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# **EP Journal of Training and Development**

## **Aims and Scope**

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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# Empowering the Human Resource Management in Libraries

**Athokpam Rebika Devi<sup>1</sup> & Mongjam Sobita Devi<sup>2</sup>**

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## **ABSTRACT**

*Human Resource Management is a function performed in organizations and most effective for employees to achieve organizational and individual's goals. The strategies to introduce methodologies and techniques to develop human resources to reach their optimum level of efficiency and effectiveness are the areas of management science that have received considerable attention beginning from the eighties. Research in the area of HRD has much to contribute to the organizational practice of HRM from the last 25 years and empirical work has paid particular attention to the link between the practice of HRM and organizational performance. Evident is improved employee commitment, lower levels of absenteeism and turnover higher levels of skills & therefore higher productivity, enhanced quality and efficiency. In this paper macro and micro levels of HRM applications in libraries, functions and activities, strategies, objectives and change management and historical perspectives of the HRM with future vision is discussed.*

**Key words: HRM (Human resource management), HRD (Human Resource Development), HRP (Human Resource planning)**

## **1. INTRODUCTION**

Automation of Library functions has revolutionized library activities. It enables libraries to provide effective services while saving the employee time by transferring low-level, repetitive operations to a machine [v]. HRM is the art of managing people resources with creativity and innovation approach. It is the process of managing people in organizations in a structural and thorough manner, performance management, change management and taking care of exits from the company to round off the activities [Iv]. Management is the broad key that covers very human endeavour. For some libraries the HR department of the parent organisation or institute provides some or all HR functions for the library. OD is to strengthen the organization and OD strategies fall into three categories:

(I) interpersonal, (II) technological and (III) structural. Technological changes in the field of information system have been rapid and dynamic over the last one and half decade. Today's LIS professional must offer expertise and plays roles in areas that were comparatively important even a few years ago.

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These dynamic challenges companies with LIS department divisions to formulate human resource policies that meet the skills requirement of today's static of the LIS art and that anticipate the skills that will require as computer technologies and usage continue to change, especially in the direction of end use computing HRM is a function performed in organizations which facilitate the most effective of employees to achieve organizational and individuals goals. HRM is requiring greater attention than looking at it merely as control and deployment functions of personnel. HRM beings in organizations with a brief historical perspective to grasp the essentials synonymous. The strategies to introduce methodologies and techniques to develop human resource to reach their optimum level of efficiency and effectiveness are the areas of management science that have received considerable attention beginning from the eighties. HRM techniques when properly practical are expressive of the goals and operating practices of the enterprises overall. HRM is a relatively modern management term coined as late as 1960.

### **Historical Perspectives [ix]**

Before the advent of the industrial revolution, HRM is generally attributed constituting mason, carpenters, leather works; other craftspeople's to protect their interest. In the later half of the 18<sup>th</sup> century the drastic changes in technology, the growth of organizations, the rise of labour unions, professional associations, government concern and intervention in working class welfare round 1920 more and more organised seemed to take note of and do something about between employees and management. Their jobs were to bridge the gap between management and operating workers. Management ideas were also developed in China, Greek, Roman empires in the middle ages, and Frederick Winslow Taylor (1856-1915) is considered to be the father of scientific management. Taylor theory revolutionized management thinking, scientific management is the name given to the principles and practices that characterized by concern for efficiency and systematization is management.

### **What is Human resource management?**

Human resource management has replaced the traditional concept of labour welfare and personnel management. It came to mainstream activity due to personnel management failure to promote potential benefit of effective management of people.

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## **Functions & Activities of Human resource management [xiii]**

- ❖ Equal employment opportunity programme;
- ❖ Task analysis;
- ❖ HRP;
- ❖ Employee recruitment, selection, orientation;
- ❖ Labour relations;
- ❖ Work scheduling;
- ❖ Job rotation;
- ❖ Reviewing and auditing man-power management in the organizations;
- ❖ HR or manpower planning;
- ❖ Remuneration of employees;
- ❖ Setting general & specific management policy for organizational relationship;
- ❖ Aiding in the self–development of employees at all levels;
- ❖ Developing and maintain motivation for workers by providing incentives;
- ❖ Reviewing and auditing man-power management in the organization;
- ❖ HRD;
- ❖ Quality of work;
- ❖ Safety and Health;
- ❖ Compensation and Benefits.

## **HRM Macro Micro level [ix]**

Macro refers to human resource planning & forecasting. Overall organisational objective are converted into specific personnel policies, plans, strategies and executive actions. The recruitment, development and utilization of HR invariably depend upon above activities of the organization for its future growth, diversification contraction and similar others. Micro takes care to implement & execute the activities and programme to achieve the targets, objective and goals.

HRM divided in three stands of work i.e.

-Best practice

-best fit

-resource based view (RBV)

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## **Objectives of Human resource management. [ix]**

- ❖ To help the organisation reach its goals.
- ❖ To ensure effective utilization & maximum development of HR.
- ❖ To achieve and maintain high morale among employees.
- ❖ To provide the organization with well trained and well –motivated employees.
- ❖ To develop and maintain a quality of work life.
- ❖ To inculcate the sense of team spirit, team work and inter-team collaboration.

## **Strategy for Human resource management [vii]**

- ❖ What about strategy?
- ❖ A Strategy will ensure that the vision is achieved. It is unified, comprehensive and integrated plan that provide for achieving the vision without a strategic plan. Strategies enhance the performance and capacity of the organization and its workforce which include:
- ❖ Job analysis is the process of studying and collecting information. Libraries have undergone enormous changes to upgrade new services and demands of customs which require library professionals should continuously use their expertise to examine the work performed in libraries to determine individuals' needs are being met.
- ❖ Job description is factual statement of a specific Job.
- ❖ Job specification is a statement of the minimum acceptable human qualities required to perform a job properly.

## **What is Human resource planning? [xii]**

It is the process of forecasting the future human resource requirements of the organisation and determining as to how the existing HR capacity of the organisation can be utilize to fulfill these requirements.

- ❖ The steps in HRP in Libraries [xiii]
- ❖ Estimating personnel needs for the present& future, using techniques of forecasting.
- ❖ Establishing respect oriented recruitment and selection procedure for new staff.
- ❖ Inducting new staff to the organisation, applying techniques that would be conducive to retain the best and ensure excellence in all aspects.



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- ❖ Progressive policies of personnel development to treat the staff with a respect and concern for their, applying appropriate methods and techniques.
  - ❖ Ensuring quality to products, keeping customer satisfaction as the primary objectives. Evaluating results at periodic intervals to improve efficiency and effectiveness.

### **Human resource development [viii]**

According to Nadler reformulated HRD in 1989 organized learning experience provided for employees within a specified period of time to bring about possibility of performance improvement or personnel growth.

HRD has traditionally three functions that are as follows:

- ❖ Training & Development focus on providing knowledge, skills and abilities specific to a particular Job, training is focused on the short-term and seeks to teach skills that can be applied immediately. Development activities are broader in focus and are aimed at increasing the long-term capacities of employees to perform their current jobs and future Jobs.[ix]
- ❖ OD is the process of enhancing the effectiveness of an organization and well being of its members through planned interventions.[ix]
- ❖ Career development is the by which individuals progress through a series of stages in their careers each of which is characterized by a relatively unique set of issued themes, task library's HR department have traditionally focused their HRD efforts on providing Training & development .They enhancing the HRD function to include OD.[ix]

### **Total quality management in libraries [xiii]**

This is style of management in which the best principles and practices of scientific management and participative management are blended appropriately to achieve success for the organization. Dramatic changes is occurring in the scope and pace of technological advances that are contributing substantially to a fundamental shift in library & information products and services.

Two types of efforts have been witnessed as development & improve quality in library and information systems and services. They are as under given:

1. Evaluative studies examines exiting LIS products and services to evolve standards of Performances measuring yardsticks to testing efficiency of info retrieval systems databases & networks

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2. Value added models have evolved methods for improving the quality of info. Form its stage of data to info and to knowledge. At every stages value is added so that these could serve in making decisions and for other similar purpose.

### **HRD Linkages in LIS Centres/Staff [viii]**

LIS centres are growing particularly with reference to collection and services & sophisticated in terms of computerization and networking and necessary to give full attention to library professional development.

Rapid advances in Science and technology and emerging demands in flexible HRD become absolute essentials to restructure the course design course structure in flexibility as to be strengthen the interlibrary component of HRD for libraries. At the same time proper LIS education & training of the staff is to be provided. Currently there is total absence of feedback system about the HRD environment in libraries which can be enriched by the analytical as well as practical aptitude such as environment can be effectively created to linkages between libraries.

### **Applications of human resource management in Libraries [ix]**

HRM aims to build-up competency development in the employees, create a work culture and introduce innovative development. In Indian context library and inform centres has yet to adopt HRD in their respective organizations. Although such departments have been operating for promotional avenues, pay scales, education, training deputing persons for professional conferences etc.

### **Change management**

Change management is a structured approach to transitioning individuals, teams and organisation form a current state to a desired future state, to fulfil or implement a vision and strategy. It is an organizational process aimed at empowering employees to accept and embrace changes in their current environment. [7] Now-a-days rapidly changing environment of our societies faced new challenges, opportunities, threats to libraries also. As a result libraries has led to substantive changes in how to deliver services to users and develop collection, manages operations, approach strategic planning and view organizational structure and culture.[9]

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## **Change starts with a vision [vii]**

A change effort or initiative must start with a vision and it will assist in motivating those that are impacted to take action in the right direction. pp5

Characteristics of an effective vision [vii]

- ❖ Imaginable
- ❖ Desirable
- ❖ Feasible
- ❖ Flexible
- ❖ Communication
- ❖ Focused

## **Change Management Model [vii]**

According to John P. Kotter's "Leading change comprise eight critical eight steps. These are:

- Step 1- Increase Urgency
- Step 2- Build a Guiding team
- Step 3- Get the vision right
- Step 4- Communicate for Buy-in
- Step 5- Empower action
- Step 6- Create Short-term Wins
- Step 7- Don't let up
- Step 8- Make change Stick

## **Challenges and opportunities in the 21st century[xiii]**

In the changing context of LIS systems and services, a new brand of information professionals will be necessary with a variety of new skills and knowledge and to deliver this LIS schools will have to reorient their curricula to supply the new brand of professionals. The existing manpower in this field needs immediate attention to update and motivate them to join the mainstream of professionals that will emerge in the near future. Continuing education programmes in specialized areas are to be developed to keep the entire staff of information institutions well informed about current developments.

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## HRM Future Vision [ix]

- ❖ Well defined recruitment policy with reference to professional as well as merit basis too.
- ❖ Employee should take part in every decision making process
- ❖ To develop networking skills of the organization
- ❖ TQM is essentials for improvement of the organisation activities.
- ❖ Process of career planning as a part of HRP

## Conclusion

Paper entitled empowering the human resource management in libraries gives complete information about the principles of HRM to be adopted and accepted in libraries for effective and efficient services in present technological era.

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# Green HRM

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## **ABSTRACT**

*Human resource department of a company is said to have a capability to play a significant role in the creation of their company's sustainability culture. Many researchers, especially in the area of HRM, argued that the effectiveness and successful in any management innovation and strategic tools are Many companies are adopting green HR which helps in reducing carbon footprint through less printing of paper, video conferencing and interviews, etc. Green HRM policies and practices that help safeguard and enhance worker health and well-being; and for academics, they may reveal additional data to add an HRM element to the knowledge base on Green Management in general. A 2007 poll on green employment done by MonsterTRAK.com found that 92 percent of students and entry-level applicants preferred to work for a sustainable company and 80 percent of young professionals were interested in securing a job with a positive impact on the environment. It has been found out in various researches that HR department in many companies are increasingly greening their processes to gain competitive advantage over others. Green HRM involves addressing the company carbon footprint by cutting down on usage of papers, reducing unwanted travel. Green HRM is about the holistic application of the concept of sustainability to organization and its workforce. Green ideas and concepts are beginning to gather pace within the HR space, often complementing existing sustainability-based initiatives. Increasingly they are delivering tangible benefits to the business, rather than simply adding a gloss to brand and reputation. These new processes, policies, products and tools are actually helping to ensure compliance and improve productivity too. And with legislation now in place to effectively formalize the need for a new corporate approach to the environment, now's the time for HR to embrace the green agenda. The objective of this paper is to indicate significant works on Green HRM research, integrating environmental management and HRM, and to group them so as to identify gaps, issues, and scope for further research.*

**Key words:** *Human resource management, Green HRM, Resource Sustainability, Environmental management, sustainability, corporate governance.*

## **1. INTRODUCTION**

Human resource department of a company is said to have a capability to play a significant role in the creation of their company's sustainability culture. Many researchers, especially in the area of HRM, argued that the effectiveness and successful in any management innovation and strategic tools are depending on the quality and ability of their human resources. Green HRM refers to using every employee to endorse sustainable practices and increase employee awareness and commitments on the issues of sustainability.

