnover will happen and companies need to devise a strategy to curb unexpected turnover from affecting organizational effectiveness and success. Despite stiff competition being the key to market development and success, organizations have failed to identify some of the major reasons which highlight why 'good performers' leave. The company no longer wants to just hire for the sake of hiring; in fact they are striving to find the right people, bring them into the

organisation and retain their services. One of the critical functions of HR is a sound Human Resource Planning through which they are able to project the demand for human resource and thereafter formulate strategies for acquiring them. As the leading HR heads of the country point out, the solution is not just about finding the correct retention mechanisms, but it starts from the very beginning by devising ways to acquire the right people for the right jobs. Despite the large population, the supply of talented manpower cannot keep up with the sharply increased demand. So, do we have the right talent within to attract and retain the best available talent? The supply side discussed puts pressure on companies to attract the best talent and ensure that employees join the company and choose to stay in the organization rather than look for opportunities elsewhere. Present study is supposed to find out the talent retention strategies and its impact on business performance with specific reference to some selected industries in Uttarakhand state. Accessibility of researcher with the respondents of some selected organisation of Uttarakhand state has motivated her to select them for proposed study.

Review of Related Literature

In this digital world, organisational performance improvement and bottom-line performance both depend on retaining the top human talent. Companies can't take on the work, collect revenue, and grow unless there are people in place to do the work. In short, retaining top talent and business performance go hand in hand in the new economy. Human resources are such an important capital that plays in smoothing the operation of an organization. P. feffer (1994) determined that intellectual capital has long been held to be a critical resource in most firms. Companies are now trying to add value with their human resources and human resource (HR) department has been set up in order to manage their human capital, where as in last decade, managed their human capital through personnel department is only a small division of the company.

Employee's turnover has been extracted from various aspects. One theory highlights that employees' decision to resign is influenced by two factors: their "perceived ease of movement", which

refers to the estimation of perceived alternatives or prospect and “perceived desirability of movement”, which is influenced for occurrence by job satisfaction (Morrell et al., 2004; Abdullah et al., 2012). This describes “how balance is struck both for the organization and its employees in terms of inducements, such as pay, and contributions, such as work, which ensures continued organizational efficiency”.

Incentive and Talent retention

Incentives are monetary benefits paid to encourage executives with talent in recognition of their outstanding performance. The most important advantage of incentives is the encouragement and motivation of talent for higher efficiency and innovative ideas. It may not be difficult to get people for fixed wages and salaries. But with fixed remuneration, it is difficult to motivate executives to remain with the organization. The company’s performance management systems must resonate with employees needs, and should assure well. Long-term incentive plans keeping, employee’s interest, in mind of employees and creating the recognizable ‘win-win’ between employees and the company. In managing talent and rewarding people companies still struggle the most with issues around pay.

According to Mueller and Price (1990: p. 321) considered talent as a part of the sanctions system approached by the organization to motivate employees to be in compliance with its protocols. The wage payment plays an important role in their current as well as in possible future employment. The lower the salary is in his existent organization, the more an employer will aim to change this situation. Furthermore, it is to assume, that white collar employees within the same hierarchy level tend to stay in the organization due to many reasons (Henneberger&Sousa-Poza, 2007: p. 61). However, there are well-established literatures concerning motivation (e.g. McGregor 1957) opined that at least some of the individuals salary is not the sole motivating factor. It is told that motivation has some link with job choice and that pay will not be the sole

criterion used when people decide to choose a job, or when they decide to continue within an existing job. Employee’s talent and Business performance can also be enhanced by effective Recruiting and Training the employees. It is seen that many companies invest a lot of effort into recruiting these employees, but then do very little by way of talent management and talent development to retain them. Another way of managing talent is the employee development strategies by effective mentoring through structured mentoring programs.. Another way of talent management is giving high potential employees high visibility and meaningful assignments to keep them engaged. Stablishing the effective communication and investing in their learning and development and building proper system for measuring progress are also some the important strategies for managing talent in the organization.

Objectives and Research Methodology

The objective of this research work is to identify and understand underlying factors of talent management strategies and its relationship with employee turnover in some selected SMEs of Uttarakhand. Another objective is to insights the organizational challenges of talent retention faced especially by the SMEs in Uttarakhand. . To achieve these objectives both quantitative and qualitative methods is employed to understand talent management strategies and its relationship with employee’s turnover. This research has been conducted in some selected private sector located in Dehradun district. A random sample of employees working in SMEs has been selected containing various ranks and file Surveys along with a cover letter. This explaining the significance and the need for conducting the same. This research study has been approached the 200employees across 10 different offices at Dehradun. The follow up telephonic calls were made in order to encourage respondents to complete and return the survey. Finally, 125 questionnaires were returned from the different organisations. After editing 107 responses were found for the further analysis of this study.

Table 1 Demographic determinants

	<i>Category</i>	<i>Count</i>	<i>Percentage</i>
Age	Upton 25 Years	18	16.8
	25-35 Years	22	20.6
	35-45 Years	24	22.4
	45 to 55 Years	33	30.8
	From 55-65 Years	10	9.3
Gender	Male	79	73.8
	Female	28	26.2
Marital Status	Married	70	65.4
	Un Married	37	34.6
Education level	Up to matriculation	2	1.9
	Intermediate	4	3.7
	Graduation	29	27.1
	Post Graduation	50	46.7
	Professional Qualification	21	19.6
	Others	1	.9
Tenure	Less than 1 year	11	10.3
	1 to 3 years	40	37.4
	3 to 5 years	13	12.1
	5to 10 years	33	30.8
	10-20 years	4	3.7
	20-30 years	5	4.7
	more than 30 years	1	.9

Demographic characteristics are facts about the makeup of a population. Demographic determinants are examined to assess talent management practices and its relationship with employee’s turnover. Demographic variables such as age gender, marital status education qualification and tenure having direct attitude on Organizational strategies of talent management and in turn employee’s turnover. Moreover, the data has been obtained through surveys that reveal the sample is dominated by middle age group and educated people as well. It also reveals that sample is the composition of experienced person as almost 40% employees are having experience ranging from 5 years and above. 10.3% employees indicated that they are fresher and having experience of less than 1 year. More than one third (37.4%) were having experience from 1 to 3 years.

Principle components and Underlying Constructs of Talent Management Strategies

Value propositions are the heart, soul, and epicenter of a business, because they reflect an organization's market positioning while communicating the core

promises that companies make to their customers. The data that was obtained both from questionnaires and interviews includes the different statement like Recruitment and selection process of my organization efficient and suitable and is able to attract talent, HR department use the most effective and efficient system of talent acquisition and management, My organization is attracting the right kind of personnel that help it grow the organization, My organization Endeavour tries to design plan to help employee development, Each employees in this organization get equal opportunity and know how to get into the talent pool, My organization support the policy of open communication and give one to one attention with all level of management for foster creativity, talent management system in this organization is transparent all help are provided to the employees for talent pool, Accelerated route are opted in the organization to enhance communication for talent progress, “ Organisation Supports managers to better know the composition of talent in their individual pools by establishing better communication, My organization prepare a plan to Assists with the timing of succession planning decisions”, the organization’s priorities are well

communication to all the level of employees, Employees in this organization are always Ready for Advancement and movement, Employees in this organization are always Well-Placed n their role, Employees in this organization are always developed in their current role, Employees in this organization are always requires a lateral move for better fit elsewhere in organizational structure, Employees in this organization are given post retirement opportunity for knowledge sharing and knowledge transferring, I understand how my job aligns with the company’s mission, A career advancement opportunity that they would not receive in the short term when they stayed with their present employer, This organization provide better opportunity for career development, My education and job matches well and gives me a feeling of achievement, The company establish the proper progress monitoring system and recognizes my achievements, There are opportunities for me to develop my skill and improve my performance and grow in this organization, experience, skills and performance are well recognized in this organization, In the present organization, I am empowered enough to do my job, I have got freedom and I can make my own decision in my job, I always

feel that my contribution is important in achieving organization mission, I am free to choose my own method of working. on which employees were asked to rate on the scale of 1 to 5 and mean and SD were calculated with the help of SPSS software and was grouped into 8 important factor and this was done to make a comparative analysis of the data collected from interviews and the survey, which helped to identify talent management practices which influence employee to remain with the organization. The first, quantitative data obtained from surveys was analyzed using descriptive statistics technique in order to summarize the data set obtained. This provided a meaningful insight of various underlying factors of talent management practices influencing employees to remain with present organization. These factors includes recruitment, Work autonomy and empowerment, Training and development, communication, Succession planning career development and opportunity for advancement, Promoting work autonomy creativity and innovativeness, Long term bonding and social security, Feed back system, . The mean and SD thus obtained of each factor is presented in the table below.

Table 2 Principle components and Underlying Factor of Talent Management Strategies: A Descriptive Study

	N	Mean	Std. Deviation
Recruitment and Selection Policy	107	3.2212	.94386
Work autonomy and empowerment	107	2.3396	.71078
Training and development	107	2.9720	.47884
communication	107	2.9860	.88610
Succession planning career development and opportunity for advancement	107	3.0315	.71393
Promoting work autonomy creativity and innovativeness	107	2.7103	.88498
Long term bonding and social security	107	3.0000	1.22089
Feed back system	107	3.2430	1.29470
Valid N (listwise)	107		

An effort was directed to know the different factor of Talent Management There are various factors that influence an individual’s decision to move or remain with the present organization. It has been found that mean rating of different factor, feedback system of the organization has scored highest mean of 3.243 with SD 1.2547. It has been trailed by

effective recruitment and selection policy of the organization with the mean 3.2212 and SD .94365. Succession planning career development and opportunity for advancement (Mean 3.0315 and SD.71393) has also influencing employees to remain in.

Table 3 Mean of Different Talent Management strategies across the age category of Respondents

Age wise Classification	Recruitment and selection policy	Work Autonomy And Empowerment	Training And Development	Communication	Succession Planning Career Development And Opportunity For Advancement	Promoting Work Autonomy Creativity And Innovativeness	Long Term Binding And Social Security	Feedback System
Upto 25 Years	3.3889	2.4630	3.0926	2.9583	3.0463	2.8333	3.0000	3.6111
25-35 Years	2.9091	2.7121	3.0758	2.8182	2.9924	2.4318	2.6818	3.5000
35-45 Years	3.4306	1.9444	2.9306	3.0937	2.8681	2.8333	3.0000	2.7917
45 to 55 Years	3.2727	2.3030	2.8485	3.1061	3.0869	2.8636	2.8788	3.2727
From 55-65 Years	2.9333	2.3667	3.0333	2.7500	3.3000	2.3000	4.1000	3.0000
Total	3.2212	2.3396	2.9720	2.9860	3.0315	2.7103	3.0000	3.2430

It is seen from the above table that mean rating of Long Term Binding And Social Security has scored highest mean of 4.100 among the employees within the age group of 55-65 years. Recruitment and selection policy has highly scored with the mean

value in the age group of 35-45 years. However feedback has motivated a large number of respondents as this factor has been rated higher by all the respondents as it scored mean of 3.2727.

Table 4 Mean of Different Talent Management strategies across the level of educational category of Respondents

Edn Qualification	Recruitment and selection policy	Work Autonomy And Empowerment	Training And Development	Communication	Succession Planning Career Development And Opportunity For Advancement	Promoting Work Autonomy Creativity And Innovativeness	Long Term Binding And Social Security	Feedback System
Up to matriculation	2.1667	2.0000	2.6667	2.2500	2.8333	2.2500	2.0000	3.0000
Intermediate	3.0833	2.4167	2.5417	2.6250	2.7500	3.2500	2.5000	2.5000
Graduation	2.9655	2.5517	3.0402	2.8190	2.9943	2.4138	3.0690	3.4138
Post Graduation	3.5000	2.2533	3.0167	3.2050	3.0540	2.8700	2.9800	3.3800
Professional Qualification	3.0317	2.2698	2.8730	2.8810	3.0794	2.7381	3.0476	2.9048
Others	3.3333	2.3333	3.1667	2.0000	3.5000	1.5000	5.0000	2.0000
Total	3.2212	2.3396	2.9720	2.9860	3.0315	2.7103	3.0000	3.2430

It is seen from the above table that mean rating of Long Term Binding And Social Security has scored highest mean of 5.0000 among the employees of

other professional qualification. Overall feed back system of the organization has scored highest mean in the employees among all the category.

Table 5 Challenges in retaining employees in your organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Managing expectations of employees	41	38.3	38.3	38.3
Matching person to the job	27	25.2	25.2	63.6
Matching person to the culture of the firm	18	16.8	16.8	80.4
Valid Provide adequate opportunities for career growth and opportunities	11	10.3	10.3	90.7
-----	10	9.3	9.3	100.0
Total	107	100.0	100.0	

In the fast changing business environment, “There are many challenge have to faced before the management for talent retention .To retain the employees, one needs to understand the pulse, needs & expectations of employees. Previous research proves that Salary is not one of the biggest components for employee retention. There are various other factor like Providing Job Challenges ,Building an open environment and culture ,Giving competitive remuneration packages ,Clarifying Job Responsibilities and career paths ,Providing continuous training opportunities for skill up gradation which are the great challenge before management to handle it. With this in mind an

attempt was made to assess the employees’ opinion about challenges in retaining employees in organization. Analysis indicates that managing expectations of employees is one of the most important challenges before management as it was indicated by 38.3% employees in the sample. Matching persons to the job was indicated by 25.2% employees where as Matching person to the culture of the firm, Provide adequate opportunities for career growth and opportunities and Treat employees fairly – through compensation, rewards and recognition schemes was indicated by 16.8% 10.3% and 9.3% employees respectively.

Table 6 Employees Opinion about Most Important retention strategies

	Frequency	Percent	Valid Percent	Cumulative Percent
Providing Job Challenges	9	8.4	8.4	8.4
Building an open environment and culture	22	20.6	20.6	29.0
Giving competitive remuneration packages	25	23.4	23.4	52.3
Valid Clarifying Job Responsibilities and career paths	32	29.9	29.9	82.2
Providing continuous training opportunities for skill up gradation	19	17.8	17.8	100.0
Total	107	100.0	100.0	

The employees who spend a considerable amount of time tend to be loyal and committed towards the management and always decide in favour of the organization. Management opt various strategies like delegation of responsibility, managing disputes , hiring the right candidate, employees recognition establishing proper performance appraisal system, wage and salary administration, and effective HR policies to retain the employees into the organization. The survey reveals that Clarifying Job

Responsibilities and career paths is one of the most important retention strategies as it was indicated by 29.9% employees in the survey. Giving competitive remuneration was indicated by 23.4% respondent in the sample. Building an open environment and culture was indicated by 20.6%, Providing continuous training opportunities for skill up gradation was indicated by 17.8% respondents. Providing Job Challenges was indicated by 8.4respondents in the sample.

Table 7 Overall Talent Retention Strategies of the present organization influence you to remain with present organisation

	Frequency	Percent	Valid Percent	Cumulative Percent
To a great extent	20	18.7	18.7	18.7
To a considerable extent	29	27.1	27.1	45.8
Valid To some extent	17	15.9	15.9	61.7
To a little extent	25	23.4	23.4	85.0
Not at All	16	15.0	15.0	100.0
Total	107	100.0	100.0	

Talent is the critical success factor for any organization. From the above findings, it has been interpreted that the challenges of finding, attracting, developing and retaining the right talent is taking up a major part of management and once the right talent to be found the next task to retain that talent. Retaining employees involves understanding the intrinsic motivators of them which many organizations unable to identify. The reason is Individuals differ greatly in this regard. The analysis indicates that 18.7% employees in the sample are of the opinion that overall talent retention strategies of the present organization influence then to a great extent to remain with present organization. 27.1% employees are of the opinion that overall talent retention strategies of the present organization influence them to a considerable extent to remain with present organization. 15.9% indicated to some extent where as 23.4% and 15% respondent respectively revealed that it influenced them to a little extent and not at all.

A regression analysis was carried out to have a relationship of all the talent management practices with the employees willingness to remain with the present organization . On the basis of information presented in the table 16 it can be expressed as

Employees willingness to remain with present organization (Y) = .174- Recruitment and Selection Policy -3.37 Work autonomy and empowerment+.577 Training and development+.099 communication +.135 Succession planning career development and opportunity for advancement+.137 Promoting work autonomy creativity and innovativeness +.053 Long term bonding and social security-.054 Feedback system

Conclusions

In the nutshell, SMEs in the country are passing through the acid test. Human resource mobilisation has become the important element for the survival and growth of the organization. Today Human Resources function is expected to identify potential talent and also comprehend, conceptualize and implement relevant strategies to enable and empower them to contribute effectively to achieve organizational objectives. The process of attracting and retaining employees profitably, has become increasingly competitive A company should exert some effort and undertake some analyses to determine the non-monetary interests and preferences of its key employees, and then attempt to meet these preferences in action. In this context

Table 8 Regression Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	.174	1.264		.138	.891
	Recruitment and Selection Policy	-.337	.173	-.232	-1.946	.056
	Work autonomy and empowerment	.577	.226	.317	2.550	.013
	Training and development communication	.365	.316	.137	1.153	.253
	Succession planning career development and opportunity for advancement	.099	.203	.055	.488	.627
	Promoting work autonomy creativity and innovativeness	.135	.259	.064	.524	.602
	Long term bonding and social security	.197	.213	.110	.921	.360
	Feed back system	.059	.131	.053	.455	.650
		-.054	.137	-.052	-.398	.692

a Dependent Variable: overall environment and Switching Intention

organizations need to dig novel approaches of talent management that is helpful to retain the most effective manpower. Looking carefully into many organizations - retention strategies are very competitive. Companies try to provide their best to retain the employees of their competitors

References:

- Mueller, C.W. & Price, J. (1990). *Economic, Psychological, and Sociological Determinants of Voluntary Turnover*. *Journal of Behavioral Economics* 19, 321-336.
- Mueller, C.W., Wallace, J.E., (1996). *Justice and the Paradox of the Contented Female Worker*. *Social Psychology Quarterly* 59, 338-349.
- Morrell, K., Loan-Clarke, J. & Wilkinson (2001). *Unweaving Leaving: The Use of Models in the Management of Employee Turnover*. *Business School Research Series*, 1-65.
- Meaghan Stovel, Nick Bontis (2002), *Voluntary turnover: knowledgemanagement-friend or foe? J. intellect. Cap.* 3 (3): 303-322
- Pfeffer, J. (1994). *Competitive advantage through people*. Boston: Harvard Business School Press.
- Pfeffer, J. (1996). *When it comes to "best practices"- Why do smart organizations occasionally do dumb things? Organizational Dynamics*, 25, 33-44.

