EP JOURNAL OF
HUMAN RESOURCES

**ENRICHED
PUBLICATIONS**

EP JOURNAL OF
HUMAN RESOURCES

Aims and Scope

An EP Journal of Human Resources (EJHR) is a peer-reviewed journal that provides a specialized encouragement and dissemination of research and practice in human resource management research. It is a journal that aims to provide a forum for discussion and debate, and to stress the critical importance of people management to a wide range of economic, political and social concerns. In terms of the discipline focus, all articles broadly focusing on the theory and practice of managing human resources for the benefit of individuals, firms and community at large will be acceptable.

EP JOURNAL OF
HUMAN RESOURCES

(Volume No. 12,   Issue No. 2,   May - Aug 2024)

Contents

Green HR Practices and Its Effective Implementation in Organization

M K Jha

A B S T R A C T

Across the globe, we are moving from an industrial-based financial system to a talent based economy . The main environmental focus of many businesses was placed on reducing waste and optimizing resources. However, HR is never going to have a truly significant impact on a business through the improvement of HR processes alone so the greater opportunity is to contribute to the green agenda of the business as a whole. Green HRM may provide interesting results for all stakeholders in HRM. For employers and practitioners, these may be to establish the usefulness of linking employee involvement and participation in environmental Management program to improved organizational environmental performance, they may help them lobby employers to adopt 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 There is a growing need for the integration of environmental management into Human Resource Management (HRM) – Green HRM – research practice. A review of the literature shows that a broad process frame of reference for Green HRM has yet to emerge. A concise categorization is needed in this field to help academics, researchers and practitioners, with enough studies in existence to guide such modelling. This article takes a new and integrated view of the literature in Green HRM, using it to classify the literature on the basis of entry-to-exit processes in HRM (from recruitment to exit), revealing the role that HR processes play in translating Green HR policy into practice.

Keywords: Green HRM, Environment Management Initiatives, Eco-Savvy Environment

INTRODUCTION

The impact of our daily activities on the environment and the desire to go green has expanded from just individuals to organizations. More organizations are volunteering to operate in a more environmentally responsible way. Local municipalities are encouraging businesses to become greener by offering incentives. In the near future, "being green" could become the norm. In September 2007, the Society for Human Resource Management (SHRM) conducted the SHRM 2007 Green Workplace Survey to examine environmentally responsible practices from the perspective of HR professionals and employees. We are entering a green economy – one in which consumer and employee expectations and future environmental change will require businesses to address "green" issues This survey brief explores types of practices organizations have in place, human resource professionals' and employees' perceptions of their organizations' practices, and HR professionals' role in their organizations' environmentally friendly programs. Green HR is one which involves two essential elements environmentally friendly HR practices and the preservation of knowledge capital. Business professionals consider it to be environmental initiatives to reduce employee carbon footprints. The initiative can be like electronic filing, car-sharing, job-sharing,teleconferencing and virtual interviews,

recycling, telecommuting, online training, and energy-efficient office spaces. These ideas are being implemented to support existing green HR efforts focused on increased process efficiency, environmental waste reduction, and revamped HR products, tools, and procedures. These measures also have an impact on intangible yet invaluable assets such as brand and reputation.

Review of Literature

2.1 Environment Management System

The incorporation of environmental objectives and strategies into the overall strategic development goals of a company helps in arriving at an effective environment management system (Haden et al., 2009). There are a wide range of factors which influences the adoption of an environmental strategy by a company (Berry and Rondinelli, 1998) including financial performance (Sroufe, 2003), stakeholder pressure (González-Benito and González-Benito 2006) and corporate image (Suhaimi 2011) emerging to be the most important reasons. There is also a great deal of empirical research which highlights the impact of environment management practices on performance of the organization using a number of different indicators (Crowe and Brennan, 2007, Yang et al, 2010; Iraldo et al., 2009).

2.2 Importance of HRM in Environment Management Policy Development

Lado and Wilson (1994) defined the HRM system as "a set of distinct but interrelated activities, functions, and process that are directed at attracting, developing, and maintaining (or disposing of) a firm's human resources." HR practices are generally implemented with the strategic systems that are in line with with the culture and business strategy (Boselie, 2001). There are various researchers who support the HRM practices to be effective for promotion of human capital and results in providing to contributors of organizational performance and competitive advantage (Boselie, 2001; Paauwe and Boselie, 2003). In order to implement an effective corporate green management system it is important to promote a great deal of technical and management skills among all employees of the organization (Daily et al., 2012; Unnikrishnan and Hedge 2007). Organizations look at development of innovative tools and initiatives of environment management which will significantly impact sustainability of the firm and promote a competitive advantage (Hart 1997; Lin et al., 2001). Therefore to develop such a framework it becomes ideal to have effective human resource management practices including presentation of strict recruitment strategies (Grolleau et al., 2012), appraisal and reward systems which include environmental awareness and implementation in their evaluation process (Jabbar et al,.2012) and training and empowerment programs (Unnikrishnan and Hedge 2007) which will enable the development of new set of skills and competencies amongst the employees of "pro green" firms. All of these researchers promote the ideology that is important for proper alignment of human resource management principles with objectives of green management in an organization. It is identified that the greater the strength of green human resource policies the greater is the intensity of adoption of

environment management systems (EMS) and policies by the different companies (Bohdanowicz et al., 2011).

Objectives

- ❖ 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 orinhibit change around environmental issues
- ❖ The Role of the HR professional in environmental management
- ❖ Changing attitudes and behaviors related to environmental issues in the workplace
- ❖ Discussions of how current theoretical perspectives and frameworks (e.g., those related to strategic competitiveness, knowledge management, learning organisation, communities of practice) can be applied by reflective practitioners to create an eco-friendly organizational

Green HRM

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. 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 by the means of Electronic filling

- ❖ Car sharing
- ❖ Job sharing
- ❖ Teleconferencing
- ❖ Online training
- ❖ Flexible working hours
- ❖ Tele- commuting

Green HRM is the use of HRM policies to promote the sustainable use of resources within organizations and, more generally promotes the causes of environment sustainability.

Importance of Developing an ECO-SAVVY Environment

- ❖ More inspired problem solving: Employees who bring a sustainability lens to business decisions allow for a broader perspective that sparks innovative solutions to both common and newly emerging climate change-related business problems.

- ❖ Increased desirability as an employer: Intellectually knowing what sustainability is and practicing it in daily decision-making are two different animals. As you become known as a desirable green employer, you'll have your pick of the green talent pool – individuals who already understand sustainability and have practice in maximizing people, planet, and profit through business strategy. Bringing them onboard gives you a powerful market edge.

- ❖ Less stressed budget: Many employees who are committed to sustainable careers are menable to flexible compensation and benefits, often preferring alternative transportation, flex work schedules, and other low-cost benefits over hard dollar cost-ofliving increases. These options can give you more bend in your budget.

- ❖ Improved employee retention: Many green companies these days boast low turnover rates compared to their non-sustainable counterparts. That's not just talk. In a green workplace survey conducted by the Society for Human Resource Management (SHRM), 61 percent of respondents who worked for an environmentally conscientious company said they were "likely" or "very likely" to stay at the business because of those practices

Ideas behind Organizations making Green

- ❖ Employees can be advised to start making changes at home, andthen watch them practice environmentally responsible behaviors at work. Once they witness substantial energy savings from the solar panels or Energy Star-rated refrigerator, they're more likely to buy into the value of saving energy and resources at home and at work.

- ❖ Employees can be asked to suggest ways the organization can go green. Example: Companies can start an employee "green team" that can draw some volunteers from the firm's and some from employee workforce. The group can meets monthly to bring changes such as the addition of transportation incentives and the use of recycled papers .

- ❖ Publicly congratulate to employees who take advantage of the company's green benefits and then publishing a quarterly, online newsletter devoted exclusively to their stories—and to reminding workers about green benefits and how to participate.

- ❖ It is essential to look beyond the obvious benefits like mass-transit subsidies.

- ❖ Everyone can be informed about green benefits like job candidates, shareholders, the media and community. In advertising campaigns environmental issues can be focused. Press releases can be send to local media, which will publicize the unique employee benefits. Every employee communication must be green.

- ❖ It is important to review what employees have already done and it must be publicize them while focus can be done to rewrite job descriptions to highlight any green aspects of a position.

- ❖ The concept has to be explained to the top management by collecting data. Example: Gathering information on whether quality job applicants are accepting job offers because of the organization's green benefits. HR professional can make it a point to ask candidates how important those benefits were to their decision.

- ❖ They can choose a green theme for events like the employee health fair; benefits-enrollment fair, holiday parties, recognition ceremonies, even staff meetings.

- ❖ Helping employees to understand the real, cash value of green benefits.

- ❖ Employees and the public and media usually can see through an organization's attempts to hype its green benefits and practices. Publicize what the companies are doing.

However, HR is never going to have a truly significant impact on a business through the improvement of HR processes alone so the greater opportunity is to contribute to the green agenda of the business as a whole.

Actions companies can take to go green

- ❖ Conducting an energy audit - Most local utilities offer businesses free on-site consultations on how they can reduce usage and save money. Frequent suggestions include: Improve insulation, install timers to automatically turn off lights, use energy efficient light bulbs, keep temperatures at comfortable ranges that are not excessively cool in the summer and warm in the winter.

- ❖ Conducting annual- It is important to Survey employees to assess how well the organization is doing with regard to implementing green business practices. The survey should request suggestions for becoming a greener organization. This can be a separate survey focused on going green issues only, or it can be added as part of an employee opinion/satisfaction survey. Conducting the surveys annually will enable the organization to assess going green progress and provide information, suggestions and insight for future actions.

- ❖ Going paperless - Encourage e-mailing.

- ❖ Recycle - Recycle glass, paper, plastic, metal trash and manufacturing waste materials. Go

through your trash. You›ll get a new sense of how much it costs to buy, store, and dispose of stuff. Eliminate unnecessary photocopying and reuse packaging for shipping.

- ❖ Reduce commuting - Encourage carpooling by provide preferred parking for carpoolers). Offering transit passes to employees who take the bus or subway, and bike racks for cyclists.

- ❖ Reducing business travel - Teleconference instead of traveling. For must-go trips, keep track of the miles driven and flown and buy «carbon offsets» from a non-profit like Carbonfund.org to make up for the greenhouse gas emissions.

- ❖ Buying green - Tell suppliers that you›re interested in sustainable products and set specific goals for buying recycled, refurbished, or used. Make the environment, and not just price, a factor when purchasing.

- ❖ Detoxify - Many offices have toxic substances, such as used batteries and copier toner, on hand. Talk to suppliers about alternatives to toxics, and make sure you properly dispose of the ones you can›t avoid using.

- ❖ Rethink transportation - Consider the petroleum it takes to ship and receive products. Evaluate the impact of products you buy or sell, and find ways to mitigate those impacts. Purchase or lease energy-efficient cars and trucks for your employees› business uses and delivery of products.

- ❖ Provide leadership and resources for going greening - Assign a respected executive-level person to head up going Green/Organizational Sustainability initiatives. Including "going green" in company›s mission statement and business plans.

- ❖ Get employees involved - Create a team to lead the company›s eco-efforts

- ❖ Communicating about Going Green issues - Inform suppliers and customers about your efforts. And get in touch with local regulatory agencies, many of which offer financial incentives to businesses that implement green initiatives. Keep employees and shareholders/investors informed about going green progress.

- ❖ Save water - Monitor sinks and toilets for leaks that waste water. Eliminate water waste in manufacturing processes and in watering the company›s lawns.

- ❖ Explore opportunities for implementing alternative energy sources

- ❖ Evaluate opportunities for using solar energy, bio-fuels, wind power and other alternative energy sources.

- ❖ Implement green manufacturing processes - Use energy-efficient equipment, and streamline processes to use fewer steps and less materials and packaging.

- ❖ Implement green policies - Establish policies and standards such as hardware energy consumption, waste disposal, using recycled and environmentally superior content, water and energy efficient products and alternative fuel vehicles, among other measures.

Conclusion

The emerging concept of Green HRM has important implications both for organizational performance and for the HR function. The paper focuses on the involvement of HR in green programmes and sustainability. The findings indicate that HR is involved in engaging the employees for implementing the Green programmes. Green initiatives have created a sense of morale and loyalty among the employees towards the organization, which has also helped in employee recruitment and retention. When companies are able to reduce their cost and increase their profitability via green HRM and sustainability initiatives, the organizations should focus more on these aspects. The future of Green HRM appears promising in near future with the involvement of employees, stakeholders and management we can assume that by 2020 India will become one of the key players in Green initiatives with a focus on preserving Indian culture and heritage. The research related to this topic is less as far as Indian industries are concerned academics can contribute by carrying further research on this topic.

References

Berry, M. A., & Rondinelli, D. A. (1998). Proactive environmental management: A new industrial evolution. The Academy of Management Executive, 12(2), 38-50.

