

ISSN No: - 2348-5973

EP JOURNAL OF HUMAN RESOURCES

Volume No. 12

Issue No. 3

September - December 2024



ENRICHED PUBLICATIONS PVT.LTD

**JE - 18,Gupta Colony, Khirki Extn,
Malviya Nagar, New Delhi - 110017.**

E- Mail: info@enrichedpublication.com

Phone :- +91-8877340707

ISSN No: - 2348-5973

EP JOURNAL OF HUMAN RESOURCES

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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.

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(Volume No. 12, Issue No. 3, September - December 2024)

Contents

Sr. No	Articles / Authors Name	Pg No.
1	Risk Of Outdated Staff And Lack Of Management Expertise In Indian Banks - <i>Dr. Sahila Chaudhry</i>	1-9
2	The Analytical Study on the Requirement of Future Employees from Human Resource Practices - <i>Mr. Kishor Nautiyal¹, Mr. Rajiv Kumar Jha² & Ms. Soniya Kumari³</i>	10-17
3	Job Satisfaction among Management Faculty members of Nagpur Region - <i>Mubina Saifee¹, Anup Suchak²</i>	18-26
4	Influence Of Globalization Towards Women Human Rights. - <i>Sabahat Rafiq Qazi</i>	27-32
5	Gender Discrimination-Policies And Prescriptions - <i>Dr. Mrs. Amita Sharma</i>	33-41

Risk Of Outdated Staff And Lack Of Management Expertise In Indian Banks

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ABSTRACT

In the present study, an attempt is made to analyze the group-wise bankers' viewpoint towards the risk of outdated staff and management expertise in public and private sector Indian banks. A sample of 440 banks' officials is taken on the basis of judgement sampling i.e. 120 from State Bank Group, 200 from Nationalized Banks and 120 from Private Sector Banks. The primary data were collected with the help of pre-tested structured questionnaire on five point Likert scale i.e. Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly Disagree (SD). The collected data were analyzed through various descriptive and inferential statistical techniques like percentage, mean and standard deviation, etc. Further, ANOVA technique was used to test the hypotheses and validate the results. It is found that lack of proper and timely training and development facilities and outdated recruitment, selection, placement and promotion policies are the most responsible factors responsible for risk of outdated staff and lack of management expertise in the selected groups of banks. Further, poor implementation of new technology and inability to provide ongoing support are the most significant impacts on the functioning of all the groups of banks. However, use of modern techniques of recruitment, selection, placement and promotion of staff and management, and developing the corporate view of training and development as an ongoing process are most adopted measures for overcoming the risk of outdated staff and lack of management expertise in the selected groups of banks. It is recommended that banks should develop plans to bridge the gap between employee's existing skill sets and needed skill sets. The employees should be well informed why the new skills or skills enhancement is necessary. Such training and development programmes be supported that has measurable objectives and specified outcomes will be transferred back to the job.

Keywords: Outdated, support, Implementation, recruitment, Development

1. Introduction

Indian banking is in the mid of information technology revolution these days. However, new private sector banks and foreign banks have an edge over public sector banks in the implementation of technological solutions. The public sector banks are far behind in technology integration, therefore there is a huge scope for automation in these banks (www.centralbank.ie). Technology has been one of the major enabling factors for enhancing the customers' convenience in the products and services offered, which were even impossible earlier with traditional banking. The security of the transactions is a major concern in the use of technology, which induces some risks such as credit risk, market risk, operational risk, strategic risk, legal risk, reputational risk, liquidity risk, etc. These risks are highly interdependent and events that affect one area of risk can also have ramifications for a range of other risk

categories (Singh, 2015). Among these risks, operational risk, which is emerging as a new challenge to the Indian banks, is a distinct class of risk and exists in each product and services offered. It is not directly taken in return for an expected reward, but exists in the natural course of corporate activity. The failure to properly manage operational risk can result in a mis-statement of an institution's risk profile and expose the institution to significant losses (www.fsrb.gov.in). Operational risk is confronted by the bank even before it decides its first credit transaction realizing that the merely a quantitative approach to credit risk and market risk overlooks the key danger areas and that operational risk management should consequently be developed into a discipline (Geiger, 2000) and the renewed interest of regulatory authorities in operational risk as they feel that about 25 percent of regulatory capital is needed for operational risk (Akbari, 2012). Risk of outdated staff and lack of management expertise in e-banking scenario, an important component of operational risk, is the risk of not providing the quality services to the customers as and when required as the staff is not aware about the use of latest technology and its impacts, and the employees working at the senior level are lacking the required expertise to take the right decision at the right time, consequently affecting the business of the organization.

2. Review Of Literature

The articles on different aspects of operational risk appeared in various journals are restrictive and do not give a comprehensive picture. Ebnother and Vanini et al. (2003) found the results of the modeling exercise relevant for the implementation of a risk management framework, but the risk factor 'fraud' dominates all other factors and finally, only 10 percent of all processes have a 98 percent contribution to the resulting VaR. Sood (2004) examined the factors responsible for operational risk, present practices on quantification of operational risk, sound practices and governing principles of operational risk management; and recommended that it would be appropriate for Indian banks to strengthen their MIS system, retain/re-skill the staff and put in place the comprehensive risk management policy. Jobst (2007) stated that with the increased size and complexity of the banking industry, operational risk has a greater potential to transpire in more harmful ways than many other sources of risk. The current regulatory framework of operational risk under the New Basel Capital Accord was overviewed with a view to inform a critical debate about the influence of varying loss profiles and different methods of data collection, loss reporting and model specification on the reliability of operational risk estimates and the consistency of risk-sensitive capital rules. Enrique, et al. (2008) said that the banking sector must deal with operational risk for explaining various recent crises and bankruptcies, which can be defined briefly as the risk generated by possible failures of a entity's Information Systems (IS), must be measured, covered, mitigated and managed by applying a series of methodologies, each of which assumes that the information system of the bank operates at a certain stage of sophistication. Jian et al. (2009) examined the influence of capital structure and operational risk on profitability of the life insurance industry in Taiwan. The results show that the profitability decreased with the higher debt

equity ratio, hence the regulatory organizations must urge insurance companies to effectively diversify their investments and employ risk avoidance strategies. Effective use of hedging and diversifying will also help to divide risk and create financial revenue. Geiger (2010) examined the renewed interest of the banks and regulators in operational risk and argued that it would be inappropriate to introduce extra capital charge for operational risk in Pillar one. The correct answer to the challenges of operational risk is not seen in Pillar one but in Pillar two - the supervisory review process, and Pillar three - the effective use of market discipline. Mehra (2011) provided a conclusive evidence of heightened awareness and due importance given to operational risk by Indian banks. The practices of average and small sized public sector banks and old private sector banks were observed to be lagging behind that of new private sector banks in usage of scenarios, updating of the indicators and collection and usage of external loss data. Wide gaps were observed in the range of practices followed by Indian banks and the Advanced Management Approach compliant banks worldwide. Singh and Chaudhry (2014) analyzed the bankers' viewpoint towards various types of e-banking risks in selected public, private and foreign banks in India and operational risk is found as the most important risk in e-banking in all the three categories of banks, followed by reputational and legal risk. Further, the difference in the bankers' viewpoint towards various types of risks in e-banking is also found significant. Hassani and Ranjbaraki (2015) analyzed the factors affecting the operational risk in e-banking of Isfahan's Sepah Bank and found that the factors like security, technological infrastructure and internal controls are affecting the operational risk; but the accuracy of data, accessing to the systems, level of education and training have no effect on the operational risk in e-banking. The foregoing review of literature shows that no concerted effort has been made to examine the risk of outdated staff and lack of management expertise in e-banking scenario, therefore the present study is undertaken to fill the gap in the existing literature.

Scope Of The Study

The present study is conducted to examine the bankers' viewpoint towards the risk of outdated staff and lack of management expertise in the selected banks located in the area of Punjab, Chandigarh, Haryana, New Delhi and Rajasthan in India.

Research Objectives

The following are the specific objectives of the study:

- (i) To identify the factors responsible for risk of outdated staff and lack of management expertise in the selected banks.
- (ii) To examine the potential impacts of risk of outdated staff and lack of management expertise on the functioning of the selected banks.
- (iii) To analyze the measures to overcome the risk of outdated staff and lack of management expertise in the selected banks.

Research Hypotheses

The following null hypotheses have been formulated and tested to validate the results of the present study:

H₀₁: There is no significant difference among the bankers' viewpoint towards the factors responsible for risk of outdated staff and lack of management expertise in the selected banks.

H₀₂: There is no significant difference among the bankers' viewpoint towards the potential impacts of risk of outdated staff and lack of management expertise on the functioning of the selected banks.

H₀₃: There is no significant difference among the bankers' viewpoint towards the measures for overcoming the risk of outdated staff and lack of management expertise in the selected banks.

Research Methodology

Sample Profile

The population for the present study is the Indian banking sector, which is divided into three categories i.e. State Bank Group, Nationalized Banks and Private Sector Banks. State Bank of India (SBI), State Bank of Patiala (SBOP), State Bank of Bikaner and Jaipur (SBBJ) from the category of State Bank group; Punjab National Bank (PNB), Dena Bank (DENA), Oriental Bank of Commerce (OBC), Andhra Bank (ANDRA), and Syndicate Bank (SYNDI) from the category of nationalized banks; and HDFC Bank (HDFC), ICICI Bank (ICICI) and Axis Bank (AXIS) from the category of private sector banks were selected for the present study. A sample of 440 banks officials (40 from each bank) is taken on the basis of judgement sampling. Out of 440 respondents, 99 respondents (22.5 percent) are having the experience of less than four years, 140 respondents (31.8 percent) are having the experience of 5-8 years and 201 respondents (45.7 percent) are having the experience of more than 8 years. On the other hand, 317 respondents (72 percent) are postgraduates, 121 respondents (27.5 percent) are graduates and 02 (0.50 percent) are having professional qualification like CA, CS, etc.

Data Collection

The present study is of exploratory-cum-descriptive in nature. Accordingly both types of data i.e. primary and secondary were used. The primary data were collected with the help of pre-tested structured questionnaire on five point Likert scale i.e. Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A) and Strongly Agree (SA) from the officials of branches of the selected banks located in the areas of Delhi, Rajasthan, Haryana, Chandigarh and Punjab. On the other hand, secondary data were collected from journals, magazines, websites, reports of RBI and IBA, etc. Besides questionnaire,

interviews and discussion techniques were also used to unveil the required information.