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Green HRM has got different meaning for different people, Ashok Ramachandran, Director HR Vodafone Essar Ltd defines green HR as using every employee touch point to espouse sustainable practices and raise employee level of awareness, Anjana Nath Regional Head HR, Fortis healthcare ltd defines Green HR as environment- friendly HR initiatives leading to better efficiencies, lesser cost and heightened employee engagement levels. It involves undertaking environment friendly initiatives resulting in greater efficiency, lower costs, and better employee engagement and retention which in turn help organization to reduce carbon footprints. After going through a lot of research into green marketing we find there are gaps still exist in the Human Resource Management (HRM) literature on the HR aspects of environmental management - Green HRM. Such gaps include an informative guide on the emergent literature, its scope and coverage, and a process model and research agenda in this field. The contribution of this article is threefold: (1) to examine and draw together the HR aspects of environmental management and map the terrain in this field, (2) to detail a model of the HR processes involved in Green HRM, and (3), to propose a research agenda to guide future research in the field of Green HRM.

## **Research Objectives**

Following are the research objectives of this present paper

- To study the concept of Green HRM.
- To study strategic implementation of Green HRM in the organizations.
- To study the outcomes after adopting the Green HRM in the organizations.
- To what extent and how HR policies and practices can improve the environmental performance of organizations
- Specific HR philosophies, policies and/or practices that support or inhibit change around environmental issues
- The Role of the HR professional in environmental management

## **Research Methodology**

The objective of this paper is to indicate significant works on Green HRM research, integrating environmental management and HRM, and to group them so as to identify gaps, issues, and scope for further research.

This study is totally based on secondary data collected from different sources. The data are generated by

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responsible authorities of the departments and published research by various researchers provided on their site/reports. Apart from these, data has been taken from different Books, Journals, Research Papers and other print media. The present study was undertaken to understand the practices and strategic implementation of Green HRM in the organizations.

A literature review using an archival method is adopted. Analysis includes classifying the literature in a process model format of HRM (from entry to exit), using collected publications on the Green aspects of HRM as appeared in the published literature.

### **Green HR Initiative**

Many companies are adopting green HR which helps in reducing carbon footprint through less printing of paper, video conferencing and interviews, etc. Green HRM policies and practices that help safeguard and enhance worker health and well-being; and for academics, they may reveal additional data to add an HRM element to the knowledge base on Green Management in general. Businesses are sustainable because of their operations and culture, but it's the employees who craft and execute those eco-policies and create that green corporate culture. Without developing personnel and implementing sustainable strategies, it's rather difficult to go green successfully. That's why human resource (HR) practices are a key component of sustainable business development.

Mortgage Lenders Network USA poll taken in 2007 shows that 72 percent of working women expressed a strong preference in working for green employers; 64 percent of men said the same. Other research shows that young professionals, in particular, want to make a difference in their chosen professions.

A 2007 poll on green employment done by MonsterTRAK.com found that 92 percent of students and entry-level applicants preferred to work for a sustainable company and 80 percent of young professionals were interested in securing a job with a positive impact on the environment.

HR Professionals are helping the companies to adopt strategies to green their business through online sharing of training/self-learning materials, encourages employees to turn off their computer monitor when they are away from their desk, leaving only minimal lighting on during non-business hours if necessary for safety, effective use of LED technology for office lighting arrangement.

Employees can be encouraged to write below their official mail signature a default line: 'Save a Tree'

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and mention that kindly don't print this e-mail unless you really need to' encourage employees to segregate waste at their work stations which is further tie up with NGOs who take this further and recycle it.

The HR green strategies are also including activities like substituting emission-enhancing actions by adopting technology applications like teleconferencing, video conferencing and virtual interviews, letters and faxes have been replaced by emails and scanners.

They are encouraged to use of recycled paper, use of compostable utensils, cups & plates in the cafeteria, reducing the use of paper cups. Employees are encouraged to work with IT to change printing defaults to duplex printing. Moreover for internal travel in large factory premises they encourage electricity operated cars/scooters/cycles rather than petrol/diesel fuel vehicles.

There is also an introduction of subsidized loan scheme for employees who opt for green technology cars/scooters because they believe that green initiative drive for customer will also support corporate sustainability strategy.

### **Literature review**

It has been found out in various researches that HR department in many companies are increasingly greening their processes to gain competitive advantage over others. Green HRM involves addressing the company carbon footprint by cutting down on usage of papers, reducing unwanted travel. Green HRM is about the holistic application of the concept of sustainability to organization and its workforce.

Justin Victor (2008) states that one half of HR professionals indicated that their organizations have a formal or informal environmental responsibility policy. Top Three green practices reported by HR professionals were encouraging employees to work more environment friendly, offering recycling programs and donating / discounting used furniture supplies.

As per John R. Rathgeber (2007) many business leaders are embracing Corporate Sustainability and Green Business practices as a way to improve their operations and enhance their competitiveness.

All participants felt that HR function has a role in fostering environmental practices within an organization due to their role as stewards of value, and as skilled communicators in the organization. It has been found that HR managers espouse private moral positions around concern for the environment; however environmental action in their personal lives appears limited.



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On other hand John Sullivan (2009), in his paper has stated that environmental issues are on most every one's mind so if your firm has a competitive advantage in this area will create an employment brand. Green recruiting is a chance to differentiate yourself in a recruiting marketplace where standing out from the crowd is already extremely difficult. Moreover Gen y is focusing on the Green Recruitment.

According to Fineman (1997:37), the environment belongs to everyone its damage is quintessentially a matter of broad consensual moral concern and organizational actors are as culpable as anyone else. So HR managers are requested to reconsider the implications of what their passive position on the environment could mean by giving them important role of shaping employees behavior in organizations and beyond.

Lee (2009) defined Green management as the process whereby companies manage the environment by developing environmental management strategies in which companies need to balance between industrial growth and conservation the natural environment so that future generation may thrive. This concept becomes a strategic main problem for businesses, mainly multinational enterprises operating their business globally (Banerjee, 2001).

Lee and Ball, (2003)referred Green management the management of corporate interaction with, and impact upon, the environment and it has gone beyond regulatory compliance and needs to include conceptual tools such as pollution prevention, product stewardship and corporate social responsibility (Siegel, 2009).

Liu (2010) states that Business organizations play a key role in the problems of environmental management since they are part of our society and cannot be isolated from the environment, and in fact, they contribute most of the carbon footprints in the past. Application of new technology could improve the environmental decline by developing, for example, the biotech products and by searching for alternative energy to reduce the use of finite natural resources. Therefore, organizations should put more effort into the research on new technology to minimize the impacts of environmental destruction by creating products that are harmless and less pollution to environment.

As per Wehrmeyer (1996), General job descriptions can be used to specify a number of environmental aspects. These include environmental reporting roles and health and safety tasks, which staff are exposed to harmful substances/potential emissions (and their extent), and matching personal attributes to needed environmental competencies, i.e. buying-in specialist competencies via new hires or investing in training. Induction for new recruits is seen to be needed to ensure they understand and approach their corporate environmental culture in a serious way.

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Oates (1996) states that environmental issues have an impact on recruitment in U.K., as survey data show that high-achieving graduates judge the environmental performance and reputation of a company as a criterion for decision-making when applying for jobs.

As per Clarke (2006), a survey by the British Carbon Trust shows over 75% employees considering working for a firm see it as important that they have an active policy to reduce carbon emissions.

As per Brockett (2006), the U.K. Chartered Institute of Personnel and Development (CIPD) reveals that 49% of their respondents take environmental credentials into account when deciding whether to take a job or not, with firms like Boots viewing the 'green job candidate' as influencing thinking in this area.

CIPD (2007) believe that becoming a green employer may improve employer branding and be a useful way to attract potential employees.

Phillips (2007) reveals that CIPD/KPMG survey states that 47% of HR professionals feel that employees would prefer working for firms that have a strong green approach, and 46% stating that having one would help attract potential recruits.

Wehrmeyer (1996) states that Performance Appraisal (PA) cover such topics as environmental incidents, usage of environmental responsibilities, and the communication of environmental concerns and policy. Issues involved in environmental PA's concern the need for managers to be held accountable, so that they familiarise themselves with compliance issues.

As per Milliman and Clair, 1996: 60). several of the existing Performance Appraisal systems in use in the U.S. seem limited to plant and division managers and executives only eg. Kodak, but Browning-Ferris Industries (BFI) developed a sophisticated one for their regional and facility managers.

Using Performance Management (PM) in Environmental Management (EM) presents the challenges of how to measure environmental performance standards across different units of the firm, and gaining useful data on the environmental performance of managers.

As per Milliman and Clair (1996) firms like Amoco in the United States (U.S.) have tackled them by installing corporate-wide environmental performance standards to measure environmental performance standards, and developing green information systems and audits, as seen at Union

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Carbide, who include a green audit programme that contains field audits – which are seen as important, as they can give employees a mechanism by which they can raise any recurring problems, and gain information and feedback on past and future environmental performance of their firm .

## **Role of Green HRM**

Making the HRM function greener by reducing wastage and cutting down the usage of material that are not environment friendly is a big challenge. To be sustainable, businesses are now embracing a relatively new objective: optimizing their operations to improve environmental and social outcomes in a manner that increases overall performance. Universal awareness of global warming and its fatal effects on the future of our universe has led to a lot of initiatives from the ever industrializing world. The concern about the environment made every industry to think in the direction of sustainability of their processes. It is now widely accepted that, the children and grand children of the present population - already born or yet to be born – have the same right on this mother earth as we have. This gave rise to a host of eco friendly measures being practiced in the organizations and triggered many more innovations and ideas in this direction.

The first question raised in this was about the role of HR. Like in other functions, here too, HR plays a supporting role in the implementation of eco friendly measures of other departments or the HR by itself involve in green initiatives? The HR has played both roles. Shaki (2012) puts it as 'HR professionals in organization can develop a powerful social conscience and green sense of responsibility internal and external customers, stakeholders, partners etc'. The HR can drive the organization's environmental initiatives to reduce employee carbon footprints. Logica media centre thought pieces (2011) lists under 'Green HR' the initiatives 'The likes of electronic filing, car-sharing, job-sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, and energy-efficient office spaces. These ideas are being implemented more often with each passing year, and dovetail with existing green HR efforts focused on increased process efficiency, environmental waste reduction, and revamped HR products, tools, and procedures'.

Companies that want to be more earth-friendly need to make sure current employees are on board with the goals. This can be accomplished through communication and training by the HR professionals. Companies that don't employ HR managers will still benefit just by knowing what HR people can contribute to the green movement in terms of hiring and training practices, as well as devising special programs to drive green initiative. The Greening of HR Survey “conducted by Buck Consultants, a

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human resources and benefits consulting firm, finds that 54 percent of respondents incorporate environmental management into their business operations. These survey analyzed responses from 93 organizations in the United States, representing a wide range of industries.

The research was conducted during the fourth quarter of 2008, and examines the type of “green” initiatives employers are using in work-force management and human-resources practices. Whether they are part of a strategic business plan or a one-off practice, some common green human-resources initiatives include using web- or teleconferencing to reduce travel (78 percent), promoting the reduction of paper use (76 percent), and implementing wellness programs to foster employees' proper nutrition, fitness, and healthy living (68 percent). “Many employers now recognize that green programs in the workplace can promote social responsibility among workers and help retain top talent”. More than 60 percent of survey respondents have made environmental responsibility part of their organization's mission statement.” The survey found employee involvement in green programs dramatically increases when organizations appoint an individual to lead the efforts. In many companies employees actively involved in green programs.

Among companies that provide rewards to encourage green behaviors, 77 percent provide special employee recognition, 36 percent give prize incentives and 14 percent provide a monetary reward. The company heads are expecting to see future growth in green training programs, environmentally responsible investment options, and recruiting employees with green skills. HR professionals take the responsibility as they are realizing that environmental awareness is important for their employees. For whatever reason, human resources departments are the ones who tend to institute “green” practices at the office. Many employers now recognize that green programs in the workplace can promote social responsibility among workers and help retain top talent. The companies can start purchasing Green Office Products. There is a large range of 'green' office products available that help lower waste, lower energy usage, and use a lesser amount of chemicals than traditional products like ink & toner cartridges, several retail stores offer consumers the ability to purchase remanufactured ink and toner cartridges, which cost up to 15% less than traditional cartridges and it is also wise to recycle the used cartridges.