Bohdanowicz, P., Zientara, P., & Novotna, E., (2011). International Hotel chains and environmental protection: an analysis of Hilton's we care! Programme (Europe, 2006-2008). Journal of Sustainable Tourism, 19(7), 797-816. ttp://dx.doi.org/10.1080/09669582.2010.549566

Boselie, P., Paauwe, J., & Jansen, P. G. W. (2001). Human resource management and performance: lessons from the Netherlands. The International Journal of Human Resource Management, 12(7), 1107-1125. http://dx.doi.org/10.1080/09585190500366532

Crowe, D., & Brennan, L. (2007). Brennan Environmental considerations within manufacturing strategy: an international study. Business Strategy and The Environment, 16(4), 266-289. http://dx.doi.org/10.1002/bse.482

Daily, B., & Huang, S. (2001). Achieving sustainability through attention to human resource factors in environmental management International. Journal of Operations & roduction Management, 21(12), 1539-1552. http://dx.doi.org/10.1108/01443570110410892

Daily, B. F., Bishop, J., & Steiner, R. (2007). The mediating role of EMS teamwork as it pertains o HR factors and perceived environmental performance. Journal of Applied usiness esearch, 23(1), 95-109.

González-Benito, J. (2006). Environmental pro-activity and business performance: an empirical nalysis Omega. The International Journal of Management Science, 33, 1-15. http://dx.doi.org/10.1016/j.omega.2004.03.002

Haden, S. S. P., Oyler, J. D., & Humphrey, J. H. (2009). Historical, practical, and theoretical perspectives on green management. An exploratory analysis Management Decision, 47(7), 1041-1055. http://dx.doi.org/10.1108/00251740910978287

Hart, S. (1997). Beyond greening. strategies for a sustainable world Harvard Business Review, 75(1), pp. 66-76.

Jabbour, C. J. C., Santos, F. C. A., Nagano, M. S. (2010). Contributions of HRM throughout the stages of environmental management: methodological triangulation applied to companies in Brazil. International Journal of Human Resource Management, 21(7), 1049-1089. http://dx.doi.org/10.1080/09585191003783512

Jabbour Chiappetta, C. J., Jabbou Lopes de Sousa, A. B., Govindan, K., Teixeira, A. A., & Freitas Ricardo de Souza, W. (2012). Environmental management and operational performance n automotive companies in Brazil: The role of human resource management and lean manufacturing, Journal of Cleaner Production, http://dx.doi.org/10.1016/j.jclepro.2012.07.010

Lado, A. A., & Wilson, M. C. (1994). Human Resource Systems and Sustained Competitive Advantage: A Competency Based Perspective. Academy of Management Review, 19, 699-727.http://dx.doi.org/10.5465/AMR.1994.9412190216

Sroufe, R. (2003). Effects of environmental management systems on environmental management. practices and operations Production and Operations Management, 12(3), 416-430.http://dx.doi.org/10.1111/j.1937-5956.2003.tb00212

Unnikrishnan, D., & Hedge, S. (2007). Environmental training and cleaner production in Indian industry–a micro-level study. Resources Conservation and Recycling, 50(4), 427-441. http://dx.doi.org/10.1016/j.resconrec.2006.07.003

"EMPLOYEE PERCEPTION ON TWO CRITICAL COMPONENTS OF HRD PRACTICES WITH REFERENE TO CEMENT COMPANY IN CHENNI CITY"

[1]B.Venkateswra Prasad, [2]Dr. K.Maran

[1] Associate Professor, Sri Sai Ram Institute of Management Studies, Chennai, e-mail: academia_bvp@yahoo.co.in (Cell 0 9445405295)

[2] Professor and Director Sri Sai Ram Institute of Management Studies, Chennai (e-mail: maran.mba65@gmail.com)

A B S T R A C T

Human Resource Development refers to the function or discipline that focuses on the people who work for a company. HRD specialists use a variety of performance assessment and management tools to help the company's workers improve their job skills, increase their job satisfaction and plan for a full and rewarding future. In this study two critical components of HRD practices have been chosen for the purpose of the study. The study examines the perceptions of employees towards the HRD Practices and their satisfaction level. The structured questionnaire has been administered to conduct the survey. The targeted respondents were the employees of a renowned cement company in Chennai. The sample size of the study was confined to 125 employees who are working at the corporate office, stratified sampling has been adopted to conduct the survey. The data has been analyzed and interpreted using tables, kruskual Wallis tests used to prove the hypothesis and the results of the tests have been discussed and relevant suggestions were also presented in this paper

Keywords: Performance Appraisal, Training & Development, HRD Practices

INTRODUCTION

Human Resource Development (HRD) is the framework for helping employees develops their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development. The focus on all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers. Organizations have many opportunities for human resources or employee development, both within and outside of the workplace. Human Resource Development can be formal such as in classroom training, a college course, or an organizational planned change effort. Human Resource Development can be informal as in employee coaching by a manager. Healthy organizations believe in Human Resource Development and cover all of these bases.

PERFORMANCE APPRAISAL

No organization is complete without its employees. Performance appraisal is concerned with the

employees. The organizations are able to participate employees in developing criteria and appraisal formats improve the effectiveness of the performance appraisal system.

Thus performance appraisal can be explained as the process of evaluating the performance and qualifications of the performance and qualifications of the employees in terms of the requirements of the job for which they are employed for purpose of administration including section for promotions, providing financial rewards and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members.

TRAINING AND DEVELOPMENT

It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors' to enhance the performance of employees. Training is about knowing where you stand (no matter how good or bad the current situation looks) at present, and where you will be after some point of time. Training is about the acquisition of knowledge, skills, and abilities (KSA) through professional development.

Training can be introduced simply as a process of assisting a person for enhancing his efficiency and effectiveness to a particular work area by getting more knowledge and practices. Also training is important to establish specific skills, abilities and knowledge to an employee. For an organization, training and development are important as well as organizational growth, because the organizational growth and profit are also dependent on the training. But the training is not a core of organizational development. It is a function of the organizational development.

Need for the Study

For manufacturing or any other concern the biggest asset is their human resources The company in order to retain its current position must develop their human resource to reach the organizational and individual goals. Though the company practices many methods to develop their employees' potential there is no proper feedback from them. Therefore this study is helpful to know the perception and the satisfaction level toward the two critical components of HRD Practices namely Training and Performance Appraisal.

The study aimed at improving the HRD practices by learning the perception of the employees towards the practices. The study mainly focuses on the practices such as performance appraisal & training and development. The response received from employees would enable the top management to take adequate steps to increase the effectiveness of the HRD practices. The study helps in deriving more understanding and expectation between the human resource department and employee. These

practices will help to continuous improvement in performance of employees. It also helps in achieving corporate excellence.

OBJECTIVES

To ascertain the perception of the employees towards Human Resource Development practices in a cement company.

To determine the satisfaction level of employees towards the Human Resource Development Resource Development Practices.

To give suggestions to improve the HRD practices as desired by the employees.

REVIEW OF LITERATURE

CASSE AND BANAHAN (2007) Studied that the different approaches to training and development need to be explored. It has come to their attention by their own preferred model and through experience with large Organizations'. The current traditional training continuously facing the challenges in the selection of the employees, in maintaining the uncertainty related to the purpose and in introducing new tactics for the environment of work and by recognizing this, they are advising on all the problems, which reiterates the requirement for a flexible approach.

COLETTE HENRY, KATE JOHNSTON (2003) Examined the effectiveness of entrepreneurship training and support initiatives, with recent studies focusing on the provision of training and other skills development opportunities. An important theme that has emerged from this work is the failure of many programmes and initiatives to take on board the particular needs of the entrepreneurs in developing training and support systems.

PETER VAN DER SIJDE (2003) Examined that successful measuring effectiveness in management training and development can be a difficult task. Design of a valid measurement programmed should include evaluation in key areas; including emotional reaction and knowledge gain measured after training interventions. Behavioural change and organizational impact measurements should be used on a longer time horizon to evaluate the progress and currency of the management development programme. Finally, research shows that maintaining a balance of the above measurements is the final key to success in measuring the effectiveness of management training and development.

SINGH (2003) Stated that the Performance Appraisal (PA) is a formal system of measuring, evaluating and influencing an employee's job-related attributes, behavior and outcome. The objective is to determine how productive an employee is and to determine the way in which an employee's

productivity can be improved. Overall Performance Appraisals serve as an important purpose in managing people and meeting company goals. From the employee perspective, the Performance Appraisal informs them about what is required from them in order to do their job. It guides them how well they have achieved those objectives and helps them to take Corrective measures to improve their performance, and consequently it may reward them for meeting the required standards.

DIARMUID DE FAOITE, COLETTE HENRY (2002) discussed the importance of proving the effectiveness of training. Effectiveness is the primary motive for training. Describes ways to evaluate the training's effectiveness, behavior changes on the job being the most important. Defines an approach whereby individuals can see how they have changed and quantify the amount of change.

METHODOLOGY

Research Design

The study was designed as Descriptive in nature, both primary and secondary data have been adopted. Primary data have been collected while using a structured questionnaire. The sampling size has been restricted to 125 as per the company's restriction, the respondents used for the study belongs to the corporate office of cement company in Chennai. Stratified random sampling has been used. Kruskal Wallies tests have been applied to prove the hypothesis. The major limitation of the study was the restriction of sample respondents to corporate office alone,

Table. 1 Age of the respondents

Age group	No. of respondents	Percentage
Below 30	18	14
30-40	35	28
40-50	45	36
Above 50	28	22
Total	125	100

Inference:

From the table it is inferred that, 36% of the respondents are in the age group of 40-50.

Table. 2 Gender of the respondents

Gender	No. of respondents	Percentage
Male	97	78
Female	28	22
Total	125	100

Inference:

From the table it is inferred that, 78% of the respondents are male.

Table. 3 Qualifications of the Respondents

Qualification	No. of respondents	Percentage
Diploma	13	10
Under Graduate	47	37
Post Graduate	35	28
Others	30	25
Total	125	100

Inference:

From the table it is inferred that, 37% of the respondents are undergraduates.

Table. 4 Years of Experience of the Respondents

Years of Experience	No. of respondents	Percentage
Below 10 years	29	24
10-20	33	26
Above 20 years	63	50
Total	125	100

Inference:

From the table it is inferred that, 50% of the respondents have above 20 years of experience.

Table. 5 Frequency of training programs

Frequency	No. of respondents	Percentage
Five	30	24
Less than five	73	59
More than five	22	17
Total	125	100

Inference:

From the table it is inferred that, 59% of the respondents attend less than five programs in a year.

Table 6. Type of training used

Type of training	No. of respondents	Percentage
On the job training	31	25
Off the job training	94	75
Total	125	100

Inference:

From the table it is inferred that, 75% of the respondents attend off the job training.

Table 7. Satisfaction towards performance appraisal tool

Satisfaction level	No. of respondents	Percentage
Highly Satisfied	11	9
Satisfied	43	35
Neutral	12	9
Dissatisfied	37	29
Highly Dissatisfied	22	18
Total	125	100

Inference:

From the table it is inferred that, 35% the respondents are satisfied with the mance appraisal tool at the same time 29% of the respondents are dissatisfied

Kruskal-Wallis Test (H test)

Test-1

The null hypothesis (H0): There is no significant relationship between satisfaction level with the trainers and qualification of the employees.

Table . 8

	Qualification	N	Mean Rank
Satisfaction level with the trainers	Diploma	13	12.5
	Undergraduate	47	39.39
	Post graduate	35	79.5
	Others	30	102.62
	Total	125	

Test Statistics

Chi-Square	98.159
Df	3
P value	.000

a Kruskal Wallis Test

b Grouping Variable: Qualification

Result:

P value: .000

P value is less than .05

Reject H_0

Hence there is a significant relationship between satisfaction level with the trainers and qualification of the employees

Test-2

The null hypothesis (H0): There is no significant relationship between satisfaction level with the trainers and experience of the employees.

Table . 9

	Years of Experience	N	Mean Rank
Satisfaction level with the trainers	Below 10 years	29	16.98
	10-20 years	33	50.92
	Above 20 years	63	90.51
	Total	125	

Test Statistics

Chi-Square	96.411
Df	2
P value	.000

a Kruskal Wallis Test b Grouping Variable: Years of Experience

Result:

P value: .000

P value is less than .05

Reject H0

Hence there is a significant relationship between satisfaction level with the trainers and experience of the employees.

Test-3

The null hypothesis (H0): There is no significant relationship between the usefulness of the training program and age of the employees.

Table . 10

	Age of the employee	N	Mean Rank
Comments about the usefulness of training programs	Below 30	18	16.83
	30-40	35	33.4
	40-50	45	75.93
	Above 50	27	110.59
	Total	125	

Test Statistics

Chi-Square	114.414
Df	3
P value	000

a Kruskal Wallis Test

b Grouping Variable: Age of the employee

Result:

P value: .000

P value is less than .05

Reject H0

Hence there is a significant relationship between the usefulness of the training program and age of the employees.

