

INTERNATIONAL JOURNAL OF HRM CASES AND RESEARCH



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Aims & Scope

The Journal of HR Case Studies is a scholarly publication dedicated to advancing the understanding and practice of Human Resources (HR) through the dissemination of high-quality case studies. The journal aims to serve as a platform for HR professionals, academics, researchers, and practitioners to share valuable insights, innovative practices, and real-world experiences related to HR management, strategy, and decision-making.

The primary objective of the Journal of HR Case Studies is to provide a venue for the publication of comprehensive, well-documented, and in-depth case studies that highlight various HR challenges, solutions, and best practices in organizations of all sizes, across different industries and sectors. The journal aims to facilitate the dissemination of practical insights and lessons learned from HR case studies, supporting evidence-based decision-making and HR strategy development. The journal seeks to stimulate further investigation into emerging HR issues and trends, encouraging scholars and practitioners to contribute to the body of HR knowledge. The journal aims to offer practical guidance and learning opportunities, enabling HR professionals to enhance their skills, competencies, and strategic thinking capabilities. The scope of the Journal of HR Case Studies encompasses a broad range of HR-related topics. The journal welcomes submissions of original case studies, research articles, and scholarly reviews that contribute to the advancement of HR theory and practice. It encourages interdisciplinary approaches and welcomes diverse perspectives, fostering a rich and inclusive dialogue within the HR community.

More specifically, **INTERNATIONAL JOURNAL OF HRM CASES AND RESEARCH** publishes paper that focus on practical insights and evidence-based solutions to contemporary HR challenges.

Dr. Anuroopa Mahajan
Dr. Saikat Chakrabarti

Managing Editors



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Editorial

The inaugural issue of **INTERNATIONAL JOURNAL OF HRM CASES AND RESEARCH** under the aegis of Smart Society USA is out! It is featuring a collection of thought-provoking and informative case studies that shed light on the diverse challenges and opportunities in the field of Human Resource Management (HRM). This volume serves as a testament to the ever-evolving nature of HRM practices and the critical role it plays in shaping organizational success and employee well-being.

Human Resource Management remains a dynamic and multifaceted discipline, constantly influenced by external factors such as technological advancements, changing workforce demographics, economic fluctuations, and evolving societal values. Our journal seeks to capture the complexity and richness of these HRM developments through real-life scenarios presented in the form of case studies.

Within the pages of this journal, you will find a comprehensive array of cases that span across various industries, organizational sizes, and geographical locations. Each case study has been meticulously selected for its potential to stimulate meaningful discussions and provide practical insights for HR professionals, academicians, and students alike.

As we navigate an ever-changing global landscape, HRM continues to be at the forefront of driving organizational effectiveness, cultivating a positive work culture, and ensuring the well-being of employees. The experiences and analyses shared in this journal offer a unique vantage point into the strategic decision-making processes that shape the workforce of today and tomorrow.

The collective learnings from these case studies can serve as a compass, guiding HR practitioners and scholars towards best practices that foster growth, resilience, and sustainability.

Finally, we express our gratitude to the reviewers and editorial board members whose expertise and thorough evaluations have ensured the academic rigor and relevance of the published cases & research articles.

Sincerely,

Dr. Anuroopa Mahajan
Dr. Saikat Chakrabarti

Managing Editors



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Turnaround Strategies of a 122-year-old Indian PSU: Leveraging the Role of Human Resource – A Case of Study of Bengal Chemicals & Pharmaceuticals Ltd.

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Introduction

Mr. Tarun Kanti Ghoshal is extremely happy today. Aarav, his oldest grandson, just graduated in Management from a top-100 B-School in Canada with a major in Human Resource Management, which is the field in which he has worked for thirty years. Three years ago, when his older son Tamal Kanti Ghoshal and his whole family visited Kolkata, Aarav sat down with his grandfather and asked him to teach him everything he knew about managing people. Because Aarav's father, Tamal Kanti, works for a multinational company (MNC) as a Chartered Accountant. Tamal Kanti lived in the United States for a long time, but he shifted to Canada seven years ago and has been there ever since. Sharbari Ghoshal is his wife, a Cost Accountant, but she is not working there. Both went to the Institute of Cost Accountants in India at the same time. From there, they moved on to get married.

Tarun Kanti Ghoshal is sixty-three months old. Aarav, his eldest grandchild, just got his MBA from a business school in Canada. But he is happy for another reason. Aarav has specialized in the domain of human resource management, a field in which he has worked at Bengal Chemical & Pharmaceuticals Ltd. for the last thirty years in the Department of Human Resources. Just three months before, he retired from his job as Deputy General Manager – Human Resources in the Kolkata unit.

His house is in a party mood today. His whole family, including his eldest son Tamal Kanti, his wife Sharbari, and their only son Aarav, have come from Canada, on the other side, Tamalika, Tamal Kanti's younger daughter, works as a banker in a private bank along with her husband Shubojit, is working as a branch manager at a private bank in Kolkata, and their only son Saikat also joined the celebration.

Saikat is in his 12th grade at a well-known private school in Kolkata. Like his uncle, his parents desire him to become a chartered accountant. But he doesn't know what he wants. He also hopes that this time he will be able to spend a lot of time with his cousin and learn a lot about his job choices.

After a grand lunch today, their grandpa is sitting on the balcony with his two grandkids. Aarav told him, "Today, you'll tell me about BCPL. I want to know how BCPL turned around." "That's a long story," he said with a smile. Telling him something will help him sleep. I'd rather tell you every day, a little bit at a time. Aarav said, "No, no, you start now, and it will be over before dinner." I'll pay attention today."

He continued, the products offered by BCPL, a chemical and pharmaceuticals company, support safety, cleanliness, and hygiene in all spheres of life. Acharya Prafulla Chandra Ray, a well-known scientist, and businessman, launched the first Indian Chemical & Pharmaceutical company in April 1901. The government of India took control of the business in 1977, many years after the founder's untimely death, to restore it to health with generous financial aid. BCPL has now transformed into a "Turnaround Profit Making Company" after a lengthy period of more than forty years as a government company and maybe more than sixty years of continual losses.

THE GOING GETS TOUGH

The Father of Indian Chemistry, Acharya Prafulla Chandra Roy, believed that industrialization was the only way for India to advance. With very little money and labor, he established India's first chemistry factory while working from home. His innovative work led to the establishment of Bengal Chemical and Pharmaceuticals Limited in 1901. Bengal Chemical has a long history spanning more than 100 years and is now a reputable name in the fields of chemicals, pharmaceuticals, and home products. From a small beginning in 1901 with one factory at Maniktala (Kolkata), three more factories were built; one in Panihati (North 24 Parganas, West Bengal), one in Mumbai, and one in Kanpur, with its Registered Office at 6, Ganesh Chandra Avenue, Kolkata, West Bengal, India. The business also had 10 C & F agencies and 11 sales shops located throughout India. The business did quite well up until the early 1950s, but then it started to lose money. The organization's ongoing decline compelled the Government of India to take control in 1977 to restore it to health with generous financial aid, the most recent of which was in 2006 and amounted to Rs. 440 Cr. However, none of this was enough to stop the rot, and in 2012–13, the company suffered its largest loss ever, reaching Rs. 41 Cr.

TIME FOR CHANGE

The country's first pharmaceutical company stopped producing their anti-snake venom serum, in 2007, in the absence of relevant infrastructure, proper systems, and funds. The company and its directors were listed in ROC's 'Defaulters' List', owing to the non-filing of annual returns. It stayed as the loss-making PSU, sliding further downhill.

In 1992, the Company was referred to as erstwhile in BIFR. The Government approved the BCPL revival plan in December 2006. The package of 440.60 Cr. included BCPL debt restructuring, capital investments, support for marketing infrastructure and promotional measures, a grant for wage revision and VRS implementation, and funds for non-Government dues. Even after restructuring the Company in 2006, its operational performance had plummeted to a 17 Crore turnover in 2013-14, the lowest ever since its inception as a Government of India Company, and a Net Loss of 36.55 Crore.

Tamalika, Tamal Kanti Babu's daughter, arrived after 10 minutes. She had a cup of steaming tea and biscuits in her hand. Tamalika said to her father while serving, "It seems you won't be free today." It seems there is no Easter today, he replied cracking a grin.

IMMEDIATE RESULTS

With that, Tamal Kanti Babu halted. He said I will provide further details tomorrow. However, Aarav and Saikat are somewhat inseparable. They claim that the actual climax is missing. Even if they remain awake all night today, they will still listen. Tamal Kanti Babu laughed out loud and requested them, "Allow me to take a tea break, my children." As Saikat ran towards the house, he told Dada, "I will not inquire about this until I arrive." Saikat. Return and tell Grandpa, "Your energy drink is on its way. Wait for a few minutes only." Now, everyone was chuckling. Tamal Kanti Babu relaxed on his easy chair with a cup of tea as Tamalika took off, his eyes closed he started.....

He stated, "Under the leadership of new managing directors E. A. Subramanian and P M Chandraiah, (2014-2020) Director (Finance) and acting Managing Director (2016-2020), the company almost doubled its sales turnover to Rs. 88 Cr. in 2015-16, up from Rs. 45 Cr. in 2014-15, and reported a more than double sales turnover in 2018-19, clocking Rs. 66.85 Cr., the highest profit in its 118-year history. After that, the company set a goal of making a net profit of more than Rs. 40 Cr. this year. If it meets this goal, it will be the biggest comeback story in the Indian business world. BCPL is in the process of updating its marketing network so that it can reach more people across PAN INDIA. They have taken care of 11 distribution centers, 545 stockists, and 10 C&F companies all over the country. The company owns a lot of real estate, such as a building in Prabhadevi, Mumbai, that is worth at least Rs. 1,000 Cr., according to a modest estimate.

From 2016-17 onward, BCPL. turned around and reported a reported Net Profit of 4.51 Crore. Thereafter in the consecutive years, the company reported net profits of 10.06 crore in 2017-18, 25.26 crore in 2018-19, 13.07 crore in 2019-20, 6.08 crore in 2020-21, and 7.47 crore in 2021-22. BCPL is currently debt-free after mortgaging the Registered Office building to repay the 1983 United Bank of India loan of 28 crores. As of 31.03.2021, Plan Loan and Non-Plan Loan, including Accrued Interest, totaled Rs.193.71 Crores. The Government of India waived Government Loans and Accrued Interest totaling Rs.193.71 Crores for the transfer of 19.78 acres of surplus land at the Panihati factory to NIPER, Kolkata. 31.03.2022. No Government of India Loan. **(Table. -1 and Fig.1).**

There was a strange hush. The clock is at the four o'clock position. After a moment Saikat finally broke the silence, asking his grandfather, "How did you make you possible?" Mr. Tamal Kanti flashed a gentle grin. He said that is a long story, too.

TAILORING THE TURNAROUND

BCPL started downsizing. It was not an easy task at all. Downsizing was not an easy job. It was a challenge to retain the efficient and effective one. While BCPL had a manpower of 689 in 2010-11, 629 in 2011-12, 573 in 2012-13, and 481 in 2013-14. After that downsizing started in a step-by-step manner **(Table. -2 and Fig.2).**

BCPL focused on hiring more people because its production was going up. The main goal was to find the best people with the specialized skills needed. The HR department of the company was responsible for some very important tasks. The main goal was to get the workers to show how determined they were

and how they added value to the company. The company has put in place several social security plans, such as Provident Funds, Gratuity, and Group Accidental Insurance Schemes. HRM had four key functions, such as recruitment, job analysis, training, and performance appraisal, which were used as levers for growth planning and developing a fair and stimulating work culture keeping in mind the budget at the same time through the implementation of HR policies.

BCPL. had a workforce across a wide range of human resources, including both production and non-production jobs. In production, it had blue-collared workforces, i.e., supervisors, foremen, machine operators, technicians, storekeepers, supervisors, and labor forces in packaging whereas, in nonproduction, it required white-collared personnel skilled in stock management, logistics, purchase, and sales. BCPL. followed a structured procedure to meet the recruitment procedures. It relied on traditional media (newspapers) for the advertisement of vacancies and requesting walk-ins and followed the conventional hiring procedure. BCPL. followed the *External Indirect Method* of sourcing for the recruitment process which was strictly centralized in nature.

