

Ep Journal of Training and Development

Volume No. 11

Issue No. 2

May - August 2023



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Ep Journal of Training and Development

Aims and Scope

EP Journal of Training and Development is a journal in the field of Human resources. The journal covers a broad range of topics in the Human resources and Training & Development field from all relevant scientific disciplines. The journal therefore has an international reputed editorial board and also an advisory board with leading international academics in the fields of HR, Economics, marketing and business management.

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Ep Journal of Training and Development

(Volume No. 11, Issue No. 2, May - August 2023)

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Relationship between Work -Life Balance & Organisational Commitment: A Study of Public Sector Bank Employees of Punjab

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ABSTRACT

In competitive world retaining and managing an individual employee is a challenging task for any organization. Over demanding roles in personal and professional life leads to unhealthy family relations and decrease in productivity at work. As a result work-life balance becomes emerging issue for various organizations, employees and for researchers too. This paper explored the impact of worklife balance on organizational commitment among public sector bank employees in Punjab. A sample of 148 public sector bank employees were selected by random sampling and the data was collected through questionnaire and analyzed through SPSS.

The Pearson correlation results also indicate that there is positive relationship exists between work life balance and organizational commitment of bank employees.

Keywords: Work-Life Balance, Organizational Commitment, Public Sector Banks

1. INTRODUCTION

The expansion of banking sector have created number of employment opportunities but at the same time the pressure of banking jobs also increase in manifolds. Moreover a cultural, environmental and social change leads to transformation in working pattern of banking employees in India. Over demanding roles in personal and professional life leads to unhealthy family relations and decrease in productivity at work and emerges the various issues relating to work-life balance. It is a division of limited time in such a way that employee can maintain work obligations and also fulfil family responsibilities such as child or elder care. It is a satisfactory level to balance between the multiple roles in a personal and professional life.—Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity (Selvakumar.M.et., 2010). Moreover Work and family provide various perks, resources like esteem, income and other benefits which acts as source of energy for better performance in other domain (Friedman & Greenhaus, 2000; Barnett & Hyde, 2001,). Work-life balance helps in maintaining healthy and stable life on one hand and it also benefits the organization in achieving its goals and maintaining the organizational commitment. Organizational commitment is the sense of responsibility of employees towards their

organization. It is the psychological attachment of organisation's member towards the organization which is categorised in three distinctive components:

- Affective commitment- emotional attachment to the organization.
- Continuance commitment- Lack of opportunities in market and the employee want to stay because leaving the organization would be costly.
- Normative commitment- the degree where employee feel obligated for the organization.

Overall organizational efforts to maintain this balance will lead to employee engagement, discretionary efforts and productivity. The present study is aimed at examining the relationship between work life balance and organizational commitment among the employees working in Public, Private sector and cooperative sector banks in Punjab.

REVIEW OF LITERATURE

Bashir and Ramay (2010) examine the relationship between career opportunities, work life policies, job characteristics and organisational commitment. The results show that career opportunities and work-life policies are significantly correlated with organisational commitment, while job characteristics did not determine their organisational commitment.

Chawla and Sondhi (2011) in their survey conducted among teachers and BPO women professionals revealed that job autonomy and organizational commitment are in positive relation with work-life balance. The study indicated that the more proactive schools/BPO companies which value the contribution of a committed and contributing human resource will need to provide more autonomy to sustain their employee's work-life balance. While work load and work family conflict indicated negative relation with work-life balance.

Deery (2009) examined the key issues related to work life balance in relation to the tourism industry. Tourism industry is a labour intensive industry that usually faces problems of long and unsocial hours. Low pay and low status are higher in hospitality industry than in any other industry due to which skill shortages, labour turnover are common in this industry. In her previous research, Deery found that there are three key areas that relate to employee turnover in the tourism industry. First was employee job attitude where the debate was whether organizational commitment or job satisfaction has the greatest influence on employee turnover. Second was employee's attitude to leave the organization that includes job burnout and exhaustion. In conclusion it was found that long and unsocial hours, level of stress, insecurity, role ambiguity, job autonomy and time pressures with home life pressures and psycho symptoms are the variables that negatively influence work life balance.

Sakthivel and Jayakrishnan (2013) conducted a study on the work life balance and organisational commitment for nurses. For the study 328 nurses from public and private hospitals were selected and with the use of descriptive statistics and correlation analysis it was concluded that work life interferes with family at very high level where as family life interfered less with work life. The study also showed that nurses experienced that better work life balance motivated them to more organisational commitment and better performance. Sturges & Guest (2004) discovered the relationships between work life balance, work/non-work conflict, hours worked and organisational commitment among a sample of graduates in the early years of their career.

Results showed that one must show commitment in terms of hours spent at work, at least during the early years of his/her career.

2. RESEARCH METHOD

2.1 Statement of problem

In present competitive era with increase of job demands and responsibilities the roles of person are diversified both at work and at home too which leads to the imbalance of work-life at various stages of life. Organizations try to attract and retain their employees and maintain their commitment level towards organization by designing innovative work-life balance policies. Thus, the study is intended to find out the relationship between work-life balance and organizational commitment among bank employees working in Public sectors in Punjab.

2.2 Research Objectives:

To study the relationship between work-life balance and organizational commitment of Public sector bank employees of Punjab.

2.3 Sample Size: 148 bank employees selected on the basis of random sampling.

2.4 Scope of the Study: This study is conducted in Public sector banks in Punjab, India. 148 Sampled bank employees comprises of managerial and subordinate staff from three different banking sectors taken under the study. In Public sector, State Bank of India, Punjab National Bank, Punjab & Sind bank and Oriental Bank of Commerce, bank were included for the present research.

3.1 Data Collection: Primary data was collected using a self-constructed based of work-life balance .The respondents surveyed with a view to gain information regarding their banking profession from Work and personal life perspective. The questionnaire contained questions relating to demographic profile of sampled employees, their perceptions about work –life balance, and organizational commitment and about various factors affecting their work-life.

3.2 Measures : Work-life balance (with 29 items) was measured by taking items from three different scales to justify the questionnaire. Haymann scale of Work-life balance was used with all 15 items,9 items relating to work-life behavioural enhancers and work-life behavioural constrainers were taken from Work-life balance scale by Smita Singh and 5 items relating to work-family balance scale by Zhang (2004) to know about perception about overall impact of work-life balance.

Organizational commitment was assessed by using index of organizational commitment by (Allen and Meyer,1991) which included 18 items that measure affective, normative, and continuance commitment. A demographics sheet which included gender, age, years of experience, level of education, and type of position in addition to informational sheet were also given to sampled bank employees. The surveys used a five points scale for assessing organizational commitment by asking response for 18 statements which represented the degree of agreement or disagreement of sampled bank employees where 5 is considered as strongly agree, 4 as agree, 3 as neither agree nor disagree, 2 as disagree and 1 as strongly disagree, 2 as disagree. Moreover for 29 statements of work-life balance on five point scale the degrees of preference ranges on five point scale likert where 5 is considered as all the time, 4 as most of the time, 3 as rarely, 2 as sometimes, 1 as not all.

3.3 Hypothesis: There is positive relationship between work-life balance and organizational commitment of bank employees of Punjab.

3.4 Procedure: To analyze and interpret the data correlation analysis through SPSS Software version 20 was applied. The analysis consisted of three stages using statistical Package for social Sciences (SPSS). The first stage related to demographic profile of respondents, second analysis of reliability estimates to ensure consistency. For this Cronbach alpha and descriptive statistics and correlation analysis was applied through SPSS. In third stage correlation analysis was applied to determine the nature and strength of the relationship between various dimensions of work-life balance and organizational commitment for all sampled bank employees in Punjab. The last stage of the analysis of the conceptual model was regression analysis by considering work –life balance as independent

variable and organizational commitment as dependent variable. The purpose of this section is to examine the hypothesized relationship shown in the conceptual model.

4 RESULTS AND ANALYSIS

4.1 Demographics of Subjects

Table 1: Demographics of Subjects

Gender	%age
Male	58.5
Female	41.5
Age (years)	
21-30	31.80%
31-40	18.20%
41-50	25.70%
Above 50	21.60%
Education	
Masters	45.30%
Bachelor	53.40%
Under Graduate	1.40%
Experience (years)	
01-Oct	47.30%
Nov-20	20.30%
21-30	18.20%
Above 30	13.50%
Rank	
Field office	15.40%
Front office	43.40%
Back office	24.30%
Overall Mgt	9.50%
Others	2.00%
Salary range (Rs)	
Up to Rs 30000	25%
31000-45000	24.30%
46000-60000	28.40%
61000-75000	21.60%
76000-90000	0.70%

Table 1 presents the frequency of gender highest degree, rank and salary rang. Out of total figure of 148 participants 58.5% per cent were male and 41.5 per cent were females. Subjects' age ranged from 23 and 59 with a mean of 40.47 and a standard deviation of 11.47. However, results also indicated that 31.8 % of the subjects age ranged from 21 and 30, 18.2% ranged from 31 and 40, 25.7% ranged from 41 and 50, and 21.6% exceeded 50. In this study 45.3 per cent have master degree, 53.4 per cent have bachelor and 1.4 per cent have undergraduate degrees. In terms of years of experience, out of 148 subjects, 47.3 %

had work experience ranged from 1 and 10 years, 20.3% ranged from 11 and 20 years, 18.2% ranged from 21 and 30 years and 13.5% exceeded 30. Furthermore 15.4 per cent respondents were those who work as field officers, 43.4 per cent who work as front officers, 24.3 per cent respondents belongs to back office, 9.5 percent from overall management and 2.0 per cent are those who work for other rank. Out of total respondents 25 per cent respondents have salary below 30000, 24.3 per cent employees have salary range from 31000-45000, 28.4 per cent of total respondent's have salary range from 46000-60000, 21.6 per cent respondents have salary range from 61000-75000 and 0.7 percent have salary range from 76000-90000.