Test-4

The null hypothesis (H0): There is no significant relationship between the usefulness of training program and qualification of employees.

Table . 11

	Qualification	N	Mean Rank
Comments about the usefulness of training programs	Diploma	13	11.38
	Undergraduate	47	39.04
	Post graduate	35	73.94
	Others	30	110.13
	Total	125	

Test Statistics

Chi-Square	110.039
Df	3
P value	000

a Kruskal Wallis Test

b Grouping Variable: Qualification

Result:

P value: .000

P value is less than .05

Reject H0

Hence there is a significant relationship between the usefulness of training program and qualification of employees.

Test-5

The null hypothesis (H0): There is no significant relationship between the usefulness of the training program and experience of the employees.

Table . 12

	Years of Experience	N	Mean Rank
Comments about the usefulness of training programs	Below 10 years	29	22.21
	10-20 years	33	45
	Above 20 years	63	91.21
	Total	125	

Test Statistics

Chi-Square	90.619
Df	2
Asymp. Sig.	000

a Kruskal Wallis Test

b Grouping Variable: Years of Experience

Result:

P value: .000

P value is less than .05

Reject H0

Hence there is a significant relationship between usefulness of training program and experience of the employees.

Result & Discussion:

It is found that 36% of the respondents are in the age group of 40-50 and 78% of the respondents are male. 37% of the respondents are undergraduates, 50% of the respondents have more than 20 years of experience.

Training and development

It is found that 75 percent of the respondents attend Off the Job training and 25 percent of the respondents attend On the Job training. 22 percent of the respondents are satisfied with Off the Job .training.It is observed that 36 percent of the respondents receive feedback about the job performance every quarter in a year. 61 percent of the respondents say that training programs are implemented based on the feedback of the job performance. 38 percenetof the respondents say that only some objectives are met during the training program which is due to the lack of availability of skilled trainers and time. 67 percent of the respondents prefer internal trainers because they lost interest with the external trainers and they want a change. 43 percent of the respondents stated that are moderately satisfied with the trainers because they don't possess enough skills to meet all the objectives. 30 percent of the respondents opined that the barrier is the non availability of the skilled trainer. It is also observed that 34 percent of the respondents do not agree that the training programs of the organization is useful due to

the trainers inability or lack of sufficient skill on their part and the number of training programs being organized is not sufficient.

Performance appraisal

It is found that 56 percent of the respondents are motivated by the appraisal tool. 34 percent of the respondents say that they are appraised every quarterly in a year. 57 percent of the respondents were not aware of the criteria of performance appraisal before they were appraised because the appraisal system is not transparent. 67 percent of the respondents say that they require changes in the present appraisal system due to its ineffectiveness causing serious dissatisfaction among the employees.

It is observed that 56 percent of the respondents say that they don't receive any increment after the appraisal which means the employers does not concentrate in the hike based on the appraisal which is the big drawback. 42 percent of the respondents are moderately satisfied in their opinion as the performance appraisal helps achieve goals, hence they are not aware with the criteria of appraisal and how they are being appraised. 32 percent of the respondents are satisfied with the weighting given against each activity in appraisal at the same time 31 percent of the respondents are dissatisfied. It can be noted that there is an equal amount of satisfaction and dissatisfaction among the respondents which means the appraisal criteria to re framed as desired by the employees. 54 percent of the respondents are comfortable to express their views with the appraiser. 34 percent of the respondents are dissatisfied because the appraisers need more skills. 55 percent of the respondents are dissatisfied as felt that due to lack of competency on the part of their appraiser and lack of transparency in performance appraisal system.

SUGGESTIONS

Training and development

As the employees were asked to attend more of an Off- the Job training than On- the job training which may not always be effective. The HR department should take necessary steps to provide on the job training like, internships, special assignments and special projects will be more effective than just lectures and demonstrations.

Feedback on job performance should be given every month so that it will be able to understand where they stand as far as their performance is concerned which enable them to enhance their required competency in order to meet the job demands.

Most of the employees feel that the training program given by the organization is not useful to them. So the HR department should know more about the needs of employees and then arrange for the training.

This can be achieved by through formal discussions with supervisors to make training effective and objective oriented.

The training session's duration should be increased and most skilled trainers should be engaged and the number of training programs also should be increased based on identification of training needs.

Performance appraisal

The criteria of performance appraisal should be briefed to the employees before the appraisal so as they take the employees into confidence for including certain criterion standards for effective appraisal.

The management can adopt new methods of appraisal than the present performance evaluation system as most of the employees felt the current system is highly ineffective not trustworthy. Hence management can introduce 360 Degree Performance Appraisal as desired by the employees.

The employee should be considered for the increment in salary if their performance exceeds beyond predetermined performance standards as it has been completely overlooked.

CONCLUSION

Human resource development is an important part of every organization. Through HRD, organization can help employees in adjusting and accommodating themselves to the organization's and market competitive environment. The present study has been undertaken with the objective of analyzing the perception of employees towards the HRD practices namely Performance appraisal and Training and Development. After carefully analyzing the empirical study which mainly focusses on two practices I Performance Appraisal and Trainin g & Development, It can conclude that the practices need lot more improvement, transparent and periodical revision of policies and extension of the same to all the levels in the organization will help the organization to develop mutual trust among employees as they aspire. A complete and effective HRD practices and its proper implementation are very essential. A regular periodical feedback and evaluation is necessary so that it can be made all HRD Practices more effective.

REFERENCES

1. Colette Henry, Kate Johnston "Implications for Education Training and Policy"
 Routledge Publications, USA, 2007, first edition.
2. Dick Grotes "The complete guide to performance appraisal", AMACOM,   Newyork, 1996.
3. Fred luthans,Biswajeet Patnayak, "Human Resource Management", Himalaya publications.
4. Gilley, J.W & Eggland, "Principles of Human Resource Development", Addison-Wesley, New York, 1989, Edition 2005, p. 5.

5. McLagan & Patricia A., "Models for HRD Practice." Training and Development Journal, September 1989, pages 49-59.

6. Murphy K.R. and Cleveland, J.N. "Performance Appraisal: An Organizational Perspective", Boston: Allyn and Bacon, 1991, Edition 2007

7. Peter van der sijde "Teaching Entrepreneurship" Physica Verlag publications, USA, 2008, first Edition

8. Roa V.S.P., "Human resource management text & cases", Excel Books, New Delhi second Edition, 2005

9. Singh "Principles & Techniques of PM/HRM" Deep &Deep publications , NewDelhi,2003, second edition.

CORE KITCHEN MANAGEMENT COMPETENCIES FOR PROFESSIONAL CHEFS

Mamta Bist

Lecturer, Institute of Hotel Management, Catering and Nutrition, PUSA, New Delhi

mamta.ihmpusa@gmail.com

INTRODUCTION

In the past, working in food typically meant becoming a restaurant chef. But today, it's hard to even keep track of the diverse range of opportunities in the culinary industry. From food television to cookbook publishing, owning/operating a restaurant to crafting unique pastry products (ICE, 2016).

The professional kitchen is not a traditional workplace. It's dangerous; chefs must work quickly with fire and knives. Not to mention the frequent fatigue, stress and personality conflicts among the staff. Working in a professional kitchen is grueling. Cooks work in close quarters, with tremendous demands on their time while dealing with incredibly variable management practices. All of these things combined can cause serious stress and undeniable amounts of pressure on chefs and other staff in the kitchen. (Schuler, 2016).

Catering kitchens are difficult, at best, to operate. The pressure on culinary staff is overwhelming at times, and it can show. While you can't eliminate pressure, it's the nature of the catering business; you can keep things at a slow simmer rather than boil. (Roman, 2009).

In the old days, a chef just cooked. Times have changed, and now there are dozens of new skills to be added. You need to be good at planning, ordering, cooking and time management. As your modern experience and knowledge grows, you're at the front of the line to be offered the best positions and a great salary. (Profitable Hospitality).

The National Food Service Management Institute (NFSMI), Applied Research Division conducted a multi-phased research activity to determine the competencies, knowledge, and skills required of effective school nutrition managers. The report also identified three foundation skill areas, including basic skills (reading, writing, arithmetic, mathematics, listening, and speaking), thinking skills (creative thinking, decision making, problem solving, seeing things in the mind's eye, knowing how to learn, and reasoning), and personal qualities (responsibility, self-esteem, social, self-management, and integrity/honesty).

Competencies are the knowledge, skills and attributes you can develop in every aspect of your life. As more and more employers focus on competencies in the hiring process, successful grads will be those who can recognize their competencies and market them effectively in their résumés and interviews. By practicing reflection, you can link and transfer the competencies you've developed in the classroom to the workplace and understand the gaps between what you know and what you can become. This reflection process takes thought and time, but with practice, it will become easier and more effective. (University of Victoria, 2014).

In some ways, a skill and a competency are similar. They both identify an ability that an individual has acquired through training and experience. Skills define specific learned activities and Competencies translate skills into on-the-job behaviors that demonstrate the ability to perform the job requirements competently. Competencies define the requirements for success on the job in broader, more inclusive terms than skills do. While skills are an important part of any job profile, they're not robust or nuanced enough to guide your talent-management activities. To manage the talent lifecycle, you need a system that's consistent, structured, progressive, and unifying. Well-defined, multi-level competencies are designed to provide a strong but flexible foundation that links every HR activity. In any organisation there are some Competencies that are more important than others, based on different criteria:

- Core Competencies - Core competencies are those competencies that any successful employee will need to rise through the organisation. These Competencies would generally relate in some way to the business of the organisation.
- Key Competencies - Key competencies contribute to valued outcomes of the organisation, defining the abilities of individuals to meet strategic demands, and are important not just for specialists but for all individuals.
- Critical Competencies - Critical competencies are competencies without which the organisation will be unable to achieve its goals and strategy.
- (Sturgess, 2012)

Edward J. Cripe (2002) summarized list of the 31 competencies listed by "cluster" - Competencies Dealing with People, Competencies Dealing with Business and Self-Management Competencies. Establishing Focus, providing motivational support, teamwork, managing Change, Empowering and developing others, Communication, Interpersonal Awareness, Customer Orientation are few which were categorized under Competencies Dealing with People.

Diagnostic Information Gathering, Analytical Thinking, Forward Thinking, Conceptual and Strategic Thinking, Initiative, Entrepreneurial Orientation, Innovation are few other under second cluster of Competencies Dealing with Business.

Competencies Under self management given by Cripe are Self Confidence, Stress Management, Personal Credibility, Flexibility

Based on the Literature Review following objectives were identified -

1) To identify Kitchen Management Competencies required by Professional Chefs in Modern times.
2) To design practical activity which would help in developing Core Kitchen Managemnt Competencies in aspiring Chefs.
3) To compare pre and post a la carte exercise scores.

METHODOLOGY

Locale- IHM PUSA, New Delhi

Sample Size- 50

Tools and Techniques-

For the first objective Structured Questionnaire was developed which helped in identifying the Core kitchen management competencies. The subjects were 3rd year B.Sc Hospitality and Hotel Administration (HHA) students (n = 50). Questionnaire consisted of 12 questions which were based on situations in an Operational Kitchen. Students were asked to choose their response from the options given and then match it with the related Competency.

For the second objective Experimental Design was selected. An A La Carte style cooking activity was introduced in Advance Training Kitchen in the month of July- Aug, 2016. The subjects were divided into 5 Practical groups.

Three weeks practical classes were conducted on the above lines. Common menu was formulated for all practical groups. Dishes were priced and guest were issued vouchers . All groups cooked and served the same menu twice in the training Restaurant "The Scholars" to a group of faculty, staff and guests. The first time students worked under close supervision of faculty instructors. The second time faculty closely observed the class and intervened only wherever necessary. The third time students formulated new menu for their respective practical group. They were made to plan, order, stock and prepare dishes featuring in the menu independently in a team (with no supervision from the faculty).

 For the fulfilment of third objective Self Evaluating Questionnaire was prepared based on 10 earlier identified Core Kitchen Management Competencies. Subjects were asked to evaluate themselves for identified Competencies on a scale of 10 before the start of A La Carte activity. Further, they were asked to evaluate themselves (give scores on scale of 10) based on their experience of the three week a la carte

activity. Pre and Post A La Carte activity score were compared to arrive at results.

RESULTS AND FINDINGS

The following Core Kitchen Management Competencies were identified through analysis of Questionnaire I-

Self Confidence- Ability to accomplish goals, voice opinion, when you disagree with a decision or strategy

Establishing Focus- Ensures that everyone in team understands and is working towards same goal.

Stress Management- The ability to keep functioning effectively when under pressure and maintain self control in the face of hostility or provocation.

Fostering Teamwork - As a team member, the ability and desire to work cooperatively with others on a team; as a team leader, the ability to demonstrate interest, skill, and success in getting groups to learn to work together.

Customer Orientation- The ability to demonstrate concern for satisfying one's external and/or internal customers.