After a long period, Aarav mentioned, “Yes, external method of recruitment is always the most popular and effective method of recruitment. You will get a wider audience from outside the organization.” “Our target was to pool and call for interviews those eligible candidates who were not employed at that time”, Mr. Tamal Kanti added on that, “and we started Walk-in-Interview. The job advertisements have been placing in two daily newspapers published in two languages, one in English and another one in a local language, to attract more talented candidates effortlessly. In this way, we have been reaching out to a vast territory of talent pool to fill up the professional and technical positions adequately. We never have been using blind job advertisements. Open job posting advertisements have been helping us to show to regain the national and/or regional repute, that once we had lost.

“It’s a quite good strategy”, Saikat said. Mr. Tamal Kanti added, “The whole recruitment procedure has been centralized which had brought about uniformity in the selection procedure and established a clear communication channel between the corporate office human resources team and other units regarding their personnel requirement and job process, efficiency, productivity, etc.” **(Fig.3)**.

We have been introduced to the job analysis tool, which was never used by BCPL. earlier. Aarav mentioned, “Yes, yes. It is a building block for organizations” **(Image.2)**. Though we have identified a few gaps in the format in a later stage, it has been working wonderfully.

The company put its workers through training to help them reach their full potential. Employees were sent to training programmes, seminars, classes, etc. to improve their technical, communication, and personal skills. During the year 2014-15, 12 days were allotted to employees’ training; in 2015-16, 102 Man-Days were allotted to the training of 89 employees, in the year 2016-17 and 2017-18, 351 Man-Days were allotted to employee training; in 2018-19, 67 Man-Days training were imparted; in 2019-20, 75 Man-Days training were imparted; in 2020-21, 19 Man-Days training were imparted; in 2021-22, 32 Man-Days training were imparted **(Table. -3 and Fig.4)**. Basically, we imparted in-house training. Few external training programmes were also there. These initiatives for harnessing the inherent strengths of

our employees, Mr. Ghoshal added, seminars, workshops, etc. to enhance employees' technical, communication, and personal skills.

Three of them were so engrossed in our conversation that we failed to realize that night had fallen. Saikat and Aarav, Tamal Kanti's two grandchildren, listen to every word he says as if they were spellbound. Nobody bats an eye. The clock read 6:30 p.m. The call to Sharbari was terminated. Sharbari, Aarav's mother. She is carrying a tray with him at the moment with three plates on it with delicious snacks and tea for them. "It would appear that nobody is hungry today," Sharbari replied with a hint of condescension in her voice, "No one is hungry or thirsty anymore. You shouldn't go see your grandfather." Aarav just muttered "uhhuh". After dropping the tray, Sharbari walked away. Mr. Tamal Kanti took the tea and sipped.

In 2013-14 we first implemented performance appraisal among the employees to assess employees' performance. It was comprised of self-appraisal, and performance evaluation on a 5-point Likert rating scale ranging from "stands out exceeding", "meets standard", "does not meet standard", and falls short". The items of the questionnaire were very clear (**Image.3**).

Aarav asked, "Have you never conducted any survey? I mean, what were employees' feedback on implementing so many strategies?" Tamal Kanti said slowly, "No we didn't do it ourselves but..... We had a few of the reports of interns with us. We allowed interns to do their internships." The reports' findings were amazing. Some of them are as follows:

Assessing Employees' Work Motivation and Employee Engagement Drivers: Both the study was conducted in 2018. The data were collected among 30 employees working at the Officers levels in Kolkata units (including the corporate office, Maniktala unite, and Panihati unit) using The Motivational Work Scale (MAWS) was developed (MAWS) by Gagné, Forest, Gilbert, Aubé, Morin and Malorni, 2008 and Qualtrics Employee Insights" developed by Sarah Marrs, Jordon, and Menzel respectively. Descriptive statistics were applied to the collected data and analyzed.

The outcome of MAWS of sample population the in descending order were: a moderate negative skewed (-1.667) value of 'extrinsic' (49.4333) described that it was higher than the median value with the kurtosis (2.8777) (Excess kurtosis<3) being less than (almost equal) the standard normal distribution (leptokurtic distribution); a moderate negatively skewed (-1.459) value of 'introjection' (26.5000) expressed that it was lesser than the median value with a low kurtosis (platykurtic distribution) i.e. lack of outliers since the extreme values were less than that expected of the normal distribution which was too good to be true; a moderate negatively skewed (-1.304) value of 'identification' (15.4333) expressed that it was lesser than the median value with low kurtosis (platykurtic distribution) i.e. absence of outliers since the extreme values were less than that expected of the normal distribution which was too good to be true; an approximately positively skewed (.527) value of 'intrinsic' (8.5333) described that it was greater than the median value with high kurtosis (leptokurtic distribution) i.e., with profuse outliers (**Table. -4 and Fig.5**).

The Employee Survey Scales (ESS) adopted from “Qualtrics Employee Insights” developed by Sarah Marrs, Jordon, and Menzel. The scale consisted of 42 items on a 5-point Likert scale ranging from Strongly Agree to Strongly Disagree. This scale measured engagement (outcome measures), as well as the outside influences (engagement drivers) that might influence engagement in the organization. In the present study, the researchers applied the scale among a randomly selected sample of 30 employees working at the Officer’s levels in Kolkata units (including the corporate office, Maniktala unit, and Panihati unit). Descriptive statistics were applied to the collected data and analyzed.

The mean value of general engagement output (6.8) suggested that most of the sample population were engaged in their job with too high a maximum (13.00) and low minimum values (3.00), which is considered to be due to a lack of outliers. The moderate positively skewed value (.629) of the sample population described their employee engagement as higher than the median value. The low kurtosis (.119) (excess kurtosis<3) of the sample population (platykurtic distribution) described that there was a lack of outliers since the extreme values were less than that expected of the normal distribution which was too good to be true. The value of employee engagement drivers in descending order as an approximately positively skewed (.121) value of ‘pay & benefits (8.4667) value lesser than the median value with the kurtosis (-.897) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) argued that employees of BCPL. felt that they were equally compensated, though their pay scale was far behind from Central Government 7th Pay Commission but the management took initiative to keep motivated the ‘best fit’ talents financially; a moderately positively skewed (.984) value of ‘career progression’ (8.1667) higher than the median value with the kurtosis (.570) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) argued that the organisation was able to develop growth and development opportunities and set up upstairs ladder for their performing team members; an approximately positively skewed (.357) value of ‘autonomy’ (7.6333) higher than the median value with the kurtosis (.213) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) revealed that employees able to act on their own authority and to innovate on the job in; an approximately positively skewed (.350) value of ‘training & development’ (7.1667) higher than the median value with the kurtosis (-.962) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) expressed that employees felt they were well trained to perform their job; an approximately positively skewed (.112) value of ‘recognition’ (7.1333) higher than the median value with the kurtosis (-.527) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) argued that company recognized and appreciated their employees adequately to keep motivated the work team in a fair manner; an approximately positively skewed (.317) value of ‘resources’ (6.8) higher than the median value with the kurtosis (-1.103) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) argued that company provided right tools to do their job and manpower (not enough) on the team for them to achieve a work/life balance; an approximately negatively skewed (-.332) value of ‘supportive management’ (6.1) lesser than the median value with

the kurtosis (-.817) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) described that managers supported their teams or performance management system or the company culture continuum started moving from (highly) reactive to (highly) proactive while recovering from crisis; an approximately positively skewed (.593) value of ‘collaboration’ (5.8) higher than the median value with the kurtosis (1.318) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) revealed that they might able to not easily work with other teams or colleagues without barriers, and did not collaborate with people from diverse backgrounds or opinions to extent; an approximately positively skewed (.708) value of ‘company leadership’ (5.5) higher than the median value with the kurtosis (1.661) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) expressed that employees did not believed in and trusted their senior leaders to some extent; an approximately positively skewed (.162) value of ‘strategy alignment’ (5.4333) higher than the median value with the kurtosis (-.918) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) argued that strength of the links “between an organisation's overall goals and the goals of each of the units that contribute to the success of those overall goals” but here the strength became lesser; an approximately positively skewed (.139) value of ‘communication’ (5.4) higher than the median value with the kurtosis (-.653) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) described that they getting not enough information from the company about what was happening, and they felt that they were not being listened at all; an approximately negatively skewed (-.138) value of ‘quality of products/ services’ (5.1333) lesser than the median value with the kurtosis (-.078) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) described that employees not believed in what they (and/or the organisation) providing to their customers at all. Employees were extrinsically (49.4333) motivated due to the company’s financial improvement. They felt that they might find out a better prospect. Employees introjected (26.5) motivation was the second highest since their internalized pressuring voice sourcing from guilt, worry, or shame viz. family obligation, or fear of being jobless. Employees identified (15.4333) themselves with the importance of their job behavior, which was accepted as a regulation of their own because it benefited them in achieving future goals. They did not find enjoyment in their job, since there was no immediate reward but not motivated by any guilt or shame. The release of the company’s continuous good news more than bad news made the management supportive (6.1) and employees felt that management was approachable and empathetic towards them (Table. -5 and Fig.6).

Employees Perception of Organisational Cultural Values & HR Subsystems, Banerjee, A., (MHRM), IISWBM, Kolkata, 2016: The researcher considered the overall culture of the organization as well as various elements of ethos. The purpose of the study was to produce a comprehensive picture of the prevailing values in the organization and how it was perceived by the employees as well as how they impacted various HR functions. The primary data was collected from a sample of 20 subjects,

drawn by random sampling method, from the corporate office by using the OCTAPACE Profile by Dr. Udai Pareek and the HR Functions Audit Questionnaire. The profiling of each subject is composed according to the Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaborating, and Experimentation dimensions. The average score was calculated for every eight values and presented in descending order as follows: 'Trust' (15), signified that there was a greater extent to which employees individually and in groups trust each other and could be relied upon to do whatever they said they would do. The core dimension of "Collaborating" (14.2) was found to be an essential priority, that employees were working together and using each other's strengths for a common cause. The higher degree of "Proaction" (13.2) implied the employees were action-oriented, willing to take initiative, and anticipated the issues or act or respond to the needs of the future. "Confrontation" (12.8) signified that employees faced the problems and worked squarely with others concerned to find solutions without hiding them from fears of hitting each other. The neutral "Autonomy" value (12.6) suggested that employees were 'all right' to use power without fear willingly, helped others, and had the freedom to act independently within the boundaries imposed by their roles. The "Authenticity" (12.25) signified that the employees were not willing to acknowledge and accept themselves as well as others as related persons. The "Experimentation" (11.7) implied that very poor emphasis was offered to innovation and trying out new ways of dealing with the problems in the organization. The "Openness" (11.25) indicated that employees did not feel free to express their ideas, and had a low willingness to take risks, experiment with new ideas, and try new ways of doing things in the organization (**Fig.7.**). The data were collected and tabulated by analyzing and interpreting HR Functions Audit Questionnaire w.r.t. the weighted score of each subject and recommended in the different subsystems of HR as employees of BCPL. suggested as follows:

- To promote organizational mission and vision as most of them were not aware of that in the process of recruitment and selection process.
- To promote and imbibe creative and open culture within the organization so that employees feel free to discuss their job description.
- To use psychometric tests as a selection tool.
- To do a medical check-up before joining.
- To provide training to the interviewers.
- Training Need Analysis (TNA) before imparting training was essentially required.
- Technology-based training is needed.
- To improve the organizational climate communication of organizational goals and creation of two-way feedback channels and conducting brainstorming sessions would improve their work-life by overcoming the monotony of the job.

A Project Report on Employee Satisfaction at BCPL., Dutta, A., MIT-School of Business, 2015:

The study focused on the level of overall satisfaction among the employees of BCPL. To conduct the

study, the researcher collected data from a group of 50 subjects, chosen using a simple random sampling method at the corporate office of BCPL., Kolkata, by using a self-structured survey instrument. The questionnaire surveyed the satisfaction of the employees with the salary they received (since the organization was recovering from a great financial loss, the employees were not entitled to receive a salary in the current Central Government scale. The salary was paid by the organization itself) and with the various statutory compliances and very few non-statutory welfare schemes were incorporated into their salary. The responses were recorded on a 5-point Likert scale ranging from Very Dissatisfied to Very Satisfied. The result showed that most of the employees were *very satisfied* with the facilities that management provided to the employees. They reported high job satisfaction: *satisfied* with their present working conditions, medical facilities, involvement in the company's decision-making, housing facilities, promotional policy, L.T.C., club facilities, safety measures, provident fund, old age pension scheme, E.S.I. scheme, the quantum of gratuity, salary, grievance handling cell and opportunities for self-improvement. They reported *neutral* with canteen facilities and childcare facilities provided to the female employees. Recommendations provided as employees of BCPL. suggested as follows:

- To provide education at a subsidized rate for the workers' children; improvement of their club by including cultural programs during the festive season.
- To improve canteen facilities and take actions to improve the quality, and taste of food.
- To provide education of workers' children at a subsidized rate as a part of the employee welfare program.
- To make employees more engaged and motivated in social and cultural functions during the festive seasons in the club improve.