Data Analysis

The collected data were analyzed through various descriptive and inferential statistical techniques like frequency distribution, percentage, mean, standard deviation, etc with the help of SPSS (18.0 version). For coding and editing the data, weights were assigned in order of importance i.e. 1 to Strongly Disagree (SD), 2 to Disagree (D), 3 to Neutral (N), 4 to Agree (A) and 5 to Strongly Agree (SA). Further, ANOVA (one-way) technique was used to test the research hypotheses and validate the results of the study. The reliability of the scale used for collection of data is evaluated by calculating the value of Cronbach alpha coefficient, which is 0.800 at 5 percent level of significance, so the scale is considered reliable.

Results And Discussions

Factors Responsible For Risk

As exhibited in Table 1 (A), lack of proper and timely training and development facilities is ranked as the most responsible factor in State Bank Group (Mean=4.05, SD=0.95), and outdated recruitment, selection, placement and promotion policies in Nationalized Banks (Mean=4.11, SD=1.15) and Private Sector Banks (Mean=4.24, SD=0.98), followed by outdated recruitment, selection, placement and promotion policies in State Bank Group (Mean=4.04, SD=1.00), and lack of proper and timely training and development facilities in Nationalized Banks (Mean=3.96, SD=0.97) and Private Sector Banks (Mean=3.89, SD=1.08). The mean score of all the statements, which is greater than 3.00, implies that most of the respondents agree with the factors responsible for the risk of outdated staff and lack of management expertise in the selected groups of banks. Statistically, ANOVA results show that the respondents in the selected groups of banks do not differ significantly towards the factors responsible for the risk of outdated staff and lack of management expertise at 5 percent level of significance; therefore the null hypothesis (H₀₁) is accepted. Further, the results of Post-hoc analysis (multiple comparisons) also show that there is no significant difference among the respondents viewpoint of the selected groups of banks towards the factors responsible for risk of outdated staff and lack of management expertise at 5 percent level of significance.

As revealed from Table 1 (B), taking all the selected eleven banks together, outdated recruitment, selection, training, placement and promotion policies (Mean=4.12, SD=1.07) is ranked as the most significant factor responsible for the risk of outdated staff and lack of management expertise, followed by lack of proper and timely training and development facilities (Mean=3.96, SD=0.99) and lack of abilities to fully understand the nature of technological upgrades used by the banks (Mean=3.82, SD=1.17). The mean score of all the statements, which is greater than 3.00, implies that most of the

respondents agree with the factors responsible for the risk of outdated staff and lack of management expertise in the selected banks. Statistically, ANOVA results show that the respondents in the selected banks differ significantly towards the outdated recruitment, selection, training, placement and promotion policies ($p=0.033$) as a factor responsible for the risk of outdated staff and lack of management expertise at 5 percent level of significance; therefore the null hypothesis (H_{01}) is rejected.

Impacts Of Risk

As indicated in Table 2 (A), poor implementation of new technology is ranked as the most significant impact on the functioning of all the groups of banks i.e. State Bank Group (Mean=4.25, SD=1.04), Nationalized Banks (Mean=4.17, SD=1.02) and Private Sector Banks (Mean=4.19, SD=1.04), followed by inability to provide ongoing support in State Bank Group (Mean=3.87, SD=1.06), Nationalized Banks (Mean=3.98, SD=0.97) and Private Sector Banks (Mean=4.00, SD=0.92). The mean score of all the statements, which is greater than 3.00, implies that most of the respondents agree with the impacts of the risk of outdated staff and lack of management expertise in the selected groups of banks. Statistically, ANOVA results show that the respondents in the selected groups of banks differ significantly towards high cost of providing service ($p=0.013$) as an impact of the risk of outdated staff and lack of management expertise on the functioning of the selected banks at 5 percent level of significance; therefore the null hypothesis (H_{02}) is rejected. Further, the results of Post-hoc analysis (multiple comparisons) also show that there is a significant difference among the respondents viewpoint of the State Bank Group and Private Sector Banks towards high cost of providing service ($p=0.011$) as an impact of risk of outdated staff and lack of management expertise at 5 percent level of significance

As revealed from Table 2 (B), taking all the selected eleven banks together, poor implementation of new technology (Mean=4.20, SD=1.03) is ranked as the most significant impact of the risk of outdated staff and lack of management expertise, followed by inability to provide ongoing support (Mean=3.95, SD=0.98) and poor quality of customer service (Mean=3.87, SD=1.07). The mean score of all the statements, which is greater than 3.00, implies that most of the respondents agree with the impacts of the risk of outdated staff and lack of management expertise in the selected banks. Statistically, ANOVA results show that the respondents in the selected banks do not differ significantly towards the impacts of the risk of outdated staff and lack of management expertise on the functioning of the selected banks at 5 percent level of significance; therefore the null hypothesis (H_{02}) is accepted.

Measures For Overcoming The Risk

As indicated in Table 3 (A), use of modern techniques of recruitment, selection, placement and promotion of staff and management is ranked as the most significant measure in all the groups i.e. State Bank Group (Mean=4.27, SD=0.99), Nationalized Banks (Mean=4.24, SD=0.92) and Private Sector

Banks (Mean=4.39, SD=0.80), followed by developing the corporate view of training and development as an ongoing process in State Bank Group (Mean=4.14, SD=0.91), Nationalized Banks (Mean=4.13, SD=0.97) and Private Sector Banks (Mean=4.08, SD=0.93). The mean score of all the statements, which is greater than 3.00, implies that most of the respondents agree with the measures for overcoming the risk of outdated staff and lack of management expertise in the selected groups of banks. Statistically, ANOVA results show that the respondents in the selected groups of banks do not differ significantly towards the measures for overcoming the risk of outdated staff and lack of management expertise at 5 percent level of significance; therefore the null hypothesis (H_{03}) is accepted. Further, the results of Post-hoc analysis (multiple comparisons) also show that there is no significant difference among the respondents viewpoint of the selected groups of banks towards the measures adopted for overcoming the risk of outdated staff and lack of management expertise at 5 percent level of significance.

As revealed from Table 3 (B), taking all the selected eleven banks together, use of modern techniques of recruitment, selection, placement and promotion of staff and management (Mean=4.29, SD=0.91) is ranked as the most significant measure for overcoming the risk of outdated staff and lack of management expertise, followed by developing corporate view of training and development as an ongoing process (Mean=4.12, SD=0.94), providing training to staff and management at planning stage (Mean=3.97, SD=1.09), providing training to staff and management at monitoring and control stage (Mean=3.90, SD=1.25) and providing training to staff and management at implementation stage (Mean=3.86, SD=1.15). The mean score of all the statements, which is greater than 3.00, implies that most of the respondents agree with the measures for overcoming the risk of outdated staff and lack of management expertise in the selected banks. Statistically, ANOVA results show that the respondents in the selected banks differ significantly towards developing the corporate view of training and development as an ongoing process ($p=0.003$) and providing training to the staff and management at monitoring and control stage ($p=0.034$) as measures for overcoming the risk of outdated staff and lack of management expertise at 5 percent level of significance; therefore the null hypothesis (H_{03}) is rejected.

Conclusion And Recommendations

To sum up, lack of proper and timely training and development facilities and outdated recruitment, selection, placement and promotion policies are found the most responsible factors responsible for risk of outdated staff and lack of management expertise in the selected groups of banks. Further, poor implementation of new technology and inability to provide ongoing support are the most significant impacts on the functioning of all the groups of banks. However, use of modern techniques of recruitment, selection, placement and promotion of staff and management, and developing the corporate view of training and development as an ongoing process are most adopted measures for

overcoming the risk of outdated staff and lack of management expertise in the selected groups of banks. It is recommended that banks should develop plans to bridge the gap between employee's existing skill sets and needed skill sets. The employees should be well informed why the new skills or skills enhancement is necessary. Such training and development programmes be supported that has measurable objectives and specified outcomes will be transferred back to the job. Management should have discussion with the employees to decide what growth and development opportunities can be offered to them.

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Table 1 (A): Factors Responsible for Risk of Outdated Staff and Lack of Management Expertise in Selected Groups of Banks

Factors	State Bank Group				Nationalized Banks				Private Sector Banks				ANOVA	
	N	Mean	S.D.	Rank	N	Mean	S.D.	Rank	N	Mean	S.D.	Rank	F	Sig.
Outdated recruitment, selection, placement and promotion policies	120	4.04	1.00	2	200	4.11	1.15	1	120	4.24	0.98	1	1.076	0.342
Lack of proper and timely training and development facilities	120	4.05	0.95	1	200	3.96	0.97	2	120	3.89	1.08	2	0.759	0.469
Absence of challenging opportunities to staff for growth and development	120	3.75	1.11	5	200	3.70	1.11	4	120	3.81	1.09	3	0.379	0.685
Lack of abilities to fully understand the new technology	120	3.76	1.12	4	200	3.67	1.09	5	120	3.73	1.17	5	0.301	0.740
Lack of abilities to fully understand the need of technological upgradation	120	3.81	1.18	3	200	3.85	1.18	3	120	3.78	1.16	4	0.122	0.885

Source: Survey, Note: * = Significant at 5 percent level, Degrees of Freedom (df) = 2,437

Table 1 (B): Factors Responsible for Risk of Outdated Staff and Lack of Management Expertise in the Selected Banks

Factors	N/P	Response						Descriptive Statistics			ANOVA	
		SD	D	N	A	SA	Total	Mean	S.D.	Rank	F	Sig.
Outdated recruitment, selection, placement and promotion policies	N	14	45	9	174	198	440	4.12	1.07	1	1.988	0.033*
	P	3.2	10.2	2.0	39.5	45.0	100.0					
Lack of proper and timely training and development facilities	N	16	36	23	237	128	440	3.96	0.99	2	0.916	0.518
	P	3.6	8.2	5.2	53.9	29.1	100.0					
Absence of challenging opportunities to staff for growth and development	N	19	68	22	227	104	440	3.74	1.11	4	1.529	0.126
	P	4.3	15.5	5.0	51.6	23.6	100.0					
Lack of abilities to fully understand the nature of new technology	N	17	78	23	218	104	440	3.71	1.12	5	1.118	0.347
	P	3.9	17.7	5.2	49.5	23.6	100.0					
Lack of abilities to fully understand the nature of technological upgrades used by the bank	N	32	48	13	220	127	440	3.82	1.17	3	0.942	0.494
	P	7.3	10.9	3.0	50.0	28.9	100.0					

Source: Survey, N=Number of Respondents, P=Percent, Degree of Freedom (df)=10,429, * = Significant at 5 percent level.