3.2 Descriptive Statistics

Table 2: Descriptive Statistics

Variables	Mean	SD	Cronbach Alpha
Work-life balance	79.176	20.0988	0.933
Organizational Commitment	62.8836	7.87533	0.899

SD –Standard Deviation

Table 2 presents the means and standard deviations of the examined variables. The mean score of work life balance is 79.176 and of organizational commitment is 62.8836 and higher mean scores indicate the high degree of agreement from the respondents. Moreover, the standard deviations for the two variables ranged from 20.09880 to 7.87533 indicate the homogeneity of data.

3.2 Correlation & Regression Analysis

Table3: Correlation Matrix for Work-Life Balance and Organizational Commitment of Public Sector Banks in Punjab

Pearson correlation N= 148		WIPL	PLIW	WPLE	WLBT	OC
WIPL	Value of r	1				
	Sig					
PLIW	Value of r	-0.007	1			
	Sig	0.932				
WPLE	Value of r	-0.007	-0.002	1		
	Sig	0.937	0.985			
WLBT	Value of r	-0.017	-0.003	0.001	1	
	Sig	0.844	0.974	0.991		
OC	Value of r	-0.052	-.570**	0.108	.080**	1
	Sig	0.544	0	0.203	0.347	

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

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

WIPL- work interference in personal life factors
PLIW- Personal life interference in work factors
WPLE- Work-Personal life enhancement factors
WLBT-Work-life balance total factors
OC- Organizational Commitment (Dependent Variable)

Correlation analysis has been used to measure the strength of the relationship of two variables. For the study Table 3 presents the results of correlation for the respondents working in public sector banks in Punjab. The result shows that there is variation in relationship between four dimensions of work life balance i.e WIPL, PLIW, WPLE, WLBT with organizational commitment. It shows that work interference in personal life factors (WIPL) has negative and insignificant correlation with organizational commitment which implies that with increase in WIPL, organizational commitment decreases. Moreover there is negative but significant relation between factors relating to personal life interference in work (PLIW) and organizational commitment and It implies that if there is more interference from personal life to work leads to low productivity of employees and they show less and weak commitment towards organization whereas work-personal life enhancement (WPLE) has positive but insignificant relationship with organizational commitment. It shows that enhancement factors of personal and professional life has significantly positive impact on level of belongingness and loyalty of an employee towards organization. Lastly a work-life balance total factor (WLBT) shows positive and significant relationship with organizational commitment. Moreover correlation value of .396 displays the correlation result for all the variables in this study. The dependent variable of organizational commitment has positive and significant correlation with the work life balance.

The results of regression in table 4 indicate that independent variables (work life balance) has significant positive relationship with dependent variable (organizational commitment) signified by the coefficient of Beta factor of work life balance is 0.396 and T value is 5.203 is significant at $p < 0.001$ significant level. Based on the given statistical results H1 is accepted as it shows that positive relationship exists between work life balance and organizational commitment.

4. CONCLUSION

The objective of the study was to find out the impact of work-life balance on organization commitment among public sector bank employees of Punjab. It is concluded from the above research that high work-life balance meaningfully affect employees' overall organizational commitment. The correlation analysis shows positive and significant relation between work-life balance and OC so our hypothesis is accepted. Moreover the results of present study are also in agreement with study of Greenbelt (2002)

which states that enhancement in the personal life in form of physical, psychological, emotional, and social resources could directly increase one's potential to perform various responsibilities at home and at work. Eventually Work-life balance is beneficial both for the organization (in form of increased productivity and team work) and for the individual employee (in form of contented life style and stress free mind).

The findings of this study offer suggestions for improvement of organizational commitment through work life balance.

- Banks should provide flexi-time facility to its employees so that they can provide productivity at job by prioritizing their work responsibilities.
- Effective HRM policies should be implemented to minimize the conflict between work and family. Top management should realize the importance of work life balance and tries to minimise its adverse affect on organizational commitment
- Employer bank should review existing work-life balance policies from time to time and introduce different policies and strategies are needed for the people at different type jobs and at different stages of their career.

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HR Analytics: Challenges and Prospects of Indian IT Sector

Maria Afzal

ABSTRACT

Human Resource (HR) is monumental for any organization. Besides knowledge, it brings ability and technical skills, essential for sustainable-success of any organization. Gauging the quality, status and prospects of human capital has always remained a challenge for organizations. It has been traditionally, the HR assessment was carried manually, which involved a lot of subjectivity. However, with the advent of technological advancement, application of sophisticated data mining analytics technique to HR data has given a different shape to analytics known as HR-analytics. Contemporarily, HR-analytics is emerging as a novel way to first augment and later exploit the HR for organizational gains. So far, HR-analytics has been adopted by Western IT sector but off late is paving its way in the Indian IT sector too. Present paper provides a captious-analysis of the HR-analytics in Indian IT sector and attempts to explore its approach towards analytics" development and application. Corollary, HR-analytics in Indian IT sector has a vast-potential but inadequacies in HR systems, teams and people skills. This calls for need to have rational HR professionals for strategic decision-making and competitive advantage, as we believe creative and innovative minds can generate the best economies in the world. To ensure the presence of such talent in the organization, we need good assessment tool as well

Keywords: HR analytics, IT sector, MNC, Strategic decision-making,

JEL Classification: M15

INTRODUCTION

Human resources are getting into the limelight with HR analytics. Before the advent of internet, wifi, etc. one of HR's primary aims was to collect and keep a record of employees' information (personal and professional) such as salary, performance reviews etc. in hand form. Moving with time and technological innovations, HR department's talent and recruitment strategy has come in transition, from intuition to data based decisions. This change in pattern of decision-making requires handling huge amount of data for better implementation of strategic decision for gaining competitive advantage. 1980's is a marking era for evolution of Human Resource (HR) Analytics with the Fitz-Enz's book, How to Measure Human Resources Management, which gave metrics for measuring employee's performance (Waxer. C, 2013). HR Analytics is known as a communication device which brings the employee's data altogether from different sources such as surveys, records of current condition for better predicting the future (Fitz-Enz & John, 2014). Retail, telecommunication, IT and healthcare sector have shown rapid growth in cloud based data and predictive analytics solutions. Currently, India is holding position among top ten big data analytics market in the world (NASSCOM, 2016). The

market shows that it has huge growth potential. India is going to hold 32 percent share in the world market by 2025. (Big data analytics to reach \$16 billion industry by 2025: NASSCOM, 2016). The reports by TJ insite survey from timesjob.com across Industries shows that only 7% of companies in India using big data analytics to find job-fit employees but about 90% of those companies are in favour of data based decision rather than gut-feeling judgments (times jobs, 2015). HR analytical tools can forecast employee turnover rate for the next 3 months by analysing the operational insight given by data analytics. Henceforth, the future of human resource in India lies with the predictive analytical models. In the dynamic journey of voluminous big data and escalating growth and competition among business partners, predictive analytics can turn out to be the “Game Changer” (Forbes, 2018).

Indian IT sector has acknowledged the value of HR analytics generally for recruitment and selection strategy. More than 80% of these business firms declared that they have Full-bodied analytical process and structure in place (People Matters editorial team, 2015). Sixty-seven percent of US\$ 124-130 billion market appoints ten million workforce, makes India the world's largest sourcing destination for the information technology (IT) industry (IBEF, 2017). IBM using data analyses for retaining the best talent and acquisition whereas TCS used big data analytics not only for talent management but also analysing its impact on overall business outcomes (TCS, White paper, 2014). Most of the organization invested on analytics only for metrics of headcount, payroll or salary and not for the data that fits together and linked to organizational performance (Higginbottom, 2014). Moving forward, there is a need for exploring the Indian IT sector in the field of HR analytics, that what are the prospects of HR analytics, the challenges and problems faced by them in implementing the Use of HR analytics and what benefits it brings.

RESEARCH QUESTIONS

Big data analytics for human resource is less explored topic in research field. Nascent literature of analytics is available in Indian context. In report of NASSCOM Summit 2016, it has been stated that Human Resource Analytics is going to capture the market specifically the IT sector, Health sector etc. Therefore, the current researcher has tried to explore the prospects of HR analytics in Indian IT sector and the challenges they face while using it. This paper also aims to explain the benefits of using HR Analytics. The objective of this research paper is to help Indian IT sectors to make understand the present prospects of HR Analytics field. This current study also identified the challenges for analytics in HR. This paper deals in qualitative research and the data collected from research papers published in journals, articles, books have been collected and reviewed, interpreted, and conclusion have been drawn. The research questions, therefore, are:

-
- What prospects do Indian IT sector have with the use of HR Analytics in an organisation?
 - While applying HR Analytics, what kind of challenges does an IT organisation face if any?
 - How far the use of analytics by HR department is benefitting to an IT organization?