BUILDING THE FUTURE....

After more than 60 years, making money for the first time is a big deal, but the workers of the company, which is now a central PSU, aren't sure if they should celebrate or not. The news came at a time when the Ministry of Chemicals and Fertilisers was looking to sell off some of its holdings. No matter how the workers feel, Bengal Chemicals is an important piece of history. Ray set it up so that young people in Bengal could learn to be entrepreneurs, not so that they could get jobs from foreign powers.....

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<https://apps.bengalchemicals.co.in/annual-report/1/>

APPENDIX

Table. -1: Performance of BCPL. for 2014-15, 2015-16, 2016-17, 2017-18, 2018-19 2019-20, 2020-21, 2021-22, 2022-23 (Rs. in Crores)

Particulars	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Production	17.28	14.45	11.36	37.44	54.51	43.05	30.39	89.72
Income	18.54	15.12	10.73	35.57	63.17	58.56	73.86	152.76
Net Profit /(Loss)	(70.55)	(74.68)	(78.24)	208.32*	(71.10)	(138.30)	7.47	(16.82)

*Due to waiver of GOI loan and interest thereon.

Table. -2: No. of Employees (Regular and Contractual) for 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21, 2021-22, 2022-23.

F.Y.	Executives	Supervisors	Workers	Grand Total
2014-15	68	94	255	417
2015-16	74	116	190	380
2016-17	70	192	262	332
2017-18	65	62	132	264
2018-19	51	22	102	175
2019-20	40	34	94	162
2020-21	48	13	84	145
2021-22	47	9	76	132
2022-23	47	17	62	126

Table. -3: No. of Man-Days allotted for employees Training for 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21, 2021-22.

F.Y.	Man-Days Allowed for Training
2014-15	12
2015-16	89
2016-17	351
2017-18	351
2018-19	67
2019-20	75
2020-21	19
2021-22	32

Table. -4: Describing Minimum, Mean, Maximum, Standard Deviation, Skewness, and Kurtosis Value for Motivation at Work (general), Intrinsic, Identification, Introjection and External Regulation of Employees at BCPL. (N=30)

CONTINUUM OF MOTIVATION	Minimum	Mean	Maximum	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
INTRINSIC	5.00	8.5333	14.00	1.67607	.527	.427	3.550	.833
IDENTIFIED	6.00	15.4333	20.00	3.41077	-1.304	.427	1.564	.833
INTROJECTED	6.00	26.5000	36.00	6.87198	-1.459	.427	2.026	.833
EXTRINSIC	7.00	49.4333	70.00	14.22160	-1.667	.427	2.877	.833

Table-5: Describing Mean, Standard Deviation, Skewness, and Kurtosis values for Employee Engagement (General), & Engagement Drivers of Employees at BCPL. (N=30).

DRIVERS OF ENGAGEMENT	Minimum	Mean	Maximum	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
ENGAGEMENT	3.00	13.00	6.8	2.46912	.629	.427	.119	.833
AUTONOMY / EMPOWERMENT	4.00	7.6333	13.00	2.25118	.357	.427	.213	.833
CAREER PROGRESSION	4.00	8.1667	17.00	3.24923	.984	.427	.570	.833
COLLABORATION	3.00	5.8000	10.00	1.44795	.593	.427	1.318	.833
COMMUNICATION	3.00	5.4000	9.00	1.65258	.139	.427	-.653	.833
COMPANY LEADERSHIP	3.00	5.5000	11.00	1.79559	.708	.427	1.661	.833
PAY & BENEFITS	4.00	8.4667	13.00	2.35962	.121	.427	-.897	.833
QUALITY OF PRODUCT / SERVICE	1.00	5.1333	9.00	1.83328	-.138	.427	-.078	.833
RECOGNITION	3.00	7.1333	12.00	2.37419	.112	.427	-.527	.833
RESOURCES	1.00	6.8000	13.00	3.47801	.317	.427	-1.103	.833
STRATEGY ALIGNMENT	3.00	5.4333	9.00	1.73570	.162	.427	-.918	.833
SUPPORTIVE MANAGEMENT	3.00	6.1000	8.00	1.44676	-.332	.427	-.817	.833
TRAINING & DEVELOPMENT	4.00	7.1667	10.00	1.70361	.350	.427	-.962	.833

Fig-1: Line Chart Showing the Production, Sales Turnover, and Net Profit (Loss) Performance of BCPL. for the years 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21, 2021-22, 2022-23 (in Crores).

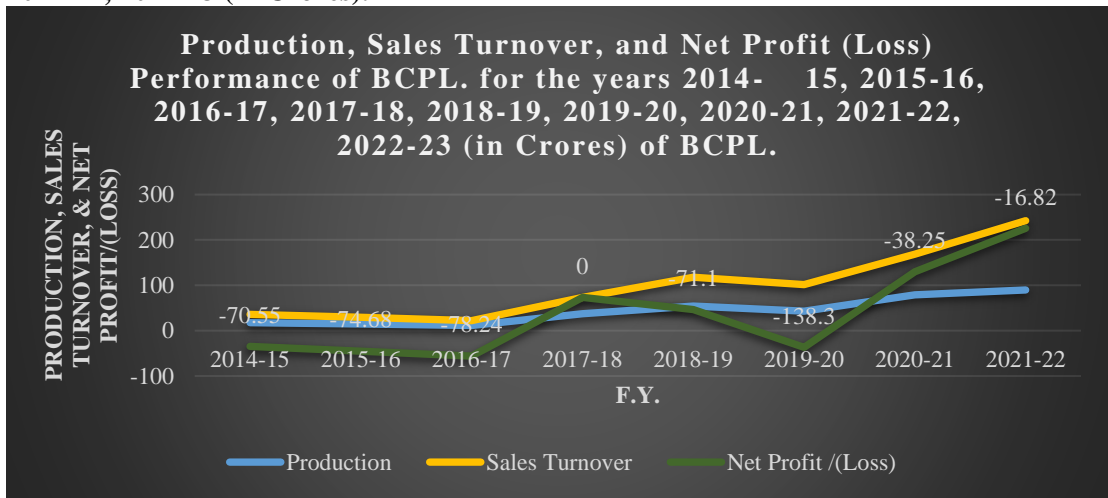


Fig-2: Column Chart Showing the Manpower Distribution (Executives, Supervisors, and Workers) at BCPL. for the years 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21, 2021-22.

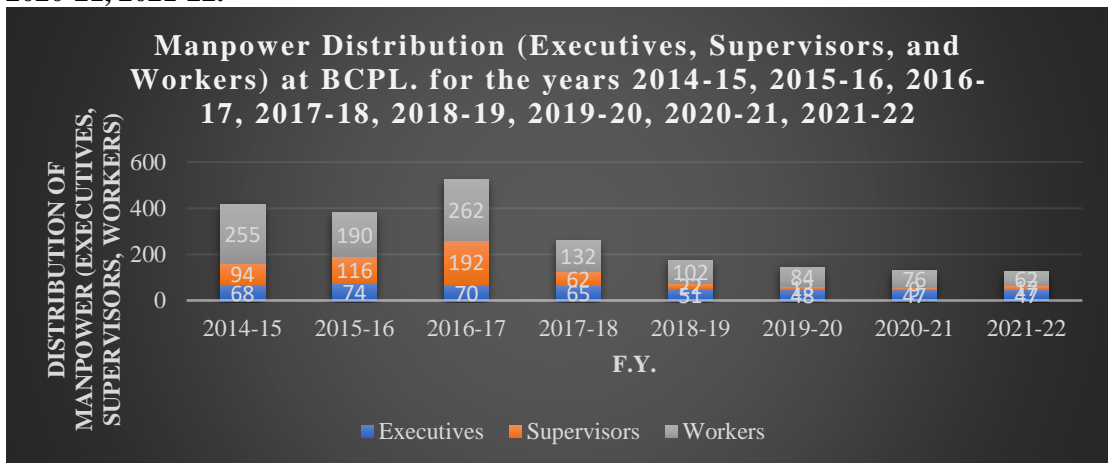


Fig.-3: The Recruitment Flow-Chart Followed By BCPL.

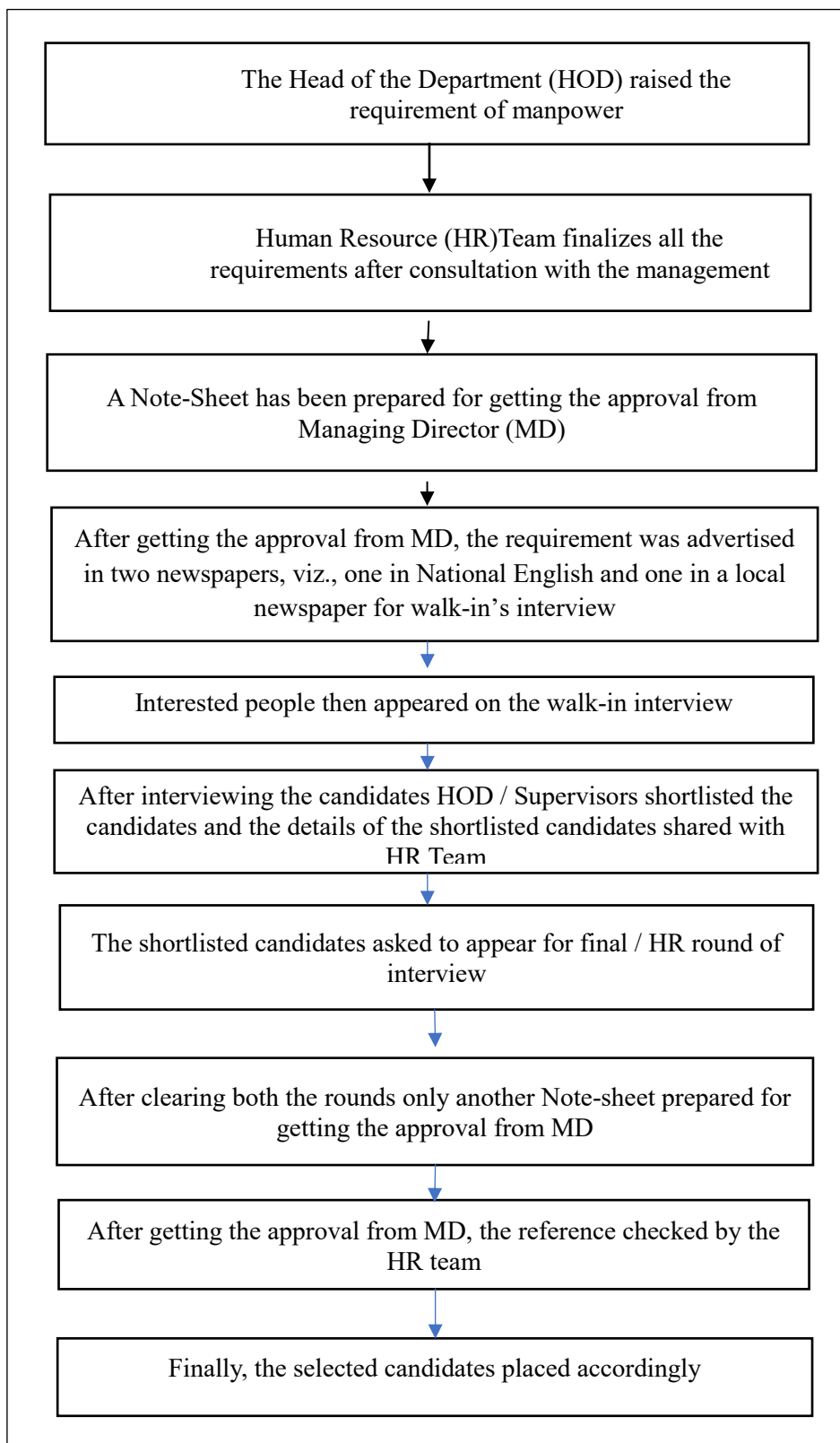


Fig.-4: Line Chart Showing No. of Man-Days allotted for employees Training at BCPL. for the years 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21, 2021-22.