Table 2 (A): Impacts of Risk of Outdated Staff and Lack of Management Expertise in Selected Groups of Banks

Impacts	State Bank Group				Nationalized Banks				Private Sector				ANOVA	
	N	Mean	S.D.	Rank	N	Mean	S.D.	Rank	N	Mean	S.D.	Rank	F	Sig.
Poor implementation of new technology	120	4.25	1.04	1	200	4.17	1.02	1	120	4.19	1.04	1	0.201	0.818
Inability to provide ongoing support	120	3.87	1.06	2	200	3.98	0.97	2	120	4.00	0.92	2	0.607	0.545
Deficiencies in the system	120	3.70	1.22	5	200	3.90	1.04	4	120	3.79	1.11	5	1.152	0.317
Lack of reliability of staff and system	120	3.57	1.31	6	200	3.78	1.15	6	120	3.69	1.20	7	1.071	0.343
Delay in customer service	120	3.79	1.18	4	200	3.78	1.20	7	120	3.75	1.15	6	0.028	0.973
Poor quality of customer service	120	3.80	1.15	3	200	3.90	1.01	3	120	3.88	1.07	4	0.313	0.731
High cost of providing service	120	3.50	1.29	7	200	3.79	1.24	5	120	3.95	1.03	3	4.356	0.013*

Source: Survey, Note: * = Significant at 5 percent level, Degrees of Freedom (df) = 2,437.

Table 2 (B): Impacts of Risk of Outdated Staff and Lack of Management Expertise in the Selected Banks

Measures	N/P	Response						Descriptive Statistics			ANOVA	
		SD	D	N	A	SA	Total	Mean	S.D.	Rank	F	Sig.
Poor implementation of new technology	N	13	39	5	173	210	440	4.20	1.03	1	1.335	0.209
	P	3.0	8.9	1.1	39.3	47.7	100.0					
Inability to provide ongoing support	N	17	35	16	253	119	440	3.95	0.98	2	0.685	0.739
	P	3.9	8.0	3.6	57.5	27.0	100.0					
Deficiencies in the system	N	24	51	24	223	118	440	3.81	1.11	4	0.872	0.560
	P	5.5	11.6	5.5	50.7	26.8	100.0					
Lack of reliability of staff and system	N	28	77	11	207	117	440	3.70	1.21	7	1.051	0.400
	P	6.4	17.5	2.5	47.0	26.6	100.0					
Delay in customer service	N	32	52	19	215	122	440	3.77	1.18	5	1.009	0.435
	P	7.3	11.8	4.3	48.9	27.7	100.0					
Poor quality of customer service	N	15	59	16	227	123	440	3.87	1.07	3	1.149	0.324
	P	3.4	13.4	3.6	51.6	28.0	100.0					
High cost of providing service	N	30	65	16	200	129	440	3.75	1.21	6	1.701	0.078
	P	6.8	14.8	3.6	45.5	29.3	100.0					

Source: Survey, N=Number of Respondents, P=Percent, Degree of Freedom (df)=10,429, * = Significant at 5 percent level

Table 3 (A): Measures for Overcoming the Risk of Outdated Staff and Lack of Management Expertise in Selected Groups of Banks

Measures	State Bank Group				Nationalized Banks				Private Sector Banks				ANOVA	
	N	Mean	S.D.	Rank	N	Mean	S.D.	Rank	N	Mean	S.D.	Rank	F	Sig.
Use of modern techniques of recruitment, selection, placement and promotion of staff and management	120	4.27	0.99	1	200	4.24	0.92	1	120	4.39	0.80	1	0.997	0.370
Developing corporate view of training and development as an ongoing process	120	4.14	0.91	2	200	4.13	0.97	2	120	4.08	0.93	2	0.133	0.876
Providing training to staff and management at planning stage	120	4.02	1.20	3	200	3.93	1.05	3	120	4.00	1.03	4	0.349	0.705
Providing training to staff and management at implementation stage	120	3.92	1.16	4	200	3.78	1.14	5	120	3.95	1.16	5	1.029	0.358
Providing training to staff and management at monitoring and control stage	120	3.89	1.37	5	200	3.84	1.29	4	120	4.02	1.14	3	0.829	0.437

Source: Survey, Note: * = Significant at 5 percent level, Degrees of Freedom (df)=2,437

Table 3 (B): Measures of Risk of Outdated Staff and Lack of Management Expertise in the Selected Banks

Measures	N/P	Response						Descriptive Statistics			ANOVA	
		SD	D	N	A	SA	Total	Mean	S.D.	Rank	F	Sig.
Use of modern techniques of recruitment, selection, placement and promotion of staff and management	N	14	15	9	192	210	440	4.29	0.91	1	1.294	0.231
	P	3.2	3.4	2.0	43.6	47.7	100.0					
Developing corporate view of training and development as an ongoing process	N	15	24	10	235	156	440	4.12	0.94	2	2.683	0.003*
	P	3.4	5.5	2.3	53.4	35.5	100.0					
Providing training to staff and management at planning stage	N	18	48	15	204	155	440	3.97	1.09	3	1.803	0.058
	P	4.1	10.9	3.4	46.4	35.2	100.0					
Providing training to staff and management at implementation stage	N	21	61	17	198	143	440	3.86	1.15	5	1.697	0.079
	P	4.8	13.9	3.9	45.0	32.5	100.0					
Providing training to staff and management at monitoring and control stage	N	37	44	12	178	169	440	3.90	1.25	4	1.982	0.034*
	P	8.4	10.0	2.7	40.5	38.4	100.0					

Source: Survey, N=Number of Respondents, P=Percent, Note: * = Significant at 5 percent level, Degree of Freedom (df)=10,429

The Analytical Study on the Requirement of Future Employees from Human Resource Practices

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ABSTRACT

In the world of competition difference makes you competent to retain in global economic market. An industry required for its survival, infrastructure, assets, and management through employees with a market to sell and consumer to consume. The whole concept of business remains objective but constitution of any employee is subjective and depends on the policies of organization. Now, the days to retain the talented and hard working employees in the same organization is the toughest task of Human Resource Management (HRM), as the world is becoming more competitive and unstable than ever before. Schuler and Jackson (1987) defined HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members. Retaining and engaging employees with the organization is the biggest challenge which is facing by HR personals and to cope up with the problem the new HR practices should have to comply. The organization has to change, renew its HR policies and have to give maximum benefit to its employees because in the era of globalization the employees not only bother about its remuneration but also the different benefits like training facilities, carrier development, flexible work hours, work from home etc. The researcher devotes themselves towards the new HR practices which an employee needs and required from this globalised employers.

Keywords: *Human resource management, HR Practices, Future Employees*

1. Introduction

In the world of development, one can develop if he prove himself best or best amongst them, the ancient rule of survival of the fittest always work in the industrial life. For the survival the industry has to change their policies, work culture, HR practices otherwise employees will go for the best and it will lose the quality input. However organizational innovation becomes an essential weapon for organizations to challenge in this challenging business environment. Interestingly working on this theory, Malaysia manufacturing firms strive to transform their business model from labor-intensive to knowledge-intensive, which aim to immerse themselves in higher value added activities such as, developing new products, processes, and services, to continual sustain the competitiveness within the rivalries¹.

Organization is a mixture of Employer, employees, infrastructure and assets but everything is useless if an organization does not have good hands to work and how to have good hands and to retain them within the organization are through effective human resource management (HRM) practices. The research will examine the direct relationships between HRM practices (performance appraisal, career management,

training, reward system, and recruitment) and organizational innovation (product innovation, process innovation, and administrative innovation)². The regression results showed that HRM practices generally have a positive effect on organizational innovation. Specifically, the findings indicate that training was positively related to three dimensions of organizational innovation (product innovation, process innovation, and administrative innovation). Performance appraisal also found to have a positive effect on administrative innovation. Additionally, this study also demonstrates that training and performance appraisal, are positively related to knowledge management effectiveness. Knowledge management effectiveness fully mediates the relationship between training and process innovation, training and administrative innovation, and performance appraisal and administrative innovation³.

2. Objectives Of The Study

1. To analyze about the importance of Human Resource management.
2. To decide whether employee, employer relationship matters or not.
3. To study different factors who are responsible for a strong relationship between employer and employees.
4. To examine future perspective of human resource management.

3. Human Resources Practice: Meaning And Functions

A successful business involves more than just making profit; it also means being able to manage the people that make it all possible – the employees⁴, to establish this relationship a well-defined set of Human Resources (HR) practices should be in place. To maintain a good bonding of employer-employee relationship a strong bridge through legal and ethical practices should be maintained and this is only possible by a strong human resource system. The best human resources practices produce the most effective and proficient methods of achieving any object or task for a business. The most efficient human resources practices include legal requirements and organizational development, capable leadership in the form of a human resources executive or players with experience in employee matters. A successful human resources manager will have both the on-the-job experience and education to effectively lead the personnel efforts of a company. In addition, it is important that the company leadership allow an equal place at the table for human resource operatives to best fall in line with company goals⁵. To maintain resource of a business house is the major function of Human resources management. But human resource management is completely different with human resource practices. The primary functions are comprised of transactional motions that can be handled in-house or effortlessly outsourced, but practices are part implementation of an HR strategy, part conceptual, comprised of systems that follow the regular or customary way of doing business. Human resources transactional functions include benefits administration, record keeping and new employee and payroll processing. The extent to which HR department staff handles these transactional functions depends on

their expertise, size of the workforce and the departmental budget. In many cases, the department's budget can support outsourcing these transactional functions, thus leaving time for HR staff to devote its attention to HR strategic management instead of focusing on personnel administration-type duties⁶.