Energy star electronics also prefer while buying office electronics, such as computers or printers, look for those with Energy Star labels. These products automatically shut down if they are not in use, so they use up to 75% less energy. The entire company can easily help conserve energy and energy costs with a few simple changes. Employees can use natural light when they can and make a habit to turn off the lights when leaving any room for 15 minutes or more. 75% of lighting energy can be saved by using energy star fluorescent light bulbs. These bulbs last up to 10 times longer than incandescent bulbs, which also helps reduce maintenance costs. An additional 75% of energy can be conserved when employees use power strips to power the electronics.

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It's easy to turn the power strip off at the end of the day, and on every morning, rather than letting electronics run 24/7. Apart from giving all these awareness to the employees the HR professional can initiate an reward/recognition program for employees for their go green initiatives in their respective area of work. They can secure a commitment for action from Sr. Management & set up a cross functional core group to identify, implement & monitor go green initiatives. The HR manager can aim to raise people's awareness of the impact that we as individuals have just from green initiative.

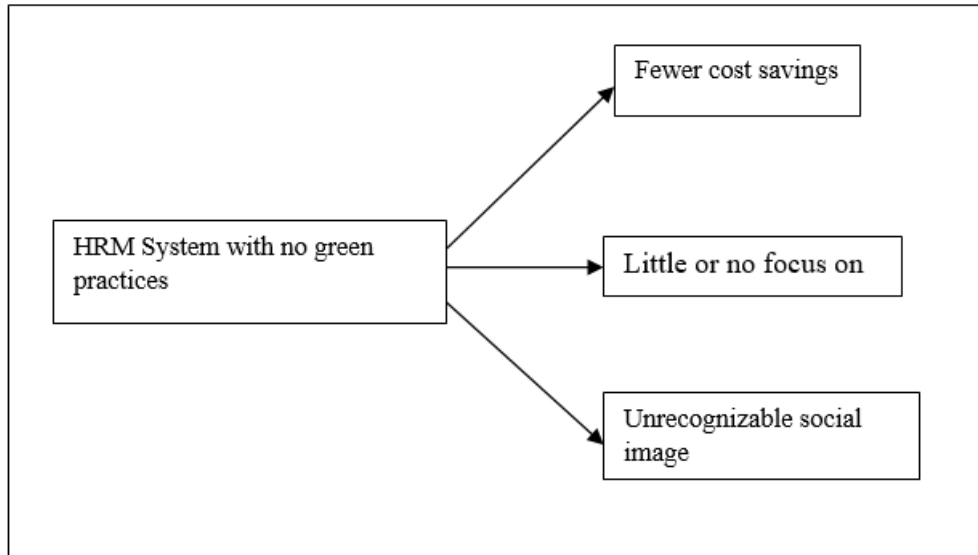
## **HR Model**

It has been observed in general that the personal values that employees demonstrate to Environment Management have not been exploited fully towards achieving corporate environmental initiatives, even though they look to have positive effects for managers. Indeed, many organizations are adopting an integrated approach to implement Environment Management programs. But achieving this integration of HR and Environment Management involves importantly changing the approach of some HR staff themselves to green issues as well as changing the unsustainable practices that all levels of staff may have learned over decades. A key role for HR environmental executives could be to guide line managers in terms of gaining full staff co-operation towards implementing environmental policies which means HR needs to nurture supporters and create networks of problem-solvers willing to act to change the current status quo. This can only take place if the company establishes formal and informal communication networks with their employees highlighting the company's green efforts for eg., in the company newsletter and website. Some other ways could be to share research, model green behavior, working with internal marketing staff to circulate informational and inspirational articles, columns and other materials to employees on a regular basis. HR foci as knowledge management, employment screening, training, redundancy, reducing status differentials, and management style can be integrated together to produce environmental improvements for the firm. In addition, HR can generate an environmental report that includes a policy statement, targets, progress measures, overall impact which will encourage line managers and employees to take pride in sustainability initiatives.

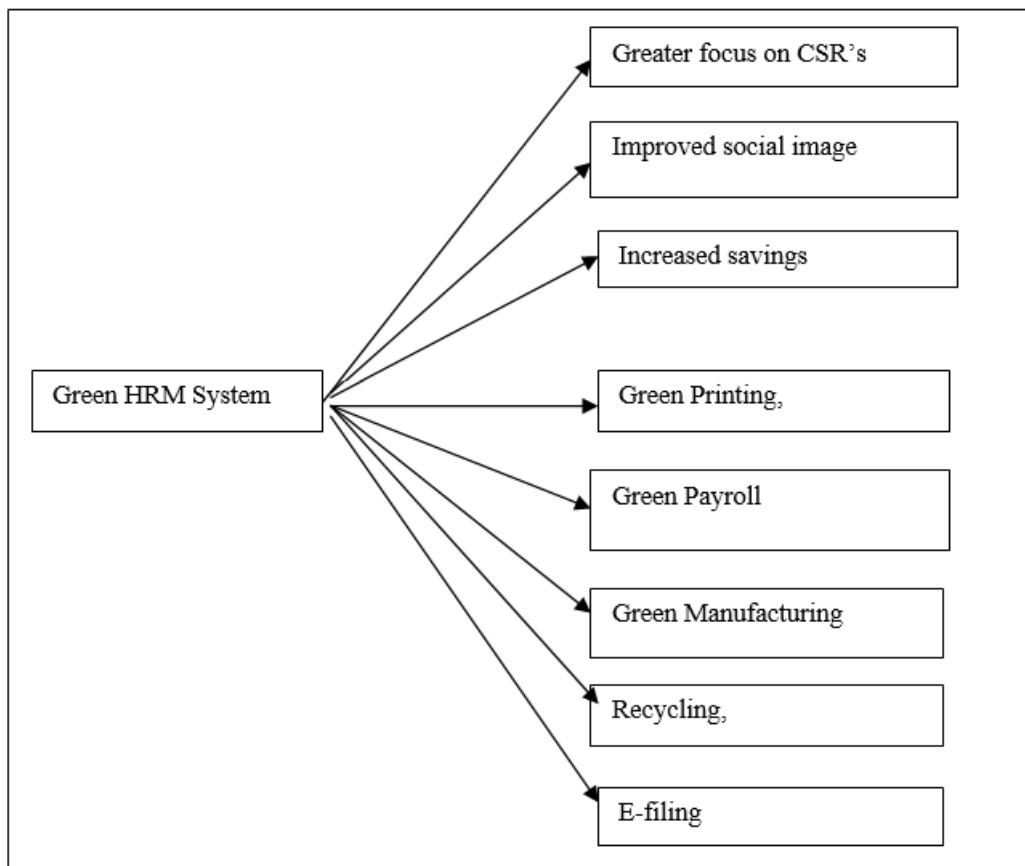
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## Model depicting organizations with and without Green HRM systems

Model depicting organizations without Green HRM systems



Model depicting organizations with Green HRM systems



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## Application Areas for Green HRM

The following are few areas that can be considered for making HRM greener:

**Green Printing:** Paper and toner wastage due to printing is the one area in HRM that needs attention. This can be avoided by avoiding unnecessary printing, retaining the documents in the soft version, printing unimportant documents on wasted one side printed paper, etc. less printing reduces the less consumption of paper and toner and that in turn reduces the Carbon dioxide (CO<sub>2</sub>) emission.

**Letters and postage of books:** Many letters and posts, which intend to give only information, can be replaced simply by emails and with attached documents. Companies send regularly reports like annual reports, etc, to every shareholder, by post. At least 80% of the share holders prefer receiving them through email in soft version for the advantage of sure delivery, browsing the content and preserving. Hence this huge quantity of paper can be saved by preferring the email route to reach the people

**Forms and Covers:** Various types of forms and postal covers or envelopes are integral parts of any official work. Going digital in case of forms is a measure one can take to reduce the paper consumption. Authentication in the form of individual login can be used. Usage of the covers can be reduced by introducing papers that act as self folding covers (something like our postal inland letters).

**Avoid the use of Plastic and PVC:** Plastic is posing biggest challenge to environmental safety Plastic occupied the modern world in such a way that made our lives indispensable without plastic. But due to its environment hazards it is posing due to its non bio degradable property, we need to avoid it in organization as far as possible. Another material that is widely being used is Poly Vinyl Chloride, commonly known as PVC. It is used many places including employee ID cards. It also causes lot of pollution and very hard to recycle. PETG (Poly Ethylene Terephthalate Glycol) is an effective alternative to PVC. Offering all the advantages of PVC, PETG does not produce chloride fumes when burned, giving off only CO<sub>2</sub> and H<sub>2</sub>O. Flexible, clear, robust, and light, it is also suitable for contact with food, since no plasticizers or stabilizers are used in its manufacture.

## The role of Green organizations

The organizations those are willing to reduce their employee carbon footprint need not spend a fortune on this endeavor. Sometimes it is by introducing few very simple things, they can get remarkable results. THE GREENITGUY (2010) lists few of them as below.

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- Electronic Filing
  - Virtual Interviews
  - Job Sharing
  - Public Transportation
  - Bicycle to work
  - Ride Sharing
  - Teleconference
  - Telework
  - Recycling

## **Conclusion**

Green ideas and concepts are beginning to gather pace within the HR space, often complementing existing sustainability-based initiatives. Increasingly they are delivering tangible benefits to the business, rather than simply adding a gloss to brand and reputation. These new processes, policies, products and tools are actually helping to ensure compliance and improve productivity too. And with legislation now in place to effectively formalize the need for a new corporate approach to the environment, now's the time for HR to embrace the green agenda. There are several areas where companies can incorporate more environmentally conscious strategies like the use of internet or teleconferencing to cut down on business travel, putting employee manuals, policies or other company information online to reduce printing. The companies can promote the reduction of paper usage and focus on storage of paperwork electronically, providing recycling trash bins for paper around the office and for bottles and cans in the break area. The companies are focusing on telecommuting /work from home programs. Institute Ride/Share programs are also successful to introducing greening of business.

Research has shown that employee involvement in green programs dramatically increases when organizations appoint one employee to lead the efforts. At most organizations, earth-friendly perks emerge from an overall effort to green the business. As companies begin recycling, upgrade to energy-efficient heating/air conditioning systems and seek production efficiencies that save energy or reduce carbon emissions, it's natural to consider green benefits. It is high time to make environmental management an integral part of their way of doing business so HR professional can provide a constant calendar of activities. Specific actions within the program me can included offering staff incentives for buying a hybrid car, savings on carbon offsetting, on public transport and bikes. Companies can also made additions to their holiday discount scheme to feature holiday companies operating in an environmentally friendly way, and to their volunteering programme, for example to volunteering in



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schools, to help pupils undertake environmental projects. Organization can also launch a carbon credit card employees receive points for taking public transport or walking to work, or video conferencing rather than taking a flight. Prizes can be given to people with the most points. Adopting environmental practices helps companies save money, find new sources of business and avoid trouble. Green companies believe that it is more economical to go green than it is to continue adding harmful chemicals to the atmosphere and the environment in general. Going green also helps companies enhance their public relations, and improved public relations and positive public perception can have a strong impact on company profit.

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# Psychogenetics:- An Innovative Way To Study And Cure Human Behavior

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## **ABSTRACT**

*Genetics over the large number of years have affected the human behavior in various aspects regardless of the environmental factors. In this paper we have analyzed and studied various factors involved which affect the human behavior. We had studied the scope of research in behavioral Genetics and the impact of eugenic research into human behavior. Analysis of various ethical concepts has been taken into consideration with scientific background. There is always some doubt among the behavioral analysts that genome system of a individual has great potential in influencing our personality? But by how much? This is always a very complex and controversial research and in this paper we have tried to figure out that how our behavior get influences by our genes. This paper also deals with changing behavior traits and also reviews various difficult ethical dilemmas while studying behavioral Genetics. The research came to a conclusion that Human Behavior is a blend of both the things: the genes which we inherit and the environment in which we grow up. Various other Therapies and genetic tests in normal specified range have also been studied in this research paper which is helpful in finding enhancement in human behavior.*

**Keywords— Behavior, Genome System, Genetic Algorithm, Psychogenetics, Therapy**

## **1. INTRODUCTION**

In the field of Behavioral genetics[1], generally research is done with the aim of finding out that how our behavior get influenced by genes. Research analysts are attempting to locate genes or group of genes that are associated with a certain behavioral characteristic and also in scrutinizing the effect of various environmental factors to which a human get exposed. Behavioral Genetics is also known as psychogenetics [1][2][3]. It studies the effect of a individual's genetic composition on his behavior and the interaction of environment and heredity factors as they affect one's behavior.