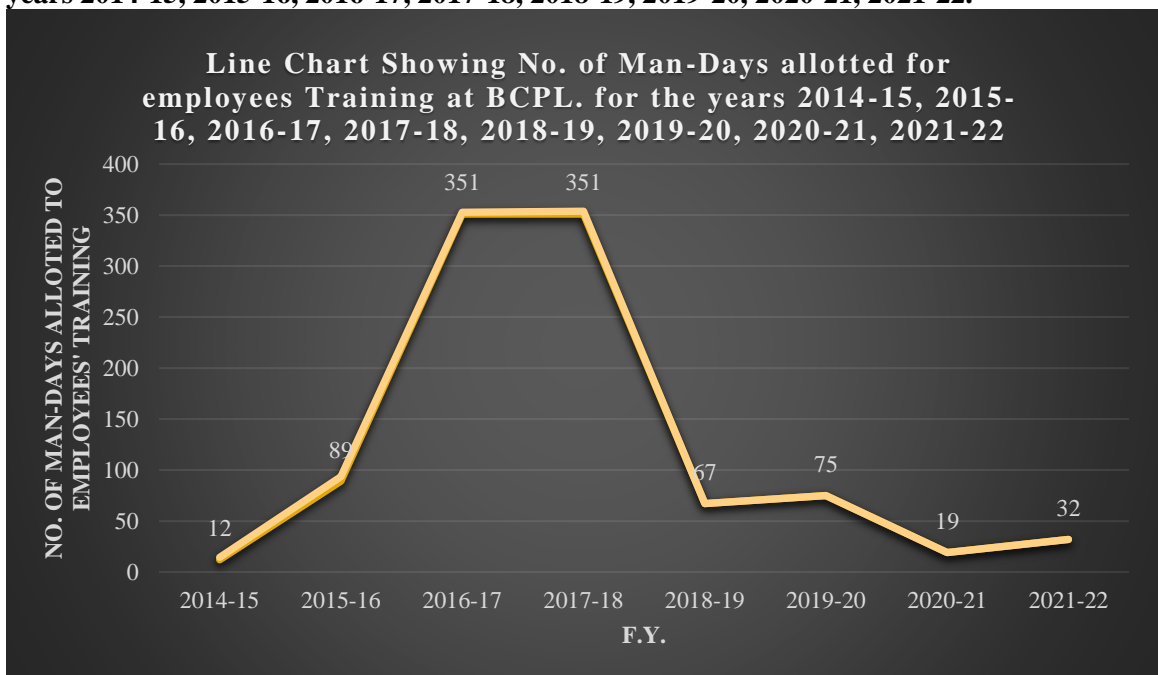


Fig.-5: Bar chart showing the Mean, Minimum & Maximum scores on Intrinsic, Identified, Introjected & Extrinsic Motivation of Employees at BCPL. (N = 30)

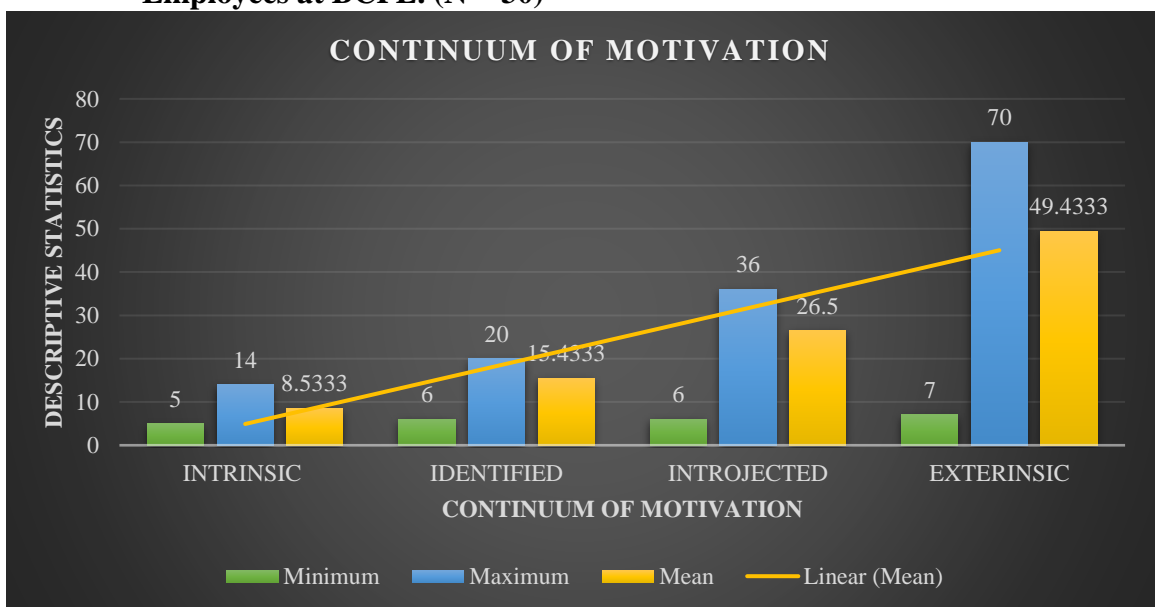


Fig.-6: Bar chart showing the Mean, Minimum & Maximum scores of Engagement Drivers of Employees at BCPL. (N=30)

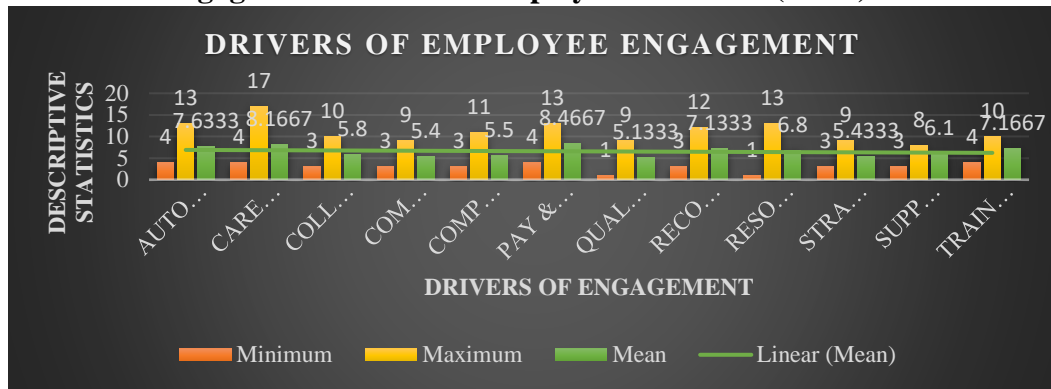


Fig.-7: Bar chart showing the Weighted scores of 'OCTAPACE' Culture of Employees at BCPL. (N=30)

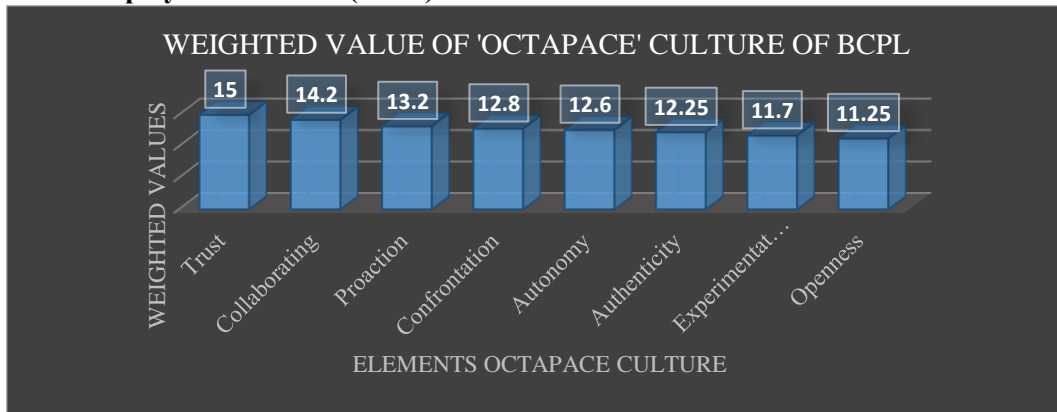


Image-1: Job Advertisements by BCPL. at different times for different posts.

Advertisement No. 76/2022
Government of India
Public Enterprises Selection Board
 invites applications for the post of
DIRECTOR (FINANCE)
In
BENGAL CHEMICALS & PHARMACEUTICALS LTD. (BCPL)
 Last date of receipt of applications in PESB is
by 15.00 hours on
08th August, 2022
 For details login to website <http://www.pesb.gov.in>

Government of India
Department of Pharmaceuticals
M/o Chemicals & Fertilizers
 invites applications for the post of
Managing Director
in
Bengal Chemicals & Pharmaceuticals Limited
 Last date of receipt of applications in
 D/o Pharmaceuticals
has now been extended up to
1800 hours on 8th June, 2020
 For details login to website
<http://www.pharmaceuticals.gov.in>

Bengal Chemicals & Pharmaceuticals Ltd. (A Govt. of India Enterprise) 6, Ganesh Chunder Avenue, Kolkata : 700 013				
REQUIRES				
S.No	Position	Qualification	Experience	Location
1.	GENERAL MANAGER/PRODN	Professionally qualified in	15 years	Kolkata
2.	WORKS MANAGER	qualified in	15 years	Kolkata
3.	REGIONAL SALES MANAGER	their relevant field of	12 years	Kolkata
4.	AREA SALES MANAGER	specialization	7 years	Hyderabad, Raipur, Guwahati, Ahmadabad, Kanpur
5.	DY MANAGER/PRODN) OR SR PRODN OFFICER	from recognized Institutions/	12/7 years	Any of our four factories
6.	DY MANAGER/ACCTS) OR SR ACCTS OFFICER	Universities	12/7 years	Panihati, Kanpur & Mumbai Factories
7.	ENGINEER (CIVIL)	B PHARM	5 years	Manikdaia /Kanpur
8.	JUNIOR EXECUTIVE TRAINEE	Graduate with 60% marks	Fresh	Kolkata / Kanpur
9.	SALES REPRESENTATIVE	So. Graduate	1 year experience in Sales & Marketing	Postings at different cities all over India
10.	MEDICAL SERVICE REPRESENTATIVE			

Candidates responded against our web site notification need not apply. For further details please visit our Website : www.bengalchemicals.com

BENGAL CHEMICALS & PHARMACEUTICALS LTD. (A Govt. of India Enterprise) Regd. Office : 6, Ganesh Chunder Avenue, Kolkata - 700 013	
REQUIRES	
1.	General Manager /Dy. General Manager (Production) Qualification : M. Pharm or B. Pharm (1st Class) or B.E. or M.Sc. /B.Sc. (Hons.) with MBA (Prod.) Experience : 15 Years.
2.	Chief Manager/Manager/Dy. Manager (Purchase/Store) Qualification : Bachelor or Master Degree in Science with post Graduate Degree/Diploma in Materials Management Experience : 15/12 years out of which 7/5 years in Middle Management Level.
3.	Works Manager/Project Manager for Kanpur/ Kolkata Qualification : B. Pharm /B.Sc. (Hons) with MBA (Prod.) / B.E. Experience : 12 Years.
4.	Dy. Manager /Sr. Officer (Production) Qualification : B. Pharm /B.Sc. With MBA (Prod.) / M. Pharm Experience : 7/12 Years.
5.	Area Sales Manager Qualification : Graduate preferably B. Sc. (Pure/Bio-Science) Experience : 7 Years.
6.	Sr. Personnel Officer/ Personnel Officer Qualification : Graduate with PG Degree/Diploma in Personnel Management/ DSW Experience : 7/5 Years.
7.	Junior Engineer (Project) for Kolkata/Kanpur Qualification : DME/ DEE. Experience : 2/3 Years.

For further details, please visit our website : bengalchemicals.gov.in
 Chief Manager (Pers. & Admn.)

Image-4: Performance Appraisal Form at BCPL.