Comparative analysis of social entrepreneurship of India with China with specific reference to Legal, Culture and Social factor

Dr. Ruchi Sharma*
Ms. Ila Rai**

ABSTRACT

Social entrepreneurship is nothing new for the society as a practice, but as a concept for research it is just starting to be explored. Many researchers have given their theories to explain the concept. When compared, social entrepreneurship in India is very different from the social entrepreneurship in China even if the countries share the border. This research paper attempts to highlight the differences because of three factors: Legal, Social and Cultural.

Keywords: Social entrepreneurship, India, China, Legal factor, Social factor, Cultural factor

Introduction

With the whole changing scenario, the world has become one big boundary-less world where the growth is unmatched. To keep up with this growth, the business have to be on their toe and continually face challenge of survival. A strong rein to run the business has never been felt more important. This emphasis the fact that entrepreneurship is one of the strongest economic force known to us which has power in it to change the economy. Entrepreneurs have strong knowledge of the market and with their hard work they are known to change the movement of tide and develop their business into strong contributing entity of the economy.

But with passage of time, entrepreneurs have focused their attention towards their own benefit and considered society as one of the resources which they can use for their own benefit and discard when of no more usage. They forget their duty towards the society which provides them with invaluable resources. This has emphasized the importance of social entrepreneurship where the core focus of any business is social development.

Although a new topic for researchers, the importance of social entrepreneurship and giving back to society is felt all around and this has led to multiple advancement in the research of the topic and making it stronger with passage of time.

Introduction to Entrepreneurship

Entrepreneurship as a practice, is nothing new and has been practiced all around us for as long as one could remember. Many invention in economics is done because mankind wanted to make this practice easier and more feasible. But even with its importance known, it still remains one of the most ill-defined concept. The advances in the fields of technology and ever-growing economy, has opened this field for various study and thus developing deep insight on entrepreneurship and establishing a relationship between knowledge and entrepreneurship. The whole scholarly interest amongst this topic has been developed because of all the recent development which the industry is seeing around it.

The term entrepreneur, when translated from French means "go between". It has been around us

*Asst. Professor, Sanskar Group of Education Sanskar Group of Education, Ph. No.: 09953981138, ruchi.sharma@sanskar.org

**Asst. Professor, Sanskar Group of Education Sanskar Group of Education, Ph. No.: 09953981138, ila.rai@sanskar.org

for as long as one can remember. An example will be Marco Polo, who established trade route to Far East. To do so, he would sign a deal with capitalist of that time, term of which was to provide loan to merchant at a very high rate which also covers the insurance of the goods. After selling off the goods, merchants were required to divide their profit with capitalist and provide them with almost 70% of the share.

With passage of time, entrepreneur became a person who entered into contract with government to perform the duty or provide them with products for which prices were fixed and the entrepreneur had to bear any losses, if they were to occur. Entrepreneurs are supposed to do activity of an individual person. Richard Cantillon, an economist gave definition of entrepreneur which is currently also used to describe him. According to him, entrepreneurs are the one who are risk takers and focuses on buying the goods at lower rate and selling it off at higher price and thus making profit in between.

Main shift in entrepreneurship as concept came when Joseph Schumpeter, an Austrian economist, gave his work on entrepreneurship. His work stated that essence of entrepreneurship activity lay in creation of "new combination" which thus lead to disruption of existing market, product and organization. This ever-changing combination leads to change in market, industry and then to economy. (Schumpeter, 1947)

Whatever is the definition of entrepreneurship, one cannot disagree that entrepreneurship is core of development of any society. Without it, the growth of economy will fail and the society will be stagnant. Just like entrepreneurship, role of an entrepreneur is vast and cannot be limited to one or two. We will focus on the roles given by Schumpeter, Kirzner and Knight. Schumpeter gave innovator as one of the role of any entrepreneur. He said that entrepreneurs are the one who keep on trying new combinations and give birth to different types of enterprises. Kirzner gave the concept of Kirzner entrepreneurship where the entrepreneur focuses on the role of profit making. Third role is of Knightian entrepreneur given by Knight which states that entrepreneur are the risk takers.

While introducing any product in the market, the entrepreneur has combination of this three roles. He

is an innovator as he brings something new into the market, he is a risk taker as he does not know how his product will be perceived by the masses and he is profit maker as his main motive is to earn profit while doing any business.

INTRODUCTION TO SOCIAL ENTREPRENEURSHIP

The concept of social entrepreneurship is ever growing in all the sectors- public, private and nonprofit. Its importance is felt like never before which is leading to development of new interest in this concept. It provides an approach to deal with social needs and helps the company to develop a model where profit and nonprofit needs can co-exist. Emergence of social entrepreneurship has been due to globalized economic development.

Concept of social entrepreneurs are not new to us. They were seen first at Victorian private hospital and ho spice movements (Thompson, 2000). Peter Drucker explained social entrepreneurs as someone who has the ability to change the performance capacity of society (Drucker) whereas Thompson described social entrepreneur as people who can identify a way to satisfy some unmet needs which state welfare system cannot satisfy and thus gather the necessary resources to make a difference. (Thompson, 2000).

There are various definitions of social entrepreneurs and social entrepreneurship, but one thing which remains common in all is the key word "problem-solving". All the social entrepreneurs are the ones who have great sense of problem solving nature which then leads to putting initiatives which helps to solve societal problem and bring key changes.

The latest development to this concept is by Fowler who has given a very complex definition, in which he brings out three categories of definition. The first category is "integrated social entrepreneurship" which refers to situation any profit earning activity is designed to bring positive social outcome and the activity which helps to earn profit simultaneously creates social benefit. Fowler for this identified Grameen Bank in Bangladesh. The second type is "re-interpretation" where existing activities in any nonprofit organization are reused and restructured in such a way so that it either reduces cost or

increases income flow for the organization. Fowler for this sites example of an organization which deliver food to elderly and infirm people finds a way to deliver the food to non elderly firm people of society for a profit. Lastly he identified “complementary social entrepreneurship” in which

a nonprofit organization adds a profit activity in their whole scheme, which does not lead to any social benefit but provides an income to the organization to run nonprofit activities.(Fowler, 2000)



Fig 1: Social entrepreneurship model

Social Entrepreneurship in India

Social entrepreneurship in India was first seen when Mahatma Gandhi, who launched “Swadeshi Movement” when he first saw people of India being used as a market for foreign products. He urged Indians to use Indian products only and boycott the foreign products. With this he tried to build a sustainable environment for Indian rural sector.

Currently India is one of the fastest developing economy in the world but still almost 30% of the population of India lives below poverty line. This makes India a key player in social entrepreneurship. There are many sectors all around the country where steps are taking place and many social enterprises are establishing themselves.



Fig 2: Key areas of action for social enterprises in India

With new Companies Act 2013, every company with either a net worth of INR 5,00 crore or a turnover of INR 1,000 crore or net profit of INR 5 crore has to spend 2% of their average net profit immediately preceding three financial year into CSR activities. This opens up the whole level of opportunity for the Indian market to diverse into social entrepreneurship and open social enterprises. With current environment it is likely that the social need of Indians will increase and this will then increase the opportunity for people to address them. India which currently is trying to balance between growing GDP, ensuring inclusive growth and providing education, infrastructure to all the sectors of society can benefit from this concept to a larger extent.

Various organization and their projects which are currently operating in India are as follows:

- **A little World:** It empowers micro business with micro banking and has customer base of almost 3million.
- **SEWA:** Self Employed Women Association, started by Ela Bhatt in 1972 is body of self employed women and caters towards providing them with financial, health, legal and educational benefits.
- **TIDE:** Technology Information Design Endeavor, supports development of innovative technologies and environmental friendly methods for industry.
- **Narayan Hospital:** Its aim is to deliver affordable healthcare to masses of India who cannot afford it.
- **BASIX:** With aim to provide sustainable livelihood to rural sector and women, it has client base of over a million.
- **COMAT:** it is working towards empowering rural citizens by creating and enabling access to information and services. It delivers citizen records and government benefit to over 75000 rural citizens in a day.
- **Lijjat Papad:** its aim to create a society for women empowerment and making them self-reliable.

Funding of Social enterprise in India

Funding of such endeavor is done by mostly social investor who not only provide capital but also business expertise to these enterprises. As per beyond profit survey, 45% of the respondent

obtained the fund from commercial source, 21% obtained from personal source and another 21% obtained from grants and donations.

Challenges of social enterprise in India:

1. **Government:** the first challenge is of the government. Indian government is yet to recognize this field as legitimate. Instead of providing them benefit such as tax redemption and grants, the government imposes several restrictions which limit the work.
2. **Education:** the Indian education system follows traditional format which does not focuses on the enterprise as a field and provide students special knowledge on same.
3. **Lack of capital:** social entrepreneurs need large amount of fund for which they depend on grants and personal sources. If they raise from money lenders they have to pay high amount of interest which further restricts their working and becomes a burden for them.

Social Entrepreneurship in China

China is most populated country which has land area larger than that of United States or European Union. By 2030, more than 300 million residents of the country will move to city from the country side which will create a huge need for social, environmental and economic development.

China transitioned from socialist planning economy to socialist market economy and thus became one of the largest economy in 2010. In china, the social entrepreneurship is carried out by NGO (Non-government organization), NPO (Nonprofit organization), community agents and other type of civic groups which voluntarily provide their support. This type of organization faces lot of problem to operate due to legal, political, economic and cultural obstacles. China has special obstacles which are due to their working and cultural differences than that of west. Chinese nonprofit organization faces problem of not being able to gain legal status and rights, lack of social trust or support etc.

Few of the social enterprise working there are:

- **NPI:** one of the largest social enterprise operating in more than 20 cities.

- HandsOnChina: it engages young professional in community based model which has around 200 monthly program focusing on elderly of the country.
- Xiezh: organization focusing on providing care and support to college graduates.
- Adlen: opened by James Chen, it focuses on bringing affordable eye care to bottom of the pyramid.

Comparison of Social Entrepreneurship Between India and China

India and china, countries which share border could never have been more different in terms of culture, social values, economic structure, laws etc. These countries have always been in tough competition with each other for higher growth and GDP. Economically wise, India is in its growth stage while China is reaching maturity stage. This makes it difficult for both of the country to invest highly in their development projects and thus creating a huge gap within the society. The presence of the social enterprises in these countries can be on the following basis:

Legal perspective

India: From business perspective, India does fairly poorly in terms of its legal and regulatory structure. However, it does not impact the status of social enterprise in the country and there are fair amount of the enterprises due to the cultural focus on NGO's. The government has adopted a policy to simplify the regulations for the NGO and help them adopt self-regulatory process. Government has also provided the organization large variety of options to choose from ranging from trust, society to private limited nonprofit organization. Because of this it is possible for the organization to register under any one of the following and experiment and refine the social development.

China: There exist strong, restrictive and complicated legal environment that makes it difficult for any social enterprise to conduct business in China. To be officially registered, the NGO has to be sponsored by member of Chinese Communist party which becomes a restriction. There is also a threshold of funding defined for regional NGO and National NGO. This restrict the presence of NGO

geographically. Local NGO are not allowed to function outside the locality they have been allotted and national NGO has to function nationwide and cannot function in any particular locality. This makes it difficult for NGO to open up as NGO and they then decide to function as a commercial entity.

Social environment

India: The social environment, in particular the rural environment, is of great need of social attention. More than 30% of population of India live below poverty line which when translated into numbers will be larger than population of many countries. Beyond the issue of poverty, rural population is also facing numeric social issues. The non-availability of pucca house and clean drinking water has created large gap for the sector. Government has launched various program of betterment of the society such as Swach Bharat under which it is planning to provide sanitation facility to each house, programs to provide LPG connection to the houses to cook food and so on. But even these programs require lot of capital and entrepreneurship capability which has paved way for social enterprise to exist.

China: Their social environment resemble that of India with rural population facing socio economic problem and poverty. The government introduced 10 year plan in 2010 to remove poverty by 2020. The population is highly dependent on the government for their uplifting and hence does little in their role for the development of society. Therefore we can see that even though the problems remain same the approach to solve the problem in both country is very different.

Cultural Environment

India: amongst all the factors leading to growth of social enterprise, culture is one of the key factor. India has strong philanthropic sense where helping the society is considered to be a moral act. India has huge pool of NGO which leads to a scenario where there are lot of people who are now working for masses leading to their development. Also there is lot of population dedicated to work in nonprofit sector which then creates individuals who are motivated to solve the social problem. India is the population which is very verse with English

language which makes it easier for NGO present outside the country to enter into the market.

China: the biggest roadblock in development of society in China is culture. They have strong sense of self interested profit driven culture where focus is on growth of self and making maximum profit. The reform of "lets few get rich first" in the beginning has made it very difficult for the social development to take place. The one child policy has brought the kid to be center of attention and only think for themselves. Because of large population, the competition in private sector is very high and thus the focus on society is low. The Chinese culture has no base of philanthropy because there has been no religious data to base it on. This can be highlighted from the fact that china's charity only constitute 0.05% of whole GDP. For companies coming from outside, it is difficult to learn Chinese language and conduct business there. English as language is not very established in Chinese culture and major population has limited knowledge of English. Though this trend is changing with people of china who are now coming from other countries and are expert in English and thus able to conduct business there.

Conclusion

Social enterprise has become the need for the coming times. Without this the society alone will not be able to furnish on the government support. The existence of social enterprise in any of the three format- profit, nonprofit or hybrid structure is for the benefit of the country and society as whole. In India, social enterprises are blooming with multiple NGO opening up and the young generation supporting them and adopting this field as career. The culture and social structure of India is supporting this new change along with government who has not only made it mandatory for some companies earning above mentioned profit to indulge in CSR activity but also by creating many option for any company to come and invest in this form of enterprise.

In china, the country whose economy is reaching mature stage, it is getting difficult to open and conduct business in this field because of stringent laws and restrictive policy. Not only this, the social structure of the country focuses on self-development before the societal benefit which again is creating a boundary for the enterprises to open and operate.

It will be interesting to see the future of these two countries which are now in tough competition with each other in terms of economy and GDP growth. How these countries handle their societal development along with the economic development will be for the future to decide.

References

- Ashton, T. (1939). *An Eighteenth Century Industrialist: Peter Stubs of Warrington 1756-1806*. Manchester: A.M. Kelly.
- Dees, J. G. (1998). *The meaning of "Social Entrepreneurship"*. Comments and suggestions contributed for Social entrepreneurship funders working group, 6pp.
- Drucker, P. (n.d.). *Flashes of Genius: Interview with Peter Drucker*. (G. Genderon, Interviewer)
- Fowler, A. (2000). *NGDO as a moment in history: beyond aid to social entrepreneurship or civic innovation? Third World Quarterly, Vol 21, No. 4, 261-269*.
- Hodgson, G. (2001). *How Economic Forgot History: Problem of historical specificity in Social science*. London: Routledge.
- Reis, T. (1999). *Unleashing the new resources and Entrepreneurship fort the common good: a scan, synthesis and scenario for action*. MI: W.K. Kellogg Foundation.
- Schumpeter, J. (1947). *The creative response in Economic History*. *Journal of Economic Histry*, 149-159.
- Thompson, J. G. (2000). *"Social entrepreneurship - a new look at the. Management Decision, Vol. 38, No. 5, 338-348*.

Star Counselling

Saurabh Raj*
Shweta Saxena**
Sunny Prakash***

ABSTRACT

Grievance handling & counselling are considered as important functions of HR deptt. of any organization. Some organizations carry them in house while others may outsource it, but definitely the quality of outcome matters. From time to time various concepts have evolved, methods have been adapted to optimize the processes for overall employee satisfaction and enhance the productivity. Further in this connection authors have introduced the concept of 'star counselling'. star here being used as a generic term for planets in the astrology which impacts human physiological & psychological behaviour.

In this paper the authors have advocated the use of the technique in the same line as other concepts to aid the processes. Authors have tried to limit the use of this technique for counselling process in the current paper. Further in depth research has been done in various types of astrology as Western, Vedic, Chinese / Japanese / Buddhist, Islamic, Mundane, Kabbalistic Hellenistic etc. to support the study.

Keywords : Grievance handling, counselling, star counselling, HR department Western astrology, Vedic astrology, Chinese astrology, Japanese astrology, Buddhist astrology, Islamic astrology, Mundane astrology, Kabbalistic astrology, Hellenistic astrology.

INTRODUCTION

The good news is that natural, inborn traits are totally not responsible for human physiological & psychological behaviour. It is possible to develop the qualities good managers should have. One can learn through formal way like the management program or informal way. Certainly these inborn or natural traits cannot be ignored as they impact the physiological & psychological behaviour somewhere somehow.

Just like the natural changes happen due to the force of attraction / rejection among various celestial bodies specifically the planets including the stars and moon, the human body, which constitutes

maximum amount of water and other basic elements as earth, air, fire and vacuum (also called panch tatva), also exhibits unique physiological & psychological changes. Natural human characteristics are mainly impacted by the static positions of various bodies at the time of birth (natal chart). These traits undergo frequent changes as these bodies are moving always. The issue is the intensity, duration and positivity of the impact which again depends on the type of body, distance from the Earth and speed of their revolution.

Above discussed thing are clearly reflected in one's horoscope & divisional charts which makes the foundation of our research. These traits can be predicted up to a comfortable level of accuracy

*Assistant Professor, Faculty of Management Studies, G L Bajaj Institute of Technology & Management Greater Noida

**Assistant Professor, Faculty of Management Studies, G L Bajaj Institute of Technology & Management Greater Noida

***Assistant Professor, Faculty of Management Studies, G L Bajaj Institute of Technology & Management Greater Noida

depending on certain calculations by a professional astrologer. Thus in this paper we advocate the use of this technique to manage, counsel and utilize the human resources. However in this paper we talk of counselling processes only.

Grievance handling & counselling are important functions in HRM, designed to maximize employee' inner strength in order to meet the employer's strategic goals and objectives and be stress free and more productive.

Grievance handling is the process of providing the solutions to the work place conflicts arose due to a number of factors. The factors can be real or virtual, internal or external.

Counselling is the process of sympathizing & solving, the work life or personal issues cropped up due to improper handling of the grievances or any other such conflicting situation. Over stressed employees can be less productive & further stress is said to be a slow killer.