3.1. Recruitment and Selection

The primary function of HR is to recruit people and add members to the business family. For instance, employers that recognize the value of workplace diversity embrace recruitment practices designed to attract a diverse applicant pool. Recruitment practices underlie recruiting activities and functions such as sponsoring career fairs at colleges and universities with diverse student populations, advertising job vacancies across several venues to reach a broad audience⁷. They advertise job postings, source candidates, screen applicants, conduct preliminary interviews and coordinate hiring efforts with managers responsible for making the final selection of candidates⁸.

3.1.2 To balance Work-Life

The next function of HR is to implement flexible work schedules, to provide employees with telecommuting options and to train supervisors to spot signs of workplace stress and try to reduce it. However, these functions ultimately produce a results-oriented work environment as they enable greater efficiency.

3.1.3 To provide Training and Development

The next function of HR management is to provide training and develop which include new-employee orientation, leadership training, job skills training and professional development. These activities improve employees' job skills in their current positions and equip them with skills and expertise for cross-functional work that can increase their value to the organization. Professional development supports an organization's succession planning strategy by preparing future leaders for higher-level jobs and more responsibility⁹. The Employers should provide employees with the tools required for their success which, in so many cases, means giving new employees widespread orientation training to assist them transition into a new organizational culture. Programs such as tuition assistance and tuition reimbursement programs often are within the purview of the HR training and development area¹⁰.

3.1.4 To provide compensation

The function of HR management is also to decide compensation and avail benefits to employees. However, a look at compensation by itself offers a clearer picture of HR management practices because employee wages comprise up to 70 percent of an employer's cost to operate her business, according to a 2011 white paper produced by DBS queered for World at Work, an Arkansas-based compensation consulting and software development firm¹¹. On the compensation side, the HR functions include

setting compensation structures and evaluating competitive pay practices. Payroll can be a component of the compensation and benefits section of HR; however, in many cases, employers outsource such administrative functions as payroll¹².

3.1.5 To strengthen Employee & Employer Relations

Strong relationship gives strength to a union; it also applies to employer and employee relationship. In a unionized work environment, the employee and labor relations functions of HR may be combined and handled by one specialist or be entirely separate functions managed by two HR specialists with specific expertise in each area¹³.

3.1.6 To conduct dismissal and redundancy

The HR Department has another function which concludes their job i.e. to take firm actions against employees who are not fulfilling the organizational code of conduct, ethics', rules and regulations. Sometimes, an organization may no more necessitate the services of an employee and wants to dismiss the employee. The employee may be made redundant. HR Department has to see that organizational and government regulations are being followed in this process¹⁴.

The HR Department is a mediator and develops a strong bond between employer and employee, they involved in designing the Job analysis and Job description for the prospective vacancies. In relatively HR is responsible for employees and specifies the duties, responsibilities, contributions and outcomes needed from a position, required qualifications of candidates, and reporting relationship and co-workers of a particular job¹⁵.

4. Human Resource Management And Modern Policies

Traditional policies are always helpful but new changes reserve a good place for proper development. In the same stream line even HR management has to have some modern policies, so that an industry will not lose its worthy family members. Presenting some of the policies for a modern HR management:-

4.1 Developing advanced workforce planning capabilities- The first policy is development of an advanced workforce. “High-impact HR organizations incorporate sophisticated forecasting and workforce analytics into their processes. This enables them to translate company-wide talent, business data and external workforce segment data into workable insights that they can use and share with business leaders¹⁶.”

4.2 Implementing the “right” HR philosophies: - The next dimensions towards the modern policies are about the implementation of right HR philosophies. The HR organizations tend to commit

themselves to making work environments that facilitate employees to thrive both as contributors and as individuals to business success. They strive to create positive employee environments, and clearly communicate these expectations in the HR philosophy and mission. The most effective philosophies focus on fostering innovation and collaboration, or creating the best place to work, while the least effective philosophies focus narrowly on efficiency or cost-cutting efforts.”¹⁷

4.3 Implementing flexible HR organization design:- the next one is the implementation of flexible organization design for the safety and security of its members. Like earthquake- proof buildings, they are structured to allow adaptive movement if the ground shifts. No overall HR structural model (centralized, decentralized or a combination of the two) in itself emerged as a predictor of HR success¹⁸. With fancy organization charts and designs an organization should also provide a culture which recognizes the need to familiarize you when business needs and challenges change.

4.4 Improving employee-facing HR systems: - the other change which an organization adopts through HR policy is towards the improvement in employee facing HR system where members of the organization are comfortable and can provide community-building and self-service elements. Web-based recruitment tools, knowledge-sharing portals and management dashboards let various HR stakeholders and clients find what they need when they need it¹⁹. HR roles with user-friendly client systems are observed as twice as effective and resourceful as functions that do not invest in this benefit.”

4.5 Outsourcing employment

Outsourcing is a modern approach in which company hire someone from outside the company to perform tasks that could be done internally²⁰. There are numerous HR concerns with respect to outsourcing, not the least of which is that if human resources are likely to be defeated their jobs when the work is outsourced, morale and efficiency can drop rapidly. The high-impact HR organizations use outsourcing to facilitate their internal members to majorly focus on things that cannot be outsourced, for example developing custom solutions for business managers and building business relationships.

5. Future Perspective Of HR Policies

With dynamism the industry can run smoothly, the HR makes balance through different positive policies which allows makes a perfect balance between the employer and employees. However there are some of future perspectives with respect to enhance this relationship. Let's discuss in detail:-

5.1 Six Sigma: the first one is six sigma, in this perception the six rules will work all together such as, Cultural Change, Training, Management commitment & involvement, Organizational Infrastructure, Linking Six Sigma to human resource, Linking six sigma to business strategy²¹. They

may contemplate on such aspects as training & leadership selection, enabling employees to focal point on declining the non-value added time. It must recognize high potential employees.

5.2 Human Resource Department Practices in Globalization: the next perspective is towards the personal choices of employees for instance repositioning and orientation. The International HRM places specific emphasis on a number of functions and responsibilities such as relocation and translation services to help employees adapt to a fresh and different environment outside their domiciled country. Everyone needs to be sheltered from career development risks, culture shock and re-entry problems.

- a) Selection of employees requires careful evaluation of the personal characteristics of the candidate and his/her spouse.
- b) Training and development extends beyond information and orientation training to include sensitivity training and field experiences that will enable the manager to understand cultural differences better.
- c) To balance the pros and cons of home country and host country evaluations, performance evaluations should combine the two sources of appraisal information.
- d) Compensation systems should support the overall strategic intent of the organization but should be customized for local conditions.

6. Conclusion And Suggestion

The objective of the present study is to examine the direct and indirect relationship between HRM practices and organizational innovation, via knowledge management effectiveness. The results measured in this showed that HRM practices have a noteworthy positive impact on organizational innovation. However, the knowledge management effectiveness has a significant effect on connection between HRM practices and organizational innovation. Human Resource Department is no different than other characteristics of a business house in being able to deliver noteworthy benefits to the company. When reviewing an HR Dept., it becomes crystal clear that it is the brain of a business where all the leading decisions develop. HR management might be misunderstood as it functions as all corporate departments, yes it is but it is the most obligatory one. Those who work in Human Resource are not only accountable for hiring & firing, them also hander getting in touch with job references and administrating employee benefit. HR people has to see and make it comfortable for other family members that they are Employees are human, not commodities.

The HR dept. should construct competitive advantage by building strong leaders, strong organizations, strong managers, strong teams, & last but not the least strong employees. HR people need to be a lot more imaginative and creative in the way they do things. The approach of “one size fits all” will not work anymore in this WIFI world. HR department of today needs to see the talent of tomorrow. The

management of people which is an important function of the HR Department plays an important role in building strong financial performance of an organization. The HR department has to respond proactively to the organizations demands by evaluating the strategies of the different branches as well as to their goals. In implementing a balanced scorecard system an organization goes through four-phases:

1. Strategic Focus – Refine and commit to the organizations' strategy

2. Assessment – 4 steps are involved in this phase

- a) Audit measures
- b) Develop new measures as needed
- c) Apply new measures d) Analyze and report

3. Change Planning and Implementation – Implement improvement plans

4. Continuous Improvement –

- a) Track metrics
- b) Continue improvement
- c) revisit scorecard cascade²²

The HR management has to face several challenges to meet their objectives which give them tough challenge to compete their dreams, the challenge like unclear objectives, unjustified trust in informal feedback systems, too many measurement systems within an organization and entrenched management systems.

¹Cheng Ling Tan and Aizzat Mohd Nasurdin, “Human Resource Management Practices and Organizational Innovation: Assessing the Mediating Role of Knowledge Management Effectiveness”, The Electronic Journal of Knowledge Management Volume 9 Issue 2 (pp155-167), available at: www.ejkm.com

²Ibid.

³Id.

⁴Wise geek, What are the Best Human Resources Practices?, available at: <http://www.wisegeek.com/what-are-the-best-human-resources-practices.htm>

⁵Id.

⁶Ruth Mayhew, Demand Media, “Functions & Practices of Human Resource Management”, available at: <http://smallbusiness.chron.com/functions-practices-human-resource-management-59787.html>

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⁸John Hollon, “New Study: The Top 10 Best Practices Of High-Impact HR Organizations”, available at: <http://www.ere-media.com/tlnt/new-study-the-top-10-best-practices-of-high-impact-hr-organizations/>

⁹Supra note 8.

¹⁰Supra note 9.

¹¹Supra note 8.

¹²Supra note 9

¹³Ibid.

¹⁴Ibid.

¹⁵Ibid.

¹⁶Ibid

¹⁷Ibid

¹⁸Ibid.

¹⁹Ibid.

²⁰Ibid.

²¹Supra note 8

²²What are the emerging trends of Human resource management?, available at: <http://www.bayt.com/en/specialties/q/149008/what-are-the-emerging-trends-of-human-resource-management/>

Job Satisfaction among Management Faculty members of Nagpur Region

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ABSTRACT

This paper focuses on job satisfaction among Management faculty members of Nagpur region. Twenty dimension of job satisfaction—working environment, pay, cooperation of peers, delegation of work opportunity for growth, level of stress, fairness of rewards, delegation of authority, opportunity for advancement, job security, etc.—were finalised as relevant for the after extensive literature review. Job satisfaction was measured for each dimension on a five-point Likert scale with the help of a questionnaire which was filled by 50 Management Faculty members. The objective of this study was to measure gender-wise job satisfaction of Management Teachers and also to measure the significant difference between satisfaction level according to their experience. The mean job satisfaction level was below average specially on few dimensions like job security, delegation of authority, grievance mechanism of the institute, fair rewards and quality of students. So colleges of Nagpur region should take measure to improve the satisfaction level on these dimensions.