Bengal Chemicals & Pharmaceuticals Ltd.
(A GOVT. OF INDIA ENTERPRISE)

SELF APPRAISAL

APPRAISAL FOR THE YEAR 1ST APRIL 20 TO 31ST MARCH 20

Name:

1. KEY RESULT AREAS of your job (specify not more than four)

.....

2. Please list your SIGNIFICANT ACHIEVEMENTS during the year (Not more than four)

.....

3. Please mention areas SHORTFALLS TO PERFORMANCE (Not more than three areas) as perceived by you.

.....

4. Please mention the areas where you need ASSISTANCE, including assistance needed for training & development. (Not more than three areas)

.....

5. What you consider as your KEY TASKS during the year. (Not more than three areas)

.....

Date:

Signature:

Designation:

Unit:

APPRAISAL MEETING REPORT

.....

.....

.....

.....

Name of Officer Appraised:

Signature:

Supervising Officer/ Hd. of the Dept.:

GUIDELINES

1. Self Assessment will be completed by the job holder and submitted to the supervising Officer, Manager/Head of the Dept. - their respective Reporting Officer.

2. Appraisal meeting report will be completed by the Supervising Officer/Head of the Dept. responsible for assessing performance of the employee after conducting Appraisal meeting with the employee.

The approach should be positive and forward looking. Intention will be to provide feedback to the employee and to motivate him for improved performance, discuss earlier performance and future plan. Appreciate positive aspects and bring out areas of improvement.

Please Record gist of discussion very briefly.

PART I
PERFORMANCE EVALUATION
(To be filled up by the Reporting and Reviewing Officer)

1. Work targets: (Results achieved in relation to task assigned)

a) Has he produced result commensurate with the manpower and other resources keeping the constraints in view?

b) Has he completed assigned tasks in expected time?

c) Has he produced result with optimum costs?

Reporting Officer: 5 4 3 2 1 Reviewing Officer: 5 4 3 2 1

2. Quality of Work: (Professional Excellence in performed task)

a) Has his work shown accuracy and clarity?

b) Has his work been thorough and systematic?

c) Has he shown constructive imagination and innovation approach?

Reporting Officer: 5 4 3 2 1 Reviewing Officer: 5 4 3 2 1

3. Group Effectiveness: (Ability to unite and develop group members and improve their morale)

a) Has he promoted participation and team spirit?

b) Is he impartial and unbiased in evaluating his subordinates?

c) Has he provided professional and administrative guidance willingly and developed his subordinates to improve?

d) Has he maintained and improved the morale of the group and helped its identification with organisation objectives?

Reporting Officer: 5 4 3 2 1 Reviewing Officer: 5 4 3 2 1

Average Rating: (Add the scores on factors 1, 2, 3 and divide by 3)

Performance Grade	Grade Description
6	Stands out in exceeding in expected standards
4	Clearly exceeds expected standards
3	Meets expected standards
2	Does not generally meet expected standards
1	Clearly falls short of expected standards

BENGAL CHEMICALS & PHARMACEUTICALS LTD.
(A GOVT. OF INDIA ENTERPRISE)

EMPLOYEE APPRAISAL BLANK

APPRAISAL FOR THE YEAR 1ST APRIL 20 TO 31ST MARCH 20

PERSONAL DATA

Name: Employee No.:

Factory/Office: Designation:

Department: Scale of Pay:

Date of joining: Basic pay since:

In the present grade since:

Date of birth:

Academic & Professional Qualification:

Appraised by: Reviewed by:

Designation: Designation:

DIRECTIONS

1. Study the instructions carefully before filling in the blank.

2. Avoid personal bias and evaluation on the basis of a single incidence. It is essential that you support your appraisal with facts.

3. Base your performance evaluation on how well the employee has achieved the result vis-a-vis what was expected of him in his current placement.

4. Base your appraisal of employees potential keeping in view his contribution during the current and earlier years.

5. Guard against any tendency, to overrate/underrate. This is unfair not only to him but to his colleagues.



HR Lessons Learned from Ramayana and Mahabharata: Insights for Modern Organizations

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Abstract:

Ramayana and Mahabharata are not just stories of bravery and sacrifice but rather additionally vaults of intelligence that offer important examples for different parts of life, including human resource management. This study aims to investigate the HR lessons that can be derived from the epic tales of the Ramayana and Mahabharata. By dissecting the characters, their activities, and the hierarchical elements depicted in these legends, this paper distinguishes keen illustrations that can be applied to present-day HR scenarios. Leadership qualities, talent management, employee engagement, conflict resolution, and making ethical decisions are all covered in the lessons. By integrating these examples into HR methodologies, organizations can encourage a more comprehensive and fruitful way to deal with human resources management.

Keywords: Ramayana, Mahabharata, leadership, significance, Employee, culture

Introduction:

The epics of the Mahabharata and Ramayana are revered as two of the most important works in ancient Indian mythology. These adventures are not simply stories of courage, bravery, and sacrifice but also supply significant insight and ageless life examples. While their essential spotlight is on the victories and preliminaries of unbelievable characters, these legends offer stunning bits of knowledge that can be applied to different parts of human life, including the domain of HRM in modern organizations. Any organization's success and expansion depend heavily on its human resources. As the field of HR keeps developing, specialists and researchers look for imaginative ways to improve worker commitment, encourage authoritative congruity, and drive manageable execution. In this pursuit, it turns out to be progressively important to draw motivation from different sources, including old texts like Ramayana and Mahabharata, which embody mind-boggling human elements and complex authoritative designs.

This paper expects to dive into the wisdom of these immortal stories and concentrate on important HR illustrations that hold significance and immaterialness about current organizations. We can learn a lot about leadership, teamwork, conflict resolution, ethics, and organizational culture by looking at key characters, their relationships, and the difficulties they faced. By concentrating on the difficulties and choices of people in these stories, we can reveal insight into the human way of behaving, dynamic cycles, and the significance of values-driven administration.

Throughout the course of this paper, we will traverse the narrative landscapes of the Ramayana and the Mahabharata, locating pivotal occurrences and extracting crucial HR lessons that can be utilized in the context of today's organizations. The goal is not only to emphasize the wisdom contained in these ancient epics but also to compel thought and generate new perspectives on HR principles and practices. Recognizing that these epics were written in different periods may make it difficult to directly translate the lessons. Nonetheless, by concentrating on the fundamental standards and investigating their importance to contemporary authoritative difficulties, we can adjust and contextualize these illustrations to suit the present-day HR scene. This paper seeks to bridge the gap between the sacred texts of the past and the practicalities of the present by combining ancient wisdom with modern organizational requirements, providing a novel and thought-provoking perspective on HR management. In the end, organizations can improve their HR practices, cultivate a more engaged workforce, and cultivate a harmonious and thriving work environment by studying the HR lessons from the Ramayana and Mahabharata.

Literature review

In recent years, more attention has been paid to the study of mythology and ancient texts as sources of inspiration for contemporary HR practices. Scholars and researchers have looked into the lessons that could be learned from the epic stories of the Ramayana and the Mahabharata to learn about how to manage human resources in modern businesses.

One important study by Muniapan (2007) focused on Lord Rama's character and the leadership lessons from the Ramayana. The scientists featured Rama's dedication to his duty, his capacity to construct solid connections, and his focus on a morally independent direction. They contended that forerunners in present-day organizations can gain from Rama's authority style to cultivate a feeling of direction, trustworthiness, and sympathy among their groups. Similarly to this, a study by Patel (2022) looked into the significance of Lord Krishna's leadership principles from the Mahabharata in the context of contemporary businesses. The researchers found that Krishna's strategic thinking, ability to manage a wide range of stakeholders, and emphasis on personal growth are valuable lessons for current leaders. They argued that Krishna's approach to leadership can motivate leaders to develop inclusive and transformational leadership styles that contribute to the success of an organization. Through the lens of these ancient epics, the significance of teamwork and collaboration in HR management has been investigated (Kumar, 2020). He mirrors the elements of collaboration in Ramayana. They underlined the significance of cooperation in defeating difficulties and accomplishing shared objectives, drawing illustrations from the planned endeavours of Rama, Lakshmana, and Hanuman. The researcher inferred that cutting-edge organizations can profit from these illustrations by encouraging a cooperative climate, advancing successful correspondence, and utilizing different abilities inside groups. The Mahabharata and Ramayana as sources for conflict resolution strategies have also been looked at. Khanna & Katyal (2017) examined Lord Krishna's methods of conflict resolution in the Mahabharata, particularly during negotiations with the Kauravas. The creators featured Krishna's focus on discourse, and sympathy, and split the difference as significant examples for current HR professionals in overseeing clashes and cultivating cordial work connections. Within the context of these ancient texts, ethics and values-driven leadership has been the subject of investigation. The ethical dilemmas that Mahabharata characters face and the lessons that can be learned from their choices were the subjects of the study (Nath, 2020). The specialists underlined the significance of morally independent direction, respectability, and the arrangement of individual and hierarchical qualities. They argued that HR professionals can use these insights to build employee trust and commitment, establish ethical guidelines, and create an ethical work environment. The impact of hierarchical culture on representative commitment and execution has likewise been investigated. Shah

(2021) looked at how the Ramayana and the Mahabharata depict organizational culture, focusing on communication, trust, and inclusion. They contended that the old stories give significant bits of knowledge into building a positive work culture, supporting representative prosperity, and improving hierarchical viability. In general, the current body of research backs up the idea that the epics of the Ramayana and Mahabharata can teach modern businesses a lot about managing human resources. By concentrating on the characters, their connections, and the difficulties they confronted, specialists have separated bits of knowledge in administration, collaboration, compromise, morals, and hierarchical culture. These examples can act as a wellspring of motivation and direction for HR professionals, empowering them to improve representative commitment, cultivate an amicable workplace, and drive supportable hierarchical execution.

Lessons in Leadership

- Ram and the Qualities of an ideal leader

Ram, a character from the Hindu epic Ramayana, exemplifies the qualities of an ideal leader. He sets an excellent example of honesty, selflessness, bravery, humility, fairness, justice, compassion, and leadership. Rama is an inspiring leader because of his unwavering devotion to righteousness, his dedication to the well-being of his people, and his courage in the face of difficulties. He treats everyone with respect and upholds justice because of his humility, fairness, and compassion. Rama's characteristics act as a directing light for pioneers, rousing them to lead with uprightness, magnanimity, and a solid feeling of obligation.

- Krishna, a transformational leader

Krishna, a focal figure in Hindu folklore, embodies transformational initiative. His lessons in the Bhagavad Gita accentuate strengthening, motivation, and self-improvement. Krishna spurs and guides his pupil Arjuna to conquer self-question and satisfy his obligation as a hero. He cultivates a common vision of honesty, empowering others to rise above their limits and embrace their actual potential. Krishna's capacity to motivate and change people through his insight, sympathy, and direction exhibits his job as a transformational chief. Leaders continue to be encouraged by his teachings to empower others, encourage growth, and effect positive change in the world.

Talent Management and Succession Planning

- Draupadi and the importance of diversity and inclusion

Draupadi, a prominent character in the Hindu epic Mahabharata, emphasizes the significance of diversity and inclusion, particularly about human resources. The consequences of failing to foster an inclusive environment and disregarding diversity are illustrated by Draupadi's story. In the amazing, Draupadi is exposed to segregation and externalization because of her orientation. Her mistreatment serves as a stark illustration of the significance of gender equality and workplace inclusion. It demonstrates how important it is for businesses to create an atmosphere where people from different backgrounds are respected and valued for their contributions. The story of Draupadi provides HR professionals with a moving lesson that encourages them to advocate for diversity and inclusion, cultivate an inclusive workplace culture, and guarantee equal employment opportunities for all employees.

- Bhishma and the crucial role of Mentorship in succession planning

Bhishma, a renowned character from the Indian epic Mahabharata, exemplifies the significance of mentorship in human resources. The future kings of Hastinapura took Bhishma as a mentor, a wise and experienced leader. To guarantee a smooth transfer of power, he offered direction, information, and assistance. The next generation's capabilities and leadership abilities were greatly influenced by his guidance.

With regards to HR and progression arranging, Bhishma's model features the significance of recognizing and sustaining ability inside an organization. Viable mentorship in projects can assist with creating future pioneers and moving priceless information, abilities, and institutional insight. By putting resources into mentorship, organizations can construct major areas of strength for a pipeline, guaranteeing progression, soundness, and support achievement. HR professionals are reminded of the crucial role they play in cultivating talent, facilitating growth, and planning for their organization's future success by Bhishma's role as a mentor.