Literature Reveiw

It is important to mention job characteristics theory here as it is a theory of work design which provides "a set of implementing principles for enriching jobs in organizational settings".[7] The original version of job characteristics theory proposed a model of five "core" job characteristics (i.e. skill variety, task identity, task significance, autonomy, and feedback) that affect five work-related outcomes (i.e. motivation, satisfaction, performance, and absenteeism and turnover) through three psychological states (i.e. experienced meaningfulness, experienced responsibility, and knowledge of results).[6][30][31][32][33] Here it is now needless to mention that the human resource characteristics are derived from the job characteristics.

Depending the literature reviewed the basic human traits can be divided into four basic categories[14][30][31][32][33] each of which can be further divided into two natural / inborn and developed. These basic categories are:

1. Personal Traits like self-motivation, integrity, reliability, optimism, confidence, calm, flexible.
2. Business Traits like organize, delegation, knowledge, money management, legal, hierarchy.
3. Communication Traits like writer, orator, listener, presenter, constructive.
4. Relationship Traits like customer oriented, team player, mediator, and collaborator.

As per taxonomies there are three learning domains cognitive as given by Benjamin Bloom, affective as given by David Krathwohl and psychomotor as given by Anita Harrow.

Bloom' taxonomy (1956) suggests learner traits like

1. Knowledge, wisdom, acquire, memory, repeat, recall etc.
2. Comprehend, conclude, discuss, describe, differentiate, explain, express, infer, identify, illustrate, interpret, report etc.
3. Apply, organize, calculate etc.
4. Analyse, classify, compare, categorize, inspect experiment etc.
5. Synthesize, assemble, compose, combine, relate, develop etc.

These traits were again re iterated by Anderson and Krathwohl in 2001. The content was identical however the presentation differed. [16] [17][30]

Now we try to organize further literature review which suggests entirely new domain. We try to analyse a perfect or nearly perfect profession for a subject depending on the planetary positions. Apart from this there are other techniques like numerology, palmistry tarot card etc. which may offer nearly accurate result. Coming back to astrology we broadly categorize astrology on geography like

1. Western astrology
2. Vedic/Hindu/Indian astrology
3. Chinese astrology (resembles Japanese / Buddhist versions up to certain extent)
4. Islamic astrology
5. Hellenistic astrology
6. Kabbalistic astrology
7. Mundane astrology

Western Astrology

Western astrology is the system of astrology most popular in Western countries. Western astrology is historically based on Ptolemy's Tetrabiblos (2nd century CE), which in turn was a continuation of Hellenistic and ultimately Babylonian traditions. In modern Western astrology twelve basic personalities or expression modes are represented by a separate zodiac. The twelve signs are divided into four elements fire, earth, air and water. Fire and air signs are considered masculine, while water and earth signs are considered

feminine.[20][30][31][32][33]The twelve signs are also divided into three qualities, cardinal , fixed and mutable.[27][28][30]

Thus modern western astrology offers twelve sun signs as arise, Taurus, Gemini, cancer, Leo Virgo Libra Scorpio Sagittarius Capricorn Aquarius Pisces and planets like sun, moon, jupiter, saturn, venus, mars mercury.

Any person has a sun sign depending on birth date and is ruled by a planet. Table further shows the details.

SNO	PLANET	SIGN RULED	GLOBAL IMPACT	BASIC TRAITS	LIFE IMPACT
1	SUN	LEO		WISE GENEROUS	FORTUNE
2	MOON	CANCER		WANDERER	TRAVEL
3	MERCURY	GEMINI , VIRGO	ACTION	DYNAMIC EAGER QUICK	RAPID CHANGE
4	VENUS	LIBRA , TAURUS	FORTUNE	BEAUTY	GOOD LUCK
5	MARS	ARIES , SCORPIO	WAR	STRENGTH TOLERANCE	CONFLICTS MISFORTUNE
6	JUPITER	SAGGITARIUS , PISCES	PROSPERITY	CHEERFUL JOVIAL	FORTUNE
7	SATURN	CAPRICORN AQUARIUS	DISASTER	WISE STABLE	ACCIDENT DIESASE FORGED BAD LUCK
8	URANUS	ACQUARIUS	INNOVATION TECHNOLOGY	INNOVATORS TECHNICALS	SUDDEN / DISRUPTIVE CHANGES
9	NEPTUNE	PISCES		CONFUSED SENSITIVE	CONFUSION SENSITIVITY
10	PLUTO	SCORPIO	TRANSFORMATI ON	TRANSFORMER	TRANSFORM
11	CERES	VIRGO		CAREFUL	CARE

Table 1: Components of Western Astrology (Compiled) [28][19][3][24][25][22][11][23][30][31][32][33]

The intensity and behaviour of a planet depends on three factors

1. Location i.e. house number (where the planet is located).
2. Interrelation with other planets.
3. Angle formed among the planets.

If a planet is located in a house which is ruled by it or any friendly body, it is placed with other friendly body in a house and / or makes conjunction/trine/sextile/quintile/biquintile with other bodies increases the individual intensity of the planet.

If a planet is located in a house which is ruled by r any conflicting body, it is placed with other conflicting body in a house and / or makes opposition/square/quincux/semisextile/semisqu

are/semiquiquardate/retro with other bodies decreases the individual intensity of the planet. [5][21][26][4][30][31][32][33]

Vedic / Hindu / Indian Astrology

This system is also known as Jyotisha or Jyotish. The name Jyotish or Jyotisha is the Sanskrit name for Vedic astrology that means the inner light.

Jyotisha astrology is one of the oldest form of astrology that is not based on another type, but supposed to come from independent origin. It uses thoughts that are scientific, psychic, observational, and intuitive. It can offer answers about one's love life, career, family, finances, or even offer insight into one's spiritual life. [11][30][31][32][33]

SNO	PLANET	SIGN RULED	GLOBAL IMPACT	BASIC TRAITS	LIFE IMPACT
1	SURYA	LEO (SINGH)		WISE GENEROUS	FORTUNE
2	CHANDRA	CANCER (KARK)		WANDERER	TRAVEL
3	BUDH	GEMINI(MITHUN) , VIRGO (KANYA)	ACTION	DYNAMIC EAGER QUICK	RAPID CHANGE
4	SHUKRA	LIBRA , TAURUS	FORTUNE	BEAUTY	GOOD LUCK
5	MANGAL	ARIES(MESH) , SCORPIO(VRISHCHIK)	WAR	STRENGTH TOLERANCE	CONFLICTS MISFORTUNE
6	GURU	SAGGITARIUS(DHANU) , PISCES(MEEN)	PROSPERITY	CHEERFUL JOVIAL	FORTUNE
7	SHANI	CAPRICORN(MAKAR) AQUARIUS(KUMBH)	DISASTER	WISE STABLE	ACCIDENT DIESASE FORGED BAD LUCK

Table 2: Components of Vedic Astrology (Compiled) ^{[30][31][32][33]}

There are many astrological parameters and measures to ascertain a person's future and character. The Gana of the person is the most important one which exposes an individual's basic temperamental,attitudinal& motivational guide.

- **Manushya gana**

As per the Vedicastrology people born in the Manushya Gana have high value for self-esteem. They are usually affluent, have a good physique, tall body structure and big eyes. The people of Manushya Gana have a warm and caring nature. They are very helpful to the distressed people around them.

- **Dev Gana**

People born in dev Gana possesses many positive characteristics. They are attractive with a nice physique. Dev Gana makes its native intelligent and sharp. They are simple people with wise thoughts. They are humble & compassionate.

- **Rakshas Gana**

People who have rakshas Gana as their birth Gana may have a stubborn and rigid character. They act according to their will which sometimes may not be a good decision. They have a hefty body and may be quite aggressive, rash and quarrelsome. ^{[8][30][31][32][33]}

Chinese Astrology (Resembles Japanese / Buddhist Versions UP To Certain Extent)

Some historians estimate that Chinese astrology has been around since 2800 BC. Its zodiac is divided into 12 signs, with each sign represented by an animal. Each sign represents not a period of time within the year, but a whole year. The signs are the rat, ox, tiger, rabbit, dragon, snake, horse, ram, monkey, cock, dog and boar.

SNO.	SIGN	MAJOR CHARACTERSTICS
1	RAT	RESTLESS, ACTIVE, TRAVELLER, CHALLENGE LOVER, INITIATOR.
2	OX	HARD WORKERS, PATIENT, HELPFUL, INTELLIGENT, LEADERS.
3	TIGER	STRONG, POWERFUL, COURAGEOUS, GENEROUS, INSPIRER, FEARSOME, LOVE FOR RESPECT.
4	RABBIT/HARE	QUICK, RARE AGGRESSION, SMART, PRACTICAL, FAIL TO FINISH.
5	DRAGON	LUCKY, ARTISTIC, POPULAR IN OPPOSITE GENDER.
6	SNAKE	CHARMING, SEDUCTIVE, WISE, AND GOOD AT FINANCES.
7	HORSE	INTELLIGENT, HARDWORKER, IMPATIENT, POWER & WEALTH MAGNETS, LACK SELF CONFIDENCE.
8	RAM/SHEEP	RESPECT RULES, MILD, GOOD FORTUNE.
9	MONKEY	ACTIVE, HUMOROUS, SOCIAL, TALKATIVE, NARROW FOCUSED, TOO MANY FRIENDS.
10	COCK	SELF ASSURED, DOMINATOR, POPULAR, CENTRE OF ATTRACTION.
11	DOG	DECENT, WARM, EMPATHETIC, JUDICIOUS, WILLING TO SACRIFICE.
12	BOAR	HONEST, FORGIVING, TRUTHFUL, TRUST EASILY.

Table 3: Components of Chinese Astrology (Compiled) ^{[9][30][31][32][33]}

Just as with the western astrology, the Chinese astrology can be used to help give you insight into personality traits. This ancient form of astrology can also be used to help you better understand employees.[9][30][31][32][33]

Islamic Astrology

The Muslims of the medieval period were a keen lover of the study of heavens: partly because the celestial bodies were considered to be divine, partly because they frequently travelled at night, and depended upon knowledge of the constellations for guidance in their journeys.[29][2][30][31][32][33]

After the advent of Islam, the Muslims needed to determine the time of the prayers, the direction of the Kaaba, and the correct orientation of the mosque, all of which helped give a religious impetus to the study of astronomy and contributed towards the belief that the heavenly bodies were influential upon terrestrial affairs as well as the human condition.[29][30][31][32][33] The science dealing with such influences was termed astrology.

Al Biruni an Islamic scientist and astrologer is a notable figure and have contributed much to this field. The table below shows the impact of planets on the individuals

SNO	PLANET	ACTIVITIES	MANNERS	PROFESSION	RELATIONSHIPS
1	SUN	LUSTY FOR POWER WEALTH AFFILIATION RASH TO OPPONENTS EVIL DOERS	INTELLIGENT PATIENT SENSUAL FRIENDLY HOT TEMPERED LOVE POWER & VICTORY	BUSINESS TRADING JEWELLERY	STATE HEAD NOBLES MAGISTRATE PHYSICIANS SOCIETY HIGH OFFICIALS
2	MOON	GOOD SPIRITS EAGER FOR HEALTH	SIMPLE GOOD HEARTED FORGETFUL TIMID RESPECTABLE CHEERFUL WOMAN LOVER CAN'T KEEP SECRETS	BUSINESS ACCOUNTING LAW ARCHITECT MEDICINE	STATE HEAD NOBLES CELEBRITIES WEALTHY CITIZENS
3	MERCURY	ETHICAL LOGICAL FEARFUL GOOD MEMORY	EAGER PLEASURE LOVING POWER LOVER GENTLE INTELLIGENT SECRETIVE	MERCHANTS ASTROLOGER SURVEYORS ARCHITECTS POEM ENGINEERS BARBERS PERFECTION LOVER	MERCHANTS BANKERS TAXMEN COUNCILLORS WRESTLERS
4	VENUS	LAZY CHEATER LOVER LIKE SONGS CLOTHES PERFUMES WINE JEWELLERY	JOY PRIDE PATIENCE TENDER FRIENDLY SENSUAL SWEET NATURED	ORNAMENT GEMS FASHION PERFUMES GAMER TAILOR PICTURES COLOR SINGING CLOTHES	NOBLE QUEEN DELICATE
5	MARS	TRAVELLER LUSTY TRICKY	CONFUSED RASH VOILENT EVIL TRICKY UNTRUSTWORTHY SHAMELESS RESTLESS	SURGEON BUTCHER LAW MAKER ANIMAL TRADER PRISON TORTURE	LEADERS POLITICIANS DEFENCE SERVICES POLICE
6	JUPITER	FRIEND PEACEMAKER CHARITABLE	INTELLIGENT NOBLE LEARNED EGO JUDICIOUS INSPIRER RELIGIOUS CUSTODIAN	GOLD SMITH BANKING SUGAR DISTILLERY	HEAD NOBLES LAWYER MERCHANTS
7	SATURN	EXILE POVERTY TRICK FRAUD CONFUSED	FEARFUL TIMID EAGER SUSPICIOUS MISER	CONSTRUCTION FARMING FRAUDS TRADING	WICKED THIEVES DEMON MAGICIANS

Table 4: Components of Islamic Astrology (Compiled)^{[15][30][31][32][33]}

Hellenistic Astrology

Hellenistic astrology is the horoscopic astrology that was practiced in Hellenistic Egypt and the Mediterranean beginning sometime in the 3rd century BC. This type of astrology began between the time of the Alexandrian conquest and the beginning of Christianity, although its exact time of creation is hard to pinpoint.[10][30][31][32][33]

There are three major subdivisions found in Hellenistic astrology:

- **Universal astrology**

Universal astrology deals with predicting things that will affect the masses such as weather and natural disasters such as earthquakes and plagues as well as man-made events like war.

- **Natal astrology**

Natal astrology uses an individual's birth date to create a chart that can determine their personality or the life path they will take.

- **Katarchic astrology**

Katarchic astrology includes electional astrology, which helps individuals know the best time to take an action (such as a wedding) according to their chart.[10][30][31][32][33]

Kabbalistic Astrology

Kabbalah is an ancient branch of Jewish mysticism. Kabbalistic astrology also known as Mazal or Mazalot is one part of four types of Kabbalah knowledge: creation, functioning, ruling and reincarnation. Kabbalistic astrology is a spiritual perspective of a person's relationship with the universe. [12][30][31][32][33]

Kabbalistic astrology is similar to natal astrology except it has a unique template that it adds – the Tree of Life. In this map, the planets are placed in spheres. Each sphere has an impact over human traits. [12][30][31][32][33]

SNO	SPHERE	POSITIO N	RULING PLANET	CHARACTERSTICS
1	MALKHUTH	10	SUN	HOME FAMILY RELATION LIFESTYLE PERSONALITY
2	YESOD	9	MOON	IDEOLOGY SECRET THOUGHTS HOPE WISHES FEAR REACTION APPREHENSION
3	HOD	8	MERCURY	CAREER BUSINESS CREATIVITY
4	NETZACH	7	VENUS	EMOTION FEELINGS RELATION PLEASURE
5	TIPHERETH	6	SUN	SELF ACTUALISATION OBJECTIVES IDEALS POSITIVE ASPECTS
6	GEVURAH	5	MARS	CONFLICTS HURDLES DISCIPLINE SATISFACTION
7	CHESED	4	JUPITER	KINDNESS COMPASSION EXCELLENCE
8	BINAH	3	SATURN	KNOWLEDGE INTUTION REINCARNATION
9	CHOKMAH	2	URANUS	INCLINATION RESPONSIBILITIES DECISION MAKING
10	KETER	1	NEPTUNE	CREATIVITY INNOVATIONS SPIRITUALITY PERCEPTIONS

Table 5: Components of Kabbalistic Astrology (Compiled) [12][30][31][32][33]

MUNDANE ASTROLOGY

Mundane astrology is the type of astrology used to predict world affairs and events. The name mundane is derived from the Roman word Mundus which means "the world." Mundane astrology branched off from judicial astrology and it is supposed to be one of the oldest branches of astrology.

Mundane astrology has gone through three major periods of development since its inception in ancient Babylon.[13][30][31][32][33]

- It was Greek astronomer, mathematician and astrologer Claudius Ptolemy who developed the fundamentals of mundane astrology in his treatise Tetrabiblos which laid the foundation for mundane astrology.
- A second phase of mundane astrology began in the 9th century when Islamic astrologers

contributed new techniques such as the cycles of Jupiter and Saturn, which are used to identify the rise and fall of states and religions.

- The third phase of mundane astrology came about in the 20th century when techniques based on the planetary cycles were included.

This took the place of interpretation of planetary positions used in horoscopes and natal charts.

The Sun, Moon, and planets represent different communities of nations of the world as indicated in the table below:

SNO	PLANETS	REPRESENTATION
1	SUN	PRIME MINISTERS, ARISTOCRACY, MAGISTRATES, JUDGES, THOSE IN AUTHORITATIVE POSITIONS, ALSO HEROES AND CHAMPIONS.
2	MOON	COMMON PEOPLE, EVENTS GAINING PUBLIC FOCUS & MOMENTUM.
3	MERCURY	LITERARY WORLD AS PUBLISHERS, NEWSPAPERS, BOOKS, AND INTELLECTS, COMMUNICATION AND TRANSPORT ISSUES.
4	VENUS	WOMEN AND THEIR ISSUES LIKE BIRTH RATE, MARRIAGE AND CHILDREN, ENTERTAINMENT, ARTS, SPORTS, MUSICIANS, AND PEACEFUL RESOLUTIONS TO PROBLEMS.
5	MARS	WAR AND OPPOSITION LIKE MILITARY, NAVY, SOLDIERS, ATTACKS, DISPUTES, CONFLICTS, NATURAL CALAMITIES & FIRE.
6	JUPITER	RELIGIOUS AND THE JUDICIAL WORLD, PRIESTS AND RELIGIOUS LEADERS AS WELL AS BANKERS AND JUDGES.
7	SATURN	----- -----
8	URANUS	POLITICAL TENSION SUCH AS RIOTING, FASCISM, INDIVIDUALISM, RIGHT WING POLITICAL IDEAS, SCIENTIFIC DISCOVERIES.
9	NEPTUNE	LEFT WING POLITICAL IDEAS LIKE SOCIALISM AND COMMUNISM, COVERT PLOTS, FRAUD, ILLICIT ACTIVITIES AND LOSS.
10	PLUTO	CHANGE AND REBIRTH.