Entrepreneurial Orientation - The ability to look for and seize profitable business opportunities; willingness to take calculated risks to achieve business goals.

Personal Credibility - Demonstrated concern that one be perceived as responsible, reliable, and trustworthy.

Flexibility - Openness to different and new ways of doing things; willingness to modify one's preferred way of doing things.

Managing Change- The ability to demonstrate support for innovation and for organizational changes needed to improve the organization's effectiveness; initiating, sponsoring, and implementing organizational change.

Managing Performance- The ability to take responsibility for one's own or one's employees' performance, by setting clear goals and expectations, tracking progress against the goals, ensuring feedback, and addressing performance problems and issues promptly.

The participants were trained on 10 core kitchen management competencies through a la carte activity conducted for three weeks.

Through Self Evaluating Questionnaire, pre and post A La Carte scores of Competency Training were compared. The difference of scores between pre and post activity was calculated analysis was done. Refer to Figure 1- Average Score of Pre and Post A La Carte Activity, Figure 2- Difference of Pre and Post A La Carte Activity Scores and Figure 3- Percentage of Improvement in Identified Competency.
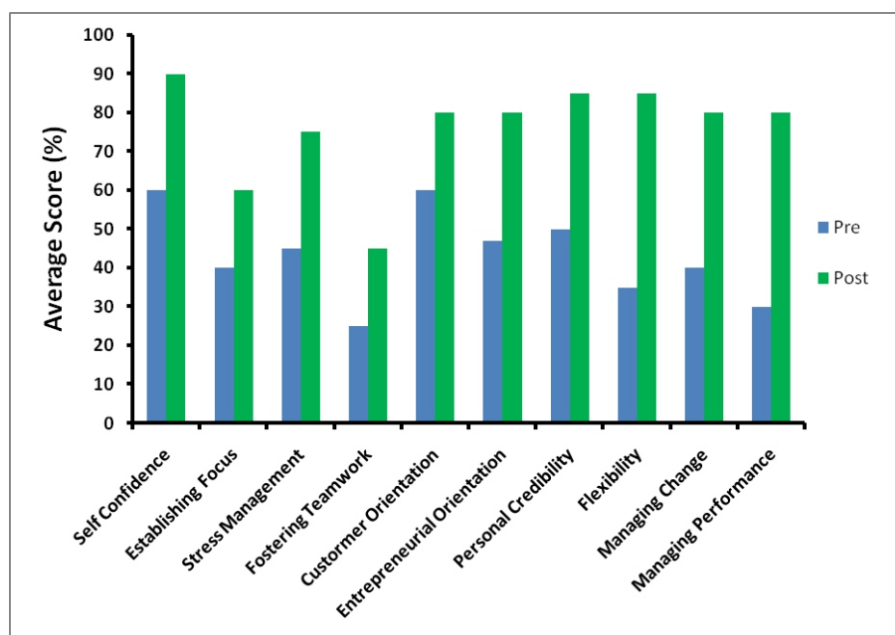
FIGURES

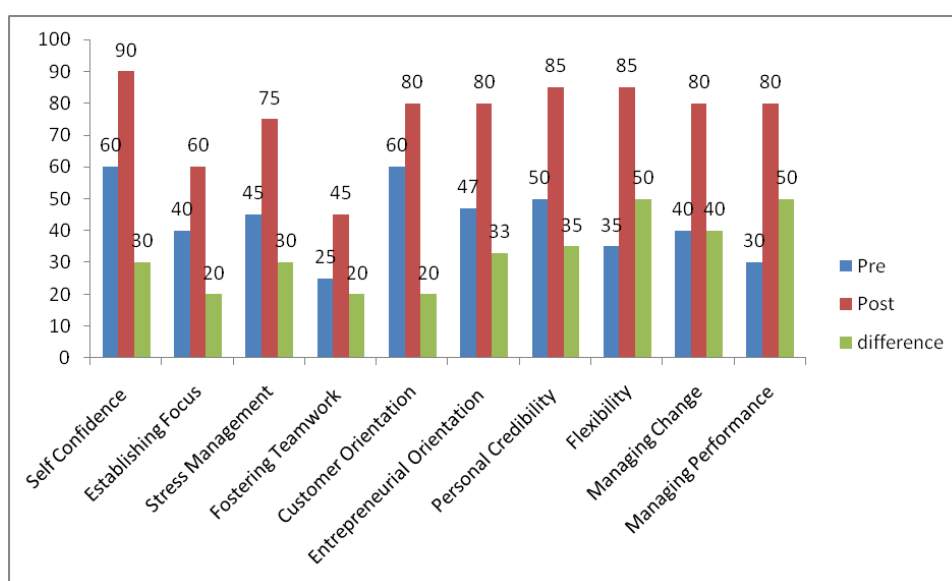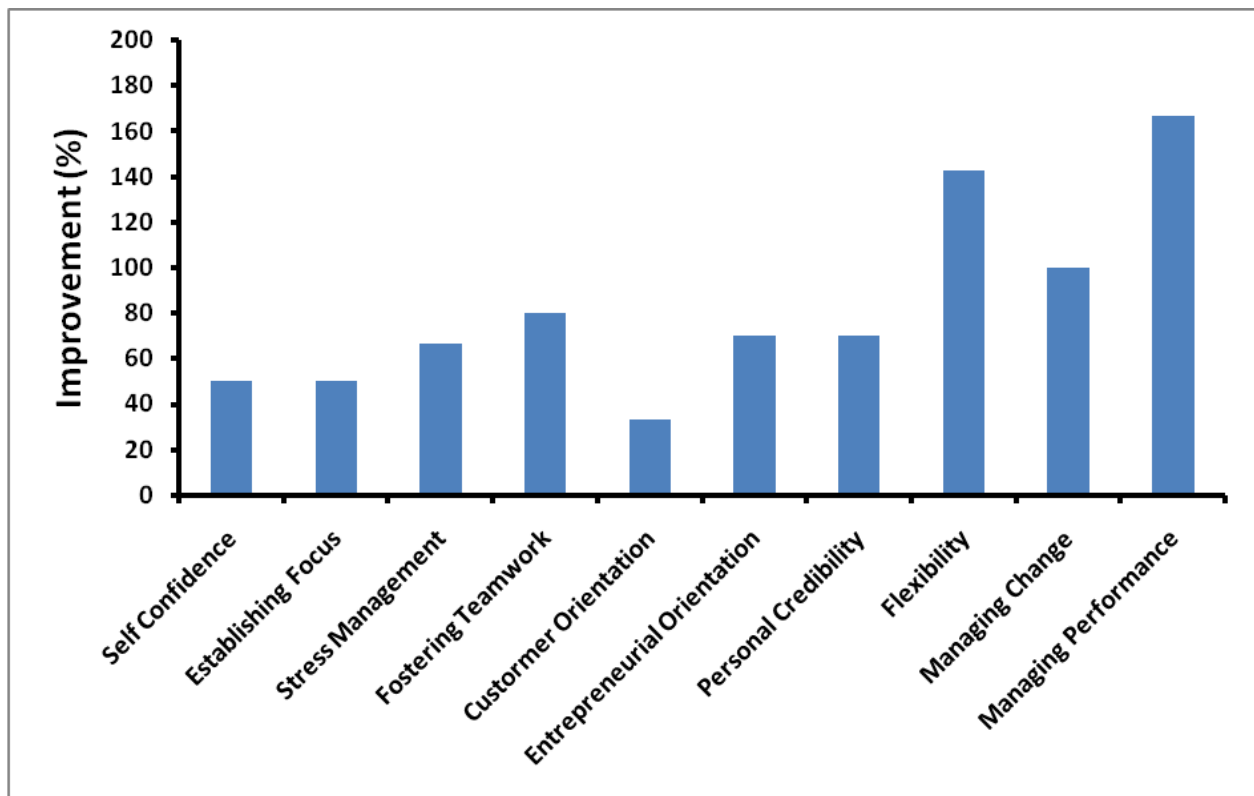**Figure 1- Average Score of Pre and Post A La Carte Activity**

Figure 2- Difference of Pre and Post A La Carte Activity Scores

Figure 3- Percentage of Improvement in Identified Competency

Based on the Pre A La Carte Scores, the following findings were recorded-

On an average there was 33 % improvement in the level of Self Confidence and competency of Establishing Focus. Subjects were more Confident of handling similar Kitchen Operations with improvement in Focus towards the task given.

Kitchen Operations involves lot of stressful situations. Through repeated handling of similar situation subjects were able to better manage stressful situations during operations and there was 40 % improvement in competency of Stress Management.

Teamwork was the foundation of ala carte activity and 44 % improvement was recorded.

Customers are the most important people in Hotel Industry and students are trained from the very beginning to take care of them. Customer Orientation score grew by 25 % after the activity.

Entrepreneurial Orientation and Personal Credibility grew by 41 %.

To manage kitchen operations it is important that staff should be flexible in their approach as availability of ingredients, work procedures; work shifts, team members and menus keep on changing.

Through A La carte activity subjects were trained for these changes. 59 % improvement was recorded in the competency of Flexibility.

Maximum improvement was seen in competency of Managing Change (50 %) and Managing Performance (63 %). Subjects were able to initiate, plan and execute new menu preparation. Innovative dishes were introduced in the test week. Subjects managed the complete Kitchen Operations on their own.

From the above analysis it can be inferred that Core Kitchen Management Competencies are important for Chefs Today as Kitchen Operations are not just based on cooking skills, lot of management issues also needs to be addressed for successful operations. These competencies can be developed by imparting training to the students during the foundation years of their career when their minds are fully open to anything which is new and challenging. The percentage of improvement in competency level of students post A La Carte activity further proves that working in Practical situations close to actual operations prepare young students for coming challenges which are faced by Professional Chefs.

CONCLUSION-

Today Chefs are dealing with incredibly variable management practices. In addition to interpersonal skills and work ethic, emotional management skills have become critical for the kitchen leaders. Professional Chefs require great Culinary Skills and knowledge of food to be able to prepare World Class Food for their customers. Moreover, to manage the kitchen brigade and handle work pressure of kitchen, a chef needs to develop management competencies related to handling people, Business and Self- management.

The three week A La Carte Activity turned out to be successful in training students on Core Kitchen Management Competencies required for Professional Chefs. Remarkable improvement was noticed in competency level of the students. More such activities can be introduced in future for the students to prepare them for the role of Professional Chef.

It is recommended that culinary students should be trained in work situations similar to the actual Kitchen operations so that they are better prepared to handle all work situations and demonstrate excellent work ethics as Professional Chef.

Also, it is suggested that the central body- National Council for Hotel Management should update the existing syllabus of Advanced Food Production to include latest trends in Food World. The Faculty trainer should be given at-least two weeks to train students on Core Kitchen Management Competencies

so that the students can work like Successful Food Business Managers and Entrepreneurs.

REFERENCES

1. *Institute of Culinary Education (2016) Careers Outside The Kitchen, Retrieved from http://www.ice.edu/careers-alumni/careers-outside-the-kitchen*

2. *Dennille Schuler (2016, April) Withstanding the heat: Research examines conflicts within professional kitchens, Retrieved from http://news.psu.edu/story/402108/2016/04/05/ research/withstanding-heat-research-examines-conflicts-within-professional*

3. *Gail Sturgess (2012, December) Skills vs Competencies. What's the Difference? Retrieved from http://www.talentalign.com/skills-vs-competencies-whats-the-difference/*

4. *Michael Roman(2009, March) Kitchen Management Tips Retrieved from http://www.catersource.com/management/kitchen-management-tips*

5. *Edward J. Cripe (2002, September) 31 Core Competencies Explained Retrieved from http://www.workforce.com/2002/09/03/31-core-competencies-explained/*

6. *Profitable Hospitality , 10 Modern Skills for Young Chefs (Beside Cooking) http://www.profitablehospitality.com/public/186.cf*

7. *National Food Service Management Institute The University of Mississippi (2004), Competencies, Knowledge, and Skills of Effective School Nutrition Managers Retrieved from http://www.theicn.org/documentlibraryfiles/PDF/20090310022447.pdf*

8. *University of Victoria(2014, November), Core Competencies Vs Learning Outcomes, Retrieved from http://www.theicn.org/documentlibraryfiles/PDF/20090310022447.pdf*

Employees' Performance - An Output of Motivation

[1]**Bhavna Chaudhary,** [2]**Neera Rathi**

Assistant Professor
[1]Institute of Advanced Management & Research, Ghaziabad
Email: bhavnachoudhary1991@gmail.com
Assistant Professor
[2]Institute of Advanced Management & Research, Ghaziabad
Email: neeraraghuvanshi@gmail.com

A B S T R A C T

This research paper discusses the relationship between employee work motivation and their performance in the workplace and business productivity. An important role of management is to help make work more satisfying and rewarding for employees and to make employees' motivation consistent with organizational objectives. With the diversity of contemporary workplaces, this is a complex task. Motivation in the workplace is a crucial subject in the modern business world, since it is the force, which drives the entire organization and affects its performance. It, examines the main and common motivation theories and different approaches to motivate employees. The main aim is to find a correlation between employees work motivation and their performance and the effect of their performance on business productivity. In this paper we are taking motivation as an independent variable and training, rewards, incentives, job- satisfaction as mediating variable and employee performance as dependent variable.