Employee engagement and motivation

- Hanuman and the importance of employee commitment and loyalty

In Hindu mythology, Hanuman, a revered figure, represents the significance of employee loyalty and dedication. Hanuman, who is well-known for his unwavering devotion to Lord Rama, exemplifies the characteristics of an outstanding worker. Hanuman's dependability on his goal and unfaltering commitment to serving Master Ram is amazing. He remains fiercely committed to carrying out his responsibilities, despite the numerous challenges and obstacles he faces. His dependability isn't driven by private addition yet by a profound feeling of direction and faith in his chief's vision. About organizations, Hanuman's model features the significance of encouraging worker devotion and commitment. At the point when representatives are committed, they exceed all expectations, showing serious areas of strength for an ethic, and placing the organization's advantages over their own. By contributing their expertise, knowledge, and enthusiasm to the achievement of common objectives, they become invaluable assets.

By providing a supportive work environment, recognizing and appreciating their efforts, providing growth opportunities, and aligning their goals with the organization's mission, employers can encourage employee loyalty. As a result, the organization's overall performance and culture are positively impacted and dedicated and loyal employees become key drivers of success. Hanuman's unwavering devotion and loyalty serve as a powerful reminder for businesses to cultivate a sense of purpose, encourage employee commitment, and establish an atmosphere where loyalty is valued and rewarded.

- Karna and the importance of fairness in employee recognition

About human resources and employee recognition, Karna's story emphasizes the significance of equitable and fair practices. A fair and inclusive work environment is guaranteed when employees are rewarded and recognized based on merit rather than bias. It advances a feeling of trust, inspiration, and devotion among workers. HR professionals should establish transparent evaluation criteria and procedures that take into account performance, skills, and contributions to ensure that employee recognition is equitable. Giving equivalent open doors to development and headway, paying little mind to the foundation or societal position cultivates a culture of decency and meritocracy.

The story of Karna serves as a reminder to HR professionals to create an environment where all employees are treated fairly and their contributions and achievements are recognized and rewarded.

Building a motivated and engaged workforce is essential to the success of an organization and ensuring fairness in employee recognition.

- **Yudhishtira and the worth of trust and open correspondence**

Yudhishtira, a focal person from the Indian legendary Mahabharata, features perseveres through the worth of trust and open correspondence in the present HR situation. Yudhishtira was known for his resolute genuineness, respectability, and obligation to truth. In the current HR landscape, building a healthy and productive workplace necessitates fostering employee trust. Trust takes into account powerful coordinated effort, commitment, and cooperation. HR experts ought to focus on making a culture of straightforwardness and open correspondence, where workers have a good sense of security to communicate their thoughts, concerns, and input. Regular team meetings, performance evaluations, and feedback sessions are all examples of open communication channels that help people talk and understand each other. Fair and straightforward correspondence fabricates trust among representatives and their chiefs, empowering them to adjust their objectives, oversee assumptions, and resolve clashes. HR experts ought to likewise be straightforward in their dynamic cycles, guaranteeing that representatives figure out the reasoning behind arrangements, methods, and execution assessments. This straightforwardness makes a feeling of decency and believability inside the organization. HR professionals can create a trusting atmosphere by imitating Yudhishtira's commitment to honesty and open communication. Trust and open correspondence encourages worker commitment, fortify connections, and add to a positive and useful working environment culture.

Collaboration and conflict resolution

In the Ramayana and Mahabharata, conflict resolution and collaboration are important lessons that can be applied to the field of human resources (HR). The characters in both epic tales from Hindu mythology face complex conflicts and difficulties, and their strategies for resolving conflicts and working together provide valuable insights.

In the Ramayana, clashes emerge basically because of errors and individual competition. Lord Ram is a good example of conflict resolution because he can listen to other people and feel their pain. He looks to comprehend the points of view of those included and esteems peaceful talks. By cultivating a workplace culture of open communication, active listening, and empathy, HR professionals can gain insight from this strategy. Then again, the Mahabharata manages more perplexing contentions emerging from fights for control, moral situations, and family debates. The legendary features the significance of cooperation, as it focuses on the meaning of coalitions and collaboration in conquering difficulties. The Pandavas, confronted with overpowering chances, structured unions and organizations to accomplish their objectives. By encouraging diverse perspectives in decision-making processes and encouraging teamwork, HR practitioners can take inspiration from this.

The two stories underscore the meaning of a moral way of behaving, honesty, and the quest for truth. HR experts can coordinate these qualities into their organizations, laying out general sets of rules and moral rules to cultivate a positive workplace.

Ethical decision-making

From an HR perspective, the epics of Ramayana and Mahabharata teach valuable lessons about making ethical decisions. These stories emphasize the significance of upholding one's values, striking a balance between one's interests, and demonstrating moral leadership. HR experts can figure out how to focus on authoritative qualities and honesty when confronted with moral difficulties. They ought to work

out some kind of harmony between individual necessities and hierarchical objectives, guaranteeing decency and straightforwardness. By representing a moral way of behaving, HR pioneers can rouse workers and encourage a moral culture inside the organization. Employee guidance, methodical ethical dilemma resolution, and striking a balance between compassion and accountability are also essential. By integrating these examples, HR experts can establish a moral workplace, assemble trust, and pursue principled choices that line up with authoritative qualities and advantage all partners.

Application of Lessons to Current HR Practices

- Including leadership lessons in leadership development programs

A useful HR strategy is to include leadership lessons from a variety of sources, such as epics like the Ramayana and the Mahabharata, in leadership development programs. These sagas offer immortal insight and bits of knowledge that can upgrade administration adequacy. By consolidating illustrations, for example, moral authority, vision, successful correspondence, direction, collaboration, and versatility, HR can enable pioneers to explore difficulties and rouse their groups. By incorporating these illustrations, they can assist pioneers to adjust their activities, and authoritative qualities, cultivate joint effort, and settle on principled choices. In the end, it helps develop strong, influential leaders who can drive success within the organization.

- Using talent management insights for effective succession planning

Utilizing the ability of executives' experiences from the sagas of Ramayana and Mahabharata can upgrade the viability of progression arranging in HR. These epics teach us a lot about how to find and train future leaders. In Ramayana, Rama's capacity to perceive ability and representative obligations features the significance of ability appraisal and recognizable proof. By implementing robust talent assessment programs and identifying individuals who have the potential to fill key leadership roles, HR can gain insight from this. The Mahabharata provides instruction on preparing and cultivating successors. The significance of providing opportunities for individualized growth is demonstrated by Dronacharya's role as a mentor to the Pandavas and Kauravas. This can be used by HR to create leadership development programs, mentoring programs, and strategies for succession planning that focus on developing the abilities and skills of high-potential employees. Both epics emphasize the importance of ongoing education and leadership development. By providing employees with resources, training, and opportunities for growth, HR can foster a culture of learning and development. By nurturing the abilities of executives, HR can construct a vigorous progression arranging structure that guarantees a consistent change of initiative, keeps up with hierarchical solidness, and develops a pipeline of capable pioneers who can drive the long run of achievement.

- Implementing employee engagement strategies based on ancient wisdom

Implementing HR initiatives with employee engagement strategies based on the wisdom of the Mahabharata and Ramayana can be very beneficial. These epics shed light on how to cultivate a positive work environment and increase employee engagement to its fullest extent.

The Ramayana stresses the significance of treating employees with compassion and respect. HR can carry out these qualities by advancing a steady and comprehensive workplace, where representatives feel esteemed, heard, and appreciated. HR can increase employee engagement and satisfaction by encouraging open communication, actively listening to employee concerns, and recognizing their contributions. Mahabharata shows the meaning of successful administration and clear

correspondence. HR can integrate these examples by guaranteeing that pioneers are outfitted with the important abilities to move and rouse their groups. HR can empower leaders to communicate effectively, provide constructive feedback, and align employees' work with the organization's goals by providing leadership training and development programs. This can increase engagement and productivity.

The two sagas feature the significance of balance between fun and serious activities. HR can draw from this insight by executing adaptable work courses of action, and health projects, and driving representative prosperity. Supporting the representative's self-awareness and considering a sound work-life mix encourages more significant levels of commitment and devotion. Furthermore, the stories stress the force of acknowledgement and appreciation. Employee recognition programs, peer-to-peer appreciation platforms, and rewards systems that recognize exceptional performance and contributions can all be implemented by HR. Employees are encouraged to keep performing at their best as a result of this, which creates a culture of appreciation.

By coordinating these old insight-based procedures from Ramayana and Mahabharata, HR can establish a connection with the workplace where representatives feel esteemed, upheld, and propelled. This at last prompts higher representative fulfilment, expanded efficiency, and a positive hierarchical culture.

- **Epics-inspired approach for resolving conflict and promoting collaboration**

Epics-inspired approaches can effectively resolve conflicts and promote collaboration in the workplace. Drawing motivation from sagas like Ramayana and Mahabharata, HR can execute techniques that advance compromise and cooperation. Sagas show us the worth of viable correspondence in settling clashes. HR can energize open exchange, undivided attention, and compassion among representatives to work with understanding and settle on something worth agreeing on. HR can assist employees in constructively resolving conflicts by encouraging channels of respectful communication and conflict resolution strategies.

Furthermore, sagas stress absolution and compromise as fundamental parts of compromise. By encouraging employees to let go of resentments and conflicts from the past, HR can help create a culture of forgiveness. By giving open doors to compromise and working with conversations to modify the trust, HR can establish a cooperative climate where clashes can be settled easily.

In the epics, collaboration is a major theme. HR can empower cooperation through group-building exercises, cross-utilitarian undertakings, and shared objectives. HR makes it possible for employees to collaborate, utilize a variety of perspectives, and accomplish organizational goals as a team by encouraging a culture of collaboration. In outline, by coordinating legends roused approaches into compromise and cooperation methodologies, HR can establish an amicable workplace. Viable correspondence, intercession, absolution, and coordinated effort are key components that can assist with settling clashes; major areas of strength for fabricating, and driving outcomes in the organization.

- **Advancing moral dynamics through values-based HR approaches**

Coordinating qualities-based HR approaches roused by Ramayana and Mahabharata, HR can advance moral dynamics in the organization. Straightforward cycles, decency, moral administration, representative prosperity, and responsibility are key components that add to a moral workplace. These strategies encourage a culture where representatives are enabled to settle on principled decisions lined up with the organization's qualities, eventually improving trust, honesty, and the general progress of the organization.

Conclusion

The research paper investigates the HR examples that can be gained from the old Indian sagas, Ramayana and Mahabharata. It examines the characters, their activities, and the authoritative elements depicted in these legends to distinguish quick illustrations relevant to present-day HR practices. The paper covers different parts of HR, including initiative characteristics, the ability of the executives, representative commitment, compromise, and moral navigation.

The initiative examples got from the stories incorporate Ram's characteristics of an optimal pioneer, like uprightness, benevolence, fortitude, and decency, and Krishna's job as a transformational chief who rouses and enables others. The significance of variety and consideration is featured through the personality of Draupadi, underlining the requirement for organizations to establish a comprehensive workplace. Bhishma's job as a guide epitomizes the meaning of mentorship in talent management, supporting future pioneers inside an organization.

The paper additionally examines the significance of worker commitment and inspiration, drawing illustrations from characters like Hanuman, who typifies devotion and commitment, and Karna, underlining the significance of decency in representative acknowledgement. Yudhishtira's obligation to trust and open correspondence fills in as an important example for cultivating a sound workplace. The legends give experiences into compromise and cooperation, focusing on the significance of successful correspondence, intervention, absolution, collaboration, and moral direction. HR experts can gain from these examples to oversee clashes and advance joint efforts inside organizations.

At last, the paper tends to the meaning of moral navigation, as depicted in the sagas. It underscores the requirement for HR experts to maintain moral norms, give direction to workers confronting moral dilemmas, and establish a climate of trustworthiness and decency. Generally, by integrating the examples gained from Ramayana and Mahabharata into HR procedures, organizations can upgrade their practices, encourage representative commitment, and develop an agreeable and effective workplace.