Table 6: Components of Kabbalistic Astrology (Compiled)^{[13][30][31][32][33]}

Psychological Counselling

Counselling psychology is a specialty that engulfs applied work in several broad domains like counselling process and outcome; supervision and training; career development and counselling; and prevention and health. The counselling psychologists generally set radar on assets and strengths, person–environment interactions, educational and career development, brief interactions, and intact personalities.[34]

Counselling psychologists are employed in a variety of settings as in colleges and universities as teachers, supervisors, researchers, and service providers. Others may get employed in independent practice

providing counselling, assessment, and consultation services to individuals, couples, families, groups, and organizations. Additionally they practice community mental health centres, medical centres and other facilities, family services, health maintenance organizations, rehabilitation agencies, business and industrial organizations and consulting within firms.[35]

Counselling psychologists are interested in answering a variety of research questions about counselling process and outcome. The process means as to why or how the process happens while outcome indicates its effectiveness by observing patterns like symptom reduction, behaviour change, or quality of life improvement. [35]

Proposed Application to the Counselling Process

A typical counselling process looks as below [18][30]. The insertion at point 6 in bold letters is the modification done by the authors.

1. Identifying the employees who are the part of the work force & currently facing some or other psychological issues making them less productive & stress prone. It is clear from their behaviour & attitude.
2. Explaining the need of counselling sessions to their departments as well as family. Also tell them about the benefits expected post counselling.
3. Giving a sympathetic & assured listening to the subject taking into total confidence.
4. Arrive at the best suited method to resolve the issue. Take a professional help if required.
5. Conduct the counselling sessions serially or appropriate time intervals as the issue & the subject requires.
6. **Application of the astrologia concepts, including numerology, palmistry, gemmology etc.**
7. Maintain the pace of the treatment even after the sessions are over.
8. Obtain regular feedback & post session / treatment data collection.
9. Analyse & compare the data (pre vs. post).
10. Keep the concerned department & family informed about that.
11. Square up the issue once resolved.

Authors do not recommend the use of any school of astrological concepts or at all. It totally depends on the sole discretion of the user.

Conclusion and Future Scope Of Work

To conclude we can say that the concepts of astrology have fascinated and dominated the subjects for long and it has been doing so still. Recent applications encourage us to further extend the use of the concept. The planets and other celestial bodies impact the subjects both positively and negatively and it can be interpreted up to a comfortable accuracy by a true professional.

A long cherished dream for the organisation is to keep the human resource in perfect physical, mental & social health. Thus the human resources can be utilized optimally.

The authors feel that this concept can be applied to the other processes too like training & development, appraisal etc.

References

1. "Ceres", *Universe - Galaxies and Stars*, retrieved 22nd May 2018 at 3:52 PM.
2. Ayduz, Salim; Kalin, Ibrahim; Dagli, Caner (2014). *The Oxford Encyclopedia of Philosophy, Science & Technology in Islam*, Oxford University Press, pp. 64.
3. Bidisha (9 December 2011). "I'm starry-eyed about horoscopes", *The Guardian*, retrieved 22nd. May 2018. at 3:44 PM.
4. Fenton, Sasha (1991), *Understanding Astrology*, London: Aquarian Press, pp. 137 to 139.
5. Fenton, Sasha (1991), *Understanding Astrology*, London: Aquarian Press, pp. 117 to 118.
6. Hackman, J. R. & Oldham, G. R. (1975). *Development of job diagnostic survey*. *Journal of Applied Psychology*, 60, 159-170.
7. Hackman, J. R. & Oldham, G. R. (2005). *How job characteristics theory happened*. *The Oxford handbook of management theory: The process of theory development*, 151-170.
8. <http://astrobix.com/How Does Gana Influence Human Nature.html> retrieved 21st. May 2018 at 11:05 am.
9. <http://www.exploreastrology.co.uk/What is Chinese Astrology?.html> retrieved 23rd. May 2018 at 3:05 pm.
10. <http://www.exploreastrology.co.uk/What is Hellenistic Astrology?html>, retrieved 24th. May at 10:00 am.
11. <http://www.exploreastrology.co.uk/What is Jyotisha Astrology? html>, accessed on 21st. May 2018 at 11 am.
12. <http://www.exploreastrology.co.uk/What is Kabbalistic Astrology?html>, retrieved 24th. May at 10:40 am.
13. <http://www.exploreastrology.co.uk/What is Mundane Astrology?html>, retrieved 24th. May at 11:00 am.
14. <http://www.phdinmanagement.org/25 Qualities and Characteristics of a Good Manager, Dr.>

- Management, PhD.html, retrieved 23rd. May at 11:15 am.
15. [http://www.renaissanceastrology.com/Al-Biruni on the Planets Ruling People's Actions and Professions.html](http://www.renaissanceastrology.com/Al-Biruni%20on%20the%20Planets%20Ruling%20People's%20Actions%20and%20Professions.html), retrieved 23rd. May at 3:55 pm.
 16. [http://www.Three Domains of Learning - Cognitive, Affective, Psychomotor - The Second Principle.html](http://www.Three%20Domains%20of%20Learning%20-%20Cognitive,%20Affective,%20Psychomotor%20-%20The%20Second%20Principle.html), retrieved 21st.. May at 10:10 am.
 17. <https://thesecondprinciple.com/> (Wilson, L.O. 2001) – Bloom vs. Anderson/Krathwohl revisions retrieved 21st.. May at 10:15 am.
 18. https://www.tutorialspoint.com/human_resource_management/human_resource_management_dispute_resolution.html, retrieved 30th. May at 14:15 pm.
 19. Lewis, C.S. (1994) [1964]. *The Discarded Image: an Introduction to Medieval and Renaissance Literature*. Cambridge University Press. Isbn 978-0-521-47735-2.
 20. Lofthus, Myrna (1983). *A Spiritual Approach to Astrology*. Sebastopol, CA: CRC Publications.
 21. Mayo, Jeff (1991), *Teach Yourself Astrology*, London: Hodder & Stoughton, pp. 97.
 22. Padel, Ruth (20 April 2013), "Pluto by Glyn Maxwell- review", *The Guardian*, retrieved 22nd. May 2018 at 3:50 PM.
 23. Parker, Julia; Parker, Derek (2007), *Astrology*, Dorling Kindersley, pp. 207.
 24. Parker, Julia; Parker, Derek (2007). *Astrology*. Dorling Kindersley, pp. 237.
 25. Parker, Julia; Parker, Derek (2007). *Astrology*. Dorling Kindersley, pp. 240 to 242.
 26. Pelletier, Robert; Cataldo, Leonard (1984), *Be Your Own Astrologer: All You Need to Know to Draw Up Your Own Birth Chart*, London: Pan Books, ISBN 9780330284769, pp. 57 to 60.
 27. Pelletier, Robert; Cataldo, Leonard (1984). *Be Your Own Astrologer: All You Need to Know to Draw Up Your Own Birth Chart*. London: Pan Books. ISBN 9780330284769.
 28. Pottenger, Maritha (1991). *Astro Essentials: Planets in Sign, House and Aspect*. San Diego, CA: ACS Publications. ISBN 9780935127140.
 29. Wasim Aktar, *Contributions of Ancient Arabian and Egyptian Scientists on Astronomy; Public Science & Reference*, retrieved 23rd. May at 3:35 pm.
 30. Raj S, "Astrologia Hiring", unpublished.
 31. Raj S, "Astrologia Dynamics", unpublished.
 32. Raj S, "Planet Appraisal", unpublished.
 33. Raj S, "Celestial Training & Development", unpublished.
 34. Gelso, C.J., Williams, E.N. & Fretz, B. (2014), *Counselling Psychology (3rd ed.)*, Washington, D.C.: American Psychological Association.
 35. Rogers, Carl R. (1947). "Some Observations on the Organization of Personality". *American Psychologist*.

Gender Still Matters: A Study of Gender Issues in Indian Organizations

Dr. Isha Chaudhary*
Dr. Pradeep Bhardwaj**

ABSTRACT

Gender discrimination can be defined in a variety of ways, but is most commonly identified as making decisions based on aesthetic or restrictive perceptions of one's sex of sex. Although every country admits that gender inequity must be removed, it still is a big issue, especially for women. It is multidimensional issue which is deeply embedded in the improvised and traditional culture setting in our private or public sector, and it is considered as major constraints towards the development process in the country. This paper aims to estimate or identify the basis of gender discrimination in the workplace. In the workforce, discrimination can be analyzed and recognized in any decision related to wages, terminations, promotions, hiring, leaves, and benefits. Gender Discrimination in the workplace may occur in different ways. This research paper explores the issue of gender discrimination in workforce and its impact on the satisfaction and motivation, commitment and enthusiasm and stress level of employees. The analysis shows that females were discriminated more than males in private organizations. Thus the results show that gender discrimination decreases satisfaction & motivation and commitment & enthusiasm level of employees, and increases the stress level in the employees. We, therefore, have provided some policy implications for further improvement of the gender situation in the country.

Keywords: Workforce, Stress, Job Satisfaction

INTRODUCTION

In India the Gender Discrimination specially has been in subsistence since a long period. The gender equality means that both men and women, as human being, have equivalent rights and opportunity irrespective of gender. It also refers that all people (men and women) must have equal right to develop their personal abilities and free to make personal choices. State or society will not discriminate between men and women on the basis of gender. Moreover, gender equality emphasis that natural or biological difference between men and women will not lead to difference in status and rights in all sphere of life between men and women. Milenzo, (1998) has explained that HRM in any organization

is worried with the staffing, training, developing, motivating and nurturing of the employees. Staffing dealt with strategic human resource planning, recruiting and selection. Before five decades, managing people & HRM was considerably effortless because work force was markedly homogenous. Now-a-days work force has changed from homogeneous to heterogeneous type. It leads to the development of such social culture that wanted to suppress the opposite gender. Later on specifically in working conditions it lead to several activities o gender biasness and harassment. It made working unequal on parts of opportunities and compensations. The study therefore emphasis on the various issues faced by employees. As discrimination see no gender. Therefore the

*Assistant Professor, Department of Management
IPEM College, Ghaziabad, E-Mail – mail.ishachaudhary@gmail.com

**Assistant Professor, Department of Finance
IMS, UG Campus, E-Mail – mail.ishachaudhary@gmail.com

questions asked and hypotheses Formed are not gender biased but has taken into account problems faced by both the genders. It shows the point of difference between genders, regarding the treatment of the opposite one.

LITERATURE REVIEW

There are many researches Paper available on the Gender Discrimination in the Work Place.

Susan et al (1998) have focused on the work place gender discrimination rational bias theory. According to this theory, decision makers may choose to discriminate if they believe that their superiors or others having power over their careers expect or prefer it. The findings of their research showed that businessmen discriminated women and people at the top of the organization are most biased against women than people at the bottom. Their study has also confirmed that management support discrimination, though those discriminations were less than the findings of earlier research, reflecting increasing equal opportunity. It was also confirmed through their research that the discrimination is more because of external pressures than from internal.

According to Anker, Melkas and Korten (2003), social security policies and the type of comprehensiveness of the welfare state can provide better opportunities for women in the job market. At the same time, another factor, namely, the structure of the job market also serves as a factor in the segregation of gender in the labour market. A study conducted by Bertrand and Mullainathan (2003) found that the administrative jobs are often targeted at women more than men thus making it as an area of work dominated by women. Furthermore, as mentioned earlier, Barber (2010) says that women prefer to work in the public sector for the better security and working hours and all around the world, the public sector is mostly dominated by women. Although the public sector provides more job opportunities for women, Melkas and Anker (1998) in Anker, Melkas and Korten (2003) report that it also increases the gender segregation gap in the job market. This is further supported by the situation in Malaysia where the concern of the

increasing number of women entering the public sector has recently highlighted. The government is also urged to monitor and implement the gender equal policy carefully, so that representation of both genders in the civil service will be balanced.

Katie Scire, (2008) "Gender Discrimination in the workplace", talks about the „Glass ceiling effect. This means that a woman cannot reach up to the higher level of management or the higher level of her career through breaking the glass ceiling. This term came into existence in the 1980 s. Every study mainly emphasized on the discrimination occurred to women but today there is no such barrier. Everyone is equally in danger of discrimination on part of anything that the management is biased about.

Gender Discrimination in Organization framework

Gender issues related to the differences of male and female were pinpointed in decade of 1950s, but highlighted as an important issue in management and organizational studies in between 1980s & 1990s. Greater job satisfaction comes with the opportunity to learn new skills, have autonomy, exercise control over working conditions and choose work projects, all traits associated with high-status jobs. When gender discrimination happens in the workplace, the discriminated party never reaches the level needed to have the control and autonomy at work associated with a high-status job. People who are discriminated against in the workplace, therefore, don't usually have a high level of job satisfaction. When a group, say women, feels as if they are being discriminated against just because of their sex, they are more likely to leave the company.

Every time an employee leaves, it costs business money to recruit and train a new worker. If another women is hired, and gender discrimination still occurs, the cycle of high turnover is likely to continue. Being discriminated against can lead to stress in the workplace, which can cause physical and mental distress. This happens because when a group, such as women, is not promoted or are not given raises, this group might not connect the reason as gender discrimination and might instead

internalize the reason. They may, for example, think they aren't advancing because something is wrong with them or with their work performance, when in fact, the reason might be gender discrimination. When gender discrimination exists, the company culture might be less attentive regarding sexual harassment. In such a culture, victims of sexual harassment are usually less likely to come forward with complaints than they would be in an atmosphere that embraces both genders. This happens because the group experiencing discrimination believes their complaints will fall on deaf ears or won't be taken seriously.

The gender discrimination may exist in various dimensions which include hiring discrimination, differences in salary and wages, discrimination/ differences in promotion and inequity related to different goods and facilities provided to different gender. Therefore this study is designed to investigate gender discrimination and its affect on employee productivity. The dimensions of gender discrimination include discrimination in promotions, discrimination in salary and discrimination in facilities provided. So there is a need to explore the effect of different dimensions of gender discrimination on the productivity of employee.

- Unequal growth opportunities
- Salary Gap
- Unwell peer relationships
- Unfair reward and recognition
- Biased policies for both genders
- Higher stress level
- More biasness
- Feeble competition
- High Turnover of Employees
- Prejudice at work place
- Glass Ceiling

STATEMENT OF THE PROBLEM

Employee is a back bone of the organization that performs critical tasks for the survival of the organization and employee productivity affected by gender discrimination. Gender discrimination turns the employees emotionally brittle, simple peace loving employees transform into paranoid and suspicious, fearful and angry individuals. Elimination of Gender Discrimination is crucial

for the satisfaction and motivation, commitment and enthusiasm and less stress on the performance of employees.

OBJECTIVES OF THE STUDY

Gender Discrimination not effect only those who are discriminated against, it can also hurt the entire Organization as it has a psychological impact. No discrimination leads to high morale, increased productivity maximum Job satisfaction and lower turnover of employees. The various objectives that should be defined for this purpose are:

To assess the gender discrimination in work force.

- To study the impact of gender discrimination on women employees.
- To propose practices to help reduce the sticky floor and glass ceiling effects.

To assess the gender discrimination in work force.

- To study the impact of gender discrimination on women employees.
- To propose practices to help reduce the sticky floor and glass ceiling effects.

To assess the gender discrimination in work force.

- To study the impact of gender discrimination on women employees.
- To propose practices to help reduce the sticky floor and glass ceiling effects.
- To evaluate the gender discrimination in the work force.
- To study the consequences of gender discrimination on women employees.
- To explore how the productivity of employees is affected by gender discrimination due to unequal promotion, salary and facilities.

HYPOTHESIS

Some important hypothesis out of 29 is:

- H1: Gender Discrimination at work place exist more in public sector than in private sector.
- H2: Gender Discrimination reduces Job Satisfaction of women workers.
- H3: Gender Discrimination effect commitment and enthusiasm in women workers.
- H4: Gender Discrimination increases stress level of women workers.

SCOPE OF THE STUDY

The research was conducted to assess the gender discrimination in the workforce and its consequences on the Job Satisfaction and productivity of the employees working in both private sector specially.

DELIMITATION OF STUDY

In this study the consequences of different magnitudes of gender discrimination on employee productivity in private educational institutes is observed. Even though gender discrimination effect various variables in the work place like intention to leave and status of women but due to shortage of time this is restricted to focus variables. This study is also in the limitations of private institutions. The consequence of gender discrimination on Employee Morale, Job Satisfaction and Productivity in public educational institutes could also had been observed.

RESEARCH METHODOLOGY

After the setting up of objectives the research methodology is taken care of. The questionnaire containing 29 questions were given to people that are currently working in different organizations. The data was then further analyzed for getting results using the SPSS software version 16.0. Then respective inferences were drawn.

- Respondents Details
The Major age group of respondents was between 20-30. The sample size is of 61 respondents. Out of which 35 were male and 26 were female.
- Research Design
 - ❖ Data collected was of primary nature as it was collected through the mode of questionnaire from employees of corporate life.
 - ❖ Structured Questionnaire with close ended questions
 - ❖ Likert scale with five point options were used ranging from strongly agree to strongly disagree.
- Sampling Frame
 - ❖ Sampling unit- Employees of Corporate & Educational Sector
 - ❖ Sampling Size- 61
- Tools used for Analysis
It was completed by (Statistical Package for Social Science) SPSS version 16.0. And Using Kaiser Mayer sample adequacy and 'T' test.

DATA ANALYSIS AND FINDINGS

The first thing applied was the Reliability test on the collected data for checking their consistency.

Fig. 1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.754	.748	29

The Cronbach's alpha or reliability hence came is 0.748. If the reliability comes near to 1 it is considered to be good. And if it is near to zero then the data is not reliable. The independent sample t test is also done on the data. It is a hypothesis testing procedure which uses different samples for different kind of treatment and conditions. In this study hypothesis is compared by the data provided by male & female in the form of opinion they have towards Gender

Discrimination at their respective work place. This is the group statistic table. It gives statistics for each groups. In this study the sample size is 61, in which 35 people are male and 26 are Female. In the last 3 columns there is the mean, std deviation and the std error mean calculated. These are 29 diverse hypothesis formed for the reason, cause and results of the Gender Discrimination..