Also there has been tremendous enhancement in the research and understanding towards the biological and genetic knowledge of human genome system and human behavior. Many scholars are studying various traits associated with various genes to understand the complex relationship between environmental and genes of a individual.

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Eugenics[1][5] was also considered as a major tool for analytical study of human traits, such as improving the human quality which can further improve or impair the racial quality of future generations so that improved human qualities are achieved.

Scientific analysis were based on behavioral genetics which was the foundation of eugenic policies.

Recently researchers have also made it possible to understand the heritability of IQ and other traits.

## 1.1 HISTORY

The complex relationship between genetics and behavior dates to the thesis of Sir Francis Galton ,a English scientist . Galton and his cousin Charles Darwin analyzed the theories of outstanding men of their time and concluded that mental powers do run in families. Sir Francis Galton also studied the observational theories of twins in genetic research and innovated some statistical methods of analysis that are very much used today.

The first research on human behavioral genetic began in the 1920s, when various theories of human behavior based on childhood experiences became popular, and since then various researches on Behavioral Genetics continued.

Today much research on behavioral genetics focuses on locating certain genes that affect various behavioral aspects of personality , intelligence and other disorder also.

## 1.2 THE SCIENCE OF BEHAVIORAL GENETICS

Many behavioral analysts are using different methods to analyze the effect on human behavior caused by myriad genetic factors.

In the first method, some observational studies involving comparative study of siblings (real or adopted) , twins and families is done. It aims to measure the degree to which differences in a particular attribute of personality is influenced by genetic factors and is known as Quantitative Genetics. Quantitative Genetics[4] does not focus on particular type or a group of genes.

Secondly, Molecular Genetics Research[4] can be used which aims at identifying a variation in genes that causes for a attribute difference between individuals in a population.

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Thirdly, animal models are used to study the outcomes of various genes on behavior.

If genes that affect particular behavioral characteristics are identified, it could become possible to test for the presence of such variations in these genes in individual people. No such type of test till current date currently exist.

## 2. SCIENTIFIC BACKGROUND

### 2.1 METHODOLOGY

This paper conceives various behavioral traits such as personality type including anxiety, novelty-seeking and shyness, what antisocial behavior including aggression and violent behavior a individual has. Intelligence factor of humans is also considered. The focus of report is not on diseases or disorders, rather it focuses on behavior within the normal range of variation.

#### Is there a 'gene for X'?

What actually meant by the term 'gene for X'. And how genes causes us to act in a certain way? What is the connection between genes, diseases and behavior?

It is neither very straightforward nor very complicated. Some diseases are a result of variation to a single gene while some are not straightforward. For example, heart disease and diabetes are likely to be affected by many genes, and hence the environment also play a key role. The relationship between genes and behavior is even more complicated. Though it is agreed widely that genes do have some influence on behavior but it is more certain that many genes are concerned in affecting behaviors. Environmental factors are also responsible for changed personality attributes..

There are various answers for the question; Why it is so difficult to find which genes have an effect on behavioral traits. Those are listed as below;

- one single gene is not responsible for a personality attribute, a group of genes is responsible for it. A single genes has a very small effect on trait.
- a single behavioral trait is a result of various genes.
- A gene performance is also defined by the presence of other genes as well.
- A trait is also a result of other environmental factors exposed;
- Different genes affect differently in different environment factors.
- Genes effect changes throughout a individual's life span.

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## 2.2 HOW IS THE RESEARCH CONDUCTED?

**Quantitative genetics:** Here an observational study is done by researchers to evaluate different groups of people, for example, twins, siblings (real or adopted), and families. These observational studies use statistical methods to find out the relative donation of genetic and environmental factors in affecting behavior. Here research is done on groups of people and not on individuals.

**Molecular genetics:** In molecular genetics [4] research, researchers examine the DNA of individuals to examine their genome system, to understand how different genes vary the behavior. This is a bit difficult than Quantitative genetics because of various genes involved each of which has a small effect.

**Animal models:** In this technique researchers use animals to examine the effects of particular genes on behavior. Main focus of research is on mice and rats, but also on primates, birds, fish and fruit flies. Various advantages and disadvantages are also associated with this type of research. It is always difficult to relate the richness of various complicated human characteristics with the behavior of animals. Proper caution should always be there while assuming that influence of a particular group of genes on animals will have same effect on humans also.

Various Genetic, Medical and Environmental interventions are applied for getting the influence of a selected group of genes.

## 3. RESEARCH IN BEHAVIORAL GENETICS

Researchers use various ways of researches to examine the contribution of genetic factors to human behavior.

In the first method, some observational studies involving comparative study of siblings (real or adopted), twins and families is done. It aims to measure the degree to which differences in a particular attribute of personality is influenced by genetic factors and is known as **Quantitative Genetics**.

**Quantitative Genetics [4]** does not focus on particular type or a group of genes.

Secondly, Molecular Genetics Research can be used which aims at identifying a variation in genes that causes for a attribute difference between individuals in a population.

Thirdly, animal models are used to study the outcomes of various genes on behavior.

The focus of research in behavioral genetics is summarized below:

Research in the field of behavioral genetics examines the effects of a individual genotype, phenotype and environment on a range of phenotypic traits such as anxiety, intelligence and antisocial behavior.

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## What is Genotype?

An individual's genotype is his or her full accompaniment of DNA.

## What is Phenotype?

The phenotype of a individual consists of all his or her measurable and observable properties. Characteristics of genes are not taken into account.. These generally include characteristics such as color of hairs , height of a individual and his IQ score. Researcher analysts of behavioral genetics generally include myriad personality attributes like marital status of individual , level of interest in music and religious beliefs etc. as a part of phenotype.

## What is Environment?

The environment of a individual can be understood very broadly. It includes all the things that has a impact on a individual's phenotype, apart from his or her genotype. The living area of a person , family beliefs, siblings, no. of siblings he or she has, and various other biological factors such as to which chemicals a person might have been exposed to before and after birth; all this counts in Environment of a individual.

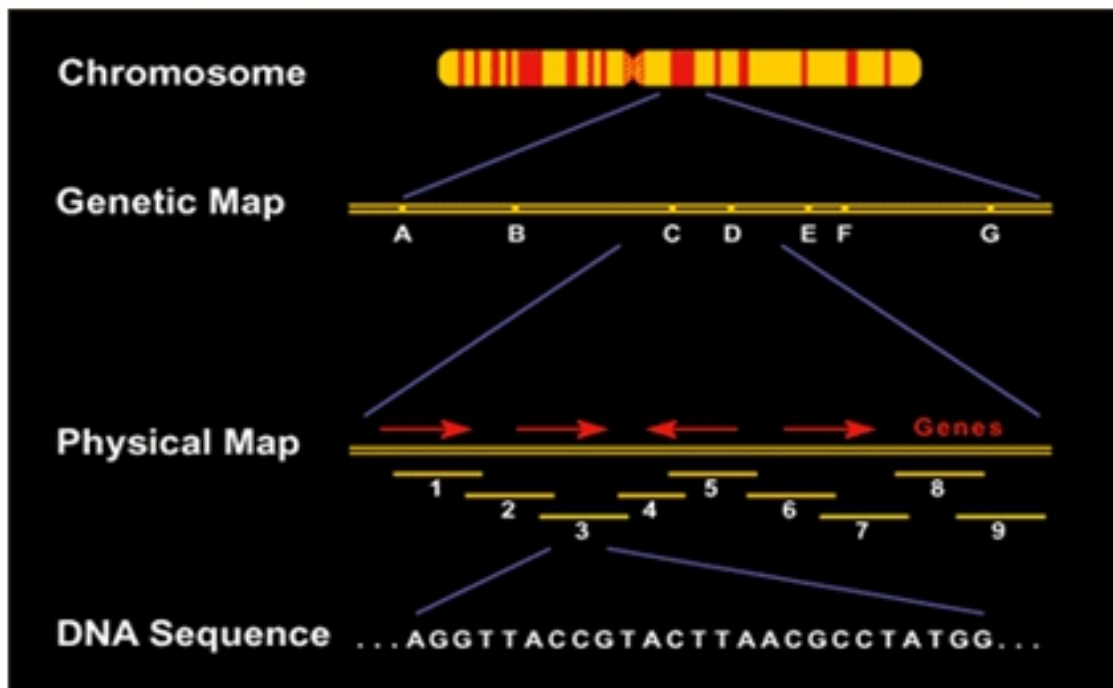


Fig. 1 A figure showing genetic mapping

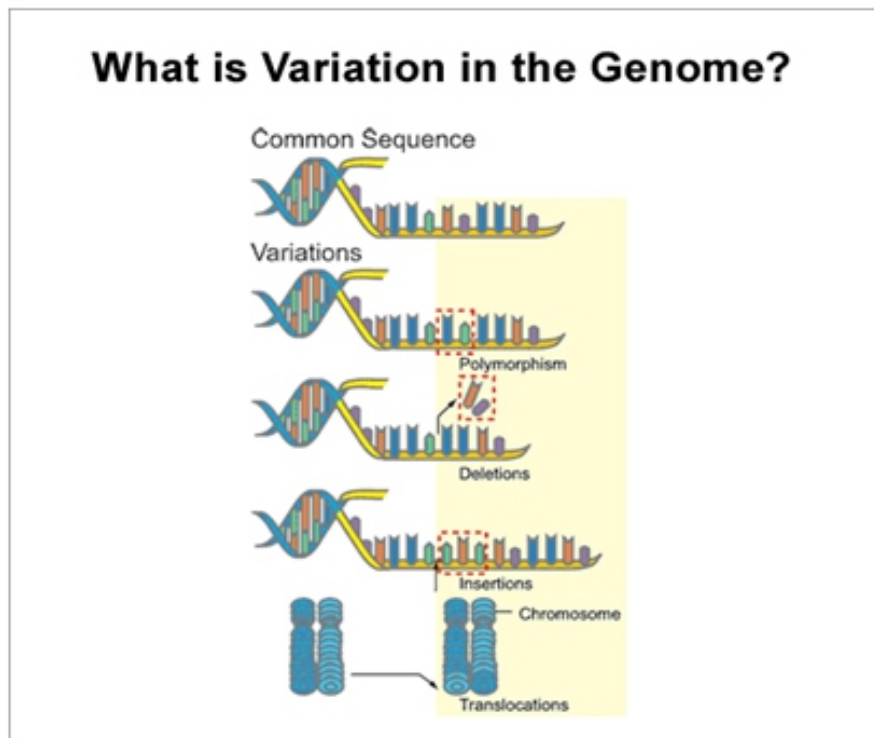
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## What is genetic variation?

Genetic variation may be defined as the measure of the propensity of some individual's genotype that can vary from one another in a population. If the DNA sequence of two randomly chosen people are analyzed then we will analyze that the DNA sequences were almost identical, but not precisely. Averagely, one out of 1,300 positions along the sequence will definitely have different bases located at corresponding positions. For example, some people might have an 'A' base whereas others have a 'G' base at a particular position. These two different substitutions of different bases is known as alleles.

Most of this variation in alleles takes place in the DNA located between the genes and have no significant effect on an individual. But, variation which arises near to, or within, genes have great potential to affect the amount of protein made in a particular cell. It can also effect the sequence of amino acids in the protein. If this dissimilarity is found to corresponding to a particular behavior, or other trait, then it is termed as susceptible allele.

It is also mandatory to examine genetic variation within the normal range, which is considered neither very good nor very bad. This is due to this Genetic variation that people have different characteristics such as different natural hair colors or different blood groups, but we cannot consider that some natural characteristic is 'better' than another natural characteristic.



**Fig. 2 Variation in Human Genome**

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## **Predicting human behavior from genetic information**

If the genetic information of an individual is taken into knowledge in advance, then it can help to predict the behavior of that particular individual to some extent. Though we do not know exactly how some genetic variation causes change in a behavioral trait, it might be possible to estimate how likely is that individuals with that genetic variation will display the attribute in question. Here, it is also important to clearly establish a line of demarcation between predicting the future development of a phenotype trait or specific behavior, and measuring a phenotype trait that has already established in an individual and can be observed.

Behavioral traits are very complicated, and are the consequences of the expression of many different genes, which interact with each other and with the environment. A single gene is responsible for only a small proportion of variation in human behavior.

The complication and entanglement of human behavior and the hurdles in analyzing how genes are involved is very overwhelming. There is widely accepted that genome system of an individual does have an indirect effect on his behavior. Still, some researchers advocate that any attempt to analyze the processes by which genes impact behavior will certainly fail. But, we strongly disagree. We assume that it is neither a theoretical nor a practical impossibility to recognize genes contributing to certain behavioral traits and to identify procedures by which they do so. The genes of an individual make some type of proteins which affect our bodies and brains. Human Behavior is also influenced by it.