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Unemployment in India: A Conceptual Case Analysis

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Introduction

Unemployment is a term referring to individuals who are employable and actively seeking a job but are unable to find a job. Included in this group are those people in the workforce who are working but do not have an appropriate job. Usually measured by the unemployment rate, which is dividing the number of unemployed people by the total number of people in the workforce, unemployment serves as one of the indicators of a country's economic status.

Understanding Unemployment

Unemployment is a complex economic concept that is studied in depth by economists, policymakers, and social scientists. At its core, unemployment refers to a situation in which individuals who are willing and able to work are unable to find employment opportunities. People who have not looked for a job in the past four weeks but have been actively seeking one in the last 12 months are put into a category called the "marginally attached to the labor force." Within this category there have another category called "discouraged workers," which refers to people who have given up looking for a job. According to the Bureau of Labor Statistics (BLS) individuals aged 16 and above who have recently put hours into work in the past week, paid or otherwise, because of self-employment and that's why one could collocate "unemployment" with the term "employment".

Unemployment can have various negative impacts on individuals, families, and society as a whole. High levels of unemployment can lead to decreased incomes, increased poverty, and social unrest. It can also have long-term effects on individuals' mental health and well-being, as well as their future career prospects.

Governments and policymakers often implement measures to reduce unemployment, such as providing job training programs, increasing infrastructure spending, and implementing policies to stimulate job growth. However, reducing unemployment is a complex task that requires a multifaceted approach and the cooperation of various stakeholders, including businesses, educational institutions, and workers themselves.

Lockdowns have had a significant impact on employment. The measures implemented by governments to control the spread of the virus have led to widespread job losses, reduced working hours and increased economic insecurity. The closure of non-essential businesses during lockdown has been a major cause of unemployment. Many businesses have been forced to close permanently due to the economic impact of the pandemic, resulting in long-term job loss of jobs. The industries such as travel, hospitality and entertainment have been hit particularly hard, leading to significant job losses in these sectors.

Reason of Unemployment

Although there are many overlapping and interrelated reasons for unemployment in India, a few main ones can be pinpointed. This list, while not full, highlights many of the main reasons for India's high unemployment rate. There may also be additional aspects, many of which may not yet be known, that contribute to this issue.

Growth in the Population

Over the past 50 years, India's population has grown significantly. Only China has a larger total population than the United States, which is more than 1.3 billion. By 2024, India's population is expected to surpass that of China, and it will likely hold that position for the duration of the 21st century. The inability of the nation's economy to keep up with the rapid population growth results in a higher proportion of the people being unemployed.

Slowly Growing Economy

Economic growth in India is much slower than it could be because the country's economy is still in a relatively early stage of development. In other words, as the population grows, the economy cannot cope with the demand for jobs and a growing number of individuals are struggling to find employment. As a result, there are not enough jobs available nationwide.

Slow Industrial Development

Similar to the economy, industrialisation has grown significantly but at a relatively moderate rate. Nationally, there is a strong focus on industry, which has boosted the Indian economy; overall, industrial growth continues to produce comparatively fewer new job opportunities compared to population growth.

Lack of Physical Capital

Physical capital is required to generate all economic activities. A farmer requires a tractor, a plough, and other tools; an entrepreneur needs land, equipment, minerals, etc.; and the service industry needs cutting-edge technology, structures, tools, etc. It's all physical capital. India's capital stock hasn't been able to keep up with the requirements of a growing population.

Seasonality of Employment

A significant portion of the population finds employment in the agricultural sector in India, although this is only for a few months of the year. As a result, many agricultural employees go

unemployed or have a low salary for a sizable period of the year. To enable meeting fundamental necessities, more reliable income streams are required.

Dependence on Agriculture

Despite the primary sector's declining contribution to GDP, the majority of people in India are still employed in it. This has increased the economic gaps between urban and rural areas and disguised unemployment. Because agriculture is a seasonal industry, the majority of people are susceptible to seasonal unemployment.

Neglect of Cottage Industries

One of the main sources of income for peasant farmers in rural India is cottage industries, including clothing and handicrafts. But larger, more automated industries that outperform these small-scale ones in terms of production have a negative impact on them. As a result, maintaining cottage industries is getting harder, leading to many people losing their jobs in rural areas.

Education

Despite an increase in literacy rates over the past few decades, India's educational system continues to be fundamentally flawed. The programme lacks the necessary vocational training to align with the present economic context and is primarily theory-oriented. When it comes to generating human resources skilled at slipping into particular roles within the economy, the degree-oriented system makes itself unnecessary.

Flawed Economic Planning

The five-year plans that the administration has established haven't made a meaningful contribution to job creation. The idea was that as the economy grows, enough jobs will inevitably be created. However, the scenario doesn't quite pan out as expected, and gaps between the required number of jobs and the actual figures generated have persisted.

Labour Immobility

According to their culture, maintaining close ties to their families is a top priority for many Indian citizens. As a result, many refrain from moving far away from their families in search of jobs. Language, religion, and climate are some factors that may also contribute to low labour mobility. As one might anticipate, unemployment increases when many people who could otherwise be qualified for work cannot travel to those positions.

Types of Unemployment

There are basically four types of unemployment:

(1) Frictional (2) Structural and (3) Cyclic and Seasonal unemployment.

1. Frictional unemployment

Frictional unemployment is a type of unemployment that occurs when people are temporarily without work because they are transitioning between jobs or are entering the job market for the first time. It is sometimes referred to as "search unemployment" because it arises from the time and effort that people need to spend searching for a job that fits their skills and preferences.

Frictional unemployment is considered to be a natural and inevitable part of the labor market, as people change jobs or enter the workforce at different times and for different reasons. It can also be a positive sign for the economy, as it indicates that workers are confident enough in their job prospects to leave their current jobs and seek out new opportunities.

Factors that contribute to frictional unemployment include:

- (a) Voluntary job separations: People may choose to leave their jobs voluntarily to pursue other opportunities or to take a break from work.
- (b) Job search: People who are new to the workforce or who have been out of work for a while may need to spend time searching for job openings and submitting applications.
- (c) Mismatched skills: Workers may need to acquire new skills or training to qualify for the jobs that are available in their area.
- (d) Geographical mobility: Workers may need to relocate to a new area to find work, which can take time and effort.

Policies and programs that can help reduce frictional unemployment include job search assistance, training and education programs, and policies that promote labor mobility and flexibility.

2. Structural unemployment

Structural unemployment is a type of unemployment that occurs when there is a mismatch between the skills and qualifications of workers and the jobs that are available in the labor market. This type of unemployment is caused by long-term changes in the economy, such as technological advancements, changes in consumer preferences, or changes in the structure of the labor market.

Structural unemployment can be particularly difficult to address, as it often requires significant changes to the structure of the labor market and the skills and qualifications of workers. Some common causes of structural unemployment include:

- (a) Technological changes: Advances in technology can automate certain tasks and eliminate the need for certain types of workers. For example, the rise of automation in manufacturing has reduced the demand for certain types of skilled labor.
- (b) Globalization: The opening of global markets can lead to increased competition and changes in the structure of the labor market. For example, the outsourcing of certain types of jobs to other countries can reduce the demand for workers in certain industries.
- (c) Demographic changes: Changes in the age, gender, or educational background of the labor force can lead to structural unemployment. For example, an aging population may lead to a decrease in the demand for certain types of labor. targeted support for industries that are experiencing structural changes, and policies that encourage innovation and entrepreneurship

(d)Changes in consumer preferences: Changes in consumer preferences can lead to shifts in the demand for certain types of goods and services, which can impact the demand for certain types of labor.

Policies and programs that can help address structural unemployment include job training and education programs that help workers acquire new skills and qualifications.

3. Cyclic Unemployment

Cyclic unemployment refers to the type of unemployment that occurs as a result of fluctuations in the business cycle. It is also sometimes referred to as "demand-deficient unemployment." During periods of economic downturns or recessions, businesses tend to cut back on their production and hiring, which leads to a decrease in demand for labor, resulting in unemployment.

Cyclic unemployment is typically caused by macroeconomic factors, such as a decline in aggregate demand or a contraction in the overall economy. This type of unemployment tends to affect a wide range of workers and industries and can be particularly severe during deep and prolonged economic downturns.

Cyclic unemployment can have a number of negative effects on individuals and the economy as a whole. Workers who lose their jobs due to cyclical unemployment may face long periods of unemployment and reduced earnings when they do find new jobs. This can lead to lower consumer spending, decreased tax revenues, and increased social welfare costs.

Governments and central banks often use a variety of policies to combat cyclic unemployment, such as fiscal stimulus packages, monetary easing, and job training and retraining programs. These policies are designed to boost demand for goods and services, encourage investment and hiring, and help workers acquire the skills they need to find new jobs in growing industries.

4. Seasonal Unemployment

Seasonal unemployment refers to the type of unemployment that occurs as a result of predictable changes in labor demand due to seasonal factors. This can include factors such as weather patterns, agricultural cycles, and holiday demand.

In industries such as agriculture and tourism, seasonal fluctuations in demand can lead to temporary layoffs or reduced working hours during off-seasons. For example, ski resorts may experience a decrease in demand for workers during the summer months when skiing is not possible, while farms may require more workers during the planting and harvesting seasons and fewer workers during the winter months.

It is typically short-term in nature, with workers being rehired when demand picks up again during peak seasons. However, it can still have negative effects on workers, particularly those who rely on seasonal employment for their income. It can also create challenges for employers who must manage their workforce and cash flow during periods of low demand.

To mitigate the effects of seasonal unemployment, some employers may offer year-round employment opportunities or provide training and support for workers to help them acquire new skills or find alternative employment during off-seasons. Governments may also provide support to workers and industries affected by seasonal unemployment through programs such as unemployment insurance, job training, and economic development initiatives.

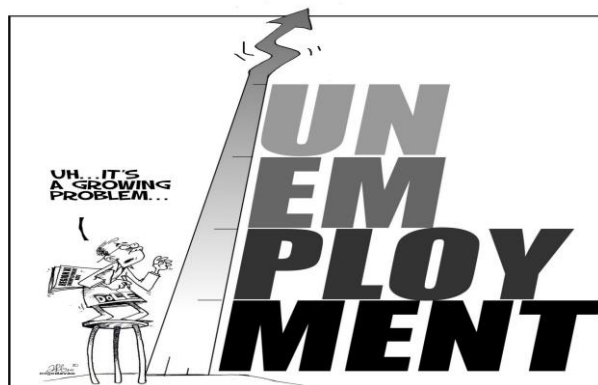
Long-term Unemployment vs. Short-term Unemployment

Unemployment that lasts longer than 27 weeks even if the individual has sought employment in the last four weeks is called long-term unemployment. Its effects are far worse than short-term unemployment for obvious reasons, and the following are noted as some of its effects.

- Some 56% of the long-term unemployed reported a significant decrease in their net worth.
- Financial problems are not the only effects of long-term unemployment as 46% of those in such a state reported experiencing strained family relationships. The figure is relatively higher than the 39% percent who weren't unemployed for as long.
- Another 43% of the long-term unemployed reported a significant effect on their ability to achieve their career goals.
- Sadly, long-term unemployment led to 38% of these individuals losing their self-respect and 24% seeking professional help.

Effect of Unemployment:

1. In Economy



One of the serious problems our country is facing is Unemployment. It has many impacts on the Government, firms and, of course the unemployed people themselves in the economy.

Here is an effect of unemployment on the Indian economy as it affects businesses, individual households, and even government finances. In particular, unemployment can lead to a decrease in revenue and an increase in costs. Additionally, it can cause businesses to shut down or reduce their operations due to lack of capital or workers. There is an effect of unemployment on the Indian economy as it affects businesses, individual households, and even government finances. Unemployment can lead to a decrease in revenue and an increase in costs. Additionally, it can cause businesses to shut down or reduce their operations due to lack of capital or workers.

One of the serious problems our country is facing is Unemployment. It has many impacts on the Government, firms and, of course the unemployed people themselves in the economy.

2. On the Government:

Less tax revenue - As few people are employed, according to the working, their income for which they will be earning on will have to pay tax. As a result, tax revenue in which the Government get will decrease and will have a greater impact on the government's finances.

Economic Growth - As only few people work in a job, Proper production of goods and services won't take place. As a result, it affects the lower in output of production, GDP, Government taxation and reverse affect their finances.