Key Words: Job Satisfaction, Management teachers, dimensions of job satisfaction.

1. Introduction

Work plays a prominent role in our lives. It occupies more time than any other single activity and it provides the economic basis for our lifestyle. Satisfaction with work or job is generally defined as the employee's general attitude towards his or her job, management and the organization (Mehta, 2012).

Behavior of employees at work is an important factor in organizational growth. Higher financial benefits can be realized by organizations when the employees are committed. A satisfied workforce is essential for the success of organizations and their businesses. Dissatisfied employees make organizations dysfunctional in businesses, damaging their financial performance. Such employees, when unattended, do not have loyalty towards their organizations and therefore, cannot deliver profits. They endanger the very existence of their organizations, jeopardizing the creation of national wealth in the long run. Therefore, making employees behave in a desired manner is extremely important for managers. The latter use incentives, rewards, grievance mechanisms, corporate pep talks and several other measures to achieve the desired results through their subordinates (Kochar, 2008).

Job satisfaction is an affective, cognitive or attitudinal response to work with significant organizational outcomes (Spector, 1997). It has been defined as the extent to which people enjoy their jobs (Fritzsche and Parrish, 2005). According to Weiss and Cropanzani (1996), job satisfaction represents a person's evaluation of the job and the work context. It captures the most popular view that job satisfaction is an evaluation and represents both belief and feelings. Job satisfaction has been defined as the extent to which an employee has favorable or positive feelings about work and work environment (De Nobile, 2003). In general, researchers perceive job satisfaction as a general attitude, rather than specific or actual (Jex, 2002).

2. Literature review

Several researchers have predicted Emotional intelligence at work has a great influence on the level of job satisfaction and in turn on work performance (Samvitha, Jawahar, et al., 2012). Both women and men perceive that their job satisfaction is influenced by the institutional leadership and mentoring they receive, but only as mediated by the two key academic processes of access to internal academic resources (including research-supportive workloads) and internal relational supports from a collegial and inclusive immediate work environment (Bilimoria et al., 2006).

Research on teachers' job satisfaction suggests that educators are most satisfied from the teaching itself and their supervision and dissatisfied from their salary and promotional opportunities (Oshagbemi, 1999; Dinham and Scott, 2000; and Koustelios, 2001). Another study shows that there is a strong direct effect of department climate on outcomes suggesting that department climate is an important factor for universities to consider when attempting to improve faculty job satisfaction and intentions to quit. The second important finding of the same study was that while gender influences job satisfaction and intention to quit this relationship is completely mediated by department climate.(Callister, 2006). Motivators such as recognition and opportunities for growth can lead to satisfaction and motivation, factors of hygiene such as technical supervision can keep away the dissatisfaction (Herzberg et al., 1959; and Bartol and Martin, 1998). Teachers enter the teaching profession for intrinsic factors. Very few teachers enter the profession for extrinsic factors such as salary, benefits, or prestige (Choy et al., 1993). Kleckman and Loadman (1999) reported on the following aspects of teaching: opportunities for professional advancement, level of personal/professional challenge, level of professional autonomy/decision-making authority, general work conditions, interactions with colleagues and interactions with students. Along with Extrinsic and Intrinsic factors, demographic factors also play a vital role in determining the level of job satisfaction. As per the experience and qualification the teaching staff are to be designated and given a proper pay scale as per the norms since the study reveals the concept that the work related factors have an association with the level of job satisfaction.(Celia, 2012). Job satisfaction manifests as three meta dimensions, i.e., 'balance', combining three dimensions

for the prevention of dissatisfaction (working environment, pay, and cooperation of peers), and four dimensions for enforcement of motivation (delegation of work, opportunity for growth, delegation of authority, and opportunity for advancement); 'commensuration' representing higher rewards for higher level of stress; and 'security', meaning job security (Kochar, 2012). There is a need to develop high level achievement motivation in teaching faculty. To enhance quality performance, achievement motivation and job satisfaction of teaching faculties of private and public sector higher educational institutions, workshops, seminars and conferences needs to be arranged with practical implications.(Munaf, 2008).

3. Objectives of Study:

- To study various dimensions of Job satisfaction.
- To study gender-wise satisfaction level of Faculty members of Management colleges in Nagpur.
- To study relationship between academic experience of faculty members and their satisfaction level on dimensions of Job satisfaction.
- To study relationship between the different dimensions of Job satisfaction level.

4. Methodology:

For this study the sample consists Faculty members from Management colleges of Nagpur City. A sample of 50 Faculty was taken into consideration. The convenient sampling technique was used for this purpose. The sample design was as follows:

gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
male	30	60.0	60.0	60.0
female	20	40.0	40.0	100.0
Total	50	100.0	100.0	
Experience				
	Frequency	Percent	Valid Percent	Cumulative Percent
less than 5 years	15	30.0	30.0	30.0
5 to 10 years	30	60.0	60.0	90.0
10 to 15 years	5	10.0	10.0	100.0
Total	50	100.0	100.0	

Dimensions of Job satisfaction taken for this study were based on Literature review, consultation and discussion with various faculty members. The following dimensions were taken for the present study:

• Work Environment
• Co-operation of Peers
• Delegation of Work
• Opportunity for Growth
• Level of Stress
• Fair Rewards
• Delegation of Authority
• Opportunity for Career Advancement
• Job Security
• Quality of Students
• Relationship with Top Management
• Communication Process
• Relationship with Students
• Recruitment Practices
• Attention paid to suggestion
• Infrastructure facilities
• Variety in work
• Fair Compensation Package
• Appraisal System
• Grievance Mechanism

The faculty members were made assured that the information given by them will kept confidential and would be used only for the research purposes. The above dimensions were measured on five point Likert scale(1 denotes Extremely dissatisfied to 5 for Extremely satisfied).

Statistical Technique

The study tried to analyse significance difference between job satisfaction level of female and male faculty members using T test. One way ANOVA has been used to analyse whether Job satisfaction level differs according to no. of years of academic experience they carries. Finally to investigate the relationship amongst different dimensions of job satisfaction chosen for this study Pearson correlation has been used.

Null Hypothesis (H₀):

1: There is insignificant difference between satisfaction level on dimensions of Job satisfaction of male and female faculty members.

2: There is independent relationship between Job satisfaction level and Academic experience of Faculty members.

3: There is no relationship between different dimensions of Job satisfaction chosen for the study and they are independent.

Data Analysis:

The mean Job Satisfaction of the Management Teachers in Nagpur is found to be 2.7290. None of the teachers has secured highest level of job satisfaction as the mean scores on different dimensions are between 3.80 and 1.90, depicting that all is not well in their job. Most of the management teachers in Nagpur are satisfied on Co-operation of Peers which reflects good team work. This study shows that The Management teachers in Nagpur doesn't feel secured about their job, also they are least satisfied with the quality of students taking admission in their respective colleges. It was found during the study that there is no proper Grievance Redressal system in management colleges of Nagpur.

Sr. No.	Dimensions	Mean	Sr. No.	Dimensions	Mean
1	Work Environment	3.7000	11	Relation with Top Management	3.2000
2	Co-operation of Peers	3.8000	12	Communication Process	2.8000
3	Delegation of Work	2.8000	13	Relationship with Students	3.5400
4	Opportunity for Growth	2.9000	14	Recruitment Practices	2.7000
5	Level of Stress	2.8000	15	Attention paid to suggestions	3.2000
6	Fair Rewards	2.1000	16	Infrastructure Facilities	3.3000
7	Delegation of Authority	2.1000	17	Variety in Work	3.1000
8	Opportunity for Career Advancement	2.5400	18	Fair Compensation Package	2.2000
9	Job Security	1.9000	19	Appraisal System	2.1000
10	Quality of Students	1.9000	20	Grievance Mechanism	1.9000
Mean Job Satisfaction = 2.7290					

Table 1.1 Mean Satisfaction on dimensions

To test the First Null Hypothesis i.e. "There is insignificant difference between satisfaction level on dimensions of Job satisfaction of male and female faculty members" Independent Sample t-test was used by taking Alpha value of 0.05. This study shows that satisfaction level of dimensions like Co-operation from Peers, Delegation of Work, Fair Rewards, Job Security, Quality of Students, Relationship with Top Management, Relationship with students, Recruitment Practices, Variety in work, Fair Compensation and Grievance Mechanism is indifferent between Male and Female management teachers. Whereas the satisfaction level of other dimensions like Work Environment, Opportunity for growth, Level of Stress, Delegation of Authority, Career Advancement, Communication Process, Attention paid to suggestions, Infrastructure facilities and Appraisal system show a significant difference between Male and Female Management teachers of Nagpur.

Relationship of Satisfaction Level of dimensions between Male and Female		
Dimensions	Significance Level	H0 Accepted/Rejected
Work Environment	0.006	Rejected
Co-operation from Peers	0.63	Accepted
Delegation of Work	0.77	Accepted
Opportunity for Growth	0.005	Rejected
Level of Stress	0.048	Rejected
Fair Rewards	0.293	Accepted
Delegation of Authority	0.293	Rejected
Career Advancement	0	Rejected
Job Security	0.005	Accepted
Quality of Students	0.589	Accepted
Relationship with Top Management	0.193	Accepted
Communication process	0	Rejected
Relationship with students	0.18	Accepted
Recruitment Practices	0.779	Accepted
Attention paid to suggestions	0.048	Rejected
Infrastructure facilities	0.027	Rejected
Variety in work	0.55	Accepted
Fair Compensation	0.56	Accepted
Appraisal System	0	Rejected
Grievance Mechanism	0.222	Accepted
Alpha Value = 0.05		

Table 1.2 Relationship of Satisfaction Level of dimensions between Male and Female

To test the Second Null Hypothesis i.e. “There is independent relationship between Job satisfaction level and Academic experience of Faculty members” One Way ANOVA test was conducted by taking Alpha value of 0.05. This study shows that satisfaction level of dimensions like Work Environment, Co-operation from Peers, Delegation of Authority, Job Security, Relationship with Top Management, Relationship with Students, Recruitment practices, Variety in work, Fair Compensation, Appraisal System and Grievance Mechanism is independent of Academic Experience of Management teachers. Whereas the satisfaction level of other dimensions like Delegation of Work, Opportunity for Growth, Level of Stress, Fair Rewards, Quality of students, Communication process, Attention paid to suggestions & Infrastructure Facilities depends on Academic experience of Management Teachers of Nagpur.