Keywords: Motivation, incentives, job satisfaction, performance and productivity

INTRODUCTION

In the current era, the main focus of the organization is to increase their return and customer satisfaction. These organizations, to achieve their goal, they usually send their employees for awareness sessions, trainings and seminars as well also provide them various performance based incentives, rewards, good working environment, etc., as these are the main asset of the organizations. Employees were considered just an input to the production of the business. Motivation is one of the most important elements of an organization's functioning. This is what gathers people together and gets the work done in the best possible way. Motivation is given a great attention, because it influences every part of the business. An organization cannot be functioning without people. However, motivating people is one of the most difficult tasks for every manager. Every employee in the company is, first of all, an individual. As any individual, each employee has its own needs and beliefs. Managers have to find the way to set a required environment for everyone to feel satisfied and necessary for the company.

Motivation means a certain state of internal activation in the individual which gives rise to a chain reaction based on their needs and satisfaction. Individual motives appear as internal motives and activities pursuing the achievement of the desired objective. They can be seen as possible causes of behavior. People of various professions, occupations and ages might have a large number of different motives. These are interrelated and create some form of hierarchy. Motivation refers to the drive and effort to satisfy a want or goal. The motivation process begins with needs or a deficiency. In addition, motivated employees are needed and required in our rapidly changing workplaces and markets. They will help organizations to survive by performing the job with their full talent. Motivation helps organization to get high performance rate, high productivity and hence high profit. Motivation is a factor that exercises a powerful force on our activities and exertion.

Research Objective

To find the relationship between the reward and employee motivation with respect to employee performance.

Examine the effect of employee incentives on the job performance.

To explore the relationship between the promotion and employees motivation with respect to employee performance.

To find whether recognition trigger motivation of employee.

Literature Review

(Hashim Zameer, Shehzad Ali, Waqar Nisar, Muhammad Amir, 2014) According to Authors if organization motivates their employee's by using these tools such as job enrichment, job security, reasonable salary and other additional incentives then the employee's performance automatically increased and organization achieve their goals easily. They also suggested that the motivation plays a significant role in influencing performance of employees. They said that if top management put their focus upon motivation of employees then it will leads toward a positive increase in employee's performance.

(Masood Asim, 2013) Author says motivation gives positive results in the performance. As motivation increases employee performance also increase. Performance of the employees indicated significant relationship with the financial rewards as well as non financial rewards. Author says that Motivation along with the monetary and non- monetary factor has the positive impact on the employees' performance.

(Ukaejiofo Rex Uzonna, 2013) Author says use of non-monetary rewards can be an effective and cost efficient way to motivate employees. According to the paper, when it comes to bringing out the best performance of employees, growth opportunities and challenges, recognition and non-cash rewards are more effective motivators than money.

(Mohammed Javed Kalburgi, Dinesh.G.P, 2010) According to Authors the employees were positively influenced toward higher productivity with the provision of regular promotion, assurance of job security and bonus for excellent performance. However monetary incentives and rewards do not exercise stronger influence on workers than any form of motivational factor. The organization should promote initiative and creativity by providing some flexibility in application of rules and regulation.

Motivation

This study engages monetary and non-monetary motivational factors as independent variables. In independent variables monetary motivational factors includes mainly money (salary and wages), bonus, and special incentives. And non-monetary motivational factors include mainly working conditions, promotion, job security, training & development.

Employees' Performance

According to literature review employee's performance as dependent variable. And in dependent variable employee's performance include dimensions like job productivity, job quality, and job accomplishment [1].

Money

It can be in the form of wages, piecework compensation, salary or any other incentive pay, bonuses, or any of the other things that can be given to the employee for their performance. Some people give extreme importance to it, but for some it is of no means. It might be true that in most of the organizations money is used as a means of keeping an adequately staffed and not primarily as a motivator. People in various designations, even though at a same level, must be given salaries and bonuses that reflect their performances. The way to ensure that money has meaning, as a reward for accomplishment and as a way of giving people pleasure from accomplishment, is to base compensation as much as possible on performance.

Bonus

A bonus payment is usually made to employees in addition to their base salary as part of their wages or salary. Bonus means an extra payment received for doing one's job well or; a salary or wages based completely on how well one does one's job. As an individual gets an extra payment for his work the person feel motivated towards their work which increases his performance and has a positive impact on the productivity.

Incentives

An incentive is the performance-link reward to improve motivation & productivity of the employees. An incentive includes all that provide extra pay for the extra performance in addition to regular wages for the job. Incentives include all the plans that provide extra pay for performance in addition to regular pay for the job. It implies monetary inducements offered to employees to perform beyond expected standards.

Working Condition

Working conditions refers to the working environment in which an individual or staff works. It also includes all existing circumstances affecting employees in the workplace, including job hours, amenities, physical environment, stress and noise levels, degree of safety or danger. Good working condition is a indicator of better employees performance where as poor working conditions result in decreasing employee performance.

Promotion

Promotion refers to the upward movement of an employee from current job to another job that carries higher status, more responsibilities and higher salary. It can be used as a ladder to motivate employee. There are some other purpose of the promotion its can use as rewards as past employee effort, promote investment in the some specific manner in human capital and low turnover.

Training & Development

Training is the act of enhancing the knowledge & skills of the employee for performing a particular job. A trainee learns new habits, refined skills & useful knowledge during the training that helps him in improving the performance. Training enables employees to secure promotions easily. Training enables employees to secure promotions easily.

Employee Performance

It is a process for establishing a shared workforce understanding about what is to be achieved at an organization level. It is about aligning the organizational objectives with the employees' agreed

measures, skills, competency requirements, training & development plans and the delivery of results. Motivation has a direct impact on employee performance. The success of any business is closely tied to the job performance of its employees.

Conclusion

This study has inveterate the significance of motivational factors in getting the Best performances from the employees. The importance of monetary and non monetary factors in the day to day employee performance cannot be over emphasized. The issue of employee motivation is serious, rather difficult, and highly relevant in the present scenario. The performance of any organization and its continuity depends on their key assets, employees, as well as the capabilities of the managers to be able to create a motivating environment for their people. In this paper we examine that high motivation contributes to high levels of productivity, employee loyalty, high returns to stakeholders and low employee turnover whereas low motivation may cause high absenteeism and turnover.

Reference:

1.   Hashim Zameer, Shehzad Ali, Waqar Nisar, Muhammad Amir, The Impact of the Motivation on the Employee's Performance in Beverage Industry of Pakistan, International Journal of Academic Research in Accounting, Finance and Management Sciences, Vol. 4, No.1, January 2014, pp. 293–298 E-ISSN: 2225-8329, P-ISSN: 2308-0337.

2.   Masood Asim, Impact of Motivation on Employee Performance with Effect of Training: Specific to Education Sector of Pakistan, International Journal of Scientific and Research Publications, Volume 3, Issue 9, September 2013, ISSN 2250-3153.

3.   Ukaejiofo Rex Uzonna, Impact of motivation on employees' performance: A case study of CreditWest Bank Cyprus, Journal of Economics and International Finance, Vol. 5(5), pp. 199-211, August, 2013, ISSN 2006-9812.

4.   Mohammed Javed Kalburgi, Dinesh.G.P, Motivation as a tool for productivity in Public sector unit, Asian Journal of Management Research, 2010, ISSN 2229 – 3795.

5.   https://en.wikipedia.org/wiki/Category:Working_conditions

6.   https://en.wikipedia.org/wiki/Category:Bonus

7.   Rao V.S.P., Human Resource Management, Excel Books Publication, 2nd Edition.

8.   Mahajan J.P., Managing Human Resource, Vikas Publishing House.

Green Housekeeping in Hospitality Industry: Potential and Practises

[1]Mr. Atul Gupta, [2]Mrs. Meenakshi Pandey, [3]Ms. Rehana Rasool

[1]Faculty, Institute of Hotel Management, Bhopal, Madhya Pradesh
[2]Faculty, Institute of Hotel Management, Bhopal, Madhya Pradesh
[3]Faculty, Institute of Hotel Management, Bhopal, Madhya Pradesh

A B S T R A C T

Hospitality industry has been recognised as a significant contributor towards creating awareness and promoting social and environmental issues. The hotel operations have always been associated with environmental and social impacts leading towards overutilization of available resources. The hospitality sector has progressed in recent years to implement sustainability of environment while maintaining the integrity of the industry. Since many years, hoteliers have been on a lookout for innovations and devising practises leading towards an eco-friendly environment. Sustainability has always been a difficult concept to quantify. The proposal of green cleaning practises has evolved from health and environmental challenges associated with primitive cleaning methods and practises. Green Housekeeping inculcates the knowledge and practises viable to more environment friendly and sensitization of ecological balance leading to the protection of the environment and sustainability of natural resources for present and future generations. The housekeeping department in a hotel is also in progress with the momentum demonstrated by a growing number of initiatives to have a multiplier effect. With the increasing knowledge and propagation of the negative impact of tourism on environment, special provisions are formulated by hotels in making Green Housekeeping sustainable. The present research study attempts to trace the noticeable paradigm shift towards sustainability of housekeeping practises in hotels of Madhya Pradesh. This conceptual paper will emphasize on the awareness and willingness for implementation of Green Housekeeping practises in hotels.

Key words- Sustainability, Eco-friendly, Green Housekeeping, Ecological Balance, Multiplier Effect

INTRODUCTION

With the increasing awareness of global warming among all the developing nations, the conservation of environment and its impact on the eco-systems are on the horizon for all the business sectors. The hospitality industry has always been a key player in understanding the sensitivity of the environment related issues. This service industry has progressed in recent years to implement sustainability of environment while maintaining the integrity of the industry. Man has always wandered for his basic needs like food and shelter which is provided by hotels. With the aim of providing the best services to the customers, hospitality industry had to look towards innovations and devise best practices leading towards eco friendly environment in hotels. Thus came the concept for making policies of green housekeeping in hospitality industry. Hotel housekeeping has always been responsible for bringing the largest share of profit to an accommodation sector. Efficiently managed housekeeping ensures cleanliness, safeguarding and aesthetic appeal of the hotel with taking major responsibility for conservation of resources for coming generation. In the present tough competitive situation, maintaining a hotel is very tough and satisfying guests is even tougher especially when the outmost care

care is taken for sustainability of green practices in all possible ways.

Many research studies have remarked that hotels have started plans for adoption of green practices and also continuous efforts are undertaken by them to improve upon the environmental issues. Several studies has made it evident that introduction of green practises has impacted all spheres of the society at global level with hospitality and tourism as no exception .It has been observed in recent years that there has been a significant momentum towards incorporating green practices into all areas of the hotel industry .Operations of the hotels are always dependent on physical environments as a part of their unique selling proposition.

Hospitality Industry is not typically considered as a major polluter especially when compared to other commercial industries#. In the current scenario, the understanding of environmental analysis received by the hospitality industry as a whole has increased. The industry professionals are expected to follow business ethics that are formulated keeping the environmental and ecological concerns in mind. Hotel operations are showing a positive interest in incorporating the concepts of green housekeeping into daily operations. There is an increasing awareness to use eco-friendly amenities, commodities and practices.

Purpose

The purpose of this research paper is to identify, define and highlight the components of green practises in hotel housekeeping. Presently, lots of research work relating to green practises in hospitality business has been done worldwide. Still the term sustainability has been a difficult concept to quantify. Hence, this research paper attempts to document the components of a comprehensive green housekeeping programme. The research also provides a framework that illustrates how hotels bind with physical and social environment. With the increasing demand of customers hotels have started adoption and incorporation of green practises into daily operations. The research design follows a favourable approach for understanding the questionnaire responses.

Objectives
1. To identify existing practises adopted by housekeeping department in hotels of Madhya Pradesh towards environment sustainability
2. To find out guest participation in green house programmes.
3. To highlight the cost value perception for eco-friendly /green practises in hotels of Madhya Pradesh.

Importance of Sustainability

Sustainability may be defined as a continuous process leading towards improvement in quality of life along with compromising use of resources to meet requirement for future generations. Globalization and urbanization of hotel operations have led towards exploitation and overutilization of available resources. This triggered an alert among the industry professionals towards the need to concentrate efforts on conserving and sustaining the resources for future generations .In recent years there has been a motivational transitions and willing participation among the people with regards to environmental issues and green practises .

Concept of Green Practice

Green practices are linked with use of energy and water, indoor air quality and management of waste. Energy usage and consumption in hotels are different from offerings of other business segments due to the varied facilities in guestrooms, restaurants, kitchens, in-house laundry, spas, leisure facilities, and guest support service centres such as hotel-operated business centres and activity rooms.