## **4. IDENTIFYING GENETIC FACTORS CONTRIBUTING TO INDIVIDUAL DIFFERENCES IN BEHAVIOR**

Estimates of theories and thesis proves strongly that genetic factors are solely responsible for variation in behavioral traits to a great extent. Behavioral analysts are trying their best to identify these factors using Quantitative, Animal models and molecular genetic approaches.

### **Approaches to identifying susceptibility alleles**

Researchers are trying for various attempts to recognize susceptibility alleles which influence traits of an individual. These attempts represent various blends of 'bottom-up' and 'top-down' approaches. The 'bottom-up' approach is started with the prior understanding of biochemistry of the system, and then scrutinize, in a logical manner.

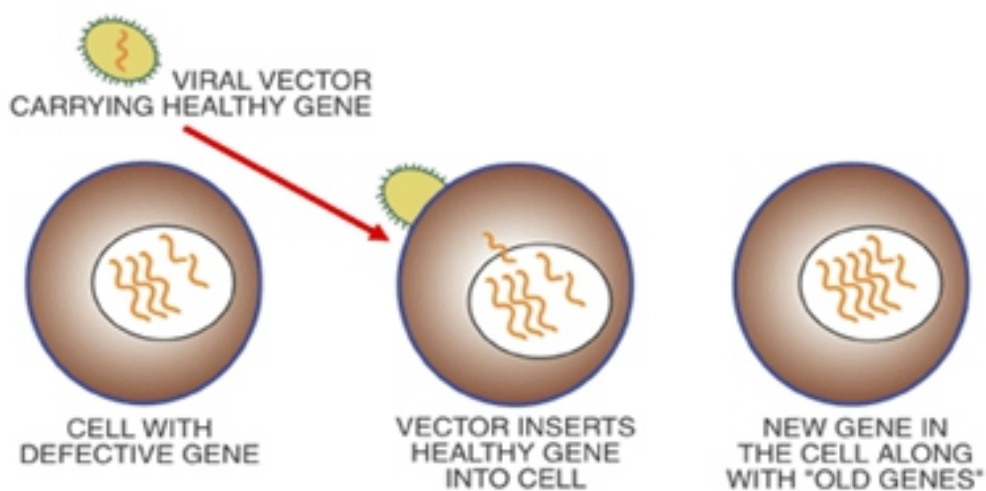


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In some cases a 'candidate gene' approach is preferred by deeply analyzing the genetic variation of humans. This is generally done when there is some background biochemistry to direct researchers. The genetic variation is studied that is known to affect the function of proteins suspected of having a role in behavior.

The next level is to analyze the variation in that specific gene.

At last, the relationship between genetic variation of unknown function and the behavior traits are studied using 'top-down' approach .



**Fig. 3 Transformation of healthy gene**

#### 4.1 METHODOLOGIES USED TO FIND OR TEST FOR SUSCEPTIBILITY ALLELES

For improving human behavior it is very essential to follow a procedure for finding susceptibility alleles. Methodologies generally used for testing susceptibility alleles are linkage and association studies.[7]

##### **Linkage studies**

Polymorphic genetic markers are compared with inherent traits through families in the process of Linkage studies.[7] Here generally large families are analyzed. The process generally starts with the identification of genetic markers and then decreasing the process until interested gene variant is identified.

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## **Association studies**

The study most commonly used for genetic studies of behavior is Association studies[7]. It is also known as whole genome association study. This study is a comparative study of two groups of DNA( one group with a certain case and other group with its control). The frequencies of a particular genetic variant in a cohort of cases is matched with a set of control group. As this approach tests the entire genome system of a individual so it is also called non-candidate driven approach in contrast to candidate driven approach which is gene specific.

## **Some advantages of association studies over linkage studies**

Association studies are much more superior than linkage studies due to their two major advantages.

- First is that susceptibility alleles of small effect size are much easily detected using Association studies.
- Secondly, samples in association studies are much easier to accumulate because only single affected individuals are needed in each family.

## **Scaling up the analysis: new methods in genetics**

The genetic Engineering has widely spread in last few years from small-scale science governed in small laboratories to a larger-scale approach. This has been invoked by various factors, such as availability of the sequence of the human genome system, the advancement of technologies for analyzing the variation of DNA sequence, and the planned move of the pharmaceutical industry into genetics, along with other complexity of human genetic variation. It can be predicted that this trend will continue apace.

## **5. RESEARCH IN BEHAVIOURAL GENETICS INVOLVING ANIMALS**

Now-a-days researchers are trying to examine similar characteristics in animals to investigate human behavior. Although they have some limitations, yet scientists are assuming it a effective tool for scrutinizing human behavior. Because these can be proved as a useful model in understanding disease. One more reason for using animal model is that they are very informative about the contribution of genetic factors to some normal behavioural traits. Generally primates are used to study human behavior. For this reason, the mouse currently remains the most commonly used organism for studying the genetics of human behavior.

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## **What are the benefits of using animals to study the genetics of human behavior?**

One of the various advantages of using animals in research to study the genetics of human behavior is that the human and animal genome system are very similar. Effect of applying a genetic intervention in animals will be same as when applied in humans.

Among primates, especially mice is used to study human behavior because mice breed very rapidly and plentifully. Also many organs in mice are also alike to those in humans. Hence, findings or analysis done on the parts of the primates in which a known or candidate gene is expressed can be done in the laboratory with a reasonable assumption that this will be definitely similar in the human cases also.

### **Mouse and human genomes**

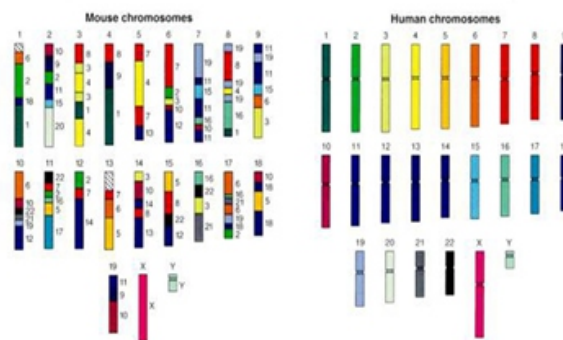


Fig. 4 Human and mouse chromosome

## **What are the problems with using animals to study the genetics of human behavior?**

Though human and mice genome system is similar to a great extent yet their way of behaving in similar situations is quite different both spatially and temporally. Also for processes which are dependent on time, their behavior differ significantly. Due to different internal and external environments to which humans and animals are exposed, the interaction between genes in the genome system is quite different although they appear to be similar. Another major disadvantage of using animals in studying human behavior is that similar genes in both the species can also behave differently in different situations and thus can cause harm in the overall development of a individual in his growing age and at different developmental stages.

Generalizability is also one of the biggest disadvantage of using animals in study of human behavior. Results found from the study of non-humans are not always same for humans. So, proper caution should be taken while applying results of nonhumans on humans. Also, killing animals for the sake of study for humans is also not ethical.

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## 6. SELECTING AND CHANGING BEHAVIOURAL TRAITS

### Will there be any practical applications of research in behavioural genetics?

Any research done for analyzing something leads us to a question that whether there are any practical applications of the research or is everything going in vein? Before we answer this question for our report, we have to face a dubious test, to the effect that these reflections have no useful purpose. Though everyone accepts that genome system of a individual do have an effect on behavior, yet genetic tests show less predictive capacity due to the myriad other factors that influence our behavior. The another reason is that the genetic factors of a individual have very complicated interactions between themselves.

Hence, we came to a conclusion that , if so much complicated genetic structure is responsible for shaping the behavior of a individual, it is very objectionable to make any forecast about human behavior based on genetic tests.

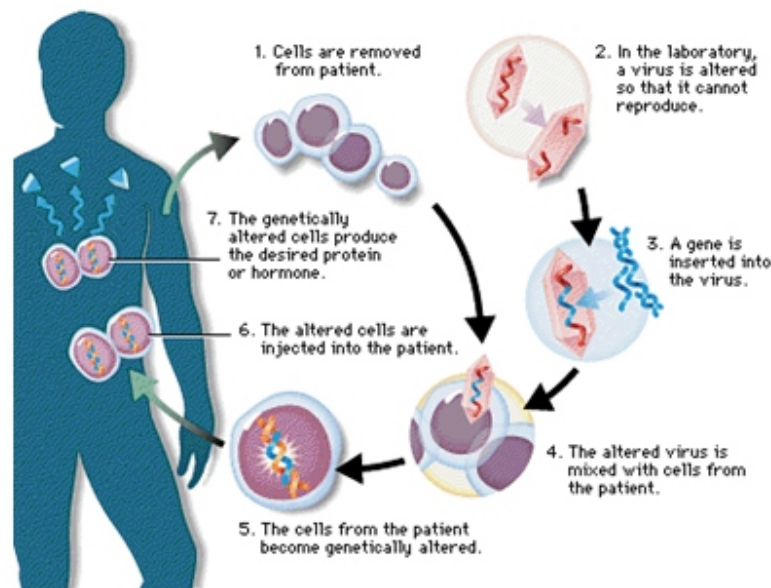


Fig. 5 Working of gene therapy

### Genetic interventions

To change the behavior of an individual to some extent some interventions are applied.

Depending upon the cells in the body of organism to which they will be applied, there are two types of genetic interventions.

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**Somatic gene therapy [12][13]** – By analyzing any organism's genotype, the DNA in the cells of their body is modified; this therapy is called Somatic gene therapy. For curing various genetic disorders this type of therapy is being studied with the aim to replace the affected DNA with cured one in the relevant parts of the body. The changes acquired in this type of therapy in an organism will not be further genetically passed to their generations.

In second type of gene therapy called **germline gene therapy[12][13]**, certain cells are modified which are hereditary in a organism. These modified cells are called germline cells. Thus with the help of germline gene therapy, we can not only change characteristics of the individual receiving this therapy, but also of their offsprings and future generations.

**Germline gene therapy** is also referred to as germline genetic engineering.

The interventions in this therapy are in their initial stage and are less complicated for single gene disorders.

### **Medical interventions**

Certain medical interventions are also applied for changing behavioral traits in a individual the normal range. By the term normal range we mean variation in ordinary terms irrespective of any disease or disorder.

Medical Interventions will be applied to a individual in the form of drugs or changes in diet. Certain medical interventions are already in use for changing behavioral traits of a individual. Ex. anti-depressant drugs and drugs that claim to alleviate shyness. Researchers are also making attempts to change other behavioral traits like enhancing our memories, improve our cognitive function, or change our personalities through drugs. Analysts of behavioral genetics are also trying suggesting for genes which are considered as best targets for new drugs.

### **Environmental interventions**

The third type of intervention involved for changing specific traits is environmental intervention. By environment we mean all the physical and biological world around us. We already have analyzed some instances of such interventions, like that improving the diet and living standard of children also improves their IQ. There is also good evidence that exposure of a individual to certain chemicals such

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as lead and carbon can have very adverse affect on their behavioral traits. Some social policies are also responsible for it; such as the provision of free education to poor children and certain schemes are specifically premised to change or enhance various traits in human population.

### **Evaluating different ways of changing ourselves**

Despite of various theories and concerns, we consider that none intervention can be thought as more superior than others. There are certain reasons why at times one intervention is considered more preferable than others. For any given characteristic and any given individual, various factors are responsible for change in behavior. In different cases, different forms of intervention can be applied thinking upon the factors that make it more appropriate.

#### **Effectiveness**

It is always very difficult to predict that how effective a intervention can be. This means that, even if a intervention is applied on a group of genes, it is not certain that the desired change would occur in phenotype or not.

#### **Safety**

Another major concern of applying interventions is the safety concern. Prima-facie it is assumed that environmental interventions are the most safest form of intervention, but this is not true. Environmental interventions can too have unpredicted or undesirable consequences. They can have adverse effects on a individual psychology that could persist throughout his or her life.

#### **Reversibility**

What something has done cannot be reversed all the times. Some interventions may have unwanted side effects or other undesirable consequences, then also they cannot be reversed. Genetic interventions may be difficult to reverse, as compared to medical interventions. This is so because they are targeted on stem cells while in medical interventions the drug will not effect once it is no longer in use. The reversibility of environmental interventions is also very difficult. Some interventions takes place in early stages of life while some in later stages. Early stage interventions are very difficult to reverse.

The level of reversibility of the effects of any intervention will also be different and will only be considered when it is suitable for applying.

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## 7. PRACTICAL APPLICATIONS



Fig. 6 Practical Applications

There is no use of delving into a research for certain technology until we have some practical applications of it. Genetic analysis do have some practical applications when it is researched for human behavior. Some of them are discussed below:

### **7.1 Employment**

In the future, if the genetic tests of a individual shows him with favorable behavioral traits such as no aggression or anxiety ; then it will greatly help the employers to use those tests to choose appropriate employees or to veto unsuitable applicants. Today employers currently use a series of tests and interviews to choose their employees.