Fig. 2: Group Statistics

Gender	N	Mean	Std. Deviation	Std. Error Mean
VAR00002 Male	35	3.4000	1.14275	.19316
Female	26	4.000	.93808	.18397
VAR00003 Male	35	2.3143	.99325	.16789
Female	26	1.6923	.83758	.16426
VAR00004 Male	35	2.5429	1.09391	.18490
Female	26	2.1538	.92487	.18138
VAR00005 Male	35	3.0000	.84017	.14201
Female	26	3.0769	1.16355	.22819
VAR00006 Male	35	2.8857	.96319	.16281
Female	26	2.8077	1.16685	.22884
VAR00007 Male	35	2.9714	1.04278	.17626
Female	26	2.2308	.81524	.15988
VAR00008 Male	35	2.7429	1.01003	.17073
Female	26	2.8462	1.22286	.23982
VAR00009 Male	35	2.2571	.91853	.15526
Female	26	2.6538	1.23101	.24142
VAR00010 Male	35	2.9429	1.21129	.20475
Female	26	3.3462	.93562	.18349
VAR00011 Male	35	3.6571	.93755	.15847
Female	26	3.6538	1.16421	.22832

VAR00012	Male	35	2.4286	.97877	.16544
		26	2.0385	1.03849	.20366
Female					
VAR00013	Male	35	2.3714	.97274	.16442
		26	1.8846	.81618	.16007
Female					
VAR00014	Male	35	2.2571	.85209	.14403
		26	1.5000	.70711	.13868
Female					
VAR00015	Male	35	2.2000	.96406	.16296
		26	2.3077	1.22537	.24032
Female					
VAR00016	Male	35	3.3714	.97274	.16442
		26	3.2308	1.17670	.23077
Female					
VAR00017	Male	35	2.33429	.83817	.14168
		26	2.4615	1.02882	.20177
Female					
VAR00018	Male	35	2.9143	1.12122	.18952
		26	2.1923	1.09615	.21497
Female					
VAR00019	Male	35	3.1714	1.04278	.17626
		26	3.3077	1.08699	.21318
Female					
VAR00020	Male	35	3.4000	1.11672	.18876
		26	3.0385	1.11286	.21825
Female					
VAR00021	Male	35	2.7714	1.03144	.17434
		26	2.6538	1.16421	.22832
Female					
VAR00022	Male	35	3.8571	.84515	.14286
		26	4.3077	.73589	.14432
Female					

VAR00023	Male	35	3.1143	1.07844	.18229
		26	3.0385	1.11286	.21825
Female					
VAR00024	Male	35	3.4571	1.06668	.18030
		26	4.0385	.95836	.18795
Female					
VAR00025	Male	35	3.5714	.81478	.13772
		26	3.8077	.74936	.14696
Female					
VAR00026	Male	35	3.2571	.88593	.14975
		26	3.3077	1.01071	.19822
Female					
VAR00027	Male	35	2.9714	.98476	.16645
		26	2.9231	1.05539	.20698
Female					
VAR00028	Male	35	3.1714	1.12422	.19003
		26	3.5385	1.13950	.22347
Female					
VAR00029	Male	35	3.0857	1.03955	.17572
		26	3.6154	1.06120	.20812
Female					
VAR00030	Male	35	3.3429	1.05560	.17843
		26	3.5385	1.20767	.23684
Female					

The second part is about the independent t test table i.e. divided into 2 blocks. First, being the "Levene's test for equality of variances" for confirming that the assumptions of the following t test has been met or not. In this the "P Value" is taken to be 0.05 and the

"Sig" value should be greater than or equal to this value for accepting the hypothesis. Our test is 2-tailed. The column with title "t" gives the calculated value. And the column named "df" gives the degree of freedom associated with this test

Independent Sample Test

		Levene's Test for Equality of Variances		t-Test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
VAR0002	Equal variances assumed	3.279	.075	-2.184	59	.033	-.60000	.27469	-1.14963	-.05040
	Equal variances not assumed			-2.249	59.395	.028	-.60000	.26675	-1.13369	-.06611
VAR0003	Equal variances assumed	1.989	.164	2.982	59	.012	.62198	.24991	.13992	1.10403
	Equal variances not assumed			2.646	57.986	.010	.62198	.23688	.15185	1.09215
VAR0004	Equal variances assumed	2.138	.149	1.485	59	.148	.38901	.26556	-.14237	.30239
	Equal variances not assumed			1.502	57.946	.139	.38901	.25902	-.12948	.30758
VAR0005	Equal variances assumed	2.929	.092	-.300	59	.765	-.07692	.26636	-.58998	.43606
	Equal variances not assumed			-.286	43.336	.776	-.07692	.26877	-.61883	.46499
VAR0006	Equal variances assumed	1.274	.264	.286	59	.776	.07902	.27297	-.46918	.62423
	Equal variances not assumed			.279	47.723	.782	.07902	.26904	-.48674	.64278
VAR0007	Equal variances assumed	3.878	.054	3.002	59	.004	.74066	.24574	.24993	1.23419
	Equal variances not assumed			3.112	58.816	.003	.74066	.23797	.26445	1.21697
VAR0008	Equal variances assumed	2.125	.150	-.361	59	.719	-.10330	.28615	-.67589	.46929
	Equal variances not assumed			-.351	47.744	.727	-.10330	.28438	-.69528	.48869
VAR0009	Equal variances assumed	6.970	.011	-1.442	59	.154	-.39679	.27562	-.94701	.15368
	Equal variances not assumed			-1.382	44.375	.174	-.39679	.28704	-.97505	.18164
VAR0010	Equal variances assumed	2.362	.130	-1.412	59	.163	-.40330	.28556	-.97469	.16610
	Equal variances not assumed			-1.467	58.887	.148	-.40330	.27684	-.95346	.14987
VAR0011	Equal variances assumed	1.493	.233	.012	59	.909	.00330	.26917	-.53531	.54191
	Equal variances not assumed			.012	46.988	.901	.00330	.27793	-.55585	.56245
VAR0012	Equal variances assumed	.969	.345	1.550	59	.139	.39011	.30687	-.13030	.91052
	Equal variances not assumed			1.487	52.175	.143	.39011	.29239	-.13638	.91660
VAR0013	Equal variances assumed	1.733	.193	2.067	59	.043	.48681	.23553	.01552	.95910
	Equal variances not assumed			2.121	58.061	.038	.48681	.22947	.02749	.94914
VAR0014	Equal variances assumed	.772	.383	3.684	59	.001	.75714	.20564	.34585	1.16944
	Equal variances not assumed			3.787	58.216	.000	.75714	.19984	.35886	1.15733
VAR0015	Equal variances assumed	2.219	.133	-.384	59	.702	-.10769	.29227	-.66951	.45313
	Equal variances not assumed			-.371	46.108	.712	-.10769	.29036	-.69251	.47673
VAR0016	Equal variances assumed	2.389	.129	.611	59	.512	.14068	.27546	-.41084	.69188
	Equal variances not assumed			.696	47.773	.622	.14068	.28335	-.42913	.71045
VAR0017	Equal variances assumed	1.579	.214	-.486	59	.632	-.11969	.23917	-.59726	.35990
	Equal variances not assumed			-.481	47.279	.632	-.11969	.24854	-.61456	.37722
VAR0018	Equal variances assumed	.293	.633	2.911	59	.015	.72198	.28758	.14697	1.28738
	Equal variances not assumed			2.919	54.677	.015	.72198	.28659	.14757	1.28639
VAR0019	Equal variances assumed	.915	.342	-.496	59	.622	-.13626	.27489	-.68632	.41379
	Equal variances not assumed			-.493	52.742	.624	-.13626	.27681	-.69113	.41881
VAR0020	Equal variances assumed	.620	.434	1.262	59	.215	.38184	.28870	-.21661	.93923
	Equal variances not assumed			1.253	54.122	.216	.38184	.28955	-.21695	.94002
VAR0021	Equal variances assumed	1.170	.284	.417	59	.678	.11758	.28212	-.44695	.68211
	Equal variances not assumed			.409	58.123	.684	.11758	.28727	-.45939	.68495
VAR0022	Equal variances assumed	.925	.335	-2.173	59	.038	-.45055	.20730	-.86536	-.03074
	Equal variances not assumed			-2.219	57.443	.038	-.45055	.20367	-.85712	-.04399
VAR0023	Equal variances assumed	.264	.606	.268	59	.799	.07562	.28363	-.49051	.64216
	Equal variances not assumed			.267	53.060	.791	.07562	.28436	-.49482	.64617
VAR0024	Equal variances assumed	1.982	.169	-2.197	59	.032	-.58132	.26445	-.11089	-.66175
	Equal variances not assumed			-2.232	56.910	.030	-.58132	.26045	-.11230	-.65974
VAR0025	Equal variances assumed	.526	.471	-1.159	59	.251	-.23628	.28395	-.64436	.17183
	Equal variances not assumed			-1.173	54.277	.248	-.23628	.28141	-.63989	.16716
VAR0026	Equal variances assumed	.726	.389	-.209	59	.838	-.05055	.24359	-.53197	.43687
	Equal variances not assumed			-.203	49.762	.848	-.05055	.24942	-.54958	.44649
VAR0027	Equal variances assumed	.975	.326	.184	59	.865	.04835	.26287	-.47764	.57434
	Equal variances not assumed			.182	51.848	.868	.04835	.26561	-.48467	.58137
VAR0028	Equal variances assumed	.608	.539	-1.254	59	.215	-.36763	.29275	-.95283	.21676
	Equal variances not assumed			-1.251	53.613	.216	-.36763	.29034	-.95525	.22119
VAR0029	Equal variances assumed	.962	.342	-1.951	59	.058	-.52967	.27154	-.10730	-.67367
	Equal variances not assumed			-1.945	53.398	.057	-.52967	.27239	-.10790	-.67688
VAR0030	Equal variances assumed	.363	.584	-.673	59	.504	-.19560	.29064	-.77717	.38596
	Equal variances not assumed			-.660	49.667	.513	-.19560	.29553	-.79131	.40010

According to the value analysis all the hypothesis are accepted except for 4th one with the value being 0.11 less than 0.05. Hence this hypothesis is rejected. Which is, whether there are equal opportunities for both the genders? Which does not exist according to the test. Hence that hypothesis is canceled. Else all the problems and causes were accepted through this study. So there is existence of gender discrimination.

FINDINGS OF THE STUDY

- There is a presence of gender discrimination throughout corporate culture.
- That gender discrimination is the main source of stress and it reduces job satisfaction also.

CONCLUSIONS

From the statistical analysis presented above and the subsequent intensive discussions, the study identifies the following as the most significant conclusions.

- The statistical analysis has revealed that females face gender discrimination behavior at their work place, both in public and private organizations. However, that biased behaviors was less in private organizations than in public organizations.
- Analysis showed a negative relation among GD and S&M; which means that gender discrimination resulted in low job satisfaction and motivation.
- Analysis indicate that gender discrimination was inversely proportional with commitment and enthusiasm, i.e., because of discrimination, women illustrate less commitment and enthusiasm for their job.

- A positive relation between gender discrimination and stress level was pointed out through statistical techniques; which indicate that more gender discrimination, higher will be the level of the stress.

REFERENCES

- [1] Subhash C. Kundu (2003) "Workforce diversity status: a study of employees reactions", Industrial management and data systems Vol. 103 Iss: 4, pp. 215-226
- [2] Kalyanien on Sen and Shiv Kuar, "Woenil India, how free? How equal", New Delhi, UNDAF
- [3] Barbezat, D. A. & Hughes. J. W. (1990). Sex discrimination in labor markets: The role of statistical evidence: Comment, American Economic Review, Vol. 8 No. 1, 277-286.
- [4] Hampton, M.B., & Ormerod, A. J. (1993). Do workers accurately perceive gender wage discrimination industrial and labour relations review, vol. 47. 1, pp. 36-49
- [5] Kanazawa, S. (2005). is "discrimination" necessary to explain the sex gap in earnings? Journals of economic psychology, Vol. 26v, pp. 269-287
- [6] Neumark, D., & McLenan, M. (1995). Sex discrimination and women s labor market outcomes. Journal of Human Resources, Vol. 30 No. 4, pp. 713-740
- [7] Patrick Francois (1998). "Gender discrimination without gender difference: theory and policy responses", Journal of public economics. Vol.8. Pp. 1-32
- [8] Johnson, R. W., & Neumark, D. (1997). Age discrimination, job separations, and employments status of older workers: evidence from self-reports. Journal of Human.

Creating and Sustaining Holistic Organizational Growth through Workplace Harmony

Mr. Shashank Chaudhary*

ABSTRACT

Harmony is the term which has different connotations for different people and it keeps evolving with passage of time and with the issues of environment. In broad sense, Harmony expresses connecting to something bigger than oneself which may be tangible or intangible in nature. Therefore accountability, caring, honesty, integrity, respect, service and trustworthiness are often associated with Harmony as suggested by literature from time to time. Neck and Milliman (1994) observed that now-a-days people are more Internally oriented not only in their regular life but also in their work. Workplace Harmony prevails in the culture and increases knowledge of each other and it facilitates their feelings toward each other (Giacalone & Jurkiewicz, 2003). Workplace Harmony inculcate a feeling of trust between individuals who are part of a certain work regimen and help in developing a culture of motivation, positive response and harmony for Holistic Development. It can lead to a better understanding of the actual status of the organizational climate. It may also help to reveal about the conditions in which employees conduct their activities.

Harmony at work is essentially comprised of two factors viz. individuals and organization. By organization it means policies and practices. Individuals follow these policies and practices and give real meaning to it. It is therefore essential for the individuals to be Internally competent to promote Harmony at work. Inner Competence can be exercised for Holistic Development of the organization only when the workforce understand the transition from being religious to philosophical and ultimately strive to achieve Inner Quotient. The concept in practice observes variation in approach from Top Management to entry level employees and entails diverse results. The paper aims to explore these variations with the help of literature Survey and Questionnaire survey on a sample of respondents and suggest the course of action to improve work place Harmony to achieve holistic development. The paper would also try to establish a relationship between Intelligence Quotient (IQ), Emotional Quotient (EQ) and Inner Quotient (SQ) and their implications towards Organisational Leadership.

Key Words: Workplace Harmony, Holistic Development and Inner Competence

INTRODUCTION

The most dangerous challenge before the world today is to tackle the human greed and absence of compassion and love from mankind which is increasing the magnitude of social, environmental and economic problems. This has given fuel to the

quest for harmony and peace of each one of us (Cacioppe, 2000). In this 21st century when the world economy has been globalized, associations are confronting more complexities, rivalry and structural changes which inspire the presentation of deep sense of being inside the work environment to empower human hearts, spirits and souls to develop

*Associate Professor, Institute of Professional Excellence & Management, Ghaziabad, shashank.chaudhary@ipemgzb.ac.in

so that representatives and managers end up being more creative, inventive, imaginative, sympathetic and gainful. This Inner approach recognizes that people work not only with their hands but also with their hearts or spirit (Ashmos & Duchon, 2000). Organisations today are undergoing a significant transformation – they are exploring what knowledge is and how it can be created, transferred, and used more effectively. According to Harrington (2002), the latest change ("The Knowledge Worker Revolution") is simply a further progression that is the inevitable result of economic development. He stated that low-level needs no longer motivate knowledge workers actions. Therefore, the organizations require an environment that cultivates the growth of human spirit for their employees in order to prosper. Harmony at work has to do with how you feel about your work—whether it is just a job or a calling (Thompson, 2001). Workplace Harmony refers to the ways we express our Harmony at work, both for personal support and in making ethical and just decisions (Smith, 2002). As pointed out by Biberman, 2003, that interest in Harmony at work is motivated by one's own Inner practices, beliefs or experiences. Harmony at work addresses human activities relating to personal development, compassion, meaningfulness, joy at work, honesty, trust, job commitment, and wellbeing of employees (Petchsawange & Duchan, 2012).

Knowledge workers who might be engaged in jobs that have a cycle time of years (Ledford, 1995) and who are in service oriented jobs e.g. doctors and teachers have a greater need to understand themselves and be at peace with self. Since, it is when they themselves will feel good about their work and themselves that they are likely to be more effective. This is more because their nature of job requires them to be inner driven unlike other jobs, where performance can be measured immediately. Increasingly, the better-educated, new generation of workers is insisting that their Harmony be welcomed in the workplace just as their intelligence is (Smith, 2002).

In the management studies, commitment is a central variable. The more-committed people tend to devote higher efforts to work, thus contributing to

organizational performance. When organizations perform better, managers become more able to improve the working conditions of their employees and the quality of life of society as a whole. However, It is not easy, to grant "Inner richness" joy and meaningful work to employees. The paper would also try to explore the impact of Intelligence Quotient (IQ), Emotional Quotient (EQ) and Inner Quotient (SQ) in holistic development of the organisation.

HARMONY

Harmony does not mean any particular practice. It denotes the Internal aspect of life, as opposed to the material and sensual aspects of life It is a certain way of being. To get there, there are many things to do. This is like a garden in your house. If the soil, sunlight or stem of a plant is in a certain way, it won't yield flowers, you have to do something. You have to take care of those things. So if you cultivate your body, self, emotions and energies to a certain level of maturity, something else blossoms within you – that is what is Harmony. When your rationale is immature, it doubts everything. When your rationale matures, it sees everything in a completely different light. (<http://isha.sadhguru.org/blog/yoga-meditation/demystifying-yoga/what-is-Harmony/>)

Furman, Benson, Canda and Grimwood (2005) define Harmony in terms of an attitude or approach to encompassing a search for meaning, purpose and morally fulfilling relations with self, other people, the encompassing universe, and ultimate reality. Similarity, Staude (2005), saw Harmony as a transformational process through which the different aspects of life are integrated (physical, emotional, occupational, intellectual and rational). That is, Harmony involves a connectedness to oneself, others, nature and to a larger meaning or presence. It is strongly associated with creativity, play, love, forgiveness, compassion, trust, reverences, wisdom, faith and sense of oneness.

HARMONY AND RELIGION

Whenever any human being experiences something bigger than himself, the traditional way of looking at

that is, "this is Divine..." The whole idea of Divine is just that – anything bigger than you. It could be a human being or an experience or some aspect of nature. But is this Inner? No, this is just life. When I say "just life", I am not trying to dismiss it as a small thing. It is the greatest thing. Only when life becomes an overwhelming, powerful, blissful experience for you, you want to know what could have created this. (<http://isha.sadhguru.org/blog/yoga-meditation/demystifying-yoga/what-is-Harmony/>)

Harmony goes beyond religion and religious practices. Mitroff and Denton (1999) found support to the view that religion and Harmony differ. In a study conducted by them the participants differentiated a great deal between Harmony and considered religion as highly inappropriate form of expression and Harmony as appropriate subject for discussion at workplace. They defined "Harmony" as "the basic feeling of being connected with one's complete self, others, and the entire universe" Mitroff and Denton (1999). Psychological research on Harmony and belief system has been strongly influenced by some of Allport's early work. He distinguished between internal and external belief system (IR vs. ER), "the outer motivated individual uses his religion, whereas the intrinsically motivated lives his". When the IR-ER concept has been related to Internal health, it has been found that internal belief system has been positively associated with Internal health, external belief system negatively. It is also said that "Every person has the 'will' to seek meaning in life or to achieve purpose in life". This has induced the idea that Harmony, which is associated with internal or self-development also affect positively the Internal health of all human beings and contribute to the growth of the organisation. Examining more complex models of belief system shows that various aspects of Harmony are generally positively associated with Internal health and well-being, i.e. any form of belief seems to help patients. Religion and workplace Harmony are poles. Workplace Harmony is more focused on the theme of tolerance, acceptance, the emotion of interconnectedness, objective and adaptability of the self to the norms of the organization, integrated together to shape personal values, whereas religion is marked by a specific belief system, a particular system of faith and set of beliefs.