PROSPECTS OF HRANALYTICS IN IT SECTOR

HR analytics is nutrition for thought to HR professionals, specialists and scientists. The HR analytics is „the new normal“ for the early adopters“ human resource professionals. While experts stay aloof or want to have a second thought before they enter into the domain of data driven HR. Analytics done for human resource can develop best of team for winning the market. Adding upto, this one of the best examples “Billy Beane is the Oakland“s baseball coach who by using analytics and selecting players based on arduous statistical calculations of their performance, yield winning results. This approach of making a team led to make record of the longest winning streaks in major league history” (Zettelmeyer, 2014) shows that the analyses for selecting best human for the company can make a company win in this dynamic-globalised world, opening a platform for HR analytics.

In 2012, the cloud based tools named “Kenexa”, SAP and Oracle with Tableau has been discovered by IBM for talent management to analyse the voluminous big data of human resource (Waxer, 2013). After so much of increasing demand for analyses of people and the increasing prospect for HR analytics, the acceptance level is low. Data highlights shocking reply by the HR managers, only 75% of 3300 HR managers said that using analytics is „important“ for strategic decision and only 8% of them consider their business „strong“ in this area (Global Human Capital Trends, 2015). Disturbingly, after the great elevation in innovation and growth of the big data market, this percentage response by HR practitioners shows that HR department is far behind in using analytical tools for competitive decision-making. Salesforce (NYSE: CRM) evaluates that analytics and Business Intelligence (BI) applications will upsurge their Total Addressable Market (TAM) by \$13 billion (Columbus, 2015). These estimates are not defining particularly about HR analytics but giving an idea of completely analytical market. Specifically, when it comes to IT sector, software market covers 18% of HR analytical market in which the company outsourced the analytical tools for data gathering and analysis, whereas presently only 10.9% of companies using advanced analytical solutions for HR process (Accenture survey, 2015). It shows that IT sector still have long road to travel for applying Big Data to their business. The human resources (HR) analytics journey look no advance than the good old recruitment process (Shinde & Misra (2017)). Analytics gaining importance all over the globe, so India need to think more intellectually to gain and sustain in the IT market. Wipro, Infosys, HCL and TCS are leading IT sector and trying their best to device analytics for Human Resource Capital.

Wipro Ltd. has started using different software for holding back talent and social media analytics for grabbing new skills, through cloud based HCM (Human Capital Management) software. The main factor which led need to adopt the latest technology and innovation for human resource is labor mobility (Wipro Annual Report, 2015). The transition of Wipro Ltd from cloud based oracle system to their own Wipro HR sprinter software for augmenting talent management, gives strategic insights for decision-making. This software shows trends of each employee by just a click, the data of employees in the system predict their behaviour as well. In real life, business firms are not investing enough for developing HR analytics. HR should claim entitlement for HR analytics, mainly in a dedicated role. Managers use HR metrics for recruitment, selection and retention rather than seeing the overall performance of the Human Resource Department. As we know that recruitment involves lengthy process, it deals with lots of data about the employees. Hence, managers can use descriptive and predictive analytical tools for recruitment of employees and deciding about the salary. Recruitment efficiency will be improve up to 80%, if analytics is used (Mc. Kinsey survey, 2016). Infosys is no way behind in adopting the software called as my Nest HR Analytics and dashboard (Infosys Consulting Blog). HR analysis aided the organization in understanding its internal hiring as well as external hiring ratios. Infosys further adds that organizational success depends on employee's performance and it can be analysed by the use of analytical tool. HCL technologies is one-step ahead than these two companies have analytics tool. Semantic analysis is one of the tools used by HCL for investigating database of over 5 million candidates and internal employee's records, while Predictive Index is for hirers and recruiters to employ right person at the right place. It is also using talent transformational analytics and 17% demand is fulfilled (Singh. N, 2016). This paper explores that Indian IT industry is still on initial stage of acceptance and needed a sound structure for HR Analytics. Hence, Indian IT market have many prospects in terms of HR analytics to be explored.

The HR and big data analytics acceptance in industry is too relying on numerous variables such as individual, organizational and technological role in inducing its acceptance among HR managers in Indian organization [Table 1 (George. et al. 2016)].

Table 1: Factors Affecting HR Analytics Acceptance (George. et al. 2016)

<i>Individual Factors</i>	<i>Organizational Factors</i>
Analytical skills	Analytical culture
Performance expectancy	Facilitating conditions (Training & Resources)
Readiness to change	Social influence (Top management support and influence)
Understand Importance of analytics	Vision for using analytics
Voluntary use	Data factors (Availability of data, sharing of data)
Opportunities to use	-

With the above variables, technology plays very important role. IT sector of India has world's largest coverage, with almost all these above factors available but still there is a huge gap between the demand and supply of the Human Resource analytics. The business outcome is one crucial for any business for survival, which needs talent analytics. The research on competing talent analytics (Davenport, et al., 2010) illustrates that leading company like Proctor and Gamble, Best Buy & Sysco uses sophisticated data of employees for analysis and getting valued talent for the company to achieve competitive success and practices analytics for refining methods of attracting, retaining talent and linking their employee data to business performance. Furthermore, the other author added that analytics does not affect only decision making but also performance outcome and viewed as competitive advantage, but focus of this study is that only technical literate and technological based manager can use analytics (Mathew J, 2010). HR leaders should not only emphasis on attrition rate, recruitment or giving rewards on past data but also recognize the prominence of return on investment (ROI) for every employees. Additional empirical analysis is required to crisscross this conceptual work about the association between these variables and its effect on adoption and use of analytics in HR field.

CHALLENGES FACED BY HR MANAGERS IN IMPLEMENTING HRANALYTICS

HR professionals usually adopt trusted and tried metrics, which is commonly used for making workforce strategy (CIPD Research Report, 2013). Home-based structure is required to give precise answer to problem, which exists in organisation and it also helps in overcoming irregularity and unpredictability in data itself (Boudreau and Jesuthasan, 2011). There are three major blocks in implementing HR analytics as mentioned below (CIPD, 2013):

- **Silos:** Structural barriers in the system of organisation that mainly hamper timely and efficient access of data termed as "Silos". It is prompted not only because of structural barriers among HR but also among the other department, that hinders the exchange of data. The system silos are those relating to infrastructure for data analysis and issues such as systems unsuitability, safety-security, and IT skills issues.
- **Skills and Smarts:** One of the main factors for blocking the use of analytics is need of "skills" due to which organizations are not able to use HR analytics. HR department adopts analytics only when they can appoint new analytical talent and can produce high impact business focused insights. HR Analytics can only move to the next level when human resources have numerical knowledge.
- **Suspicion and Skepticism:** Professional and cultural interferences, stops the analytical techniques from being rooted within HR. This happened due to preconceptions and perception of expertise between HR. Analytics can break behaviour of people into unit of measurement.

Wipro Ltd. labelled their challenges more passionately and deeply by explaining the above three barriers as follows (Wipro, 2015):

- Responsiveness to talent needs and execution of forward-looking talent strategy
- Complex employee policy
- Customized benefits
- Dynamic career plans
- Flexibility
- Collaboration/insights
- Social

Challenges in using analytics in Indian IT sector are many, which required their solutions. Cindy, (2012) mentioned:

- Investment is major issue for the HR leaders because new HR system is required for keeping pace with the advancement in technology. New metrics are constructed by HR leaders, for which new investment and time is required. Now analytics in HR is moving towards new trend. Not only recruitment, attrition and labor cost metrics is used but also, HR leader“s measures employees“ past performance and based on such pattern, future trend is explained.
- There is a huge gap between demand and supply of HR analyst. Hence, the cost is so high. Due to high demand, hiring analytical talent can charge around salaries of \$100,000 or more, and training of HR leaders around amount to \$5,000 per employee.
- Absence of confidence in HR experts for using statistical tools i.e. analytics. The report of Bersin and Associate shows, only six percent of HR teams thinks that they are “experts” in analytics for talent management whereas other 80% doubts that the data they have is not reliable for decision making.
- Quality of data and the challenge to tackle the outdated data available for the employees make them handicapped with inferior data. Hence, the technique of gathering data should be always a first stage towards using analytics for better decision making.
- Another challenge of HR managers are overloaded data information, which leads to chaos among them to use for decision-making

Jacqueline Lee (2015) mentioned in her article that; data analysis is resource-intensive for IT, and many smaller companies simply do not have the infrastructure for Hadoop of analytical programs. Acute analysis of the IT industry clarifies; there is lack of analytical skilled Human resource. In addition, there is a gap between demand and supply of talent, which can use analytical tools for better performance. Though another research exhibits, sometime lack of qualified talent gives right analytical question such as; “Which employees are in a danger of attrition and how to save them?”(CGI Report, 2016).