Green practises help to sustain the environment with modified hotel operations. Framing and adoption of green practises is vital for each segment of hospitality sector.

Many researchers have been looking for opportunities to study various green practises prevalent in hotels. It has been observed in most of the research contributions that creating awareness for green operations is not leading towards increasing consumption of green products and services.

Green Housekeeping

Green hotels aim their daily operations with the slogan "save water, save energy, reduce solid waste." Green practises are one of the most spectacular emerging trends in hotel housekeeping. Nowadays, "Going Green" is a buzzword for hotel housekeeping. Housekeepers are developing and adapting new methods to conserve water and energy. Housekeepers are on a constant lookout for innovative products and equipments that will help in saving energy.

Green housekeeping refers to the adoption of cleaning practices using various products with environmentally friendly components and procedures aiming to maintenance of wellbeing and a healthy environment.

Implementing Green Initiatives

The major areas benefitted from implementation of green housekeeping practices are:

1. Guest Rooms

The guest rooms has always remained as one of the prime location for implementation of green practises for which housekeepers have to put in extra efforts to make the guest feel and appreciate the visible changes. Following changes in the guest rooms have been made by most of the hotels:

a)   Installation of thermostat

b)   Designer recycle bins to match with interior decor

c)   Use of recycled glass, plastic and paper as decorations

d)   LED televisions in guest rooms

e)   Linen reuse programme

f)   Use of biodegradable amenities

g)   Use of refillable toiletries instead of miniatures

h)   Stationary from recycled paper

2. Laundry

a)   Installation of new gas dryers that can dry fabric more quickly and use less energy.

b)   Towel Reuse Programmes

c)   Heat recovery unit that can save the heat from the old water cycle in the laundry and transfer the heat to the clean water being used in the next cycle $

d)   Fixation of leaks in the laundry

e)   Use of grey water in laundry

f)   Laundry bags made from recycle material

3. Landscape

a)   Drop irrigation system

b)   Time controlled sprinklers

c)   Increased use of indoor plants

d)   Use of Vermicompost or other organic manure

4. Public Areas

a)   Use of motion sensor lighting in corridors

b)   Sustainable heating systems

c)   Sustainable lighting- Smart light system is designed in such a manner that they turn on and off automatically whenever the sensor detects movement in the corridor. These sensors turn off or gets dim in public areas during daytime when adequate sunlight is received.

d)   Use of low energy CFL and LED lighting has replaced the traditional lighting systems

e)   Introduction of task lighting has replaced the usage of general lighting to a great extent

Positive features of "Going Green"

The propagation of Going Green led to creation of a better sustainable environment in hotels. Hotels introduced many green practices in every department and achieved significant results from the Housekeeping side. Housekeeping department has a greater role in terms of application of these practices in guest rooms, facade, public areas, horticultural components and banqueting areas. The hotels were able to involve the guests to participate and promote the benefits of going green. It is a human tendency to avoid change in work practises but the benefits of being green by slight deviation in the routine work procedures urged the housekeeping personnel to make it a successful venture.

Modern hotels take pride in publicising themselves as a Green Hotel and they are more preferred by guests as compared to their competition. Any business organisation will be interested to be parallel to the changing preferences of consumers to gain a positive image. Positive marketing efforts by hotels have encouraged the guest in demanding for green facilities and compensate for the same to sustain this paradigm shift.

Awareness of the sustainability has always been beneficial to the hoteliers and to maintain the continuity, many of them practise open publicity of resource conservations.

Energy Conservation

Energy conservation refers to the various methods employed by hotels to reduce energy usage and incorporate alternative forms of energy in day to day operations. The hotel industry is totally dependent on the support of energy for carrying out continuous production of products and services. The consumption of energy for performing routine tasks in each section of a hotel created a need for modified methods to compensate for the excessive use of this valuable resource.

Water Conservation

The initiatives for reducing and recycling of water have made remarkable outcomes. Water

consumption in a hotel is majorly for sanitary purposes, cleaning, laundering, finishing, cooking, drinking and landscaping. Highest consumption of water is seen in the guest rooms and public areas followed by F&B outlets. One of the best way of reducing water consumption in hotels is by replacing existing sanitary fittings with water efficient ones for various areas. Water conservation is achieved in hotels by following ways:

a)   Installation of low flow shower heads and aerated faucets

b)   Water efficient toilets

c)   Waterless urinals and sensor taps in public washrooms

d)   Grey water recycling systems

e)   Sprinkler irrigation systems

f)   Rain water harvesting

g)   Water saving tent cards in rooms and bathrooms

h)   Introduction of water efficient laundry equipments

Waste Reduction

While rendering of services and consumable products to the guests, hotel industry generates a huge amount of waste from various outlets in the form of organic waste, paper products, glasses, plastics and chemical effluents. In order to minimize this waste hotels have always shown a positive response in waste reduction by recycling, reducing and reusing to the optimum level. These measures have helped in protection of the environment and conservation of natural resources to a large extent. Regular training programmes are conducted for hotel employees to make them aware about segregation and recycling of waste. These training programmes have given the concept of Green Teams who are representatives from all the major departments. These Teams keep a strict supervision on waste reduction from their respective areas.

Data Analysis

 In order to explore about the awareness about energy conservation, water conservation and green cleaning practises prevalent in hotels, the research design included filling up of questionnaire by Executive Housekeepers working in four and five star hotels in Madhya Pradesh. The responses to the questionnaire are analysed as follows:

1. Existing Green Practises in Hotels
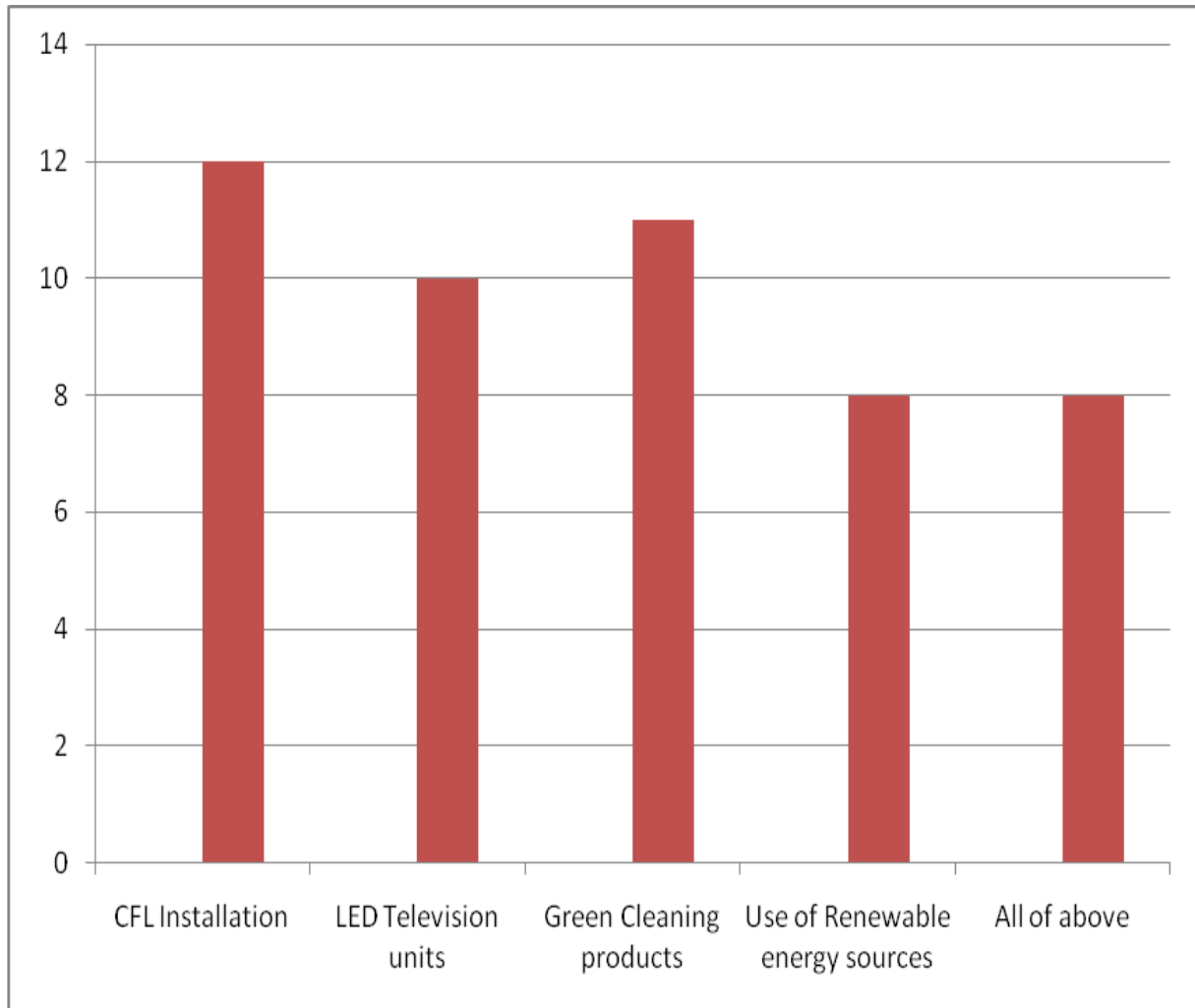
Green Practises Existing in hotel	Response %	Response Count
CFL Installation	80%	12
LED Television units	67%	10
Green Cleaning products	73%	11
Use of Renewable energy sources	53%	8
All of above	53%	8

Note: n=15

In response to the existing green practises in their respective hotels, varied responses were received. Most of the hotels has switched over from traditional lighting to CFL lights. Installation of LED units in guest rooms was present in few hotels. The use of green cleaning products was prevalent in majority of hotels. But there was a low response with regards to the use of renewable energy sources.

2.Contribution towards water conservation
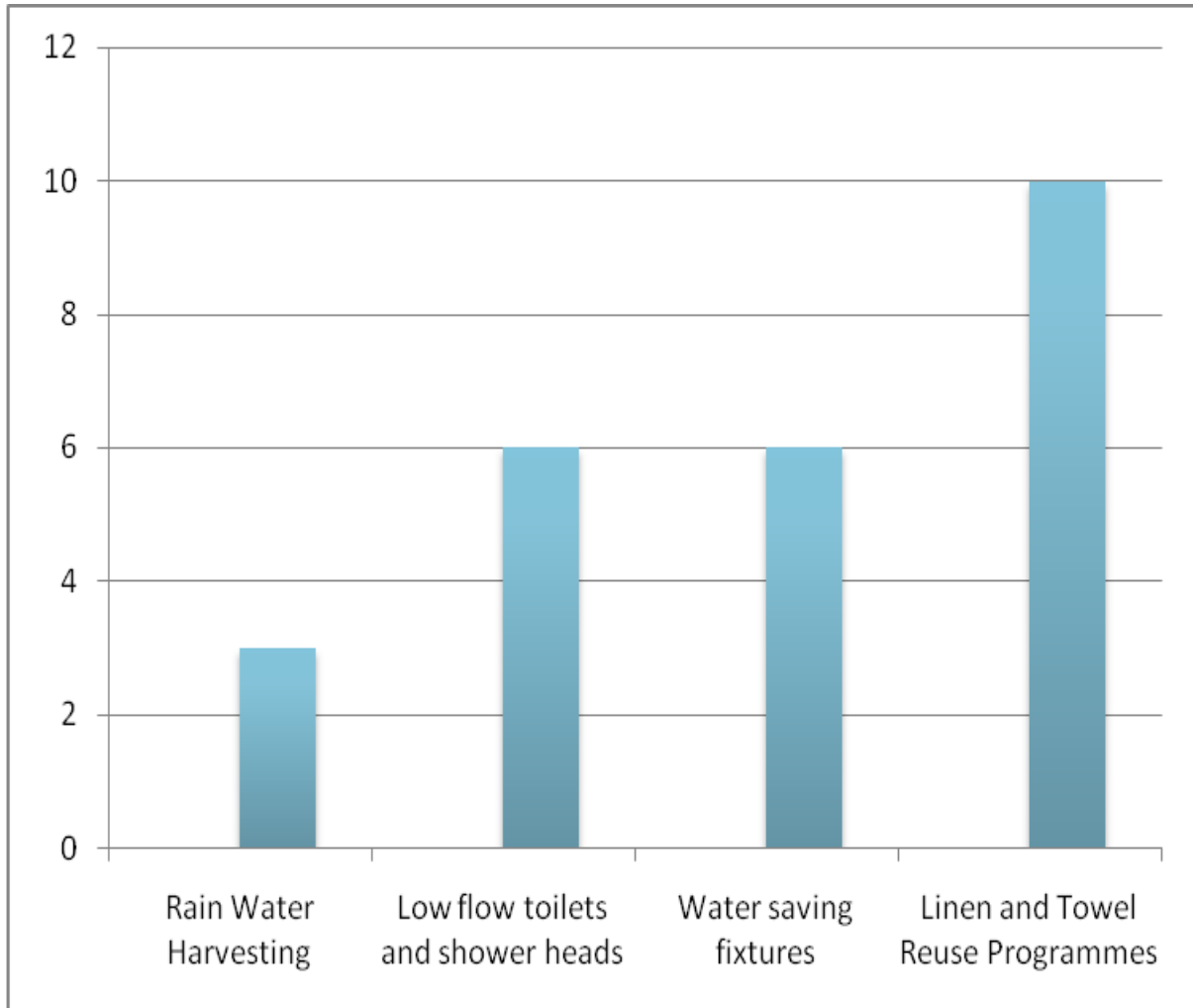
Contribution towards water conservation	Response %	Response Count
Rain Water Harvesting	20%	3
Low flow toilets and shower heads	40%	6
Water saving fixtures	40%	6
Linen and Towel Reuse Programmes	67%	10

Note: n=15

Most the hotels admitted that presently they are working on devising a system for water conservation. Linen and Towel Reuse programme was commonly practised by most of the hotels to start with the drive for water conservation. Installation of water saving fixtures and low flow toilets and shower heads was not prevalent in many hotels. They were working on the cost-benefit analysis for the same. Concept of rain water harvesting was the least practised method for water conservation.