### **7.2 Insurance**

Insurers always want to low their estimated risk. Genetic information about behavior and personality traits, such as aggression or novelty-seeking of a individual can help them in lowering their estimated risk. However, there is still some threat from vulnerable groups. They should always be excluded from obtaining insurance. Since now, the use of genetic information by insurers has not been widely used but this should be encouraged.

### **7.3 Education**

Genetic Information can also be used to classify children for their potential . Genetic knowledge about behavioral characteristics of children could have a greater impact. Children could be streamed in schools based on their to their genetic make up.

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## **7.4 The impact on the criminal justice system**

Information about genetic influences on behavior can also be used while making justice in the criminal cases also. There are three ways of dealing with it.

### **As an excuse**

Our legal system is such designed that punishment of a individual is decided based on his actions. But if a person is mentally disordered then he is not held responsible for the crime which he did.

### **When sentencing**

If judges have some prior knowledge of the genetic information of offenders; then this can help them in sentencing for a crime.

### **Prediction**

Genetic information when combined with environmental factors, it can help to make more accurate predictions.

## **8. CONCLUSION**

We conclude that research in behavioral genetics should be promoted. It has great potential to advance our knowledge of human behavior. It should be allowed to continue but with caution.. However, it is important to ensure there are safeguards to protect against its misuse.

Since now , there are not much practical applications of it, but we can think about future developments in this field.

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reducing employee cost, material cost and administrative cost in long run. The present research paper would like to analyze the financial performance of Indian pharmaceutical corporate sector with the adoption of ESOP.

## **Review of Literature**

The concept of ESOP came in India by the end of 1993 which was introduced by Infosys, the second largest giant in IT industry of India, which is very much late as compared to USA where this concept was introduced in 1916 by Mr. Kelso. Business owners & companies were facing problem about the planning of succession on the death or retirement of employees then also this concept was not fully recognized them. **Rajesh (2004)** found that ESOP established in Indian firms has small effect on a firm's productivity and profitability performance. The study using a sample of 36 ESOP companies for two time window. **Kambhakar (1993)** investigated the link between ESOP and firm's productivity. The firms that adopted such plans during 1982 through 1987. The study revealed that ESOP or profit sharing plan was positively associated with productivity measures. **Jones and Kato (1993)** have stated that the 1984, more than 90% of all firms listed on Japan's stock exchanges had already introduced on ESOP. In Japan ESOPs were first informally encouraged by the Government. **Janes and Kata (1995)** empirically estimated that firms enjoy a 4-5 percent increase in productivity by introducing an ESOP. The study has generated first rigorous econometric evidence for the positive role played by ESOP and the bonus system of the Japanese economy in the 1970's and 1980's. **Commonwealth Department (1994)** reported that managers at ESOP workplaces were more likely to report labour productivity increases over the previous two years than managers at non-ESOP workplaces (79 percent v 69 percent). The study found lower levels of absenteeism in ESOP workplaces than non-ESOP workplace (2.2 percent V 2.5 percent). **John D. Gray (1975)** suggested that ESOT purchase arrangement is an attractive approach. The study stated that the establishment of the trust under a qualified stock bonus or employee stock ownership plan solves the basic estate planning problems of the share holders of closely held corporations by meeting an in house market for the close corporation stock. **Blasi (2000)** found that stock option companies have 17% greater productivity in a three year post plan period than would have been expects based on per plan performance relative to their industry. Their results have indicated that ESOP companies have sales growth 2.4% per year faster in the year following their ESOP adoption than would have been expected based on the match up against competitors in the pre-ESOP period. **Mehram (1999)** based on a sample on 382 companies found that more than 60% of the companies recorded an increase in their stock prices in the two days following the announcement of the plan with positive abnormal returns of 1.6%. **Kruse and Sesil (2002)** compared the performance of corporations with and without employees broad based stock option plans. The study was based on 490

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companies over 1992-97. The empirical study suggested that there is no systematic evidence publicity – traded corporations with broad-based stock option plus had worse performance than the larger group of publicly traded corporations that did not adopt the plans or industries group pairs regarding productivity total share holder return, return on assets. **Lilli and John (1990)** studied that ESOP have Zero average effect on share values. They have found that ESOP often resulted in significant control shifts, even in the absence of explicit take over activity against the firms and/or that share holders are explicitly compensated for such control shifts. **Conte and Tannenbaum (1978)** compared the profitability of 30 small private ESOP and non-ESOP firms of comparable size in the same industry. The study tested the immediate impact after the introduction of ESOP with reference to accounting performance, which was not good response. **Richard (1990)** empirically revealed that share price variances, computed from Black Scholes option pricing model increase after the approval of an executive stock option plan. The study suggested that stock option holding executives undertake more risky investment opportunities. **Hamid Mehran (1992)** provided empirical evidence on determinants of the firm's capital structure based on agency cost considerations. He found that the long – terms debt ratio is significantly related to insider's investment in the firm.

### **Objectives of Research:**

- ✓ To study the direct impact of ESOP on productivity of the pharmaceutical company.
- ✓ To study the trend and practices of ESOP concept in Indian pharmaceutical corporate sector.
- ✓ To measure the pre-adoption & post-adoption financial performance of Indian ESOP Pharmaceutical industry.

### **Sample size & Data collection**

The present study is based on the pre & post-adoption financial performance of Indian pharmaceutical industry. For finding the empirical results the study is considered all listed companies in India which implemented Employee Stock Option Plan (ESOP). As we know that the SEBI gave detailed guidelines on this mechanism on 1st April 1999. The study included five (5) top pharma companies those had implemented ESOP during 17<sup>th</sup> October 2001 to 31<sup>st</sup> September, 2004. The secondary information as collected pertaining to the period of five (5) years before adoption of ESOP and five (5) years after the adoption of ESOP through annual published reports, The Economic Time, The Financial Express, periodicals and journals (national and international level).

The list of five ESOP pharmaceuticals companies is given below.

| Sr. No. | Name of the company       | Date of ESOP                    |
|---------|---------------------------|---------------------------------|
| 1       | Ranbaxy Laboratories Ltd. | 1 <sup>st</sup> July 2002       |
| 2       | Dabur India Ltd           | 17 <sup>th</sup> October 2001   |
| 3       | Dr. Reddy Lab. Ltd.       | 9 <sup>th</sup> May 2002        |
| 4       | Aurobindo Pharma Ltd      | 2 <sup>nd</sup> June 2004       |
| 5       | Cipla Pharmaceutical Ltd. | 13 <sup>th</sup> September 2004 |

## Financial measures and Statistical techniques

The pre & post-financial performance is measured by four financial ratios as follow:-

- 1) NET PROFIT RATIO = 
$$\frac{\text{NET PROFIT}}{\text{NET SALES}}$$
- 2) EARNING PER SHARE = 
$$\frac{\text{NET INCOME}}{\text{NO. OF SHARES OUTSTANDING}}$$
- 3) INVENTORY TURNOVER RATIO = 
$$\frac{\text{COST OF GOODS SOLD}}{\text{AVG. INVENTORY}}$$
- 4) RETURN ON ASSETS = 
$$\frac{\text{NET INCOME}}{\text{AVG. TOTAL ASSETS}}$$

In order to test the reliability or the significance of the pre & post-financial performance the in statistical like mean average & standard deviation has been employed. The next section of this chapter will describe the pre & post financial position of each company under consideration for measurement.

| YEARS | NET PROFIT RATIO | INVENTORY TURN OVER RATIO | EARNING PER SHARE | RETURN ON ASSETS |
|-------|------------------|---------------------------|-------------------|------------------|
| 1994  | 4.52             | 6.58                      | 8.9               | 27.5             |
| 1995  | 5.26             | 6.51                      | 9.54              | 34.21            |
| 1996  | 7.58             | 5.92                      | 9.86              | 38.75            |
| 1997  | 9.45             | 5.12                      | 11.54             | 42.65            |
| 1998  | 10.54            | 5.07                      | 15.24             | 52.91            |

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## **RANBAXY LABORATORIES LTD.**

**Table-1 Financial ratios of Ranbaxy Pharmaceuticals (1994-98)**

|         |      |      |       |       |
|---------|------|------|-------|-------|
| AVERAGE | 7.47 | 5.84 | 11.06 | 39.20 |
| S.D     | 2.6  | 0.72 | 2.55  | 9.5   |

**Table-2 Financial ratios of Ranbaxy Pharmaceuticals (2006-2010)**

Table- 1 shows the financial ratios of the Ranbaxy pharmaceuticals ltd for the year 1994-1998. Table- 2 shows the financial ratios of the Ranbaxy for the year 2006-2010. The ratios include the net profit ratio, inventory turnover ratio, earning per share & return on assets. The net profit ratio of Ranbaxy is 4.52 & 10.54 for the year 1994 & 1998 respectively. Whereas for the year 2006 & 2010 the net profit ratio is 9.07 & 19.74. The inventory turnover ratio of Ranbaxy is 27.5 & 52.91 for the year 1994 & 1998 respectively. On the other hand for the year 2006 & 2010 the inventory turnover ratio is 5.41 & 121.74. It shows that after adopting ESOP the net profit ratio of Ranbaxy improves at an increasing rate as compared to pre adoption period of ESOP. The increasing rate of ratios shows that the financial performance of Ranbaxy pharmaceutical increases as compared to pre adoption period of ESOP by the firm.

| YEARS   | NET PROFIT RATIO | INVENTORY TURN OVER RATIO | EARNING PER SHARE | RETURN ON ASSETS |
|---------|------------------|---------------------------|-------------------|------------------|
| 2006    | 9.07             | 4.39                      | 10.21             | 5.41             |
| 2007    | 14.33            | 4.42                      | 16.56             | 68.01            |
| 2008    | 22.02            | 4.07                      | 24.85             | 84.24            |
| 2009    | 11.72            | 4.05                      | 13.61             | 94.16            |
| 2010    | 19.74            | 3.95                      | 27.28             | 121.74           |
| AVERAGE | 6.568            | 4.176                     | 8.562             | 74.712           |
| S.D     | 16.46            | 0.21                      | 19.74             | 43.38            |

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## **CIPLA LABORATORIES LTD.**

**Table-5.3 Financial ratios of Cipla Pharmaceuticals (2000-04)**

| YEARS   | NET PROFIT RATIO | INVENTORY TURN OVER RATIO | EARNING PER SHARE | RETURN ON ASSETS |
|---------|------------------|---------------------------|-------------------|------------------|
| 2000    | 6.84             | 4.75                      | 5.6               | 38.56            |
| 2001    | 9.54             | 4.73                      | 5.9               | 48.24            |
| 2002    | 8.59             | 5.12                      | 3.8               | 45.29            |
| 2003    | 13.54            | 4.98                      | 4.2               | 52.57            |
| 2004    | 7.38             | 4.83                      | 3.7               | 49.64            |
| AVERAGE | 9.178            | 4.88                      | 4.64              | 46.86            |
| S.D     | 2.65             | 0.16                      | 1.03              | 5.32             |

**Table-5.4 Financial ratios of Cipla Pharmaceuticals (2006-2010)**

| YEARS   | NET PROFIT RATIO | INVENTORY TURN OVER RATIO | EARNING PER SHARE | RETURN ON ASSETS |
|---------|------------------|---------------------------|-------------------|------------------|
| 2006    | 18.41            | 3.71                      | 8.59              | 41.64            |
| 2007    | 16.43            | 3.83                      | 9.02              | 48.32            |
| 2008    | 14.58            | 3.79                      | 9.99              | 55.97            |
| 2009    | 18.97            | 4.18                      | 13.47             | 73.66            |
| 2010    | 14.98            | 3.73                      | 11.96             | 82.36            |
| AVERAGE | 1.6128           | 3.848                     | 10.606            | 60.39            |
| S.D     | 1.97             | 0.19                      | 2.06              | 17.14            |

The Table- 3 shows the financial ratios of the Cipla pharmaceuticals ltd for the year 2000-2004. Table- 4 shows the financial ratios of the Cipla for the year 2006-2010. The ratios include the net profit ratio, inventory turnover ratio, earning per share & return on assets. The net profit ratio of Cipla for the year 2000 to 2004 is showing continuous fluctuations. Whereas for the year 2006 to 2010 the net profit ratio is increasing constantly. The net asset ratio of Cipla is 38.56 & 49.64 for the year 2000 & 2004 respectively. On the other hand for the year 2006 & 2010 the net asset ratio is 41.64 & 82.36. It shows that after adopting ESOP the net profit ratio of Cipla an increasing trend as compared to pre adoption period of ESOP. The increasing rate of ratios shows that the financial performance of Cipla pharmaceutical increases as compared to pre adoption period of ESOP by the firm.