Workplace Harmony and Impact of IQ, EQ and SQ
Harmony is undeniably a human need for many people, and workplace Harmony is a "reality" that must not be ignored by society and organizations. In many of today's organizations, people only bring their arms and brains to work, not their souls. The consequence is that organizations do not trigger the full creativity and potential of their employees. Employees, in turn, do not succeed in developing themselves as holistic human beings. Workplace Harmony can be defined as the "recognition that employees have an inner life which nourishes and is nourished by meaningful work taking place in the context of a community". It is about employees who view themselves as Inner beings whose souls need nourishment at work, who experience a sense of purpose and meaning in their work, and a sense of connectedness to one another and to their workplace community. Workplace Harmony (i.e. workplace opportunities to perform meaningful work in the context of a community with a sense of joy and personal fulfilment) can mitigate and/or remove what several authors have pointed out as allegedly present in many modern organizations: injuries to employee Internal health, vassalage, people humiliation and destruction, dehumanized practices and serious threats to the "human soul". Most of us are familiar with the concept of the Intelligence Quotient (IQ). In the mid '90s, Daniel Goleman started talking about EQ or Emotional Quotient. While Intelligence Quotient or IQ refers to an ability of thinking in solving problems and is supposed to predict whether a person will be able to do a certain work or not, EQ refers to intelligence by which people recognize feelings, motivate and manage emotions in life. EQ is very important to human being as a solution for them to nurture success with other people. It is because emotional quotient or EQ comprises of high quality of soft skills. Further, Goleman (1998) noted that, emotionally intelligent persons are categorized to succeed at communicating whether interesting and affirm ways, that could others feel better in the job circumstances. Then, Bar-On (1997) pointed out that, EI is also useful for group development since that large group of smooth and effective workers, knowing each other's strength and weaknesses and always strong influence whenever possible. It is contributes to creating a working environment that is driven by greater cooperation and greater

sensitiveness among the human resource. The present research work is a study of these findings as they are tested and verified by researchers from time to time in different settings and link them in the present work environment for the sample work places. It has been observed that now-a-days people are more Internally oriented not only in their regular life but also in their work. Workplace Harmony prevails in the culture and increases knowledge of each other and it facilitates their feelings toward each other.

So far, we have travelled From IQ to EQ. The new Buzzword in most of the organisation now is SQ- Inner Quotient. It is the ability to understand and comprehend the Inner aspects of life, which may are not necessarily be connected to religion. The Internally intelligent person derives performance through understanding, support, and targeting the innate strengths of the employees/co-workers whereas an emotionally intelligent person is able to derive high performance through empathy and awareness of the co-workers' /employees' needs. SQ has several dimensions: Compassion, wholeness, self-esteem, gratitude, spirit of surrender and service and the ego. In order to achieve Inner Competency, all these dimensions ought to be handled very carefully. And this is dependent on the IQ and EQ of a person. "While computers have IQ and animals can have EQ, it is essentially an SQ that sets human beings apart". Therefore, for the 'Wheel of Life' to roll smoothly, all the spokes of the wheel - IQ, EQ and SQ - have to be equally developed. The journey from IQ to SQ represents moving from gross to subtle, finite to infinite and from tangible to intangible.. Empirical work performed by researchers in various countries has shown a positive correlation between positive attitude towards work cultivated by top level management Inner inclination in organisations and performance of employees at middle and lower level and development of their own Inner inclination.

METHODOLOGY

The literature survey helped us to identify various factors working to improve the Inner competency at various workplace settings. A survey has been also conducted on the basis of the standard questionnaire developed by Gale Rognan (2000) which has been modified according to the present culture of

organisation. The questionnaire consisted of statements to which the employee has responded on Likert's five-point rating scales varying from strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5). The questionnaire has been administered on professionals mostly with academic profession. For initial analysis correlation (shown in bracket in discussion) of various parameters with each other has been evaluated and to assess the impact of Harmony quotient on productivity regression analysis has been used.

DISCUSSION

There is a positive and significant Correlation between the importance given by an individual to Harmony in his or her life and their belief in contribution of Harmony towards better productivity and quality at workplace (+0.780). The results are further supported by Regression analysis showing that 56 percent change in productivity is explained by variables representing Harmony whereas the workplace Harmony can be enhanced by 60 percent if top management positions are with people who have Inner inclination. These findings support that workplace connectedness enhances commitment with the organisation and job satisfaction. The people who have higher score of Harmony show values such as Honesty, Hard Work, Positive attitude and Belief in Divine in general. On the contrary those who identify themselves more with their work are the people who meditate and pray less at work (-0.329). In fact the observations show that these respondents believe more in self when faced with the difficult situation at work. The sample also showed a positive and significant relationship between Inner inclination of top management and its potential for improvement in productivity or quality of workplace (+0.757). Those who place more importance to Harmony in their life consider it important at work place too (+0.916). It can also be observed with the result of the questionnaire that the most important aspect for a person in his or her job is to realise full potential and after that feeling associated and being more creative becomes the focus of one's life. The people who place more importance to Harmony focus more on quality of work and less on money and security. Another observation which highlight that Internally inclined professionals meditate or pray more at workplace (+0.634) and on these occasions their focus is more

on to prepare themselves for difficult situations which ultimately result in better productivity at workplace. Their prayers are seldom for personal gains and are more towards creating a better place for work. These findings support that Workplace Harmony (i.e. workplace opportunities to perform meaningful work in the context of a community with a sense of joy and personal fulfilment) makes people more positive and ultimately result into holistic development of the organisation. The survey also observes that people with high Inner inclination recommends more welfare programmes taking care of emotional well being and morale of the employees whereas those with higher IQ level are more concerned with the welfare programmes taking care of health and individual stamina. Harmony in the organisation environment create equality between work satisfaction and life satisfaction by increasing the performance as the value of employees would become part of organisational values would thus create a better workplace.

CONCLUSION

Organisations today are undergoing a significant transformation – they are exploring what knowledge is and how it can be created, transferred, and used more effectively so as to bring about holistic development within the organisation. With the changing work demands to face competition and to motivate knowledge workers actions it has become essential for the Inner oriented work environment and high motivation in individual to perform their best. For this, an employee needs to maintain his/her inner and outer equilibrium. Therefore it has become important to focus on the Inner needs and competence of the employees. The study shows that great importance is given by an individual to Harmony in his or her life and their belief in contribution of Harmony towards better productivity and quality at workplace. Better productivity is explained by variables representing Harmony such as Will Power, Honesty, Hard Work, Positive attitude and Belief in Divine in general. Their focus is more on to prepare themselves for difficult situations which ultimately result in better productivity at workplace. According to the study, such Internally inclined professionals believe more in self when faced with the difficult situation at work. The study also tried to establish a relationship between Intelligence quotient (IQ), Emotional

Quotient (EQ) and Inner Quotient (SQ) of an individual. In order to achieve Inner Competency, various dimensions of SQ, be it compassion, gratitude, self-esteem, belief in self or ego, ought to be handled very carefully. And this is dependent on the IQ and EQ of a person. The survey observes that people with high Inner quotient take care of emotional well-being and morale of the employees whereas those with higher IQ level are more concerned with the welfare programmes taking care of health and individual stamina.

SUGGESTION FOR FURTHER RESEARCH

Based on the limitations of the present study, it is proposed that further research should consider following areas or aspects: The survey has been conducted in Management Institutes in NCR of India. Moreover response has been collected from 30 odd respondents. The findings may not reflect the overall situations in the education sector. As such, further research should be conducted in other organizational culture and environment in order to examine the generalizability of the findings of this study. The study employed in the present study has been the survey method that used a set of questionnaire as measurement scale. Future studies should consider the use of other tools such as through observation to collect the required data for having an in depth understanding of Inner Competency of an individual and how it can lead to holistic development of an organization.

REFERENCES

- Adams, V. H., Snyder, C. R., Rand, K. L., King, E. A., Sigmon, D. R., & Pulvers, K. M. (2002). *Hope in the workplace*. In R. Giacalone & C. Jurkiewicz (Eds.), *Handbook of workplace Harmony and organizational performance* (pp. 367–377). New York, NY: Sharpe
- Afsar, B., & Rehman, M. (2015). *The relationship between workplace Harmony and innovative work behavior: The mediating role of perceived person–organization fit*. *Journal of Management, Harmony & Religion*, 12, 329–353.
- Ajala E. M. & Mojoyinola J. K. (2013). *Harmony in health care and industrial welfare: needs for its integration in social work education. A paper presented at the 8th North American Harmony and*

- Social work Conference at University of Puerto Rico, Rio Piedras Campus, Puerto Rico, USA, June, 20-22, 2013.*
- Allport, G. W., & Ross, J. M. (1967). *Religious orientation and prejudice*. *Journal of Personality and Social Psychology*, 5, 432-443. doi:10.1037/h0021212
 - Ashmos, D.P. and Duchon, D. (2000), "Harmony at work: a conceptualization and measure", *Journal of Management Inquiry*, Vol. 9 No. 2, pp. 134-45.
 - Ashmos, D.P. and Duchon, D. (2000), "Harmony at work: a conceptualization and measure", *Journal of Management Inquiry*, Vol. 9 No. 2, pp. 134-45.
 - Bar-On, R. (1997). *The Bar-On Emotional Quotient Inventory (EQ-i): A Test of Emotional Intelligence*. Toronto, Canada: Multi-Health Systems
 - Burack, E. H. (1999). *Harmony in the workplace*. *Journal of Organizational Change Management*, 12(4), 280-291.
 - Cacioppe, R. (2000). *Creating spirit at work: Re-visioning organization development and leadership-Part I. Leadership and Organization Development Journal*, 21(2), 48-54
 - Cavanagh, G. (1999). *Harmony for managers: context and critique*. *Journal of Organizational Change Management*. 12(3), 186.
 - Chand, P., & Koul, H. (2012). *Workplace Harmony, organizational emotional ownership and job satisfaction as moderators in coping with job stress*. *Decision Making*, 9(10).
 - Dalton, D. R., & Mesch, D. J. (1991). *On the extent and reduction of avoidable absenteeism: An assessment of absence policy provisions*. *Journal of Applied Psychology*, 76(6), 810-817.
 - Friedman, R.; M.Kane; and D.B. Cornfield. (1998). "Social Support and Career Optimism: Examining the effectiveness of Network Groups among Black Managers." *Human Relations* 51, no. 9: 1155-1177
 - Furman, L. D., Benson, P. W., Canda, E. R. and Grimwood, C. (2005). *A comparative International Analysis of Religion and Harmony in Social Work: A Survey of U.K and U.S Social Workers' . Social Work Education*, 24(8), 813-839.
 - Giacalone, R. A., & Jurkiewicz, C. L. (2003). *Right from wrong: The influence of Harmony on perceptions of unethical business activities*. *Journal of Business Ethics*, 46, 85-97. Retrieved on December 15, 2016 <http://dx.doi.org/10.1023/A:1024767511458>
 - Giacalone, R. A., & Jurkiewicz, C. L. (2003). *Right from wrong: The influence of Harmony on perceptions of unethical business activities*. *Journal of Business Ethics*, 46, 85-97. Retrieved on December 15, 2016 <http://dx.doi.org/10.1023/A:1024767511458>
 - Hancock, P.G. (1997), "Citizenship or vassalage? Organizational membership in the age of unreason", *Organization*, Vol. 4 No. 1, pp. 93-111
 - Hart, D.W. and Brady, F.N. (2005), "Harmony and archetype in organizational life", *Business Ethics Quarterly*, Vol. 15 No. 3, pp. 409-28
 - Herrington, A. (2002). *Maslow's Hierarchy, Societal Change and the Knowledge Worker Revolution*, Pateo Consulting, <http://www.pateo.com/article6.html#anc2>, accessed on 07/12/2016
 - Hinshaw, A. S., & Atwood, J. R. (1983). *Nursing staff turnover, stress, and satisfaction: Models, measures, and management*. *Annual Review of Nursing Research*, 1, 133-153.

Work Life Balance of Working Parents in Educational Sector

Shikha Mittal*

ABSTRACT

Work life balance has become a big issue these days. Increase in work load, changing global scenario and technological development have led to tremendous change and imbalances in the life of everybody irrespective of any gender and across all the professions at the all levels. Due to these changes and increasing work pressure, living a balanced work family life is has become very challenging. In this study we will analyze the importance of work life balance of working parents in education sector and its importance in personal and professional life of working parents. It further discussed that management ought to frame certain strategies which can facilitate strike a balance within the personal and specialized lives of the professionals.

Keywords: *Work life balance, Personal Life, Professional Life, Work pressures, Globalization and Technological Advancement.*

INTRODUCTION

Work-life balance is about maintaining a effective balance within personal and professional life of an individual. In this ever changing and full of challenges time it has become quite difficult to strike a balance with in the two as changes and demands have led to increase in work pressure. Working parents need to take tough decisions sometimes due to these challenges to make balance. With increase in the time spent in office, changing work related demand and job , these directly affects the personal life of a working professional, with these it becomes more difficult to manage the household responsibilities. The consistently changing requests of professionals and the activity straightforwardly influence the individual existence of parents making it troublesome for them to finish the family unit duties.

Even personal life has also be more demanding, especially in the case of working parents having a kid or is aging parents. With change in time, more females have become working professional these days; they have created a big group of working professionals calling for flexibility at work. Though male and female both have same work goals to fulfill but still stress is more on working females in comparison to males when it comes to family expectations, as they also work as house maker, takes care of child and parents. In this way it becomes more challenging for a working female to make balance within personal and professional life. Albeit the two people share works to satisfy their requirements yet at the same time load is more on ladies shoulders as for family desires, overseeing home, dealing with kids and guardians. In our way of life ladies along these lines face more difficulties to strike balance among individual and expert life.

*Research Scholar D.N. College, Meerut, Assistant Professor IPEM College, Gzb, Email Id- shikha.mittal@ipemgzb.ac.in

Imbalance in work life can lead to various negative effects on work performance like, absenteeism, increase in stress and lack of concentration on work. With increase in nuclear families and both parents working, work life imbalance has this become an issue of great concern. Due to challenges and ever changing demands at work front and increasing responsibilities at the personal life front, these have led to increasing conflicts and stress in life.

In the same way work life balance for teaching professionals has also become challenging. Work load of teaching requires more time being spent in the institution and sometimes is also requires for some preparation of work at home for classes, it also involves maintaining records of student and participation in various institutional activities. In order to be effective and productive teachers need to spend more time daily on their professional goals, also required to meet the goals of teaching students and keep themselves abreast to new developments. Some time research and other related activities also pose challenges to be managed along with all the regular work. Better planning at the end of management and implementing such policies to manage work life balance will lead to better performance of teachers with high productivity, less absenteeism and reduced stress in teachers.

Life balance of work is most common in various field like in behavioral science , people and employee management, psychology / mental make-up, gender specific studies & firms studies. A lot of women are working in colleges, schools, private centers, with lowest salaries in early ages, as effect women feel compel to work long hours for giving security of their jobs, due to promptly changing in business conditions, companies cannot be handover secure employment and for that reason the values, job satisfaction, attitudes, norms of employees are also change.

DEMOGRAPHIC CHANGES AND WORK LIFE BALANCE

A decades ago some time recently, statistic insurgency like as. ladies are taking part in workforce places, twofold pay families, might be parent/single family, and changed as result issues

are to be expanded which are looked by those ladies laborers, which will be make adjust of their family and work life . Work-family conflict happens when work practices interfere with family works out; moreover, strangely, family-work strife happens when family practices intrude with work works out . The creation indicates particular ramifications of work-family fight and family-work hardship. Netemeyer, Boles and McMurrian portray family-work fight as "a sort of spread part fight in which general Impact Factor sales of, time concentrated on, and strain made by the family meddle with performing business related duties", also, work-family conflict as "a kind of cover part conflict in which the general sales of, time concentrated on, and strain made by the occupation barge in with performing family-related responsibilities". Research has demonstrated that work-family conflict and family-work struggle are a deferred result of weight made by incongruent work and family parts. Greenhaus and Beutell (1985) fight that excitement for the work space is progressively troublesome in light of joint effort in the family space, and the alternate way. Greenhaus and Beutell portray work family and family-work clashes as "a sort of deterioration in which part loads from work and family spaces are commonly inverse in two or three regards". These contentions happen bi-directionally, which proposes that a negative consideration with work can affect specialists' family life, and in an alternate way. This happens in light of the way that work-family hardship is inimically identified with family life fulfillment,

While family-work conflict is connected with cut down work fulfillment. As exhibited by Greenhaus and Beutell (1985) there are three sorts of work-family hardship and family-work fight:

- a) period based conflict,
- b) strain-based strife,
- c) direct based conflict.

Time sensitive clash rises where business related exercises or family related exercises fight with different exercises. Strain-based clash happens when loads and requests of one area fight with the sales of the other part . Direct based clash rises when lead expected in one segment clashes with that common in the different part. Numerous researchers

concur that work-family hardship and family-work fight are oppositely identified with family life fulfillment and work fulfillment (for example Parasuraman and Greenhaus, 2002; Allen, Herst, Bruck and Sutton, 2000; Netemeyer et al., 1996), and in this manner are horribly identified with WLB (Kalliath and Monroe, 2009). Two or three scientists exhibit different conditions and last results of work-family fight and family-work difficulty. These disclosures don't generally achieve comparable ends. For instance, Allan et al. (2007) found that an absurd outstanding task at hand has a more grounded negative effect on work-family hardship than long working hours, while Major, Klein and Ehrhart (2002) found a positive.