The present study explains different dynamics of challenges faced in adopting HR Analytics. Therefore, there is demanding need of pragmatic research to get the actual depiction of challenges occurred in using analytics. The other important issue of HR leaders faced is with the dispute i.e. “buy or build”, whether to employ new talent or need of a training program for the existing one. This conceptual paper make it clear that factors such Legacy IT systems, HR policies and strategic barriers are less dominant in Indian IT industry.

BENEFITS OF USING HR ANALYTICS IN STRATEGIES

“HR is very keen to take benefit of the competency to predict talent demand, gauge talent supply, and retain the employees who anticipate HR-related outcomes”, says Elizabeth Craig, a research fellow with Accenture Institute for High Performance (Trends Reshaping the Future of HR, 2014). Moving further, there is a living example named “Billy Beane”, the Oakland Athletics’ coach for baseball shows that analytics can earn winning results. He proved this in 2002 by selecting players based on arduous statistical assessments of their performance (Leigh Steinberg, 2015). This approach of selecting team based on analytics led his team to become one of the longest winning streak in league history. These examples shows that how far HR analytics is also beneficial for making strategies to gain competitive advantages.

Despite the fact, this paper explores the prospects and Challenges of Human Resource Analytics faced by the said sector; it also brings many benefits for the organization as whole and specifically for Indian IT industry too. “HcACe” is human capital analytics used by TCS enables well-timed decisions, fact-based planned actions, and measures performance. Total cost of ownership (TCO) is reduced by full application of HR Analytics. It also helps in focusing on core and strategic functions. Moreover, TCS refined the benefits as follows (TCS, 2012):

- Pay roll can be managed by analysing the root cause and decreases payroll cost by reducing manual processing, check bounces etc.
- Diverse workforce is monitored efficiently. The system identify the dynamic features that increases employee output, boosting employee morale, attrition causal analysis and trends.
- Best talent is retained. Top performers are identified regarding job tenure, pay scale, performance rating, and past attrition rate.
- Effectiveness of training and development programs are investigated. It assesses efficiency of various internal and external training and programs to deal with skill gaps.
- This HR system helps in ensuring compliance with local, regional and country specific compliance requirements.

Wipro Ltd. using HR analytics has increased capabilities for training, motivating and compensating employees, discovering new and exciting opportunities for organisation. It also gives planned vision to the HR leaders for making decision about employees who will be star performer and which one will leave organisation (Wipro, 2015). Almost all the IT companies use predictive Index (PI), which creates a communicative profile of the employee and provide an exact depiction of employee's central energies and job preferences (Singh. N, 2016). Present study explains the benefits of using analytics for human resource department, which are common among all the IT companies for making decision (regarding attrition, recruitment, and compensation). The use of benefit of HR analytics can be extended by using correct metrics for decision regarding investment in employees training and development program. The training of employees contribute more to ROI (Return on investment) and then evaluating the overall business outcomes. The entire HR architecture is transiting „traditionally“ employing skilled labor to „modernly“ hiring human resources, which is improving ROI (return on investment). This transition shows increased market share of the company. Ultimately, not only Finance Department is taking part in increasing ROI, but now a days HR department also coming into the picture. Further research can be done on the linkage between these two departments in context of ROI in relation to analytics.

CONCLUSION

Human Resource Analytics is key element for changing HR leaders across all sectors. HR analytics shows trend for every employees going to leave the job or stay and track the performance of each employees. Recently, it is adopted by the IT sector for making better HR decisions. This research paper is conceptual in nature and based on secondary data sources such as research journals, magazines, newspapers, company reports on HR analytics. The analyses of given researches explores that Indian IT industry has just now awakened with the idea of adopting the big data analytics for better HR decisions. Indian IT sector (Wipro, Infosys, HCL etc.) is said to be at infancy stage unlike western business firms, for example, IBM, developed different kinds of softwares to record accomplishment of employees. The prospects and ambition among business leaders to improve Human Resource practice and business outcome through analytics is growing rapidly in India. The analysis of papers illustrates that HR analytics in IT sector has been used more for recruitment, retention, reducing attrition rather than showing effect of HR analytics on entire business outcome. There are requirement of developing new HR metrics for business decision-making by the Indian companies. Lack of innovative technology, demand-supply gap exists, huge cost, rigidity of culture pose notable hurdles for the Indian IT sector to device big data analytics for the people. In addition to these challenges, important one is lack of analytical talent accessible for HR analytics.

Although, laterally with barriers and challenges, analytics has carried many benefits for the Human Resource leaders for Indian IT firms. Analytically, the reports of Wipro, Infosys, and TCS etc. rooted with several aids as reduced attrition rate, retaining best talent, improves productivity, etc. The Indian IT industry, need new human capital metrics for calculation of ROI per employee. If new metrics are develop, it will help HR professionals to take decisions regarding appointing or retaining employees. However, HR managers of Indian companies are still taking decisions on gut feeling rather than on information. This shows that HR analytics remained only a buzzword than being actually explored and used. Henceforth, this research paper unlocks the route for empirical research to discover the present state of use and adoption of HR analytics in Indian IT companies.

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Importance of Informal Groups in an Organization for Team Cohesiveness – A Case Study Approach

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ABSTRACT

The author has got composite experience of more than 23 years and during this period he has experienced incidences where informal groups in an organization played vital role while working in teams. The author has cited some incidences here, where reader will go through the situations in which due to informal groups, really cohesive; could perform well and one will understand the importance of existence of informal groups in any organization at any given point of time. Based on the review of incidences mentioned in this research paper, one can easily understand the importance of existence of informal groups in an organization.

Keywords: Formal, Informal, Groups, Team, Cohesiveness, Colleagues.

1. INTRODUCTION:-

In any organization, we can observe that, there are formal and informal groups in existence. Firstly, let us understand what is the meaning of a group? 'A group is defined as two or more individuals, interacting and interdependent who have come together to achieve particular objectives'. Groups can be either formal or informal. By formal groups, we mean those defined by the organization's structure, with designated work assignments establishing tasks. In formal groups the behaviours that team members should engage in are stipulated by and directed toward organizational goals. Whereas, informal groups are alliances which are neither, formally structured nor organizationally determined. These groups are natural formations in the work environment that appear in response to the need for social contact. Three employees from different departments who regularly eat lunch or have tea or coffee together are an example of an informal group. These types of interactions among individuals, even though informal, deeply affect their behaviour and performance. In other words, formal groups are those which are formed out of compulsion, whereas informal groups are created by colleagues out of their choice. These informal groups are very important for a team's cohesiveness. Somebody has stated long form of TEAM; reproduced here, it is Together Everyone Achieves More. It simply means that, everyone in the team is going to get benefitted because of the different skill-sets possessed by the team members. Each team member has got expertise in a particular task and he / she performs the task to complete the assignment given. Everyone in the team is assigned with separate task and hence entire team excels at any given point of time. The basic requirement for such situation in any organization is nothing but the existence of informal groups. Teams are basically formed on the basis that, everyone

should be helped and supported while working on a specific task or job. This kind of situation can be observed in an organization only because of environment created and space provided to promote such informal teams in an organization. Author has narrated two incidences in this research paper to understand the importance of informal groups and how far these informal groups help in completing task assigned to a team, successfully in the organization?

2. RESEARCH METHODOLOGY:-

The research methodology used here for writing this research paper is as mentioned below:-

1. This research paper is completely based on primary data.
2. The author has narrated two incidences based on his observations in industries while working in the past some years.
3. Author has formed his opinion appropriately at the end.

2.1. Objective:-

- a) To study and understand what is informal group in an organization?
- b) To study and understand the importance of existence of informal groups in an organization.

2.2. Sources of Data:-

Based on personal observation, the author has collected information which is primary in nature and hence 'Observation' is the source of data for this research paper.

3. ILLUSTRATIONS:-

Here, we will be going through the incidences for understanding the informal groups and its importance in an organization for making team cohesive.

3.1. Incident No. 1:-

In one of the manufacturing company at Pune, named 'Anand Steel Manufacturing Co. Ltd.', Mr. Ravindra Bhosle was working as 'Shift Engineer' since very long; in fact he was the most experienced employee in the company. He had very good friendship with some of the colleagues i.e. engineers and workers of the production department. In other words we can say that he had excellent informal relationship with them. They used to meet after the working hours are over, have tea and snacks together; enjoy picnics and meet for other social gatherings also very often. One day, Ravindra was supposed to attend funeral of one of his neighbour and that was a very busy day for production department. His colleagues assured him that the production targets will be achieved without any disturbance and without compromising the quality. He went out for attending the funeral procession

and returned after three hours of absence. It was reported by the production manager that the second shift, in which Ravindra was working on that day has achieved the highest target. After enquiry it revealed that, due to informal relationship and group formed was crucial and important aspect in this incident.

3.2. Incident No. 2:-

Mr. Anil Kaspate, was working as a 'Supervisor' with 'Bright Housekeeping Agency' of Mumbai. He also had very good relations with the employees working under him. More than seventy percent of employees were well – connected due to informal relations which they had with Mr. Anil Kaspate. Mr. Anil was seriously ill for more than five days in the month of April, 2010. His employees working under him were actually directionless for that period. Representative from the client company, enquired about Mr. Anil and his work of supervision to the employees working under him. All of them said that they will manage everything properly during the absence of Anil. When Anil resumed his duties after his illness, to his surprise the representative of Client Company appreciated Mr. Anil for the performance of his employees during his absence, because all of the employees worked nicely effectively and without any complaint. When Anil tried to find out the reason, it was the informal relations shared by each one of them and formation of informal group.