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## **DABUR INDIA LTD.**

**Table- 5 Financial ratios of Dabur India ltd. (1997-2001)**

| YEARS   | NET PROFIT RATIO | INVENTORY TURN OVER RATIO | EARNING PER SHARE | RETURN ON ASSETS |
|---------|------------------|---------------------------|-------------------|------------------|
| 1997    | 5.76             | 13.41                     | 2.72              | 3.89             |
| 1998    | 4.54             | 12.54                     | 2.43              | 4.67             |
| 1999    | 4.92             | 15.79                     | 2.89              | 2.29             |
| 2000    | 6.16             | 10.54                     | 1.47              | 1.34             |
| 2001    | 4.37             | 12.64                     | 1.62              | 4.32             |
| AVERAGE | 5.5              | 12.98                     | 2.22              | 3.3              |
| S.D     | 0.77             | 1.89                      | 0.64              | 1.42             |

**Table- 6 Financial ratios of Dabur India ltd. (2006-2010)**

| YEARS   | NET PROFIT RATIO | INVENTORY TURN OVER RATIO | EARNING PER SHARE | RETURN ON ASSETS |
|---------|------------------|---------------------------|-------------------|------------------|
| 2006    | 14.41            | 11.11                     | 2.92              | 4.44             |
| 2007    | 15.06            | 12.52                     | 3.67              | 5.95             |
| 2008    | 15.44            | 10.94                     | 4.32              | 8.43             |
| 2009    | 15.03            | 11.31                     | 4.99              | 8.6              |
| 2010    | 14.27            | 8.65                      | 2.71              | 5.85             |
| AVERAGE | 14.842           | 10.906                    | 3.722             | 6.654            |
| S.D     | 0.48             | 1.4                       | 0.95              | 1.8              |

The Table-5 shows the financial ratios of the Dabur India ltd for the year 1997-2001. Table- 6 shows the financial ratios of the Dabur India ltd. for the year 2006-2010. The ratios include the net profit ratio, inventory turnover ratio, earning per share & return on assets. The net profit ratio of Cipla for the year 2000 to 2004 is showing continuous fluctuations. Whereas for the year 2006 to 2010 the net profit ratio is increasing constantly. The earning per share of Dabur India is showing constant levels, it is not increasing for the period of 1997-2001. On the other hand for the year 2006 & 2010 the earning per share is increasing for the period of 2006-2010. It shows that after adopting ESOP the net profit ratio of Dabur India is at an increasing trend as compared to pre adoption period of ESOP. The increasing rate of ratios shows that the financial performance of Dabur India increases as compared to pre adoption period of ESOP by the firm.



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## **DR. REDYY'S LTD.**

**Table-7 Financial ratios of Dr. Reddy's Ltd (1998-2002)**

| YEARS   | NET PROFIT RATIO | INVENTORY TURN OVER RATIO | EARNING PER SHARE | RETURN ON ASSETS |
|---------|------------------|---------------------------|-------------------|------------------|
| 1998    | 8.75             | 6.7                       | 45.76             | 145.67           |
| 1999    | 8.92             | 6.91                      | 37.45             | 167.89           |
| 2000    | 10.56            | 7.32                      | 55.90             | 192.45           |
| 2001    | 7.28             | 5.68                      | 52.56             | 197.71           |
| 2002    | 9.43             | 5.92                      | 43.89             | 202.89           |
| AVERAGE | 8.98             | 6.5                       | 47.11             | 181.32           |
| S.D     | 1.18             | 0.68                      | 7.28              | 24.02            |

**Table-5.8 Financial ratios of Dr. Reddy's ltd. (2007-2011)**

| YEARS   | NET PROFIT RATIO | INVENTORY TURN OVER RATIO | EARNING PER SHARE | RETURN ON ASSETS |
|---------|------------------|---------------------------|-------------------|------------------|
| 2007    | 13.2             | 8.32                      | 70.09             | 260.45           |
| 2008    | 13.57            | 5.9                       | 28.26             | 286.12           |
| 2009    | 16.84            | 6.09                      | 33.29             | 312.17           |
| 2010    | 18.48            | 5.39                      | 50.11             | 350.3            |
| 2011    | 29.02            | 5.36                      | 52.78             | 355.69           |
| AVERAGE | 18.22            | 6.212                     | 46.906            | 312.946          |
| S.D     | 6.42             | 1.22                      | 16.69             | 40.92            |

The Table-7 shows the financial ratios of the Dr. Reddy's ltd for the year 1998-2002. Table-8 shows the financial ratios of the Dr. Reddy's ltd. for the year 2006-2010. The ratios include the net profit ratio, inventory turnover ratio, earning per share & return on assets. The net profit ratio of Dr. Reddy's for the year 1998 to 2002 is 8.75 & 9.43 which is not showing a good increase in profits of company as compared to the post adoption period. Whereas for the year 2006 to 2010 the net profit ratio is increasing constantly. The inventory turnover ratio of Dr. Reddy's is 6.7 & 6.5 which is not so much good & it is showing constant levels for the period of 1998& 2002 respectively. Whereas for the year 2006 & 2010 the inventory turnover ratio is 8.32 & 4.36 which is decreasing constantly and showing good results to the company for the period of 2006 & 2010 respectively. It shows that after adopting ESOP the net profit ratio of Dr. Reddy's is at an increasing trend as compared to pre adoption period of ESOP. The increasing rate of ratios shows that the financial performance of Dr. Reddy's increases as compared to pre adoption period of ESOP by the firm.

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## **AUROBINDO PHARMACEUTICALS LTD.**

**Table-9 Financial ratios of Aurobindo Pharmaceuticals Ltd (2000-2004)**

| YEARS   | NET PROFIT RATIO | INVENTORY TURN OVER RATIO | EARNING PER SHARE | RETURN ON ASSETS |
|---------|------------------|---------------------------|-------------------|------------------|
| 2000    | 8.98             | 4.5                       | 38.76             | 136.89           |
| 2001    | 7.76             | 4.8                       | 34.78             | 134.67           |
| 2002    | 9.71             | 4.3                       | 39.16             | 145.79           |
| 2003    | 6.54             | 3.9                       | 33.87             | 156.32           |
| 2004    | 6.74             | 4.1                       | 45.79             | 178.23           |
| AVERAGE | 7.9              | 4.32                      | 39.60             | 150.38           |
| S.D     | 1.38             | 0.34                      | 5.97              | 17.75            |

**Table-10 Financial ratios of Aurobindo Pharmaceuticals Ltd. (2007-2011)**

| YEARS   | NET PROFIT RATIO | INVENTORY TURN OVER RATIO | EARNING PER SHARE | RETURN ON ASSETS |
|---------|------------------|---------------------------|-------------------|------------------|
| 2007    | 11.74            | 3.56                      | 42.94             | 174.19           |
| 2008    | 12.41            | 3.94                      | 54.08             | 227.02           |
| 2009    | 4.54             | 4.36                      | 23.91             | 245.67           |
| 2010    | 16.09            | 3.89                      | 94.34             | 343.51           |
| 2011    | 14.33            | 3.71                      | 20.4              | 88.27            |
| AVERAGE | 11.822           | 3.892                     | 47.134            | 215.732          |
| S.D     | 4.412649         | 0.301943703               | 29.7838208        | 93.972362        |

The Table- 9 shows the financial ratios of the Aurobindo Pharmaceuticals ltd for the year 2000-2004. Table- 10 shows the financial ratios of the Aurobindo Pharmaceuticals ltd for the year 2006-2010. The ratios include the net profit ratio, inventory turnover ratio, earning per share & return on assets. The net profit ratio of Aurobindo Pharmaceuticals ltd for the year 2000 to 2004 is 8.96 & 6.74 which is not showing good profits for the company as they are showing constant decline as compared to the post adoption period. Whereas for the year 2006 to 2010 the net profit ratio is increasing constantly. The inventory turnover ratio of Aurobindo Pharmaceuticals ltd is 4.5 & 4.1 which is not so much good & it is showing constant levels for the period of 1998 & 2002 respectively. Whereas for the year 2006 & 2010 the inventory turnover ratio is 3.5 & 3.7 which is decreasing constantly and showing good results to the company for the period of 2006 & 2010 respectively. It shows that after adopting ESOP the net profit ratio of Aurobindo Pharmaceuticals ltd is at an increasing trend as compared to pre adoption period of ESOP. The increasing rate of ratios shows that the financial performance of Aurobindo Pharmaceuticals ltd increases as compared to pre adoption period of ESOP by the firm.

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## Conclusion

Employee stock ownership plans were intended to help motivate employees. However, they can be utilized as a takeover defense to entrench incumbent management. Thus, the costs and benefits of ESOPs are ambiguous. Instead of looking at the impact of ESOPs on the overall firm performance as in a number of previous studies, this study narrowly focuses on the effect of ESOPs on earnings management. I empirically show an inverse association between ESOP ownership and the severity of earnings management. Firms with larger ESOP ownership exhibit less earnings management. This may be the case for two reasons. **First**, ESOPs help align the interests of employees and shareholders. As a result, employees have more incentives to scrutinize management more carefully, allaying managerial opportunism in the form of earnings management. **Second**, ESOPs make manager's jobs more secured and, thus, allow the managers to concentrate on the long-term well-being of the firm instead of the short-term window dressing via temporary earnings distortion. Finally, I find that the presence of block holders has an impact on the relationship between ESOPs and earnings management. Specifically, ESOP ownership mitigates earnings management only in firms with outside block ownership whereas it does not do so in firms where outside block holders are absent. The results of this study contribute to the literature both in earnings management and in ESOPs. Given so much recent attention on earnings management due to the corporate scandals, the results of this study is both timely and useful.

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# **Potential of -Employee Empowerment In Corporate World**

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## **ABSTRACT**

*The whole object of human resource management is to secure from the employees maximum performance in terms of the predetermined objective. Human being has got unlimited tremendous potential to achieve anything in the world. For this the employee should be committed, motivated and should have high morale.*

*How does one, therefore, get this commitment from an individual employee towards organizational goals. We know that human beings have certain needs craving satisfaction on the job. In this regard it has been found that in today's fast changing technological advancement, execution of strategies to achieve organizational goals cannot be fulfilled only through motivation. What is required in this cutting age competition to stay formally in the market is to follow the concept of “**employee empowerment**”. It is basically giving more power to the employee to take his decision himself. This is the need of the corporate world today. By adopting to this concept the top managers can insure not only progress and stability in the enterprise but also can devote their valuable time in an energy to enhance further growth and give new vision for the all round development. The employee empowerment is a new concept and the corporate world is slowly accepting its importance and the concept is getting its root deeper in the competitive corporate business world.*

**KEYWORDS:- Employee Empowerment, Corporate World, Human Resource Management, Human Resource Empowerment**

## **1. INTRODUCTION**

“One machine can do the work of fifty ordinary men. No machine can do the work of one extraordinary man”-Elber Hubbard.

Men, Machine, Money and Materials are the main resources required by any business enterprise. Out of this, people (Men & Women) are considered to be the most difficult and precious resource to manage. Difficult, because it is very difficult to predict and understand human's mind and precious, because people can produce wonders if given a right environment.

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Has any one thought over, why a soldier fights for his nation even from a difficult, hazardous unfavorable and inhuman like living condition for example, at Siachin Glacier? This is a million dollar question and the answer is not simple. Also, why some times, ward of a Rickshaw puller, living in jhugi jhopri qualifies in **IIIT entrance test** where as the wards of a crorepati living in an air-conditioned house fails to do so? Similarly, have any one thought, why the wards of a most ordinary persons like a peon/farmer/postman from places like Bihar very often qualify in IAS competitive examination, where as others living in complete comforts & luxuries can not dream of doing so? Also at times, a very simple entrepreneur in course of time, becomes a big business magnet? If we ponder and study the above live case studies little deeply, then we find out that the most common factors leading the human behavior into unprecedented success is their level of MOTIVATION. A highly motivated human being can achieve any thing in his life. A motivation is like a fire in the heart, which forces a human being to achieve the predecided goals/objectives or fulfill his dreams.

We know that people are our most important asset of any organization. Competitors can copy technologies, products and structures. No one, however, can match our highly charged, motivated people who care. People are any firm's central to competitive advantage. Well educated, coached, and highly motivated people are critical to the development and execution of strategic specially in today's faster paced, more perplexing world where top management alone can no longer assure any firm's success. That is why in today's corporate world, a new concept “Employee Empowerment” has started taking deeper root in order to achieve around success.