Relationship of Satisfaction Level of Variables with Work Experience		
Variables	Significance Level	H0 Accepted/Rejected
Work Environment	0.56	Accepted
Co-operation from Peers	0.164	Accepted
Delegation of Work	0	Rejected
Opportunity for Growth	0	Rejected
Level of Stress	0	Rejected
Fair Rewards	0	Rejected
Delegation of Authority	0.139	Accepted
Career Advancement	0.069	Accepted
Job Security	0.446	Accepted
Quality of Students	0.04	Rejected
Relationship with Top Management	0.733	Accepted
Communication process	0.031	Rejected
Relationship with students	0.244	Accepted
Recruitment Practices	0.791	Accepted
Attention paid to suggestions	0.046	Rejected
Infrastructure facilities	0	Rejected
Variety in work	0.018	Accepted
Fair Compensation	0.164	Accepted
Appraisal System	0.139	Accepted
Grievance Mechanism	0.318	Accepted
Alpha Value = 0.05		

Table 1.3 Relationship of Satisfaction Level of Variables with Work Experience

It is observed through applying Person Correlation on the data gathered by this study that Satisfaction level on Opportunity for Growth has a very strong co-relationship with Delegation of Work. Likewise Attention paid to suggestions has a very strong co-relationship with Communication process.

On the other hand Satisfaction level on work environment has negative co-relationship with Level of Stress, Delegation of Authority, Career Advancement, Job security, Infrastructure facilities, Fair Compensation, Appraisal System and Grievance Mechanism. Negative Co-relationship was also found between Delegation of Work and Job Security & Quality of Students; Opportunity for growth with Quality of students; Level of Stress with Fair Rewards, Quality of students, Relationship with Top Management, Communication process, Relationship with students, Fair compensation & Grievance mechanism; Delegation of Authority with Quality of Students & Relationship with Top Management; Career Advancement with Communication process; Job security with communication process; Quality of students with recruitment process & infrastructure facilities; Communication process with Infrastructure facilities & Appraisal system; and Attention paid to suggestion with Appraisal System. (Annexure)

Conclusion:

Through this study it can be concluded that management teachers at Nagpur are not fully satisfied with their Jobs. There are few dimensions of Job Satisfaction on which the mean satisfaction was measured above average, they were Variety in Work, Infrastructure Facilities, Attention paid to suggestions, Relationship with Students, Co-operation of Peers & Co-operation of Peers, but for all other dimensions the satisfaction level measured were below average. So measures should be taken to improve the satisfaction level, otherwise teaching quality may get hampered because of de-motivation. This study also shows that satisfaction level differs according to the number of years of experience a management teacher have. Few dimensions of Job satisfaction shows that satisfaction level differs between male and female teachers.

Limitations and Future Research:

This study was confined to only Nagpur and only 50 Faculty members were taken for the study so the findings cannot be generalized. The dimensions taken for the study were based on previous researches, but new dimensions of job satisfaction would have been come out if interview of these faculty members would have been taken. These limitations were faced because of the limited time and resources during the study. Further study can be done on a larger scale, covering more cities and colleges. Level of satisfaction can also be studied on different levels of experience.

Annexure: Table of Pearson Correlation between various dimensions of satisfaction

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Influence Of Globalization Towards Women Human Rights.

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ABSTRACT

: Globalization is an umbrella term for a complex series of economic, social, technological, cultural and political changes seen as increasing interdependence, integration and interaction between people. Any search for justice is based upon identifying values, including relationships with others, which are viewed as so critical to the well-being of humanity and the character of being human that they are eventually institutionalized as rights. If globalization is conceived as turning, The whole world into one global village, in which people are increasingly interconnected and all the fences or barriers are removed, so that the world witnesses a new state of fast and free flow of people, capital, goods and ideas then the world would be witnessing unprecedented enjoyment of human rights everywhere because globalization is bringing prosperity to all the corners of the globe.

Key words: Globalization, Rights, Working, Women

1. Introduction And Review

The 21st century epitomizes the era of globalization, witnessing massive exchanges of economic activities, human movements, and information flows across borders. Accordingly, globalization affects different dimensions of life, including women's standing and welfare. This focus on economic integration and women's employment raises the question of how certain types of economic reform affect particular forms of women's rights and welfare. It is not surprising to observe very different outcomes across countries, depending on their economic and industrial structures. In other words, this approach focusing on economic globalization and female employment can provide the answer to the question of whether certain economic reforms could create an economic structure favorable to labor activities typically provided by women, and in addition, if such increases in demand could push up the price of female labor. However, it does not answer an arguably more fundamental question, that being whether globalization can eventually reduce the causes of gender discrimination, improve women's fundamental rights and generally empower women. To address this issue, one should look beyond the impact of globalization on women's economic activities – wages and employment – and examine whether globalization can enhance 'women's status' or 'women's rights', which allow women better access to resources and ensure their standing in legal and social institutions without discrimination (Morrisson and Jütting 2005).

Globalization improves women's economic rights in the form of employment and wages. Proponents of globalization argue that trade positively affect women's employment opportunities in developing countries, due to their comparative advantages. In other words, developing countries have a comparative advantage in labor-intensive goods, thus demand for female labor would increase in order to keep price competitiveness in international trade, as female wages are generally lower. Indeed, many empirical studies find a positive association between export-oriented manufacturing and women has increased share in paid employment (Chow 2003; Fontana and Wood 2000). The literature clearly suggests contradicting results. On the one hand, globalization may benefit women in general by reducing gender differences in employment and wages if accompanied with subsequent economic growth due to the relatively flexible accommodation of females into the labor forces of integrated economies (Tzannatos 1999). On the other hand, export-led growth, based on ever-growing competition and price cuts, may increase the divide between the winners and losers of globalization, which could negatively affect women's welfare given women's vulnerability in society (Berik 2000). While disagreeing on the potential effect of economic integration, both arguments seem to unanimously conclude that additional efforts such as the promotion of female education and reduction of feminized poverty are required in order for economic integration to generate a positive impact on women's empowerment. Economic globalization itself is not a driving force in improving women's economic rights because the interests of global capital are not necessarily to empower women but rather likely to utilize their labor forces in order to maximize competition (Sen 2001; Catagay and Ertürk 2004). Economic globalization will not improve women's social and political rights ensuring gender equality in private and public spheres, potential increase in female participation in economic activities, is generated by capitalists' need for cheaper labor (Sen 2001). Which may not lead to an improvement in women's fundamental rights, especially if a women's role is merely seen as a provider of cheap labor or a supplement to male labor? This type of globalization may set women's role in the society as inferior to the male role and therefore women's rights beyond the scope of employment would not be improved. Sen predict that economic globalization does not increase women's rights in the social, political, and institutional dimensions as these rights are not directly related to the interests or needs of the market. Furthermore, social globalization tends to decrease cultural gaps across countries because people are now more exposed to different cultures. As women's rights are deeply grounded in culture and value systems (Simmons 2009), cultural exposure to, and proximity with other diverse cultures can have a positive impact in reducing discriminatory cultural practices against women. Economic Globalization Index a composite indicator measuring actual flows and restrictions (Dreher 2006), in order to find whether the main findings are robust to the choice of globalization measurements. With the alternative indicator, the impact of social globalization Is still significant and positive for women's economic and social rights, the result in line with the main findings. Women power over resources, economic participation and decision-making and political participation. In this study, an attempt has been made to

assess the Influence of globalization towards women human rights.

Methodology

Both the primary and secondary data has been used for the study. Primary data has been collected from 800 women selected through purposive random sampling technique and consisted of employed, self-employed and housewife category. Due care has been taken to include both rural and urban women. The information was collected through a structured questionnaire designed for the purpose and questions included background knowledge about globalization, impact on women education, role in decision-making etc. The response were received on a five point scale where 1 was strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 was strongly agree. The data thus collected has been tabulated, analyzed and interpreted as per the needs of the study.

Result and Discussion

Table 1 reveals that the working status for working women in rural area with mean score of 3.76. Whereas they agree globalization makes women aware about their rights. It indicates that through globalization. Women are given information how to use their rights in the society so that they can feel comfort. Whereas the mean score of 3.63 in Urban area indicating that women are coming to make themselves aware about their basic rights so that their lives can become relaxed. The overall mean score of 3.70 shows positive response where women are coming to know their status in the society taking advantage of their basic rights.

It is found that working status for working women is rural area with mean score of 3.83 where they believe global social movement of human rights is affirming women equality. It indicates that women are taking part in huge numbers in organization to boost their morals so that they can feel fully comfort whereas the mean score of 3.45 in Urban area indicating that women are being taught to participate in any social related activities so that their standard of living may get improved. The total mean score of 3.64 shows positive response where women show positiveness to attend the seminars organized by different organizations.

It is found that working status of working women in rural areas with mean score of 3.56 where they agree education provides societal awareness regarding gender issues and women human rights. It indicates that education increases societal awareness due to which gender disparity and women human rights are redressed with ease whereas mean score 3.36 in Urban area indicating that education has great significance to make women aware regarding of their rights and gender issues. The total mean score of 3.46 shows a positive response where education given to women, so that gender issues and rights can be discussed effectively.

Table 2 shows that working status of housewives in rural area with mean score of 3.87 where they believe globalization makes women aware about their rights. It indicates that awareness is being delivered to them so that they can become conscious of their basic rights. Whereas the mean score of 3.63 in urban area where women are coming forward to get themselves aware regarding their basic privileges so that they can feel comfort. The total mean score of 3.75 indicates positive response towards their basic rights.

It is found that working status of working housewives with mean score of 3.73 in rural area where they agree global social movements of human rights are affirming women equality. It indicates that women are coming to take part in social related movements so that they boost their morals. Whereas mean score 3.61 indicates that various seminars are being conducted to aware them about their basic rights. The overall mean score 3.67 shows positive response where societal awareness is given to women.