4. FINDING :-

After going through these two incidences, we understood that in both the incidences there were informal relations shared by team members and due to which informal groups were formed. When there was a need to support the colleague or superior they gave wholehearted support and worked effectively in that crucial period. In both the incidences, one thing was common that, employees were having good relations with each other and they have formed informal groups in an organization. This kind of situation gets created in the organization because of everyone's efforts towards team cohesiveness.

5. CONCLUSION:-

Based on these incidences mentioned above, and objectives mentioned for the study, we may conclude that, the objectives are achieved as mentioned below:-

1. While going through the concept of informal groups and these incidences thoroughly, we have understood the concept of 'Informal Groups'.
2. Also we have understood that 'Informal Groups' are very important for any organisation. In order to create cohesive teams in an organization, all members should take such efforts, which will in turn give birth to informal groups. We have seen that, though superiors were not present physically at the place of working, all employees worked effectively and responsibly. This is

nothing but the result of informal groups created due to informal relations shared by the members. In the incident number I, even superior went out for attending funeral procession and came back after three hours of absenteeism; during this period employees never complaint to head of the department and carried out their responsibility smoothly and effectively. If we look at incident number II, we can observe that, though the supervisor was not feeling well and away from the workplace, all employees worked effectively and efficeiantly so that, top management from Client Company appreciated their work.

6. SUGGESTION:-

Author would like to provide some suggestions here that, if you really want to have cohesive teams in your organizations then, you need to creat an environment where informal relations will be shared by team members in the organization, where lot of sharing will take place and employees will form their informal groups. Subsequently, such groups will become more efficient, effective and will be helpful to each other and a big support to all team members. Here even management also need to be more supportive for establishing of such environment where informal relations will be shared by team members and because of which informal groups will come in existence. This will really help an organization to flourish and become ‘Employer of Choice’.

7. RESEARCH PAPER LIMITATIONS:-

In this research paper, all inferences drawn are purely based on personal views and pinion. Hence, readers may not be in agreement with all the views and opinions expressed here and it is also not expected.

8. SCOPE FOR FURTHER RESEARCH:-

While writing this research paper, author has realised that, there is a scope for future research on the following topics:-

1. A Study should be carried out on factors which are having an impact on ‘Informal Groups’ in an organization?
2. How far can we create an environment where informal groups will flourish in an organization?

FOOT NOTES:-

1. These incidences are real in nature.
2. Names of the individual and organizations are fictitious in nature for maintaining confidentiality.

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Achieving Business Symbiosis using Stress Management Techniques

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ABSTRACT

Corporate stress leads to change in physiological, psychological and behavioral change of employees. It has several negative impacts to the employee occupational functions at the workplace, increasing the level of rigidity and inflexibility concerned to job performance and creates a room for ignorance or to disrespect the roles, policies and regulations of the organization. Businesses have to be prepared to help their employees/workers cope with stress and to realize that recovery from stress is a critical element. There are certain stress management techniques which can be utilized by an organization which can help the employees to overcome stress and boost the company's productivity as well. Stress management technique ensures that the employees will always be equipped to handle stress when situation arise Employees are assets to an organization and play a key role, so they should be out of stress to give a high performance atmosphere. Stress management technique should overcome the stressors and organization should try to minimize and cope up with the stress factors by mplementing various techniques to minimize stress. This aid employees give their best performance and remain self-motivated which in turn will increase business productivity, profitability and its growth.

In this paper, we focus on various sources of stress and the techniques to cope with stress. We will discuss the stress management techniques which are employed by various business houses to empower employees with better environment and achieve business symbiosis through stress management techniques.

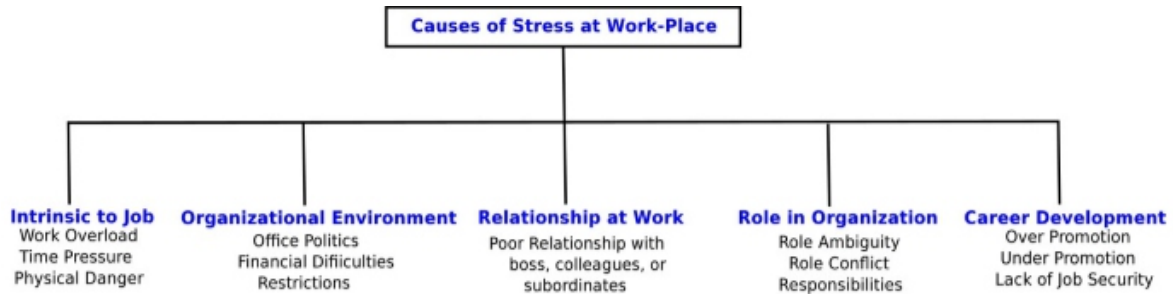
Keywords : Stress, Stress Management, Business Symbiosis, Performance

1. INTRODUCTION

Stress is a feeling that occurs when people are struggling to meet the demands. These demands can be related to work, family, relationships and other situations, but anything that give a challenge or threat to a person's well-being can cause stress. Whenever in life a challenge comes, part of our response is physical. The body prepares to face these challenges and protect us either to stay and fight or to run away as soon as possible. Stress is caused by both internal & external factors. Internal factors include- It is an individual capacity to handle and fight with external stress causing factors like fitness, emotional balance, rest hours, nutritional value, and sleeping hours. External Factors includes- Job, relationships, family, threats, and obstacles, present and future expectations.

In context of an organization there are various causes of stress, which may result in bad health of employee degrading his/her performance and overall degrading the business profits. Figure 1 discusses the major components of stress at work.

Figure 1. Causes of Stress at Work-Place



Stress is thought to be one of the principle factors influencing employee's execution and responsibility adversely. Business related pressure is thought to be the result of an irregularity between work-place requests and individual abilities. As of late, there is a risky increment in instances of work related pressure related issues among workers, which have prompted declining enthusiasm for their employments, less duty and developing anxiety among the best administrators. Some pressure is fundamental and advances self-awareness however inordinate pressure or a wrong method for adapting to pressure achieves negative outcomes subsequently burnout. Stress costs business a great deal of cash, this entirety incorporates wiped out pays, missed due dates and poor execution. Work pressure and other psychosocial factors are perceived worldwide as a noteworthy test to worker's wellbeing and the strength of associations. Work pressure has been demonstrated to antagonistically affect on individual's mental and physical wellbeing, and in addition organizations' adequacy. Laborers who are focused will probably be undesirable, ineffectively inspired, less gainful and less sheltered to work with at work. Associations whose laborers are pushed are additionally more averse to be effective in an aggressive market. Associations have embraced different techniques to check worry in the workforce. Regular procedures used to mitigate pressure incorporate exercise, social assets, shirking, perusing, interests, development, and contemplation. These methodologies utilized by representatives, influence their point of view toward the circumstance, consequently adjusting the impression of stress. Stress lessens to how much an individual is mentally appended to a utilizing association through feeling, for example, dedication, warmth, worth, belongingness, joy et cetera. This investigation looks to build up the impact of pressure administration techniques on employees' duty in Family Bank. In particular, the examination will try to set up the impact of mental help, work update, preparing and improvement and representative welfare programs on employees' responsibility.

In this paper we aim to discuss the causes and effects of stress, in context of its synergy with business. Also, we will focus on various stress management techniques which may help an individual and finally the business to overcome the effects of stress. Further in section 2, we will review previous work related to stress and impact of stress management in business context. In section 3 we will describe different stress management techniques which may prove to be beneficial for a business. Finally section 4 will conclude the paper with the findings.

2. RELATED WORK

This section provides a review of the research carried out in the field of organization stress and its management.

2.1 Stress

- India is waking up to the fact that a lot of human potential is being drained away because of stress and burnout [2].
- High level of stress results in high level of individual dissatisfaction, illness, absenteeism and turnover, low levels of productivity and as a consequence difficulty in providing high quality service to customer [1, 3].
- In [4], authors indicated that stress chemicals that stay in the body can obstruct the digestive and immune system and also deplete human energy.
- Authors in [5] Managers & supervisor of PSUs and private sector: Private sectors scored higher on role conflict, role erosion, resource inadequacy and role isolation. Supervisors in PSUs scored higher on role ambiguity.
- Research demonstrated that high levels of occupational stress, if left unchecked and unmanaged; it will undermine the quality, productivity and creativity of employees „work, and employees“ well being [6].
- It is generally believed that some stress is okay (sometimes referred to as “challenge” or “positive” stress) but when stress occurs in amounts that individuals cannot cope with, both mental and physical changes may occur [7].
- It is generally accepted that untreated workplace stress is associated with increased levels of employee absenteeism and turnover, decreased levels of productivity, as well as lost workdays due to disability or sick leave [8].
- Cost of stress aroused from work environment that resulted in substantial costs to work organizations and to individual employees in the whole world [9].