The aim of this article is to explain & highlight the importance of “**Employee Empowerment**”, corporate experience (Survey results- at a glance), level of Employee Empowerment, Impact & benefits of Employee Empowerment and how the Employee Empowerment has become real need of the hour for corporate world to achieve greater success in today's cutting Edge competition in Dynamic Business World.

Phase four of Kotter's change management protocol is about empowering employees for broad based action (Kotter, 1995). This is the grassroots approach to change management which creates ownership for the proposed change within employees and reduces the barriers to that change (Kotter, 1995). So how can we break down those barriers and create a culture that encourages participation and risk taking? We can create a culture that encourages and rewards knowledge sharing, provide employees with opportunities to impact processes and the meeting of agency goals and promote the successes of those contributions through training and recognition. “In highly successful change efforts, when people begin to understand and act on a change vision, it is important to remove barriers in their paths, to take away the tattered sails and give them better ones” (Kotter & Cohen, 2002, p. 73).

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## **WHAT IS AN EMPLOYEE?**

Any individual, who works for an organization, in general on a full time/permanent basis, is said to be the **employee** of the said organization.

## **WHAT IS AN EMPOWERMENT?**

Empowerment is a core concept of the new management model. In the new generation adaptive organization, delegation is replaced by empowerment, and responsibility by ownership. Authority and responsibilities are formal aspects of organizing. They are based upon organizational properties and not individual capabilities. Empowerment and ownership are social aspects of organizing, they are based on efficacy and initiative and not just on roles and requirements. They belong to people.

## **EMPLOYEE EMPOWERMENT – WHY? - ITS BENEFITS & IMPACT**

### **Why Employee Empowerment?**

People are any firm's most underutilized resource. In the new knowledge economy, independent entrepreneurship and initiative is needed throughout the ranks of any organization. Involvement in an organization is no longer a one-way street. In today's corporate environment a manager must work towards engaging organization forcefully enough to achieve its objectives. New knowledge-based enterprises are characterized by flat hierarchical structure and multi-skilled workforce. Managers assume more leadership and coaching tasks and work hard to provide employees with resources and working conditions they need to accomplish the goals they've agreed to. In brief, in the new concept, the manager's work for their staff, and not the reverse. Empowerment is the oil that lubricates the exercise of learning. Talented and empowered human capital is becoming the prime ingredient of organizational success. A critical feature of successful teams, especially in knowledge-based enterprises, is that they are invested with a significant degree of empowerment, or decision-making authority.

Equally important, employee empowerment changes the managers' mindset and leaves them with more time to engage in broad –based thinking, visioning, and nurturing. This intelligent and productive division of duties between visionary leaders, focusing on emerging opportunities, and empowered employees, running the business unit day to day (with oversight on the leader's part) provides for a well-managed enterprise with strong growth potential.

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## **Developing Entrepreneurial Staff**

There are two phases in developing an entrepreneurial workplace. Phase I creates the environment necessary to support and encourage it. Phase II is building your staff's entrepreneurial skills.

## **Empowerment through Coaching**

The new breed of leaders recognizes that in today's complex business environment autocracy no longer works; yet the empowerment alone is not enough. Coaching aims to enhance the learning ability and performance of others. "It involves providing feedback, but also uses other techniques such as motivation, effective questioning and consciously matching our management style to the coachee's readiness to undertake a particular task. It is based on helping the coachee to help her/himself through interacting dynamically with her/him-it does not rely on a one-way flow of telling and instructing."

## **Employee Ownership of Quality**

Quality is not something that management can mandate or dictate. To gain employee commitment to the quality process, company's management, control, and reward systems must be modified to give employees greater responsibility and opportunity to become quality and customer oriented and motivates them to strive for continuous improvement. Give ownership for quality to your employees, elicit and listen to their ideas about improvement and empower them to make more decisions and perform tasks that are quality related.

## **Building and Nurturing Customer Relationship**

Creating a work environment that encourages rapid response to customers' needs and attentive follow-through is the key to leveraging the power of the service-profit chain. This is only possible when people are empowered to make decisions and are motivated to solve problems. By encouraging employees to go beyond the literal boundaries of their jobs- to make suggestions for improvement – you gain not just a part, but also the full potential of their contributions to the business.

## **ACORPORATE EXPERIENCE – SURVEY RESULTS – AT GLANCE**

Following were the employee – employer survey conducted in various organizations (like Tata Motors, Maruti, and Hero Honda, TVS (Total-72))

(Q.1) How do you rate the overall empowerment status in your organization on a 10-point scale?

| SCALE                | RESULT               |
|----------------------|----------------------|
| Less than 5 points   | 63% (46 respondents) |
| 5 points to 8 points | 23% (16 respondents) |
| 8 points and above   | 14% (10 respondents) |

(Q.2) Do you think that delegation of authority is superior to employee empowerment?

| YES                    | NO                     |
|------------------------|------------------------|
| 34.5% (25 respondents) | 63.5% (47 respondents) |

(Q.3) Yes there are changes in the behavioral aspects or basic attitude of my peers and colleagues because of employee empowerment?

| SCALE             | RESULT                 |
|-------------------|------------------------|
| Strongly Agree    | 23% (16 respondents)   |
| Agree             | 21% (15 respondents)   |
| Neutral           | 24.3% (18 respondents) |
| Disagree          | 17.7% (13 respondents) |
| Strongly Disagree | 14% (10 respondents)   |

(Q.4) Do you recommend employee empowerment to become a culture of all growing organization?

| YES                  | NO                   |
|----------------------|----------------------|
| 78% (56 respondents) | 22% (16 respondents) |



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## **A CLASSICAL EXAMPLE & LIVE CASE –**

### Case study -I

#### **General Electric Co. USA**

Some years ago, in locations throughout GE, local managers were operating in an insulated environment with Chinese walls separating them both horizontally and vertically from other departments and their workforce. Employee questions, initiatives, and feedback were discouraged. In this situation the company was not making good progress and its shareholders started getting worried. There was no hope of immediate solution but the problem was traced down to the human relations oriented. A new CEO of GE Jack Welch was appointed. He soon realized the problem and “viewed this as anathema. He believed in creating an open collaborative workplace where everyone's opinion was welcome.” He wrote in a letter to shareholders: “If you want to get the benefit of everything employees have, you've got to free them – make everybody a participant. Everybody has to know everything, so they can make the right decisions by themselves”

### **Case study II**

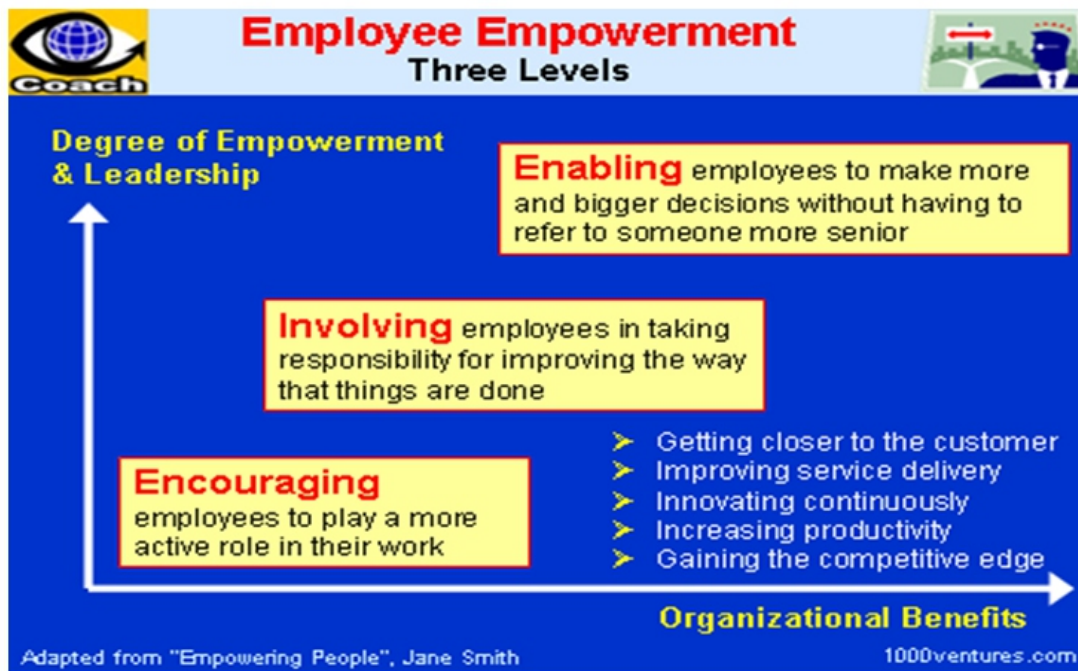
We are aware about the contribution made by Shri JRD Tata so far the Indian industries are concerned. From small beginning at Jamshedpur few decades back he became a business tycoon. His concern for the employee is well known and he developed a respect for the human resource. Even today people respect him in this regard. A journalist once asked him as to what is the one single factor, which contributed to his success. He gave the reply spontaneously “ Managing the Human Resource Properly”. This is the power of human resource, which keeps on increasing, with the advancement of technology.

## **LEVELS OF EMPLOYEE EMPOWERMENT**

**Level 1 – Encouraging** the employees to play a more active role in their work.

**Level 2 – Involving** employees in taking responsibility for improving the way that the things are done.

**Level 3- Enabling** employees to make more and bigger decisions without having to refer to someone senior.



### Employee Empowerment – Impact & Benefits

1. **The organization:** harnesses individual talents to the full. Changes the managers' mind-set and leaves them with more time to engage in broad-based thinking, visioning, and nurturing.
2. **The department/team:** becomes more enthusiastic, active, and successful. Facilitates teamwork and harnessing of collective power of employees.
3. **Employees:** entrusted new responsibilities and are stretched beyond what they previously thought they could achieve. Releases the individual wisdom, creativity and energy of employees.

### Why Employee Empowerment Fails

1. Managers pay lip service to employee empowerment, but do not really believe in its power.
2. Half-hearted or unbelievable employee empowerment efforts will fail
3. Managers don't really understand what employee empowerment means. Employee empowerment is a philosophy or strategy that enables people to make decisions about their job.
4. Managers fail to establish boundaries for employee empowerment. In your absence, what decisions can be made by staff members?
5. Managers have defined the decision making authority and boundaries with staff, but then micromanage the work of employees. This is usually because managers don't trust staff to make good decisions.

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6. Second guess the decisions of employees you have given the authority to make a decision. You can help staff make good decisions by coaching, training, and providing necessary information. You cannot undermine or change the decision you had empowered a staff person to make.
  7. Failure to provide a strategic framework, in which decisions have a compass and success measurements, imperils the opportunity for empowered behavior. Employees need direction to know how to practice empowerment.
  8. If managers fail to provide the information and access to information, training, and learning opportunities needed for staff to make good decisions, don't complain when employee empowerment efforts fall short. The organization has the responsibility to create a work environment that helps foster the ability and desire of employees to act in empowered ways. Information is the key to successful employee empowerment.
  9. Managers abdicate all responsibility and accountability for decision making. When reporting staff are blamed or punished for failures, mistakes, and less than optimum results, your employees will flee from employee empowerment.
  10. Allow barriers to impede the ability of staff members to practice empowered behavior. The work organization has the responsibility to remove barriers that limit the ability of staff to act in empowered ways. These barriers can include time, tools, training, access to meetings and teams, financial resources, support from other staff members, and effective coaching.
  11. When employees feel under-compensated, under-titled for the responsibilities they take on, under-noticed, under-praised, and under-appreciated, don't expect results from employee empowerment.

## **CONCLUSION**

- **Employee empowerment** is a two-sided coin. For employees to be empowered the management leadership must want and believe that employee empowerment makes good business sense and employees must act. Let us be clear about one thing immediately, employee empowerment does not mean that management no longer has the responsibility to lead the organization and is not responsible for performance. If anything the opposite is true.
- Stronger leadership and accountability is demanded in an organization that seeks to empower employees. This starts with the executive leadership, through all management levels and includes front line supervisors. It is only when the entire organization is willing to work as a team that the real benefits of employee empowerment are realized. For an organization practice and foster employee empowerment the management must trust and communicate with employees. Employee communication is one of the strongest signs of employee empowerment.

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- Honest and repeated communication from elements of the strategic plan, key performance indicators, financial performance, down to daily decision making. If an organization has not been actively cultivating employee empowerment, it may take considerable time and effort before employees start to respond.
  - Management has the obligation to create the environment that fosters employee empowerment, employees have the duty to accept the opportunity and demonstrate they are willing and capable.
  - Employee empowerment is the one of the best way to sustain, grow and win over the cutting edge competition in this dynamic world.

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