3.Green Practises Appreciated by Guests
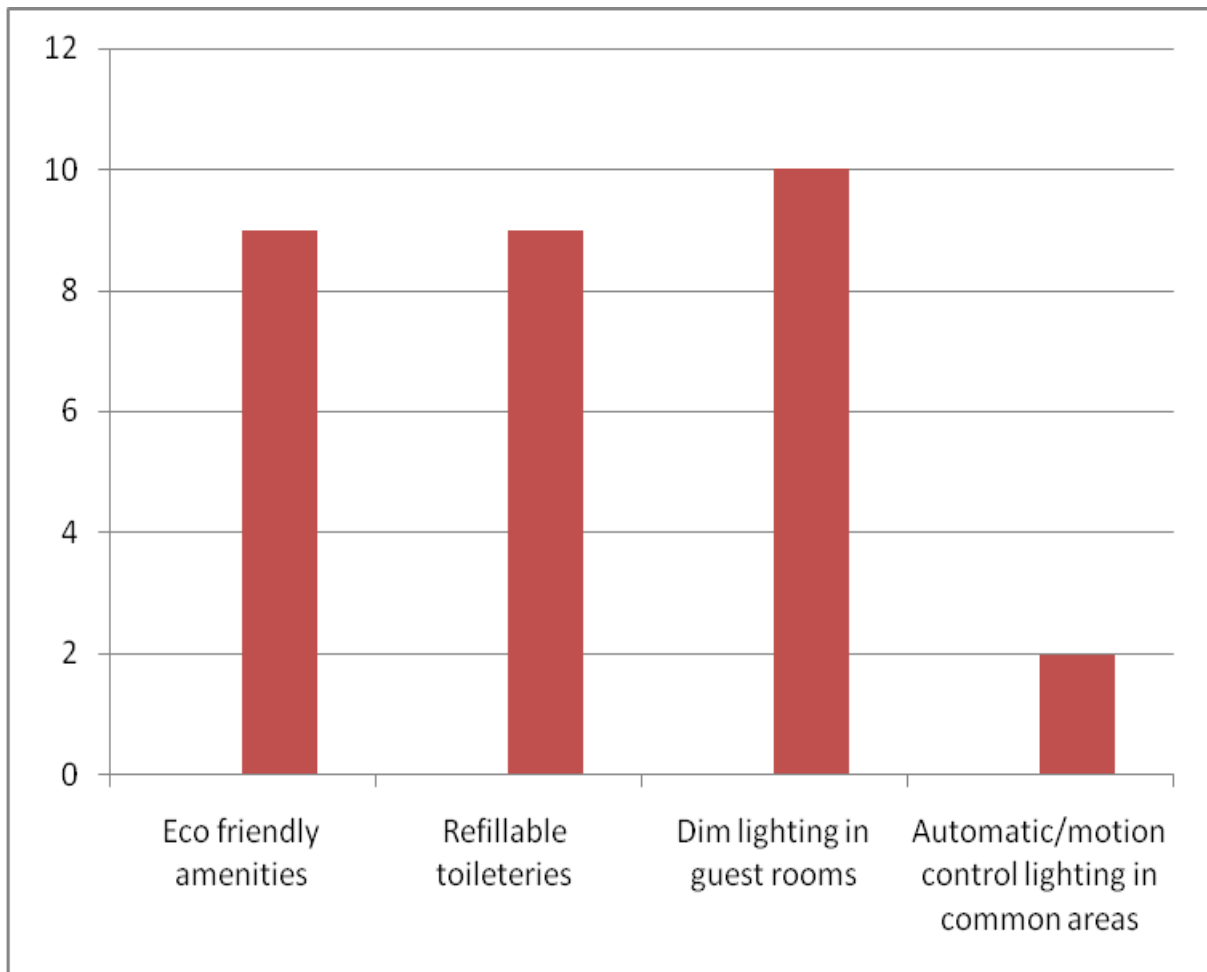
Green Practises Appreciated by Guests	Response %	Response Count
Eco friendly amenities	60%	9
Refillable toileteries	60%	9
Dim lighting in guest rooms	67%	10
Automatic/motion control lighting in common areas	14%	2

Note: n=15

The respondents revealed that the green practises adopted by their hotels were appreciated by the guests. The most appreciated effort was dim lighting in guest rooms which was exercised by most hotels. The guests were also comfortable with the placement of eco-friendly amenities in their rooms and they showed less reluctance in consuming refillable toiletries as mentioned in the responses. The least practised and less appreciated efforts by guests was the use of motion control lighting in public areas. This facility was not available in many hotels.

4.Employee Incentive Programmes
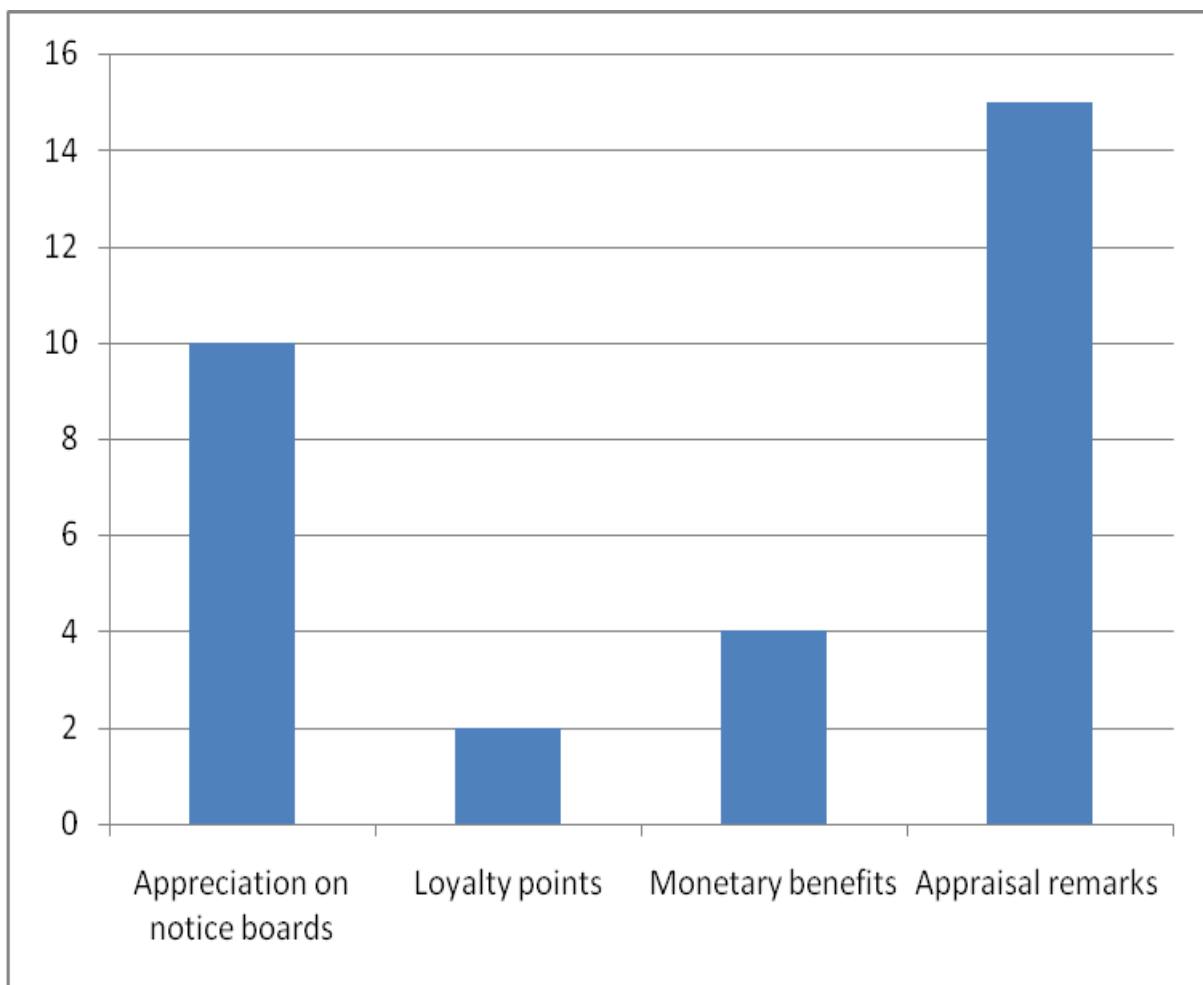
Employee Incentive Programmes	Response %	Response Count
Appreciation on notice boards	67%	10
Loyalty points	14%	2
Monetary benefits	27%	4
Appraisal remarks	100%	15

Note: n=15

All the hotels covered in the research survey had established employee incentive policies to encourage participation in green programmes. All the hotels had space in the Employee Appraisals to appreciate their active role in implementing green practises. The employee appreciation was also displayed at bulletin boards in staff areas to encourage more employees to join the drive. Few hotels also provided monetary benefits to the " Green Champions" identified on monthly or quarterly performance. Provision for distributing Loyalty points was also available in few hotels.
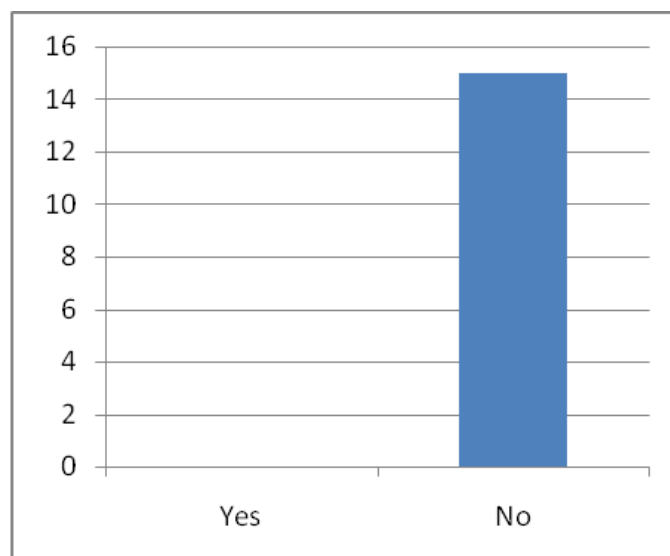
5.Guest Willingness and Participation in Green Practises
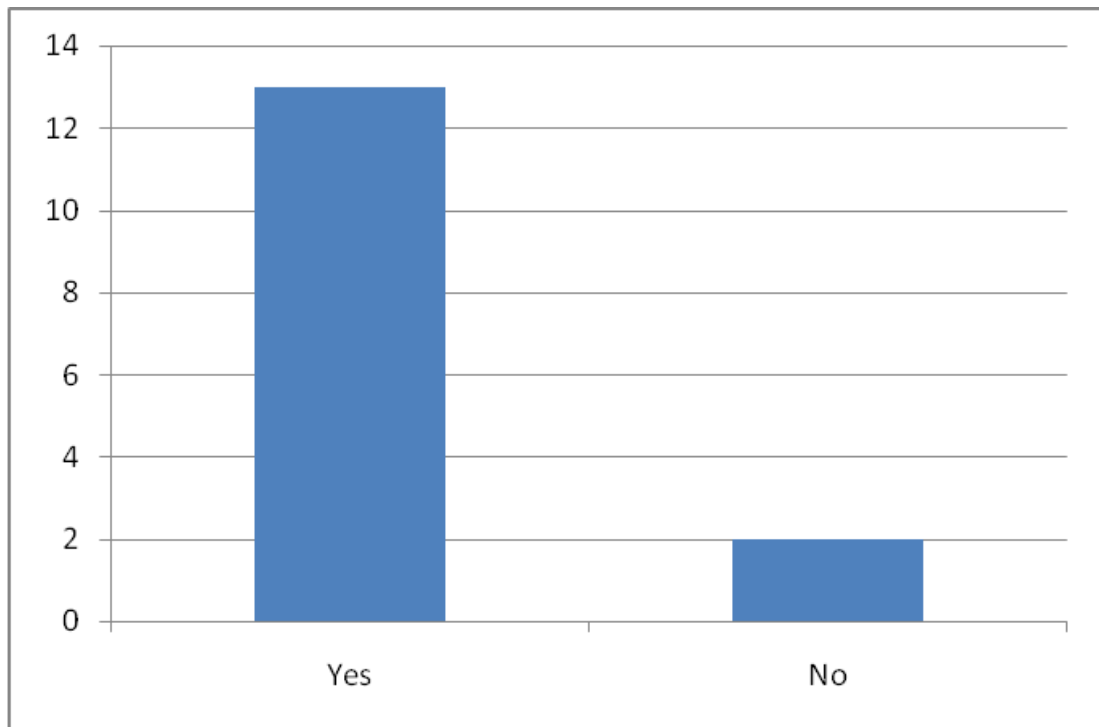
Guest Willingness and Participation in Green Practises	Response %	Response Count
Yes	87%	13
No	13%	2

Note: n=15

The respondents indicated that maximum guest participation was observed by them and their guests showed readiness and willingness to be part of "Go Green" Drive.