2.2 Stress Management

- A wide range of studies have found that modifiable health risks (i.e., stress) can be improved through workplace sponsored preventative medicine and health promotion programs [10].
- Personality differences, gender differences, age, and social support all seem to be important factors in determining how well individuals cope with workplace stress [11].
- Organizational strategies are more effective in reducing long term stress and risk of illness; however, it is just as important that individuals have personal coping strategies at their disposal for when stress inevitably occurs [12].

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- Authors in [13] points out that while individual level stress management interventions may be of value in helping workers cope with unavoidable pressures, they deal with only part of the problem, and need to act as a supplement to organizational change programs that deal with the root causes of stress in unhealthy work environments
 - Whatever the reason, the issue of workplace stress can no longer be ignored, and it is necessary for changes to be made where unhealthy work environments exist [13].

3. TECHNIQUES FOR MANAGING ORGANIZATION STRESS

Stress management can be done by focusing on what needs to be done and what can be done to avoid stress. What here we are talking about how to deal with it at the very moment when a person is under stress at workplace. When an individual enters in organization he is already in stress due to yesterday's work or family burden. So, when a person starts new day at work, these things add extra pressure. So here are some ways of how to manage stress in the moment.

i. Talk to yourself – It is very important to talk to your inner self when a person is under stress. There is both positive and negative voices at the same time, but it's important to hear to your positive voice, so as to get hold of the situation. Make yourself understand that these situations have already aroused before and how you have managed it, so it's not at all a problem to manage them again. Make yourself cool down and keep „I CAN DO IT“ attitude and this can only be done by talking and listening to your own inner self.

ii. Solicit for a friendly ear – Every person has someone on whom they can trust and rely on. Talk to that person, discuss your problems, you will feel relieved and may be that person can show the right path to move on, which you can't see due to stress.

iii. Project an impression of calmness around others: If someone talks rudely to others so there is a possibility he will also get the answer in the same tone and manner, which will create tension between the two persons and also negatively affect the work environment. So if the issue has to be resolved, work it up and stay calm at the very moment of stress.

iv. Think about the time when the period of stress will be over.

3.1 Organizational Stress Management Techniques:

a. Job Role Clarity:

- i. Ensure that workloads are in line with workers' capabilities and resources.
- ii. Design jobs to provide meaning, stimulation and opportunities for workers to use their skills.
- iii. Clearly define workers' roles and responsibilities.
- iv. Give workers opportunities to participate in decisions and actions affecting their jobs.
- v. Improve communications to help reduce uncertainty about career development and future employment prospects.
- vi. Provide opportunities for social interaction among workers.

b. Wellness Programs:

It improves overall employee health and cut back on stress and sick-day losses. It may involve bringing in a nutritionist to speak with staff, sponsoring a cooking class or subsidized gym memberships. Organizing a company sports team can also give employees something fun to do together after work that can build friendly teamwork and competition.

c. Family-friendly Policies:

It can be incorporated by welcoming families into employee events. By maintaining a family-friendly attitude, employees get an opportunity to engage their family members in the other half of their lives which is spent at the workplace and around those people. Employees who have a comfortable home life are also likely to feel more satisfied with their jobs and maintain healthy relationships at work.

d. EAPs (Employee Assistance Programs):

EAPs are typically offered by the HR department as part of the employer's health insurance plan to assess and address personal issues that affect employee performance and productivity. Issues can range from substance abuse to family problems, and EAPs often include counseling benefits.

EAPs for substance abuse can reduce workers' compensation claims, employer healthcare costs, and absenteeism.

e. Job Sharing:

This allows at least two people trained to perform each job, enabling each employee to have time off without losing productivity.

f. Work Environment:

Reducing environmental stress may include refiguring the workplace to include natural lighting, improving air flow, providing quiet rooms for massage or yoga sessions and reducing noise levels. When noise levels are reduced through the use of well-designed ceilings and furniture or sound masking machines, employee focus is estimated to increase by 48 percent.

g. Honest Evaluation:

Companies evaluate the scope of stress in the workplace by looking at absenteeism, illness and turnover rates and performance problems. From there, employee surveys and/or committees can help determine specific stressors and if they are concentrated in one specific department or are company-wide. It is also important to ask employees what strategies may provide remedies.

h. Health Risk Assessment (HRA):

The HRA is an online or print questionnaire provided to employees that helps identify risks for diseases and contributing lifestyle factors, such as stress levels. The HRA enables workers to learn about their individual risks and can be an effective motivator towards making healthy lifestyle changes to reduce those risks.

3.2 Strict Action Plans to Avoid/Recover Stress

We have discussed a number of methods using which an organization or business can implement various stress management techniques to achieve high-performance among their employees. Further, we are summarizing some or actions needs to be taken as an employer and as an employee to overcome stress.

3.2.1 Action plan for employer

- i. Provide support to employees to achieve their targets.
- ii. Encourage personal/organizational communication with employees.
- iii. Strengthen interpersonal relationships at work by developing reward systems.
- iv. Include stress as a business indicator and monitor it regularly.
- v. Integrate health and wellness initiatives into an employee's work schedule.
- vi. Include programmes to target root cause of stress.
- vii. Invest time and money to understand what an employee wants.

3.2.2 Action plan for employee

- i. Make a to-do list everyday and prioritize jobs in discussion with managers.
- ii. Get support from managers, peers, mentors when in need.
- iii. Connect with inner self and learn to mitigate stress at an individual level
- iv. Approach a counselor to become aware of one's own strengths and weaknesses.
- v. Find a fun way to release stress – sports, hobbies, etc.

4. CONCLUSION

Stress is a natural phenomenon, directly linked with nature of work. It is important to maintain a correct balance between good stress and bad stress. Business has to be prepared to help their employees/workers cope with stress and to realize that recovery from stress is a critical element. Stress management has become a most important and valuable technique to boost the employee more and also the company's productivity as well. It does not mean employees won't ever deal with stress but rather will be much better equipped to handle stress when situation arise. Organization's should understand the causes of stress and implement the proper stress management techniques on regular time basis, so that employees give their best performance and remain self-motivated which in turn will increase business productivity, profitability and its betterment.

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Training Methods used for Development of Employees in the Hotel Industry

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ABSTRACT

The employees were not considered as an important source of production in business organization before the First World War. Thus, during this period neither organized efforts were made to develop personalities of employees nor training was used in an organized manner by business organization as an instrument for this purpose. Two world wars and thereafter- intermittent period of prosperity had offered enhanced opportunity to the industrialists for making more profits and expanding the scope of their activities. It simultaneously enhanced the importance of human resource in the industrial organizations. This paved way for the introduction of systematic training for the employees. By now, the importance of training has been realized and appropriately projected by several seasoned academicians and practitioners by explaining that training is an effective organizational tool for orienting new employees and reorienting existing employees about organizational policies, practices, procedure, culture as well as organizational predetermined goals. After knowing the importance of training an attempt was made to find out the appropriate method of imparting training to the staff & managerial levels.

INTRODUCTION

Today's training programme offer something for everyone- from pre-employment preparation for the first job to pre- retirement courses for those who are due to retire soon. The range of training methods is such they can provide opportunity to unskilled to become skilled, they offer people to be promoted at various level of the organization. The training programmes commonly used to train operative and supervisory personnel's are discussed in the following text by classifying these methods into “on- the- Job” and “off- the – Job” training programmes.

ON-THE- JOB TRAINING

On the job training is training that is conducted at the work site, usually during working hours. It can be cost effective because the trainee is placed on regular job and thought the skills necessary to perform it during normal business hours. It provides the maximum amount of realism. It addresses a trainee's specific needs and is an especially effective form of one-on-one training.

However, if not carefully planned, on the job training can interfere with normal business and sometimes slows down normal business operation. Also, trainees may not be exposed to all aspects of he job-only those aspects which happen to occur when training takes place. Because the training is fast paced, there

is often no time for the trainer to provide feedback, repeat important steps, or explain why certain procedures are followed. On-the-job training can cause problem if the trainer does not perform the job correctly. Trainees are likely to perform in the same way as their trainers, right or wrong. On-the- Job training methods prominently includes:

- **Vestibule Training**

In this method a training centre called vestibule is set up and actual job conditions are duplicated or simulated in it. Expert trainers are employed with help of expert and machines, which are identical with those in used at the work place. When the job requirement is such that people cannot be absorbed directly, they are put in such training centers when the trainee learn the job handling when they are absorbed by the organization in actual operations. Vestibule training allows the employee to develop the necessary skills in a pressure-free environment¹.

- **Apprenticeship Training**

In this method, theoretical instruction and practical learning are provided to trainees in the training institutes. In India the government has established Industrial Training Institute (ITI) for the purpose. Generally a stipend is paid during training period. Thus it is an “earn when you learn” scheme².

- **Job Instruction Training**

This method is very popular in the states for preparing supervisors to train operative. The J.I.T. method requires skilled trainers, extensive job analysis, training schedule, and prior assessment of the trainee's job knowledge. This method is also known as “ Training through step-by-step learning”. It involves listing all necessary steps in the job, each in proper sequence. These steps show “what” is to be done. Along side each step is also listed a corresponding “ key point” which show how it is to be done and why. “It has been mainly adopted for training in hotel and restaurant”³.

- **Demonstration Example Method**

The direct trainer by actual performance shows the learner what to do and how to do it, and with his associated explanations indicates why, when, and where it is done. It rarely stands alone; it is almost invariably combined with another method.