1. Age Factor

Direct based clash rises when lead expected in one area clashes with that run of the mill in the different part. Numerous researchers concur that work-family difficulty and family-work struggle are oppositely identified with family life fulfillment and work fulfillment (for example Parasuraman and Greenhaus, 2002; Allen, Herst, Bruck and Sutton, 2000; Netemeyer et al., 1996), and in this way are ominously identified with WLB (Kalliath and Monroe, 2009). Two or three analysts show different conditions and last results of work-family fight and family-work conflict. These disclosures don't generally achieve comparable ends. For instance, Allan et al. (2007) found that an absurd remaining burden has a more grounded negative effect on work-family struggle than long working hours, while Major, Klein and Ehrhart (2002) found a positive.

2. Marital Status

Most of respondents in test were Single working ladies 81 in amount (50.6%), wedded ladies were 77 in amount (48.1%) and minority proportion of respondents were separated from 2 in amount (1.2%). For the most part in tuition based schools single conjugal status proportion was too high and in government schools finds the senior educators they all were hitched; just two of them were separated.

3. Dependency rate of their family members

The reliance rate that ladies which are working in training segments how much relatives relies on that, most astounding proportion mirrors that 42 ladies

react that they have just a single relative (26.2%), than again 42 ladies react that they have two relatives rely on their pay rates (26.2%), 28 ladies (17.5%) react that they three individuals rely on that, 26 ladies (16.2%) answered that four individuals are relies on that, 18 ladies (11.2%) react that five relatives depend on that, at least proportion mirrors that two working ladies (1.2%) react that six relatives depend on that additionally two ladies (1.2%) react that seven individuals rely on that.

4. Employment Status

The business status of respondents, out of 160 example measure most elevated proportion goes to full time, 130 (81.2%) respondents demonstrates that they have their all day occupations, in light of the fact that for the most part in government schools, and universities representatives works all day premise that begins from 9.AM till 2. PM, than 20 (12.5%) of them have Part time occupations since they are participate in concentrates just as their do tasks as well, 10 (6.2%) of them have easygoing employments they fill in as visiting resources in Sindh University and Shaheed Benazir University Campus Naushahro Feroze and MirpurKhas.16

5. Work Hours

The announcement "ladies representatives were happy with work and individual life" from above proclamation for the most part ladies were fulfilled 86 (53.8%) that they are feel that their working hours are fit with their own lives since school and school instructors employments and classes began from 9. AM till 2.PM, they all set up their morning meal and then be prepared for schools/universities than up to 2.PM they return to their homes so that's they can make their lunch and do some other work as well. 57 (35.6%) are firmly fulfilled, 8 (5%) ladies react that nor fulfilled nor disappointed they don't state anything, respects this announcement, just 6 respondents (3.8%) disappointed with this announcement most reduced proportion is 3 (1.9%) of them were unequivocally disappointed in light of the fact that there is issues with hitched working ladies which are function as visiting resources, and work as low maintenance since they face their examinations and their activity too that's why just few of them are oppose this idea.

6. Factors for work motivation

The elements being a working ladies which factor rouses you for the work, when specialist meets with various working ladies in tuition based schools and universities most elevated proportion react that they work just to give individual fulfillment to themselves, 79 respondents rate (49.4%) , than 44 ladies (27.5%) react that they work just for money related autonomy, a few ladies has issue respects account for the most part in private segments single working ladies 20-30 age gathering we were discovered when we make this inquiry they answered that they has a place poor family they don't have solid budgetary foundation so that's why they join non-public schools for being monetary freedom least proportion is 37 respondents (23.1%) they react that they work since they have support from their families.

OBJECTIVES

1. To study the importance of work-life balance among parents working in educational sector.
2. To examine the relationship between work life balance and working parent's personal life.
3. To examine the relationship between work life balance and working parent's professional life.

HYPOTHESIS

H01: There is no significant importance of work life balance in working parents personal life.

Ha1: There is a significant importance of work life balance in working parents personal life.

H02: There is no significant importance of work life balance in working parents professional life.

Ha2: There is a significant importance of work life balance in working parents professional life.

RESEARCH METHODOLOGY

An empirical study was done to check the hypothesis and to confirm the objectives. As the importance of work life balance on working parents personal life and professional life was evaluate. The research was designed in descriptive and uninhibited way. As objective was to study and find the importance of work life balance of working parents in educational sector by using correlation analysis.

Descriptive Analysis of importance of Work Life Balance

The overall work life balance of parents working in education sector was analysed using Descriptive statistics. Mean value and standard deviation was analysed.

N	Mean	Std. Deviation	Work Life Balance
100	4.24	1.95	High

Source: Survey result

The mean of work life balance on working parents comes out to be 4.24 which depicts work life balance of parents working in educational sector has an high importance in their life.

Correlation analysis was carried out to study the importance of work life balance and personal life of working parents. The results were shown in table below:

Relationship and importance of Work Life Balance on Parent's personal life

Correlation

Work Life Balance		
Pearson Correlation	Personal Life	.703
Sig. (1-tailed)		.000

The coefficient of correlation as shown in table comes out to be 0.703 and p value .000 which revealed that there is significant positive correlation between the two variables. The result depicted that there exists a significant positive relationship between work life balance and parents' personal lives. Thus work life balance has very high importance in personal life.

Relationship and importance of Work Life Balance on Parent's professional life.

Correlation analysis was carried out to study the importance of work life balance and professional life of working parents.

Correlation

Work Life Balance		
Pearson Correlation	Professional Life	.629
Sig. (1-tailed)		.000

The coefficient of correlation comes out to be .629 and p-value is 0.000, which is less than the alpha value .05 as shown in table. This indicates that there is significant positive moderate degree of correlation between the work life balance and professional life of working parents. Thus work life balance has high importance in professional life.

medium level of work life balance. Study shows that work life balance has high importance in personal and professional life of working parents. Personal life of working parents has very high importance of work life balance, where as professional life has high importance of work life balance.

FINDINGS AND DISCUSSION

In today's ever changing time, keep themselves abreast with new techniques and development in their respective fields and to teach the students their subjects ,has become more challenging which leads to increased stress in a teachers life. With balanced work life parents can devote more time to their children and can focus on their upbringing. From study it was found that working parents give high importance to work life balance. Study also shows that working parents in education sector have

Teachers are required to spend extra time every day to be effective and productive in their profession. Moreover, teachers not only look forward towards teaching, but need to also focus on soft skills and life skills so that they not only produce good professionals but also develop good citizens.

In most of the cases their institutions provide no policy or help to their employees meet their family commitment. Thus focus must be there in making policies that can help the faculties to have balance between the two.

Moving towards Awareness path of Life: Analysis of Effect on Emotional Intelligence and as an Effective Anxiety Management Tool

Deepanshu Paliwal*

ABSTRACT

In the modern era we face anxiety in every walks of our life, whether we are in Professional Step or in School, College, etc. Students face anxiety due to examination, Office Person due to heavy pending work always seems to be in Anxiety etc. As a result some people usually doing self Treatments like taking sedatives, narcotics and tranquilizers (medicines to cure anxiety), due to this serious problems will occur with them in near future. 89 per cent of India's population suffering from anxiety ; most don't feel comfortable talking to medical professionals. Anxiety signs seem to be high in India as compared to other parts of the world, as per the survey conducted by Cigna TTK Health Insurance. Working Phenomenon and Financial Issues are the key reasons people attribute their anxiety .

But still there is a therapy which is purely natural and is considered to be the best weapon against anxiety and that is "AWARENESS". Awareness is the tool for sound health as well as Holistic and Mental Growth. It has been doing by several years ago in ancient India and now has become a major concern among the modern era too. Virtually everyone can see physical favourable phenomenon from Awareness, and its doing can also give favourable phenomenon such as Anxiety Reduction and a sense of well-being, and holistic favourable phenomenon, such as feeling of connectedness with Divine or spirit, or a feeling of transcendence. Currently Awareness methods are taught in India and several other parts of the world in a more general platform as a means to de-anxiety individuals and improve personal satisfaction. It would be beneficial to provide systematic exposure to the knowledge enshrined in the texts focusing the Awareness way of life to all Decision Making cadres of companies.

In this paper nature of Awareness and its importance in reducing anxiety have been discussed as well as effect of Awareness doing in an Organization with respect to EI of Employees.

INTRODUCTION

First of all, to understand the favourable phenomenon of Awareness in reducing anxiety , we must understand the nature and causes of anxiety . Medical encyclopaedia (anxiety management through Awareness, 13 June 2012) defines anxiety as "Any factor that deemed the health of the body or has adverse effects on its functioning. The existence of one form of anxiety tends to diminish resistance

to other forms. Constant anxiety brings about changes in the balance of hormones in the body." Anxiety is the "wear and tear" our bodies, as we adjust to our continually changing environment. It has countable effect on us and can create positive and/or bad feelings. As a positive effect anxiety can bring us to action. As a bad effect it can cause depression which in turn can lead to health problem such as headache, stomach upset, rashes, insomnia, ulcer, high rakta pressure, heart and nerve problem

*Assistant Professor, IPEM, Ghaziabad, deepansu.paliwal@ipemgzb.ac.in

and stroke etc. Anxiety is a common phenomenon, a response to physical threat or psychological Mental Problem, that generates a host of chemical and hormonal reactions in the body. In essence the body prepares to fight or flee, pushing more rakta to the heart and more muscles and shutting down all non-essential functions.

THE NATURE & FAVOURABLE PHENOMENON OF AWARENESS

Many have noted the favourable phenomenon of exercise in diminishing the anxiety response. Awareness too has been recommended and studied in its relationship to anxiety, several researchers claim highly beneficial result from Awareness doing in alleviating anxiety and its effects.

According to Ann Pize „Awareness has long been known to be a great antidote to anxiety. Awareness combines much famous anxiety reducing tool, including exercise and learning to management the breath, clear the self, and relax the body. As Awareness becomes increasingly famous more and more people are discovering the favourable phenomenon this ancient doing and bring to their anxiety full lives.

According to Elizabeth Scott, Awareness which derives its name from the word, “Yoke”-to bring together the self, body and spirit. But whether we use Awareness for holistic transformation or for anxiety management and physical well-being, the favourable phenomenon are numerous. Dating back over 6000 years, Awareness is the oldest defined doing of self-development. The method of classical Awareness includes ethical disciplines, physical positions, breathing management and awareness. Traditionally an Eastern doing, it is now becoming famous in the west. In fact, many companies, especially in Britain are seeing the favourable phenomenon of Awareness, recognizing that relaxed workers are healthier and more creative, and are sponsoring Awareness fitness programs.

AWARENESS’S EFFECTS ON THE BODY

The following is only a partial list of Awareness’s favourable phenomenon:

- Reduced anxiety
- Sound sleep
- Improvement of many medical phenomenon
- Allergy and asthma symptom relief
- Lower rakta pressure
- Lower heart rate
- Holistic growth
- Sense of well-being
- Reduced anxiety and muscle tension
- Increased strength and flexibility
- Slowed aging process

TYPES OF AWARENESS

There are different types of Awareness, which helps to reduce the psychological, economical or physical anxiety etc., there are many process of Awareness for anxiety management, can be done either lying down or sitting position to ensure systematic breathing. It may be doing for joint relaxing exercise and instant whole body relaxation tools with deep meditation.

- Shavasan
- Makarasan
- Bhujangasan
- Suptavajrasan
- Shalabhasan
- Vakrasan
- Meditation

These are very useful in reducing anxiety. Apart from this some other Awareness tools which act as a miracles top Awareness tool for a healthy life:

BHAKTI AWARENESS

Bhakti Awareness involves devotion, attachment and love for Divine. Bhakti Awareness history stretches back to before the origin of hatha yogi. It is not known exactly when it started, but it has been around since before the fifth century BC. There are nine forms of Bhakti Awareness.

- a. Sravana(Hearing about Divine)
- b. Chanting(singing of the glory of Divine)
- c. Smarana(Remembering Divine’s name and presence)

- d. Papasevana(Service of Divine)
- e. Archana(worship of Divine)
- f. Vandana(Prostration)
- g. Dasya(Cultivating the bhava of a servant)
- h. Sakhya(Cultivating of the friend-Bhava)
- i. Atmanivendana(surrender of the self)

KARMA AWARENESS

Karma Awareness means action or dead and the result of that action. By practicing Karma awareness people try to do those actions that bring the most amounts of Divine and the least amount of evil. Karma Awareness dedicates action to Divine. It is the performance of action in union with the divine.

MAHARISHI PATANJALI'S ASHTANGA AWARENESS:

Ashtanga Awareness started around 5000 years Scand was began by Maharishi Patanjali's Awareness sutra. So what is ashtanga Awareness? It is the eight limbs or eight fold path formulated by Patanjali. The Ashtanga Awareness basics include paying attention to each of the eight limbs, which are

- Yama(Principles or moral code)
- Niyama(Personal disciplines)
- Asana(Ashtanga Awareness position)
- Pranayama(Awareness breathing)
- Prayahara(Withdrawal of sense)
- Dharana(Concentration on object)
- Dhyan(Awareness)
- Samadhi(salvation)

JNANA AWARENESS

Jnana Awareness is Awareness that focuses on knowing the real one. There are seven points to Janna, involving study, self-awareness, desire, protection of the self, developing indifference to object. It lets the world appear like a dream, on-attachment to the world, bliss and knowledge of truth.

HATHA AWARENESS

Hatha Awareness is one of the most famous forms of Awareness in the western world. It is the use of Awareness positions or asana. Many people doing Hatha Awareness solely for its physical favourable

phenomenon. However, the aim of Hatha Awareness is meant to be to phenomenon the body. So that, the self can be prepare for its holistic path. It is thought that when the body is in good physical phenomenon, then the self is free to concentrate on holistic matters.

KUNDALINI AWARENESS

Kundalini Awareness is considered to be the most powerful Awareness. It focuses on awakening the energy which is found at the base of the spine. Kundalini Awareness involves classic poses, chanting and awareness. There is an focus on breathing.

RAJA AWARENESS

Raja Awareness focuses on directing one's life energy to bring self and emotions into balance. The aim is to focus on an object of awareness or the Lord. The life energy is directed to move up and down the spine, until it reaches a position where the self is content. Then awareness is directed to a point in the lower forehead.

KRIYA AWARENESS

Kriya Awareness consists of awareness tool that helps with a person's holistic growth. The goal of Kriya Awareness is union with the Divine. It works with the holistic energy deep in the spines. Kriya Awareness involves mentally drawing this energy up and down the spine.

JAPAM AWARENESS:

Japam Awareness involves reciting or phrases repeatedly until the self and emotions are transcended and the super conscious is revealed. Repeating a Japam helps to prevent the self from wondering and keep it focused on the object of awareness.

The most famous form of Awareness doing in the west world is Hatha Awareness which focuses on Awareness positions or asanas. So back to anxiety management Awareness provides a unique way of managing anxiety through many types of Awareness. Most famous Pranayama in this tool is

an individual do slow and steady breathing, like inhaling through his one nostril and exhaling through other. Besides there are fast breathing movement like intake of air through nostrils and exhaling through mouth at fast pace, this way air is passed properly through rakta veins and the person feels himself/herself in light mode. He she feels that there is no burden over their self and soul.

Dhyana (awareness) is also a good method of management of anxiety, in this part of Awareness a person sits in a position (usually in relaxing mode) and concentrate his/her self over one point with eyes closed. The self is concentrate up to an extent, when an individual feels the he/she has in peace, in fact the self reaches in a neutral stage thereby relieving mental exhaustion. Hence Awareness provides the best cure to this serious ailment which is disrupting the life of millions of people daily. The American council of exercise (ACE) recently published the physical favourable signs of Awareness and found that "The regular doing of Hatha Awareness significantly improved the subject flexibility, and mental and physical balance. After eight week the average flexibility of the Awareness group, improved by 13% to 35%....., similarly the Awareness group's emotional and spiritual quotient was also boosted by regular Hatha Awareness." Awareness's focus breathing and the self/body/spirit connection also yields strong emotional favourable phenomenon. People who doing Awareness frequently report that they sleep better and feel less anxiety ed.

ABOUT THE STUDY

Awareness and Emotional Quotient

The present study was conducted in a Textile company in the state of UP. The organisation is a flagship company of a large conglomerate, which ranks among India's largest private sector companies.

The unit where this study was conducted has about 150 people in the Decision Making cadre and more than 1200 in the workers' category. The average total work experience of the sample group is 17.11 years. Most of the employees reside in the premises of the company, which made it easy to conduct the intervention of Awareness.

The Position Holders and Decision Makers of the company were given the option of participating in this study after the purpose and the modality of this experiment were explained to them. One of the expectations was regularity of attendance for the theory and doing sessions of the proposed study. Written consent for participating in the experiment was also obtained.

Those who agreed to participate in the study were divided into two equal groups of 42 each; Group 1 was designated as the Awareness group and group 2 as the physical exercise group, which was the management group for this experiment.

The Awareness group was given 40 hours of Awareness doing (75 minutes every day) and 25 hours of theory lectures on the philosophy of Awareness spread over six weeks. The theory lectures were included topics such as definitions of the Awareness way of life, implications of the four types of Awareness (Raja Awareness, Karma awareness Awareness, Jnana Awareness and Bhakti Awareness) on life, analysis of the aspects of true happiness in life, Ashtanga Awareness steps and the central theme of universality of consciousness.

In order to test the assumption, EI was measured for both the groups, before and after the study, with the help of a standard self-reported questionnaire. In addition, measurements of certain physical parameters such as weight, body mass index, rakta pressure, and rakta sugar were taken for all, before and after the study.

Results and implications

The average EI score for the Awareness group and the management group was 5.45 and 5.50 respectively before the experiment. The average EI score after the experiment for the Awareness group and the management group was 5.897 and 5.565 respectively. In the paired t-test of the pre- and post-study data, EI showed significant change in the Awareness group ($p < 0.005$).

CONCLUSION

As we know that anxiety has become a common factor in our society to indicate a host of difficulties, both as cause and effect. The Indian Medical

Association has noted that anxiety related symptoms prompt two-thirds of the office visit to family physicians. Exercise and alternative therapies are now commonly prescribed for anxiety -related complaints and illness. Now a Days regular working session with experts has been organised in the Organizations for the Employees , which are helpful in increase their Mental Ability to perform better.

Finally Awareness has and is proving it as “Anxiety management tools”, and today it is being used in all over the globe too as a definite alternative to the other medication drugs also.