The data reveals that working status of working housewives in rural area with mean score of 3.92 where they agree globalization has reinforced many existing gender inequalities so that women can know their status in the society regarding their rights. Whereas mean score 3.59 in urban areas, which indicates that education provides societal awareness regarding gender issue and implementation of basic rights. The total mean score of 3.75 shows positive response where genders in equalities are being reduced due to globalization.

Table 3 reveals that working status of self-employed in rural area with mean score of 3.90 where they believe global social movement of human rights is affirming women equality it indicates that women are given equal rights and equal shares by taking part in various programmes organized by different organizations. Whereas the mean score found 3.68 in Urban areas, where women are interested to get themselves involved in social movement of human rights so that they feel comfort. The total mean score 3.79 indicates positive response towards their equality.

It is found that the working status of self-employed women in rural area with mean score of 3.48 where they believe education promotes societal awareness gender issues and women human rights. It indicates that education promotes social related awareness regarding their back rights so that gender-based issue can be redressed. Whereas low mean score of 2.63 in urban, which indicates, that women are not fully aware regarded to their social related issues. The overall mean score of shows positive response where gender issues of women are redressed in the best way.

The data reveals that working status of self-employed women in rural with mean score of 4.22 where globalization has reinforced many existing gender in equalities. It indicates that globalization has

accelerated gender inequalities due to which status of women remains fable where as mean score of 3.55 in urban where women believe gender inequalities can be reinforced by globalization.

Statement		Urban	Rural	Total
Globalization makes women aware about their rights	Mean	3.63	3.76	3.70
	S.D	1.05	.88	.97
The global social movement of human rights is affirming women equality.	Mean	3.45	3.83	3.64
	S.D	1.22	1.03	1.14
Education promotes societal awareness; gender issues and women human rights	Mean	3.36	3.56	3.46
	S.D	1.20	1.20	1.20
Globalization has further reinforced many existing gender inequalities.	Mean	3.53	3.83	3.68
	S.D	1.18	1.14	1.17

The overall mean score of 3.83 shows positive response towards the basic rights of women

Statement		Urban	Rural	Total
Globalization makes women aware about their rights	Mean	3.63	3.87	3.75
	S.D	.99	.84	.92
The global social movement of human rights is affirming women equality.	Mean	3.61	3.73	3.67
	S.D	1.05	1.20	1.13
Education promotes societal awareness; gender issues and women human rights	Mean	3.57	3.61	3.59
	S.D	1.19	1.11	1.15
Globalization has further reinforced many existing gender inequalities.	Mean	3.59	3.92	3.75
	S.D	1.22	1.07	1.16

Table 3. Effect of globalization on the human rights of Self employed women in rural and urban areas				
Statement		Urban	Rural	Total
Globalization makes women aware about their rights	Mean	4.00	3.98	3.99
	S.D	.85	.73	.79
The global social movement of human rights is affirming women equality.	Mean	3.68	3.90	3.79
	S.D	.92	1.13	1.03
Education promotes societal awareness; gender issues and women human rights	Mean	2.63	3.48	3.05
	S.D	1.05	1.24	1.22
Globalization has further reinforced many existing gender inequalities.	Mean	3.55	4.22	3.89
	S.D	1.22	.66	1.03

Conclusion:

Every country is an actor in the process of globalization and a developing economy like India is no exception to it. With globalization come additional opportunities for women. In addition to that, the social attitudes of their respective communities and households will no doubt be impacted because of globalization. There is still a lot to be done through especially in rural areas not only regarding globalization but also regarding the cultural framework, which in some cases encourages gender biases and violence. With media campaign and finding ways to economically empower women, things can improve and eventually change. Globalization plays a major key in breaking down gender inequality. We can look at Malala yousaf from Afghanistan .While globalization and the world support for female education may not have created her passion for education, it did give her experiences that eventually could produce major change with regards to education. Globalization aiding in the growth of education, will in return help developing nations as a whole. Social change is an inevitable phenomenon of every society because social conditions never remain static things are looking up. Women in urban areas are truly affected globalization. They are more aware of their rights and know when to raise their voices.

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Gender Discrimination-Policies And Prescriptions

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ABSTRACT

Gender Discrimination denotes a prejudicial treatment of women and denial of opportunities to them. Women are assigned home centric roles by traditions since centuries. These traditions are well engraved in educational & socialization process as well. Women are considered as liabilities, leading to murder in womb and declining sex ratio. The inequality between gender existing in social and economic structure result in sex based division of labor. This inequality also manifests in various forms of disadvantages and violence against women. Women are themselves weak and amongst them women belonging to weaker sections including Scheduled Castes/Scheduled Tribes/ Other backward Classes/ minorities/ rural women are most vulnerable. Our constitution guarantees gender equality and permits positive discrimination in favor of women. The government has initiated various measures including setting up National Commission for Women and its approach to women's issues has shifted from welfare to development. Our country is signatory to various conventions and human rights instruments committing to secure equal rights of women including Beijing Declaration guaranteeing gender Equality, Development & Peace. Various NGOs are doing commendable work for ending discrimination against women but still lots more need to be done. I have suggested some measures in area of Education, Judicial legal System, Decision Making, Economy, Poverty Eradication, Globalization, Agriculture, Industry, Health, Nutrition, Women in Distress, Right of Girl Child, Media, which may go a long way in ending gender discrimination and improving a lot for women.

1. Gender Discrimination-Policies And Prescriptions

In sociological term “discrimination” is described as the prejudicial treatment of an individual, based solely on their membership in a certain group or category. When we talk of Gender Discrimination, it involves excluding or restricting women from opportunities that are available to them.

It is true that there are biological differences between men and women. Women produce children. They are primarily witnessed as mothers and housewives. They are seen cooking, sewing, washing and taking care of their men from centuries. In some societies, the issue of marriage of women is largely determined by their men folk. Thus traditionally women are assigned roles within the confines of their households and more frankly to take care of their men folk. From cradle to the grave, the women are prepared for their feminine role as housewives.

The shifting of house for the women at the time of their marriage in many societies, in my opinion is the prime cause for weakness of women as a whole for three reasons: firstly uprooting from the parental

home and planting at husband's home takes its own time for adjustment and many women loose faith in themselves by such transplant, Secondly traditionally after marriage, women are considered severing their link to parental property though lately women right to parental property has been fully recognized, Thirdly in Indian context, women are considered “Paraya Dhan” Husband's property, they are not considered helpful to support the family and further because of institution of dowry they are considered as liability for the family.

Because of the reasons mentioned above, the sex ratio is adverse against women. According to the Census of India, 2001, the sex ratio of India stands at 933. This is a marginal improvement from the 1991 Census, which had recorded 927 females for every 1000 males. At the 2001 Census, the sex ratio among the major States, ranged from 861 in Haryana, to 1058 in Kerala. The Census of India 2011, revealed that the population ratio in India is 940 females per 1000 of males and the female child sex ratio (1) is 944 girl children per every 1000 boy children of the same age group. (2) The sex composition by age groups is very important for studying the demographic trends of young population, its future patterns and particularly, the status of the girl child. The decreasing sex ratio in this age group has a cascading effect on population over a period of time leading to diminishing sex ratio in the country. To understand the problem better, we must consider the fact that the child sex ratio is primarily influenced by sex ratio at birth and mortality in the early childhood. Alarmingly, the states like Delhi, Chandigarh, Haryana and Punjab are placed at the bottom with child sex ratio raging between 850-799. Ministry of Health and Family Welfare in a report had said, "Some of the reasons commonly put forward to explain the consistently low levels of sex ratio are son preference, low value of girl child, neglect of girl child resulting in higher mortality at younger age, female infanticide, female feticide, higher childhood mortality and male bias in enumeration of population.”(3).

We must recognize here the emergence of a new demographic regime of gender discrimination, in which male dominance is much more pronounced among the young, including the unborn than it was in the past. In report published in “Hindustan Times” “Just 81 districts in India accounted for more than one-third of child mortality below five years of age in 2012 and half of these deaths were of girls, a study published in the international journal Lancet.....The study also showed that the probability of a girl dying within five years of her birth was higher than a boy. For 100 boys who die within five years of their birth, 131 girl deaths were reported, the study based on government data for child mortality states. “Female mortality at ages 1-59 months exceeded male mortality by 25% in 303 districts in nearly all states of India, totaling about 74,000 excess deaths in girls,” the study's lead author Prabhat Jha said”.(4) The female mortality amongst girls is 40 per cent greater than that of boys. Excess female

mortality among girls is closely related to early discriminatory behavior, a phenomenon usually summarized as the “neglect of girls”. This neglect/ discrimination may be extended to breastfeeding, visits to health centers, especially to private physicians, immunization coverage, food allocation, education etc.

The school curriculum is still partly gender based. One can easily find stories glorifying courage of boys and talking of girl's child to the confines of homes. The boys are encouraged to take technical and scientific subjects, whereas girls are steered towards Arts subjects, home-making and home- science, nutrition and commerce regardless of their interest and capabilities. In job market as well, some jobs are considered only of men's potential like mechanics, electricians, driving instructors and engineers, whereas teaching, nursing, receptionist and clerical jobs are within the realm of women's work.

The Women's liberation movements, debate the inequalities between men and women and particularly the sex based division of labor. Women are largely excluded from high status occupations and from position of power. The most basic division of labor is based upon sex or gender. The fact remains that sex based division of labor and inequality between sexes are determined to some extent by biologically or genetically based difference between men and women. There are people as well; who would argue that gender roles are culturally determined and inequality between sexes are outcome of socially engineered power relationship.

Gender discrimination manifests itself in various other forms. Social stereotyping and violence at the domestic and societal levels are some of the other manifestations. Discrimination against girl child, adolescent girls and women persists in many parts of the country. The underlying causes of gender inequality are related to social and economic structure, which is based on informal and formal norms, and practices.

Gender discrimination is more prominent in women belonging to weaker sections including Scheduled Castes/Scheduled Tribes/ Other backward Classes and minorities, majority of whom are in the rural areas and in the informal, unorganized sector, who are largely denied educational, health and productive resources. Therefore, they remain largely marginalized, poor and socially excluded.