OFF- THE JOB TRAINING

Off- the Job Training is conducted away from the actual work site, often in a conference room or private office. During this period, the trainee does not contribute anything to the organization. This type of training is associated more with knowledge than with skills. There are certain aspects of nearly all jobs

that can be learnt better in off the job than on the job. Orientation about organization and safety training can be accomplished most effectively in the classroom. Off the job methods for operative levels includes conference method, role-playing, programme instruction method, lecture method and T group method.

• **Conference Method**

“In this training system the individuals confer to discuss the issues of common interest to each other”⁴. It is a formal and participative meeting, conducted according to organized plan, in which leader seeks to develop knowledge and understanding by obtaining considerable amount of oral participation of the trainees. It lays emphasis on active participation of the member involved. Through this method, learning is facilitated by building up the ideas contributed by confers.

• **Role-playing**

“It is a learning technique in which trainee's are presented with a situation which they are required to explore by acting out the roles of those represented in this situation. This method is mainly used for changing/ modifying attitudes, developing interactive knowledge and skills. It can create a great deal of interest by providing a “living” example. It is the only exercise where emotions become the predominant feature”⁵.

• **Programme Instruction Method**

It is a form of instruction in which the following factors are present:

- There is a clear statement of exactly what the trainee is expected to be able to do at the end of the programme.
- The material to be learned, which has been itemized and tested, is presently serially in identifiable steps or frames.
- Trainees follow a sequence of frames, which may be determined according to their individual needs.
- Frequent unambiguous responses are usually required from each trainee throughout the whole sequence.
- Feedback of information about the correctness or otherwise of responses is usually given to the trainee before the next frame is presented.

This method is used for all for all type of knowledge learning, teaching concepts and procedure. Here learners can work at their own place and learner get immediate knowledge of results therefore learners are usually highly motivated.

• **Lecture Method**

In this method a straight talk or exposition, possible using visual or other aids, but without group participation other than at the conclusion. This method is used for transmission of facts and information, which may be classified as of “interest” value only, and which the learners would not be expected to remember in full. A large amount of material can be covered in a relatively short time. One lecturer, content and sequence under the lecturer's complete control can handle a large number learner. The major drawback of this method is lacks of learner activity-they are passive with little or no opportunity for participation and knowledge imparted by talking is not easily memorable.

• **T Group Method**

This is a particular method of behavioral skill training, based on highly participative learning whose purpose is to improve trainee's skill in

- Appreciating how others are reacting to one's own Behaviour
- Gauging the state of relationships between others
- Carving out skillfully the Behaviour required by the situation and in T- Group Method the approach is essentially unstructured.

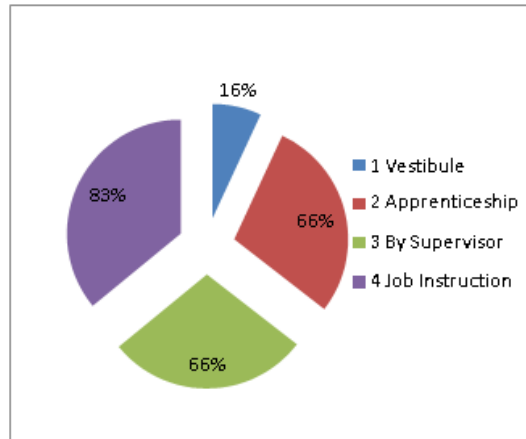
METHOD OF TRAINING BEING USED FOR STAFF LEVEL IN SELECTED HOTELS

There are number of methods mentioned above which are being used in the corporate world therefore an attempt was made to find out the method of imparting training to the operative levels of staff in the selected hotels units. The resulted of the research is charted below:

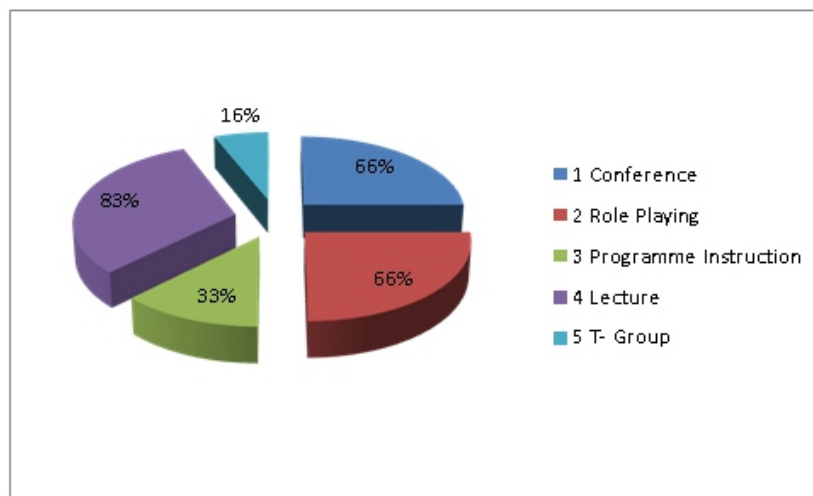
Training methods used for staff levels (Table No 1)

S.no (A)	Training Methods on the Job Method	5star	4 star	3 star	2 star	1 star	Heritage	Unapproved	AV.%
1	Vestibule	16%	---	---	---	---	---	---	3%
2	Apprenticeship	66%	50%	40%	20%	---	28%	---	28%
3	By Supervisor	66%	50%	80%	100%	---	100%	---	72%
4	Job Instruction	83%	505%	80%	80%	---	57%	---	57%
(B)	Off the Job Method								
1	Conference	66%	---	20%	---	---	28%	---	20%
2	Role Playing	66%	---	---	---	---	28%	---	15%
3	Programme Instruction	33%	---	10%	---	---	14%	---	10%
4	Lecture	83%	100%	50%	80%	---	42%	---	45%
5	T- Group	16%	---	---	---	---	16%	---	12%
6	Training Not Applicable	---	---	---	---	---	---	100%	---

On the job methods of training used in 5 star hotels for staff



Off the jobs methods of training used by the 5 star hotels



The analysis highlights that all the categories of hotels surveyed used combination of on the job and off the job training methods to train their operative levels except in unapproved hotels where training is not imparted at all. Among on the job training method more than 50% of five star and four-star hotels use apprenticeship method, training by supervisors and job instruction method for training operative levels. Where as in off the job method lecture method is most widely used method. Conference and role-playing method are also used in 66% of the five star hotels.

The analysis further demonstrates that three star and two star hotels training by supervisors and job instruction method are most widely used as they represent 80% and 100% respectively. Where in off the job, lecture method is also widely used but conference, programme instruction, T- group are also used in less than 20% of the 3 star hotels.

In heritage hotels, Apprenticeship training, conference, role-playing methods almost represent equal proportion in imparting training to their operative levels. But job instruction and lecture are also widely

used. Vestibule training and T-Group training are least used method of training the operative levels as it just represents 16%.

MANAGEMENT DEVELOPMENT PROGRAMME

Executive or Management Development Programme is “an educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purposes⁷. Management Development includes “all those activities and programmes, when recognized and controlled, have substantial influence on changing the capacity of the individual to perform his present assignment better and in doing so are likely to increase his potential for future management assignment.”¹² Management Development is a planned and systematic and continuous process of learning and growth designed to induce behavioral changes in individuals by cultivating their mental abilities and inherent qualities through the acquisition, understanding and use of knowledge, insight and skills as they are needed for effective performance of the work of managing. This development programme has gained movement after the Second World War and its importance will continue to increase because of the rapid change in technology, the realignment of jobs and the increasing complexity of the managerial task.

OBJECTIVE OF MANAGEMENT DEVELOPMENT PROGRAMME

Following are the well-identified objective of management development programmes:

- To improve the managerial efficiency in achieving the organizational predetermined goals throughout their career
- To ensure availability of required number of managers with the needed skills so as to meet the present and anticipated future needs of the organization
- The main feature of the present day business is “fast growth and quick innovation”. It essentially demands for preparing in advance a reserve team of qualified and trained managerial personnel to back up key positions, as and when required. By keeping this feature in view, the management development programme aims at developing such reserve team of managerial personnel
- Management Development Programme intend to replace elderly executives who have risen from the ranks by highly competent and academically qualified professionals
- Management Development Programme helps to provide opportunity to executives to fulfill their career aspiration and it also ensure that managerial resources of the organization are utilized optimally.

TECHNIQUES OF MANAGEMENT DEVELOPMENT PROGRAMME

Management Development Programme is an educational process whereby a deliberate and conscious effort is made to improve on the job Behaviour of the management personnel. The management personnel must realize that they will not survive unless they keep pace with the modern management education, research theory, principle and practices. Therefore planning of management development programme deserves the utmost attention; each organization must design its own programme to suit the climate of the firm and the needs of the organization. Management development programme should be carefully evaluated with a view of determining effective methods, procedures and devices. Attempt should be made to assess the extent of which programme have accomplished the objectives and needs. Following technique of management development is widely used by the corporate world.

- **Coaching or Guided method**

It is a most commonly used technique in which the learner has to perform the operation or procedure being learned under controlled condition. It is mainly used for all types of skills training, increasing knowledge and modifying attitudes. In this technique learner are actively engaged, creates interest and there is an exchange of ideas experience etc.