**Guest Willingness to compensate for increased cleaning cost**

Guest Willingness to compensate for increased cleaning cost	Response %	Response Count
Yes	0%	0
No	100%	15

Note: n=15

The respondents confessed that despite their best efforts towards creating a green print and sustainability efforts and guest willingness and participation, their guest showed a negative response when asked to comment upon their willingness to compensate for the increased cleaning cost . The guests appreciate the hotel efforts but do not rate this drive high on the cost-benefit parameter.

6. Presence of Green Teams
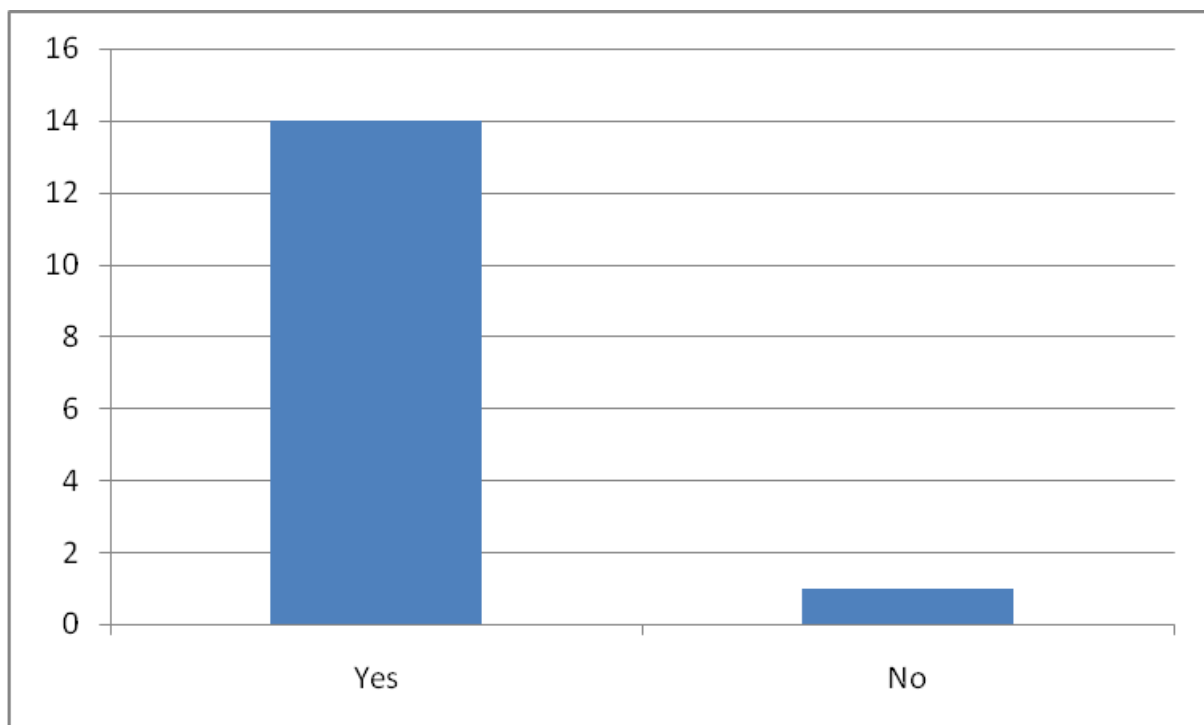
Presence of Green Teams	Response %	Response Count
Yes	93%	14
No	7%	1

Note: n=15

The presence of Green teams was seen in maximum hotels and the other hotels would also join the drive in due course of time. This was a clear indication that hotels are contributing their part towards greening efforts in their best possible way.

Conclusion

The aim of greening hotel operations has always been beneficial to hotel industry in multiple ways. The concept of practising green tourism in hotels of Madhya Pradesh is quite new. It is emerging with continuous willingness of hotels for incorporating various procedures and practices leading towards a sustainable environment. There appears to be an increased demand in adoption of green practises among guests and hoteliers. From this research it was evident that many hotels of Madhya Pradesh have started encouraging use of green products by creating awareness for conservation of resources. Most of the departments in a hotel have come up with innovative green initiatives and have achieved a remarkable contribution. Since housekeeping department in a hotel covers major areas of a hotel, so, it has equally shared huge responsibility in planning, execution and evaluation of these initiatives.

Few hotels have also started promoting themselves as "Green Hotels" which creates curiosity among the competitive markets. The survey suggests that guests and hotels are showing increased participation in embracing green initiatives and environmental consciousness. Despite this willingness, few guests shows reluctance in understanding the cost involved to presenting these green initiatives.

Most of the sustainable practises for conservation management and reduction in all the hotels of Madhya Pradesh are nearly same to a large extent. Thus, it is suggested that right adoption and implementation of tools for green practises in hotel industry are always benefit driven and will come up with a big difference with an aim of sustainability of resources for the future.

References

Bruns-Smith, A., Choy, V., Chong, H., & Verma, R. (2015). Environmental sustainability in the hospitality industry: Best practices, guest participation, and customer satisfaction [Electronic article]. Cornell Hospitality Report, 15(3), 6-16.

Dr.G.Brindha, A Study on Quality of Work Life of the Employees at Baxter (INDIA) Private Ltd., Alathur, International Journal of Innovative Research in Science, Engineering and Technology, ISSN: 2319-8753,612-615, Vol. 2, Issue 3, March 2013

#Foster, S.T., Sampson, S.E. and Dunn, S. (2000) The impact of customer contact on environmental initiatives for service firms. International Journal of Operations & Production Management 20 (2): 187–203

#Bohdanowicz, P. (2005) European Hoteliers' environmental attitudes: Greening the business. Cornell Hotel and Restaurant Administration Quarterly 46 (2): 188–204.

$ Fedrizzi, R & Rogers, J. 2002. Energy efficiency opportunities: big box retail and supermarkets. Architectural Press

Hatem R. Radwan, Eleri Jones, and Dino Minoli, "Managing Solid Waste in Small Hotels," Journal of Sustainable Tourism, Vol 18, No 2 (2010), pp. 175-190.

"Hotels: An Overview of Energy Use and Energy Efficiency Opportunities", http://www.energystar.gov/buildings/sites/Hotels.pdf

HyunJeong "Spring" Han and Rohit Verma, "The Future of Tradeshows: Evolving Trends, Preferences, and Priorities," Cornell Hospitality Report, Vol. 14, No. 13 (2014)

Micioni, Christina Wilson, "Going green in the hospitality industry" (2009). UNLV Theses/Dissertations/Professional Papers/Capstones. Paper 642

Pizam, A. (2008). Green hotels: A fad, ploy or fact of life? International Journal of Hospitality Management, 28.

S. Alexander, "Green Hotels: Opportunities and Resources for Success," (Portland, OR: Zero Waste Alliance, 2002)

Sobieski, J. (2008). Green-thinking technology. Lodging Hospitality, 64(12), 62-65.

Instructions for Authors

Essentials for Publishing in this Journal

1 Submitted articles should not have been previously published or be currently under consideration for publication elsewhere.

2 Conference papers may only be submitted if the paper has been completely re-written (taken to mean more than 50%) and the author has cleared any necessary permission with the copyright owner if it has been previously copyrighted.

3 All our articles are refereed through a double-blind process.

4 All authors must declare they have read and agreed to the content of the submitted article and must sign a declaration correspond to the originality of the article.

Submission Process

All articles for this journal must be submitted using our online submissions system. http://enrichedpub.com/ . Please use the Submit Your Article link in the Author Service area.

Manuscript Guidelines

The instructions to authors about the article preparation for publication in the Manuscripts are submitted online, through the e-Ur (Electronic editing) system, developed by **Enriched Publications Pvt. Ltd**. The article should contain the abstract with keywords, introduction, body, conclusion, references and the summary in English language (without heading and subheading enumeration). The article length should not exceed 16 pages of A4 paper format.

Title

The title should be informative. It is in both Journal's and author's best interest to use terms suitable. For indexing and word search. If there are no such terms in the title, the author is strongly advised to add a subtitle. The title should be given in English as well. The titles precede the abstract and the summary in an appropriate language.

Letterhead Title

The letterhead title is given at a top of each page for easier identification of article copies in an Electronic form in particular. It contains the author's surname and first name initial .article title, journal title and collation (year, volume, and issue, first and last page). The journal and article titles can be given in a shortened form.

Author's Name

Full name(s) of author(s) should be used. It is advisable to give the middle initial. Names are given in their original form.

Contact Details

The postal address or the e-mail address of the author (usually of the first one if there are more Authors) is given in the footnote at the bottom of the first page.

Type of Articles

Classification of articles is a duty of the editorial staff and is of special importance. Referees and the members of the editorial staff, or section editors, can propose a category, but the editor-in-chief has the sole responsibility for their classification. Journal articles are classified as follows:

Scientific articles:

1. Original scientific paper (giving the previously unpublished results of the author's own research based on management methods).

2. Survey paper (giving an original, detailed and critical view of a research problem or an area to which the author has made a contribution visible through his self-citation);

3. Short or preliminary communication (original management paper of full format but of a smaller extent or of a preliminary character);

4. Scientific critique or forum (discussion on a particular scientific topic, based exclusively on management argumentation) and commentaries. Exceptionally, in particular areas, a scientific paper in the Journal can be in a form of a monograph or a critical edition of scientific data (historical, archival, lexicographic, bibliographic, data survey, etc.) which were unknown or hardly accessible for scientific research.

Professional articles:

1. Professional paper (contribution offering experience useful for improvement of professional practice but not necessarily based on scientific methods);

2. Informative contribution (editorial, commentary, etc.);

3. Review (of a book, software, case study, scientific event, etc.)

Language

The article should be in English. The grammar and style of the article should be of good quality. The systematized text should be without abbreviations (except standard ones). All measurements must be in SI units. The sequence of formulae is denoted in Arabic numerals in parentheses on the right-hand side.

Abstract and Summary

An abstract is a concise informative presentation of the article content for fast and accurate Evaluation of its relevance. It is both in the Editorial Office's and the author's best interest for an abstract to contain terms often used for indexing and article search. The abstract describes the purpose of the study and the methods, outlines the findings and state the conclusions. A 100- to 250-Word abstract should be placed between the title and the keywords with the body text to follow. Besides an abstract are advised to have a summary in English, at the end of the article, after the Reference list. The summary should be structured and long up to 1/10 of the article length (it is more extensive than the abstract).

Keywords

Keywords are terms or phrases showing adequately the article content for indexing and search purposes. They should be allocated heaving in mind widely accepted international sources (index, dictionary or thesaurus), such as the Web of Science keyword list for science in general. The higher their usage frequency is the better. Up to 10 keywords immediately follow the abstract and the summary, in respective languages.

Acknowledgements

The name and the number of the project or programmed within which the article was realized is given in a separate note at the bottom of the first page together with the name of the institution which financially supported the project or programmed.

Tables and Illustrations

All the captions should be in the original language as well as in English, together with the texts in illustrations if possible. Tables are typed in the same style as the text and are denoted by numerals at the top. Photographs and drawings, placed appropriately in the text, should be clear, precise and suitable for reproduction. Drawings should be created in Word or Corel.

Citation in the Text

Citation in the text must be uniform. When citing references in the text, use the reference number set in square brackets from the Reference list at the end of the article.

Footnotes

Footnotes are given at the bottom of the page with the text they refer to. They can contain less relevant details, additional explanations or used sources (e.g. scientific material, manuals). They cannot replace the cited literature.

The article should be accompanied with a cover letter with the information about the author(s): surname, middle initial, first name, and citizen personal number, rank, title, e-mail address, and affiliation address, home address including municipality, phone number in the office and at home (or a mobile phone number). The cover letter should state the type of the article and tell which illustrations are original and which are not.