Since independence, we have taken many positive and far reaching steps to ensure gender equality. The principle of gender equality is enshrined in the Indian Constitution in its Preamble, Fundamental Rights, Fundamental Duties and Directive Principles. The Constitution not only grants equality to women, but in fact it empowers the State to make positive discrimination in favor of women.

From the Fifth Five Year Plan (1974-78) onwards there has been a marked shift in the approach to women's issues from welfare to development. In recent years, the empowerment of women has been recognized as the central issue in determining the status of women. The National Commission for Women was set up by an Act of Parliament in 1990 to safeguard the rights and legal entitlements of women. The 73rd and 74th Amendments (1993) to the Constitution of India have provided for reservation of seats in the local bodies of Panchayats and Municipalities for women, laying a strong foundation for their participation in decision making at the local levels.

India has also championed women cause at International Forum by ratifying various international conventions and human rights instruments committed to secure equal rights of women. Key among them is the ratification of the Convention on Elimination of All Forms of Discrimination against Women (CEDAW) in 1993(5). India also endorse Mexico Plan of Action 1975(6), with objectives of ensuring (a) Full gender equality and the elimination of gender discrimination (b) The integration and full participation of women in development and (c) An increased contribution by women in the strengthening of world peace. the Nairobi Forward Looking Strategies- for advancement of women 1985(7), the Beijing Declaration as well as the Platform for Action 1995(8) and the Outcome Document adopted by the UNGA Session on Gender Equality and Development & Peace for the 21st century, titled "Further actions and initiatives to implement the Beijing Declaration and the Platform for Action".

Taking into account the apathy towards the girl child, Finance Minister Arun Jaitley on July 10, 2014, while presenting Union Budget 2014 launched a new scheme called "Beti Bachao, Beti Padhao" to help in generating awareness and improve the efficiency of delivery of welfare services meant for women. He said "Government would focus on campaigns to sensitize people of this country towards the concerns of the girl child and women".(9) He further said that the process of sensitization must begin early and therefore the school curricula must have a separate chapter on gender mainstreaming.

Though women's movement and a wide-spread network of non-Government Organizations, having strong grass-roots presence and deep insight into women's concerns have contributed in inspiring initiatives for ending discrimination against women but there still exists a wide gap between the goals enunciated in the Constitution, legislation, policies, plans, programmes, and related mechanisms on the one hand and the situational reality of the status of women in India, on the other.

Though the government has taken various measures to end gender discrimination and to ensure the empowerment of Women but still a lot is to be done. In my view following are the areas, in which the

following policy-prescription may help in ending gender discrimination.

Policy / Prescriptions

Education

Equal access to education for women and girls has to be ensured. Special measures will be taken to eliminate discrimination, universalize education, eradicate illiteracy, create a gender-sensitive educational system, increase enrolment and retention rates of girls and improve the quality of education to facilitate life-long learning as well as development of occupation/vocation/technical skills by women. Reducing the gender gap in secondary and higher education would be a focus area. Gender sensitive curricula should be developed at all levels of educational system in order to address sex stereotyping as one of the causes of gender discrimination. Special focus should be given to girls and women, particularly those belonging to weaker sections including the Scheduled Castes/Scheduled Tribes/Other Backward Classes/Minorities, who are the weakest amongst the weak.

Judicial Legal Systems

Legal-judicial system should be made more responsive and gender sensitive to women's needs, especially in cases of domestic violence and personal assault. The Government enacted "The Protection of Women from Domestic Violence Act 2005" which has addressed women's concern to a large extent.

At the initiative of and with the full participation of all stakeholders including community and religious leaders, the Policy should aim to encourage changes in personal laws such as those related to marriage, divorce, maintenance and guardianship so as to eliminate discrimination against women.

The evolution of property rights in a patriarchal system has contributed to the subordinate status of women. The Government enacted The Hindu Succession (Amendment) Act, 2005 (39 of 2005) which comes into force from 9th September, 2005 to remove gender discriminatory provisions in the Hindu Succession Act, 1956 and gives the following rights to daughters under Section 6: (i) The daughter of a coparcener shall by birth become a coparcener in her own right in the same manner as the son (ii) The daughter has the same rights in the coparcenary property as she would have had if she had been a son; (iii) The daughter shall be subject to the same liability in the said coparcenary property as that of a son; and any reference to a Hindu Mitakshara coparceners shall be deemed to include a reference to a daughter of a coparcener; (iv) The daughter is allotted the same share, as is allotted to a son.

Still lot more need to be done to ensure that Women are able to access legal institutions such as police

and courts, which, UNWomen has said that, "Too often, justice institutions, including the police and the courts, deny women justice" (10).

Decision Making

Women's equality in power sharing and active participation in decision making, including decision making in political process at all levels should be ensured for the achievement of the goals of empowerment. All measures should be taken to guarantee women equal access to and full participation in decision making bodies at every level, including the legislative, executive, judicial, corporate, statutory bodies, as also the advisory Commissions, Committees, Boards, Trusts etc. Government introduced Women Reservation Bill 2010 to reserve for women 181 of the 543 seats in the Lok Sabha and 1,370 out of a total of 4,109 seats in the 28 State Assemblies. The bill is yet to be passed.

Economy

Women's perspectives should be included in designing and implementing macro-economic and social policies by institutionalizing their participation in such processes. Their contribution to socio-economic development as producers and workers be recognized in the formal and informal sectors (including home based workers) and appropriate policies relating to employment and to her working-conditions should be drawn up.

Poverty Eradication

Since women comprise the majority of the population below the poverty line and are very often in situations of extreme poverty, social discrimination, macroeconomic policies and poverty eradication programmes be specifically addressed to the needs and problems of such women. The implementation of programmes should also be improved.

Globalization

Benefits of the growing global economy have been unevenly distributed, leading to wider economic disparities, the feminization of poverty, increased gender inequality through often deteriorating working conditions and unsafe working environment especially in the informal economy and rural areas. Strategies should be designed to enhance the capacity of women and empower them to meet the negative social and economic impacts, which may flow from the globalization process.

Agriculture

In view of the critical role of women in the agriculture and allied sectors, concentrated efforts should be made to train women in soil conservation, social forestry, dairy development and other occupations allied to agriculture like horticulture, livestock including small animal husbandry, poultry, fisheries etc

Industry

Women are playing important role in electronics, information technology and food processing and agro industry and textiles. Women should be given comprehensive support in terms of labor legislation, social security and other support services to participate in various industrial sectors. The principle of equal treatment for men and women as regards access to employment, vocational training and promotion be implemented and working conditions should clearly state that: Harassment and sexual harassment within the meaning of this Directive shall be deemed to be discrimination on the grounds of sex and therefore prohibited.

Health

Special attention be given to the needs of women and the girl at all stages of the life cycle. The reduction of infant mortality and maternal mortality, which are sensitive indicators of human development, is a priority concern.

Policy be made to recognize the critical need of men and women to have access to safe, effective and affordable methods of family planning of their choice and the need to suitably address the issues of early marriages and spacing of children.

Women's traditional knowledge about health care and nutrition should be recognized through proper documentation and its use should be encouraged. The use of Indian and alternative systems of medicine should be enhanced within the framework of overall health infrastructure available for women.

Nutrition

In view of the high risk of malnutrition and disease that women face at all the three critical stages viz., infancy and childhood, adolescent and reproductive phase, focused attention should be paid to meeting the nutritional needs of women at all stages of the life cycle. This is also important in view of the critical link between the health of adolescent girls, pregnant and lactating women with the health of infant and young children. Special efforts will be made to tackle the problem of macro and micro nutrient deficiencies especially amongst pregnant and lactating women as it leads to various diseases and disabilities in mother and infant/ child.

Women in Distress

In recognition of the diversity of women's situations and in acknowledgement of the needs of specially disadvantaged groups, measures and programmes should be undertaken to provide them with special assistance. These groups include women in extreme poverty, destitute women, women in conflict situations, women affected by natural calamities, women in less developed regions, the disabled

widows, elderly women, single women in difficult circumstances, women heading households, those displaced from employment, migrants, women who are victims of marital violence.

Rights of the Girl Child

All forms of discrimination against the girl child and violation of her rights should be eliminated by undertaking strong measures both preventive and punitive within and outside the family. These would relate specifically to strict enforcement of laws against prenatal sex selection and the practices of female feticide, female infanticide, child marriage, child abuse and child prostitution etc.

Though Government has passed two laws that prohibit the sex selection of a fetus in India are the Medical Termination of Pregnancy Act, 1971 (MTP), as amended in 2002, and the Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 (PNDT), as amended in 2002. The former Act prohibits abortion except only in certain qualified situations, while the latter prohibits the sex selection of a fetus with a view towards aborting it. The implementation of these two laws is far from satisfactory.

The current laws in India that legislate sex workers are fairly ambiguous. It is a system where prostitution is legally allowed to thrive, but which attempts to hide it from the public. The only law dealing with the status of sex workers is the 1956 law referred to as

The Immoral Traffic (Suppression) Act or (SITA), which has been amended as The Immoral Traffic (Prevention) Act or PITA. Prostitution in India is due to poverty and unemployment, lack of proper reintegration services, lack of options, stigma and adverse social attitudes, family expectations and pressure, resignation and acclimation to the lifestyle.

The Immoral Trafficking Prevention Act, 1956 (“PITA”), dealing with sex workers in India, does not criminalize prostitution or prostitutes per se, but mostly punishes acts by third parties facilitating prostitution like brothel keeping, living off earnings and procuring, even where sex work is not coerced. There is urgent need to pass law against child prostitution.

Media

Media should be used to portray images consistent with human dignity of girls and women. The media should be encouraged to develop codes of conduct, professional guidelines and other self regulatory mechanisms to remove gender stereotypes and promote balanced portrayals of women and men.

Though the Government is doing its bit by launching “Beti Bachao Beti Padhao” movement, at the State

& National level but such endeavor will be successful only when, gender equality find home in social, cultural and religious value structure.

Through this paper, I am trying to suggest that our country needs an ideological revolution, in which the gender roles existing in our culture, tradition, values, religion, and system must change to recognize the gender equality & identity of women. Thus men and women must be seen as human beings, not as gender, what is demanded is equality between the sexes which shall result in fulfilling human aspirations and lead to progressive development of nation.

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