REFERENCES

- Alexander, C. N., Rainforth, M. V., & Gelderloos, P. (1991). *Tran-scendental awareness, self-actualization and psychological health: A conceptual overview and statistical meta-analysis*. *Journal of Social Behavior and Personality*, 6(5), 189e247.
- Becker, I. (2000). *Uses of Awareness in psychiatry and medicine*. In P. R. Muskin (Ed.), *Complementary and alternative medicine and psychiatry* (pp. 107e145). Washington DC: American Psychiatric Press.
- Chakraborty, S. K. (1987). *Decision Making effectiveness and quality of work life: Indian insights*. New Delhi: McGraw Hill.
- Chakraborty, S. K. (1993). *Decision Making transformation by values: A corporate pilgrimage*. New Delhi: Sage.
- Chakraborty, S. K., & Chakraborty, D. (2008). *Holistic in management e Means or end?* Oxford University Press.
- Ciarrochi, J. V., Chan, A. Y. C., & Caputi, P. (2000). *A critical evaluation of the emotional intelligence construct*. *Personality and Individual Differences*, 28(3), 539e561.
- Consortium for Research on Emotional Intelligence in Organiza-tions. (2004). *Emotional competence framework*. www.eiconsortium.org/research/emotional_competence_framework.htm (Last accessed 06.06.05).
- Downey, L. A., Divinefrey, J. L., Hansen, K., & Stough, C. (2006). *The impact of social desirability and expectation of feedback on emotional intelligence in the workplace*. *E-Journal of Applied Psychology: Emotional Intelligence*, 2(2), 12e18.
- Emmerling, R. J., & Goleman, D. (2003). *Emotional intelligence: Issues and common misunder standings*. <http://www.eiconsortium.org> (Last accessed 05.07.07).
- Feuerstein, G. (1998). *The Awareness tradition: Its history, literature, philosophy, and doing*. Prescott, AZ, New York: Hohm Press Foundations, Harper and Row.
- Frew, D. (1974). *Transcendental awareness and productivity*. *Academy of Management Journal*, 17(2), 362.
- Giacalone, R. A., & Jurkiewicz, C. L. (2003). *Right from wrong: The effect of holisticity on perceptions of unethical business activities*. *Journal of Business Ethics*, 46(1), 85.
- Goleman, D. (1995). *Emotional intelligence*. New York: Bantam.
- Goleman, D. (1998). *Working with emotional intelligence*. New York: Bantam.
- Goleman, D. (2000). *Leadership that gets results*. *Harvard Business Review*, 78(2), 78e90.
- Goleman, D. (2001). *The emotionally intelligent workplace: How to select for, measure and improve emotional intelligence in individuals, groups and organizations*. New York: Jossey Bass.
- Iyengar, B. K. S. (1966). *Light on Awareness*. New York: Schocken Books.
- Sangster, C. (2003). *Holisticity in the workplace: Finding the holistic happy medium*. *Training Journal*, 16, 16.
- Schmidt-Wilk, J., Alexander, C. N., & Swanson, G. C. (1996). *Developing consciousness in organizations: The transcendental awareness program in business*. *Journal of Business and Psychology*, 10(4), 429e444.
- Schutte, N. S., Malouff, J. M., Hall, L. E., Haggerty, D. J., Cooper, J. T., & Golden, C. J. (1998). *Development and vali-dation of a measure of emotional intelligence*. *Personality and Individual Differences*, 25(2), 167e177.
- Sri Aurobindo. (1942). *Essays on the Gita*, Vol. 13. Calcutta: Arya Publishing House.
- Srinivas, K. M. (1994). *Organization development: Maya Moksha*. In R. N. Kanunga, & M. Mendonca (Eds.), *Work motivation models for developing parts of the world*. New Delhi: Sage Publications.
- Sternberg, R. J. (1993). *Intelligence is more than I: The practical side of intelligence*. *Journal of Cooperative Education*, 28(2), 6e17.

GUIDELINES FOR AUTHORS

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.
7. Citation in the text should simply give the name of the author and the year of publication quoted. For example:
Agarwal (1970)
8. References should be given separately at the end of the paper and arranged alphabetically. **The list should include only work the author/s has cited.** References should include full details of the name(s) of the author(s), title of the article or book, name of the journal, details of the publishers, year & month of publication including page numbers, as appropriate. The following style should be strictly followed:

For periodicals:

The author/s name, year of publication, title of the article, journal name, volume and issue number and the page numbers of the article should be provided. For example:

Mishra, K.M, 2002 Role of IT in business management. Indian J. of Commerce, 18 (2) : 56-57

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:

Mathur, J.P. 2005 Organizational Learning. In Bansal, A.K. and R.S. Yadav (Eds.), Organizational Behaviour. New Delhi, Excell Publications.

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

The Hindustan Times 2008 RIL finds new gas basin, November 27 : 2010

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

Shishodia, B.K. and Rawat, KM 2007 Emerging issues in brand management. Paper presented at the National Seminar on Rural Marketing held at IIM, Indore on September 7-9.

For electronic documents :

Give the author's name, if known and year of publication; or give the periodical/newspaper's name or the organization's name as author. This should be followed by the full title of the document; the http, or other addresses; and the date the document was posted or accessed.

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

http://www.atimes.com/atimes/South_Asia/FE28Dfo3.html

Accessed on August 22, 2009.

Financial Express. Kingfisher: rated the best airline.

<http://www.expressindia.com/fe/daily/19980129/02955144.html>

Accessed on December 24, 2009.

The Manuscript should be accompanied by :

1. A cover page containing article title, author's name & affiliation, mailing address, phone, fax numbers and e-mail address.
2. A second page containing the title, abstract/summary (in about 150 words). In case of multiple authors, the cover page should indicate the author to whom correspondence should be addressed to.
3. A declaration that the paper is original and has not been submitted/published elsewhere or presented.
4. Two passport size photographs should be sent with brief resume.

Note :- IPEM does not accept any responsibility for the views expressed in the articles by the authors or for any inadvertent omissions. No part of the articles published in this JOURNAL should be reproduced without written permission from the Editor.

FEEDBACK FORM

Your valuable comments will help us to shape the future issues better.

	Highly Appreciable	Somewhat Appreciable	Not Appreciable	Did Not Read
Managing Business with Human Values- Challenges and Measures "A Study of Harmony at Work Place in Academic Institutions in NCR"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Astrologia Hiring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact & Challenges of Corporate Social Responsibility in the Service Sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact of Business Ethics and Corporate Responsibility on Business Growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E- Learning Enhances the Activity - Based Learning in the Education Sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exploring Talent Management Practices and Its Impact Employees Turnover: An Empirical Study	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comparative analysis of social entrepreneurship of India with China with specific reference to Legal, Culture and Social factor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Star Counselling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender Still Matters: A Study of Gender Issues in Indian Organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creating and Sustaining Holistic Organizational Growth through Workplace Harmony	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work Life Balance of Working Parents in Educational Sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Moving towards Awareness path of Life: Analysis of Effect on Emotional Intelligence and as an Effective Anxiety Management Tool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments / Suggestions (if any) : _____

Name : Mr. / Ms. _____

Designation : _____ Organization / Institution : _____

Address: _____

Phone : _____ E-mail : _____

SUBSCRIPTION FORM

I wish to subscribe to / renew my subscription to "JOURNAL OF IPEM" for 1 / 2 / 3 year(s). A bank draft / cheque* bearing no.....dated.....for Rs.drawn in favour of **INSTITUTE OF PROFESSIONAL EXCELLENCE & MANAGEMENT**, payable at **GHAZIABAD / DELHI** towards subscription foryears, is enclosed.

Name :.....

Org./ Inst.:.....

Address:.....

City:.....Pin:.....

Phone:.....

Fax:.....

Mobile:.....

E-mail:.....

Category (1/2/3):.....

Year:.....

Subscription Rates			
Category	1 yr.	2 yr.	3 yr.
Indian (in Rs.)			
1. Institutions	350	600	850
2. Individual	250	425	550
3. IPEM Student / Alumni	200	325	450

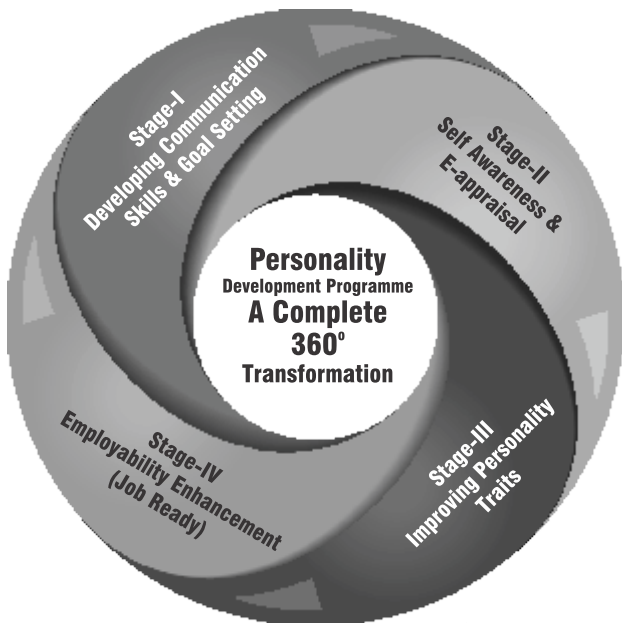
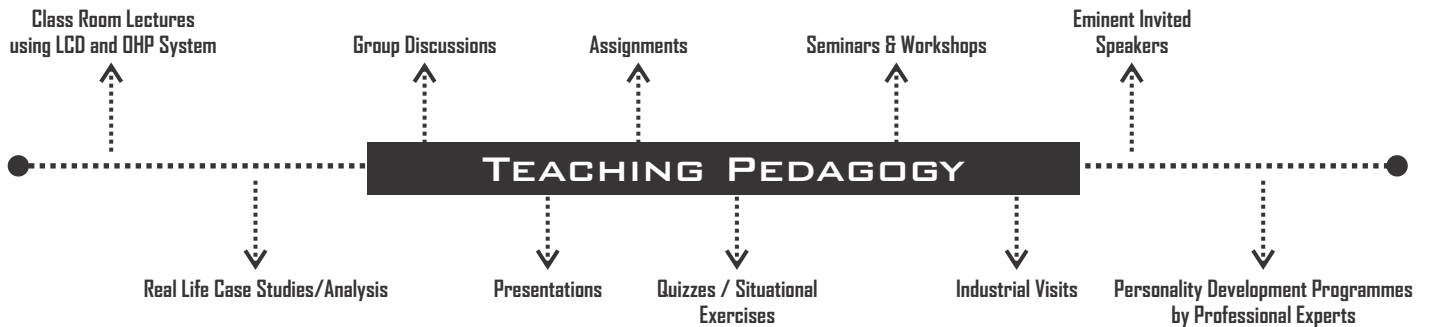
Signature with Date

The Editor
THE JOURNAL OF IPEM
Institute of Professional Excellence & Management
A-13/1, S.S. G.T. Road,
Industrial Area, NH-24 By Pass
Ghaziabad-201010.
Tel.: 0120-4174500

Affix
Postal
Stamp

The Editor
THE JOURNAL OF IPEM
Institute of Professional Excellence & Management
A-13/1, S.S. G.T. Road,
Industrial Area, NH-24 By Pass
Ghaziabad-201010.
Tel.: 0120-4174500

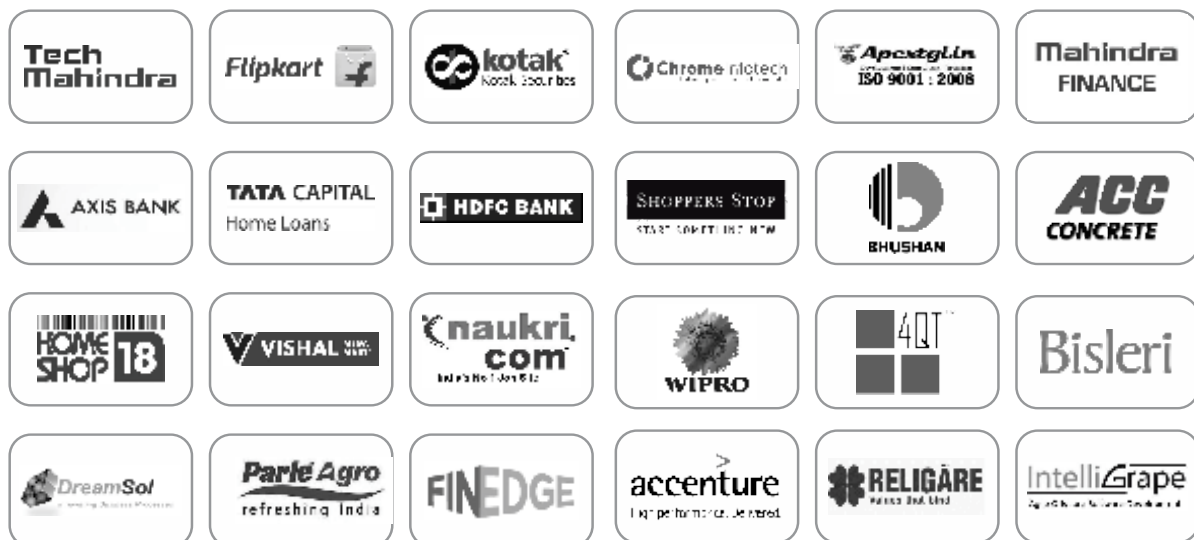
Affix
Postal
Stamp



We realize the importance of Soft Skills and Communication Skills in the current Business scenario. IPEM makes its students Industry ready through the listed programme which runs extensively all around the year.

- Soft Skills Sessions
- Personality Development Modules
- Communication Lab Sessions to enhance the Verbal Communication
- Mock Interview Drills
- Group Discussions
- Aptitude Development Sessions
- Online Technical Assistance
- Mini Projects

Our Pride Recruiters





LAKSH

Estd. 1996
ipem
G H A Z I A B A D
(ISO 9001:2015 Certified, NAAC Accredited &
Ph.D Research Centre of the University)



24 Years of
Academic Excellence

COURSES OFFERED

PGDM

MBA

College Code : 114

MCA

(Lateral Entry)

College Code : 114

M.Ed.

B.Ed

College Code : 910

D.El.Ed

BBA

College Code : 910

BCA

College Code : 910

LL.B.

College Code : 409

B.A., LL.B.

College Code : 409

IPEM Salient Features ↗

- Founded by an Academician with 55+ years of teaching & research experience.
- Excellent & Outstanding Results in all Courses and near 100% Placements during the past 19 years.
- Scholarships/ Concessions for Meritorious & Deserving Students.
- Teaching / Learning in Class/ Tutorial Rooms through Case Studies, Panel Discussions/ Analysis, Simulation Games, Role Plays & Presentations.
- Value Added Courses on Communication Skills through Language Lab, Personality / Self Development and Corporate Etiquettes.
- Strong Industry /Corporate Interface through Industrial Visits, Workshops/Seminars & Guest / Invited Lectures.
- Regular Social, Cultural & Sports / Adventure/ Yoga Activities and Scouts & Guides/ Literacy / Legal Aid Camps.
- State-of-the-Art Infrastructure with LCD equipped Class/ Tutorial Rooms; Air-Conditioned Auditorium & Conference Rooms; Computer Labs & Language (Communication) Lab with latest Hard/Software besides many other Labs.
- Separate Boys & Girls Hostels, Medical Facility, Cafeteria & Stationary Shop within the Campus.
- Located at NH-24 Bypass (Near Vijay Nagar, Ghaziabad) adjoining East Delhi, NOIDA & Greater Noida (West) and well connected by all modes of public transport also.

About the Institute

IPEM made a modest beginning in the year 1996, under the aegis of Laksh Educational Society, registered under the Societies Act , 1960 with few Management and Computer Application Programmes. Today the IPEM Group of Institutions are in the forefront of imparting knowledge in the fields of Education, Law , Management and Information Technology.

The Management Department was started in 1997 with Bachelor of Business Administration (BBA), affiliated to the Chaudhary Charan Singh University , Meerut with 180 seats. From 2001, the department introduced the Master of Business Management (MBA) with 120 seats. This Journey of Management Department is going on successfully with Excellence in both Academic and Administration. At Management Department Students are exposed to emerging trends in the areas of Business and Management by Value Addition through Workshops, Live Projects and a regular interaction with expert from Industry. This is reflected in the performance of the Students as we have 100% Result with maximum First Division.

The Management Department is running 2 Courses Successfully: Master of Business Administration (MBA) is approved by All India Council of Technical Education (AICTE) and affiliated by Dr. APJ Abdul Kalam Technical University (AKTU), Lucknow and Bachelor of Business Administration (BBA) is affiliated to the Chaudhary Charan Singh University, Meerut.

The other Courses are running under the IPEM Group of Institutions are Master of Computer Application (MCA) approved by All India Council of Technical Education (AICTE) and affiliated by Dr. APJ Abdul Kalam Technical University (AKTU), Lucknow. Post Graduate Diploma in Management (PGDM) is approved by All India Council of Technical Education (AICTE) Govt. of India, Ministry of HRD. The Bachelor of Computer Application (BCA) is affiliated to the Chaudhary Charan Singh University, Meerut, Bachelor of Law (LLB - 3 Years), BALLB (5 Years, approved by Bar Council of India and affiliated to the Chaudhary Charan Singh University, Meerut. Bachelor of Education (B.Ed.) and Diploma in Elementary Education (D.El. Ed) approved by National Council for Teacher Education (NCTE). Bachelor of Education (B.Ed.) is affiliated to the Chaudhary Charan Singh University, Meerut and Diploma in Elementary Education (D.El. Ed) is affiliated to the State Council of Education Research and Training (SCERT), Lucknow.

The Focus of IPEM has always been to be at the forefront of the optimum utilization of Centre for Corporate Relations. A dedicated team engaged in augmenting opportunities for students in targeting and achieving preferred career choices and challenging final placements and Summer Internships Projects (SIP). Working in tandem with corporate and students to ensure value added Summer Internship and Short Term Projects. Arrange Training facilities in the area of Soft Skills, arranging Workshops, Seminars, Colloquiums, Competition etc., to enhance the experiential ambience of Industry to Students.

Students at IPEM Ghaziabad are privy to a unique Wi-Fi Campus. The Wi-Fi Campus enables the students to get on-line anywhere on campus without the hassle of wires and plug-ins. The Campus truly is the high tech face of the new-age IPEM.

Spacious Lecture Theatres are thoughtfully designed to induce high quality learning and are equipped with high end teaching aids such as LCD and OHP projectors. Priority is attached to achieve optimal convergence of stimulating pedagogy & enabling environment. The latest audio-visual aids and multimedia technology enables the Faculty members to have interactive sessions. Classroom learning is meant primarily for theoretical and conceptual input & consolidated by combining lectures with Case Methods and Group Discussions for group learning. Extensive use of laptops is made by students in the well networked class rooms.