- **Job Rotation Method**

It is most commonly used technique for management development. This system is based upon the idea that people can become most effective by having an opportunity to perform a wide variety of different jobs as part of their training or development. "Job Rotation is often designed for beginning level managers while planned progression is more likely to occur at higher managerial levels. This methods provide a great deal of job experience for those who are potential executives and who need broadening of outlook and an increased understanding of the various aspects of management."⁸ The emphasis is on diversified instead of specialized skill and knowledge.

- **Guided Reading**

In this technique, reading material is provided or as specified by the trainer or coach. Publication, such as texts books, magazine and research papers, provide a wealth of up to date information.

The availability of literature of this kind enables trainees to supplement the more formal instructional methods with specialists reading to suit individual needs. Guidance can be provided by, for e.g. trainers, colleagues, or simply a trainee's own motivation to learn more. This technique is used to update knowledge.

- **Project assignment**

It is a form of exercise leading to the accomplishment, often within a fixed time, of a definite task. It is used for development of skills, and transfer of off- job learning to real situation. Onus of learning is put on the learner's shoulders. It stimulates interest and creativity, can involve application of a range of skills and end product of this technique may have a practical use.

- **Understudy**

“An understudy is a person selected and being trained as the hire apparent to assume at a future time the full duties and responsibilities of the position presently held by his superior. In this way a fully trained personnel become available to replace a manager during his long absence or illness. In this method superior routes much of the departmental work through the junior, discusses problems with him and allow him to participate in the decision making process as often as possible”⁹.

- **Case Study**

It is most widely used management development technique in which a real or fictional situations or series of events is presented to trainees for their analysis and considerations of possible solutions of problems identified. Their finding in a real situation can be compared subsequently with what actually occurred. Case study is often used in inter- personal industrial relations situations such as disciplinary cases and grievance handling. This method mainly used for problem solving, developing analytical skills, and gaining confidence in decision-making, changing/ modifying attitudes and teamwork. It provides concrete subjects for discussion and opportunities for active participation.

- **Critical Incident**

The process of establishing, through the experience of supervisors and peers, the priorities of those activities deemed critical to performing the job. It focuses on actual examples of job Behaviour & on judgment as to what Behaviour makes for success or where the lack of success is attributable to human errors.

- **Role Playing**

“It is a learning technique in which trainee's are presented with a situation which they are required to explore by acting out the roles of those represented in this situation”¹⁰. It is used for changing/ modifying attitudes, developing interactive knowledge and skills. It can create a great deal of interest because of active participation, by role player and provide a “living” example. It is only exercise where emotion becomes the predominant feature.

In Basket

It is a form of training which attempts to simulate the working situation by setting the trainee realistic tasks. The trainee are presented with such papers such as letters and memos, placed in the “in basket” or “in tray” to which they respond individually. The results of the exercise are then analyzed discussed and assessed on the basis of a decisions made. It is used mainly for problem solving, development of analytical skills and gaining confidence in decision making. It also provides concrete subjects for practical work and discussion opportunities for active participation.

• Management Game

“Is a learning exercise in which groups of trainees operate as management teams of imaginary companies in a carefully defined competitive market? Umpires evaluate each company's decisions, and at the end of the game, the performances of the companies are compared. Trainees learn both from the game itself and from subsequent review of performance”¹¹. It is used for decision-making, skills in planning, interactive and communication skill development. It is highly participative and can get quick feedback of results. Participants may identify and accept more readily their own weakness and mistakes can be made without fear of serious consequences. It assists transfer of learning from theory to practice.

• Sensitivity Training

The goal of this method is the development of awareness and sensitivity of behavioral patterns of oneself and others. It gives the opportunity for increased openness with others, greater concern for others, increased tolerance for individual differences, understanding of group process, increased training skills and increased trust and support.

• Lecture

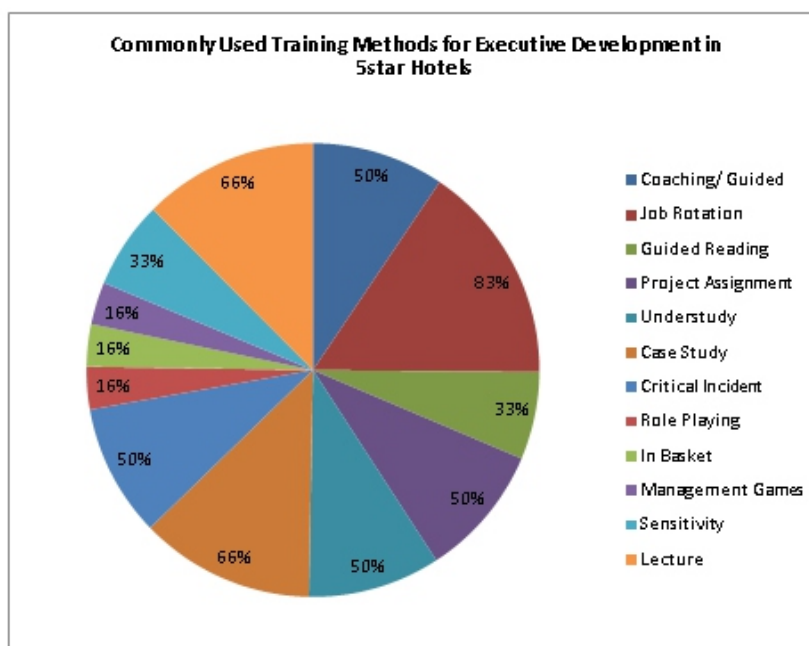
In lecture method, a straight talk or exposition, possibly using visual or other aid, but without group participation other than at the conclusion. It is used for transmission of facts and information, which may be classified as of “interest” value only, and which the learners would not be expected to remember in full. A large amount of material can be covered in a relatively short time and one lecturer can handle a large number of learners. Content and sequence under the lecturer's complete control.

METHOD OF TRAINING BEING USED FOR MANAGEMENT LEVEL IN SELECTED HOTELS

There are numerous number of important techniques being used in the corporate world for management development which are discussed above therefore an attempt was made to identify the most widely used management development techniques in the selected hotels units. Following is the result of the study:

Training methods for Management levels (Table No 2)

S.no	Training Methods	5star	4 star	3 star	2 star	1 star	Heritage	Unapproved	AV.%
1	Coaching/ Guided	50%	50%	40%	40%	---	42%	---	38%
2	Job Rotation	83%	50%	30%	60%	---	28%	---	40%
3	Guided Reading	33%	---	10%	---	---	---	---	8%
4	Project	50%	---	10%	20%	---	---	---	13%
	Assignment								
5	Understudy	50%	---	---	---	---	---	---	10%
6	Case Study	66%	---	---	---	---	---	---	18%
7	Critical Incident	50%	---	---	---	---	---	---	10%
8	Role Playing	16%	---	10%	20%	---	14%	---	13%
9	In Basket	16%	---	10%	---	---	---	---	5%
10	Management	16%	---	---	---	---	14%	---	5%
	Games								
11	Sensitivity	33%	---	---	---	---	---	---	5%
12	Lecture	66%	100%	100%	100%	---	42%	---	55%



The analysis suggests that all selected hotels are using training methods in combination to train their executive except unapproved hotels. Coaching, job rotation and lecture training method are comparatively more popular among other method of training methods of developing the executives in the selected hotels units. As many as more than 40% of the hotels prefer to use these three methods for their executive development. The analysis further highlights that Role playing, case study project assignment are also popular method of executive development which represent 12.5% to 17.5% in the selected hotels units. The analysis also indicates that guided reading, understudy, critical incident, in basket, management games, sensitivity training method are used but rarely which comprises less than 10% in the selected hotels units.

The analysis further demonstrate that more than 50% of the five star hotels prefer to use coaching, job rotation, project assignment, understudy, case study, critical incident and lecture methods for their

executive development. The analysis also indicates that in four stars, three stars, two star and heritage hotels use lecture method as popular method of training to their executive. In comparison to this, unapproved hotels do not adopt any method of training, as they do not impart training to their executives, as the owners are the executives themselves.

CONCLUSION

Thus training is a systematically designed learning process that involves the blend of skill, concept and attitude to enhance the performance of the employees. Both operative and managerial training can go for naught if the organizational environment precludes learned skills from actually being utilized and training can be of significant value only when it contribute to organizational excellence and is carried out after a diagnosis of individual, group and organizational needs

POPULATION AND SAMPLE METHODOLOGY

To do a meaningful and in-depth study a sample of 40 hotels, which represents the universe of different class of hotels, that includes five star, four star, three star, two star, heritage and unapproved hotel from Rajasthan. The rationale behind this sample is to have proper representation and can have a comparative study.

DATA AND SOURCES OF DATA

The study was of descriptive, analytical and diagnostic in nature and comprises the essential elements of social sciences, enquiring to explain the organizational culture. This explorative study is based on both primary & secondary data. The primary data has been collected with the help of a structured questionnaire and through direct interviews with hotels Human Resource Manager/ General Manager/ Managing Director/ Employees. Secondary data has been collected from internal records of the hotels as well as from other published sources.

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