Higher supply-side cost - In a unemployment economy, When a person enters to a job, there will be lack in skill capacity. So, there needs teaching skills for them to be employed in a firm. The government will train the workers by spending more on worker's training and development which in turn leads to right worker for a right skill employed in a modern economy. There arises again drain on government finances.

3. On firms:

Low wage cost - In the unemployment in an economy, increases the supply of labour available for a work. Hence wage cost of employee decreases as employee is less scarce and more people are willing to get a job.

Less demand for goods and services - As in an unemployment economy more people will not gain more income. Due to scare of workers wage cost in a job, they have less disposable income. Spending on most goods and services will automatically fall. As a result, firms will incur low sales and there will be a fall in profits.

Higher training costs - As and when a new employee enter into a work field, there is in need of training as after a long time they might enter a workforce. Training new employees incur a high training cost.

4. On people:

Loss of skills - When a person enters a work place in a unemployed economy and starts working without the knowledge of skills and job, there is chances of a person either starts losing his skills and ability to work, and will stop working. Due to lack of skills, firms will need to spend money on retraining them.

Lower standard of living - In a unemployment in an economy, when a people suffer a low income, this reduces the purchasing power as there is loss of income which will directly affect the fall in the living standard.

Loss of confidence - There will be a loss of confidence in employees ability and also suffer stress and depression as employees is unemployed.

Other Factors Effect the economy:

(a) Seasonal Agricultural.

(b) Rapid Population Growth.

(c) Low Quality of Education.

(d) Discouraged workers.

(e) Inadequate Employment Planning.

Unemployment Rate of India:



Unemployment Rate in India:

According to the recent CMIE Report, the unemployment rate in urban areas increased to 10.09% in December from 8.96% the previous month while the rate in rural areas decreased to 7.44% from 7.55%. According to separate quarterly figures prepared by the state-run National Statistical Office (NSO) and released in November 2022, the unemployment rate decreased to 7.2% in the July-September quarter from 7.6% in the preceding quarter. Although India's unemployment rate has historically been high, it is predicted to rise in the next years. In fact, even if the nation's economy continues to expand at a healthy clip, the Organization for Economic Cooperation and Development (OECD) forecast that India's jobless rate will quadruple from 4 per cent to 8 per cent by 2022. From a 6% unemployment rate in 2017, India's unemployment rate would climb to 8.3% by 2022. According to the estimate, over the next four years, 10 million more people will join the ranks of the unemployed, bringing the total to 220 million by 2022. The government also forecasts that there will be 1 million additional job vacancies over this time period, but it also expects that the number of jobs would not be sufficient to counteract the population expansion in general.

CMIE's Data on Unemployment Rate in India:

The Centre for Monitoring Indian Economy, a private organization (CMIE), estimates India's unemployment rate in India is around 8.3% at present. It is 10.09% in urban India whereas only 7.44% in rural India. India's daily and monthly unemployment rates are made public by CMIE on 1st January 2023.

Month	Unemployment Rate (%)		
	India	Urban	Rural
Feb 2023	7.45	7.93	7.23
Jan 2023	7.14	8.55	6.48
Dec 2022	8.30	10.09	7.44
Nov 2022	8.03	8.92	7.61
Oct 2022	7.92	7.34	8.19
Sep 2022	6.43	7.71	5.83
Aug 2022	8.28	9.57	7.68
Jul 2022	6.83	8.22	6.17
Jun 2022	7.83	7.32	8.07
May 2022	7.14	8.24	6.63
Apr 2022	7.83	9.22	7.18
Mar 2022	7.57	8.28	7.24

Urban-Rural Unemployment in India

Current Unemployment Rate in India:

As per the National Statistical Office's 16th Periodic Labour Force Survey, in the fiscal second quarter that ended on September 30, India's unemployment rate for those who are 15 years of age or older and live in urban areas dropped from 9.8% to 7.2%, indicating a sustained recovery from the coronavirus pandemic that had left millions of people without jobs. From July to September, the unemployment rate for females (aged 15 and older) in urban areas dropped from 11.6% to 9.4% and for males dropped from 9.3% to 6.6% a year ago.

State wise List of Unemployment Rate of India 2022

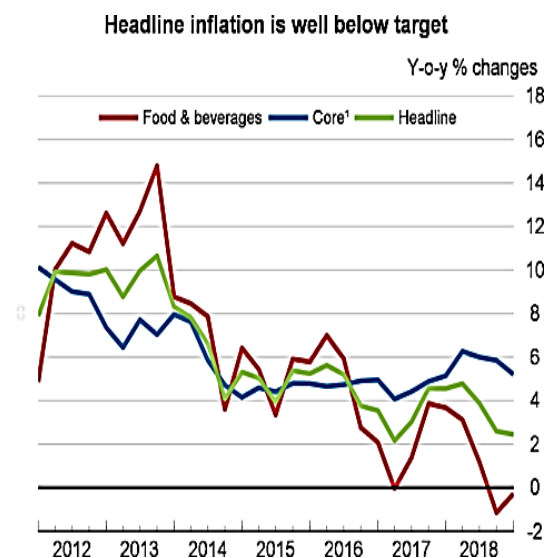
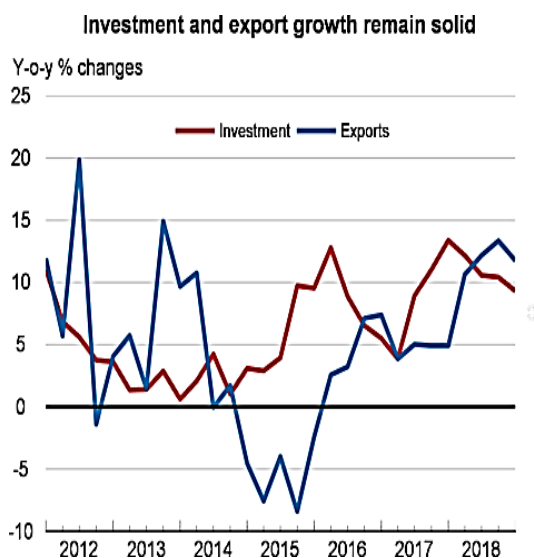
STATE	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022	JUN 2022	JUL 2022	AUG 2022	SEP 2022	Oct 2022	Nov 2022
Andhra Pradesh	6.2	7.1	9.2	5.3	4.4	4.5	5.8	6	4.8	5.4	9.0
Assam	8.5	10.2	7.7	1.2	8.2	17.2	3.7	NA	0.4	8.1	13.2
Bihar	13.3	13.9	14.4	21.1	13.3	14	18.8	12.8	11.4	15.0	17.3
Chhattisgarh	3	1.7	0.6	0.6	0.8	1.2	0.8	0.4	0.1	0.9	0.1
Delhi	14.1	9.3	8.9	11.2	13.6	10.2	8.9	8.2	9.6	6.7	12.6
Goa	11.6	12	12.7	15.5	13.4	5.5	13.7	13.7	10.9	NA	13.6
Gujarat	1.2	2.5	1.8	1.6	2.1	3	2.2	2.6	1.6	1.7	2.5
Haryana	23.4	30.9	26.5	34.5	24.6	30.5	26.9	37.3	22.9	31.7	30.6
Himachal Pradesh	13.8	11.8	11.7	0.2	9.6	10.7	6.3	7.3	8.6	9.7	8.8

Tamil Nadu	5.3	3.2	4.1	3.2	3.1	2.1	3	7.2	4.1	3.0	3.8
Telangana	0.7	12.9	6.5	9.9	9.4	10	5.8	6.9	8.6	8.8	6.0
Tripura	17.1	9.8	14.1	14.6	17.4	9.4	13	16.3	17	10.6	14.4
Uttar Pradesh	3	2.7	4.4	2.9	3.1	2.8	3.3	3.9	4	4.1	4.1
Uttarakhand	3.5	4.6	3.5	5.3	2.9	8.7	NA	NA	0.5	3.3	1.2
West Bengal	6.4	6.3	5.6	6.2	5.8	5.2	6.3	7.4	3.3	5.8	5.4
Jammu & Kashmir	15.2	13.2	25	15.6	18.3	17.2	20.2	32.8	23.2	22.6	22.4
Jharkhand	8.9	15	14.5	14.2	13.1	12.1	14	17.3	12.2	17.1	14.3
Karnataka	2.9	2	1.8	2.7	4.3	3.7	3.5	3.5	3.7	2.8	1.8
Kerala	5	5	6.7	5.8	5.8	5.3	4.9	6.1	6.4	4.8	5.9
Madhya Pradesh	3	2.8	1.6	1.6	1.7	0.5	1.9	2.6	0.8	0.8	6.9
Maharashtra	4.2	4.3	4	3.1	4.2	4.8	3.7	2.2	4	4.3	3.6
Meghalaya	1.5	1.4	2	2.2	4.1	2.3	1.5	2	2.3	3.5	2.3
Odisha	1.8	1	9.7	1.5	2.6	1.2	0.9	2.6	2.9	1.1	1.6
Puducherry	7.8	3.7	4.2	5.6	5.6	0.8	2.8	5.2	3.9	2.6	2.9
Punjab	9.3	9	6.9	7.2	9.2	8.5	7.7	7.4	7.2	9.1	7.8
Rajasthan	18.9	32.4	24.5	28.8	22.2	29.9	19.6	31.4	23.9	31.3	25.0
Sikkim	NA	NA	NA	8.7	7.5	12.7	6.5	NA	NA	3.9	5.7

Comparison of Unemployment of India with the Other Countries

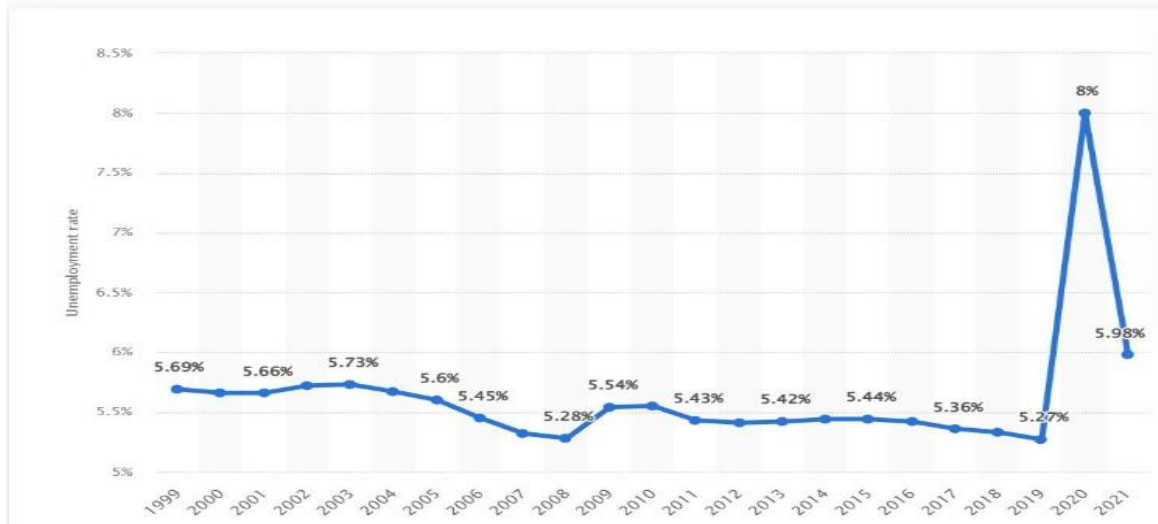
World Bank recently estimated that India needs to create 8.1 million jobs a year to maintain its employment rate, which has been declining. Given India's demographic dividend and urgency to create jobs, the manufacturing sector could prove to be a large employer that provides decent income opportunities.

- According to an OECD report on economic outlook released in May 2019, Economic growth will regain strength and approach 7½ per cent by 2020. The new income scheme for small farmers will support rural consumption. Investment growth will accelerate as capacity utilisation rises, interest rates decline, and geopolitical tensions and political uncertainty are assumed to wane. Lower oil prices and the recent appreciation of the rupee will reduce pressures on inflation and the current account.
- Monetary policy could be loosened somewhat as headline inflation remains well below target and inflation expectations are adjusting down. Rising public sector borrowing requirements reflect the implementation of new welfare schemes, sluggish tax revenue, and growing financial needs of public enterprises and banks. Reducing the high public debt-to-GDP ratio would require improving the collection of the Goods and Services

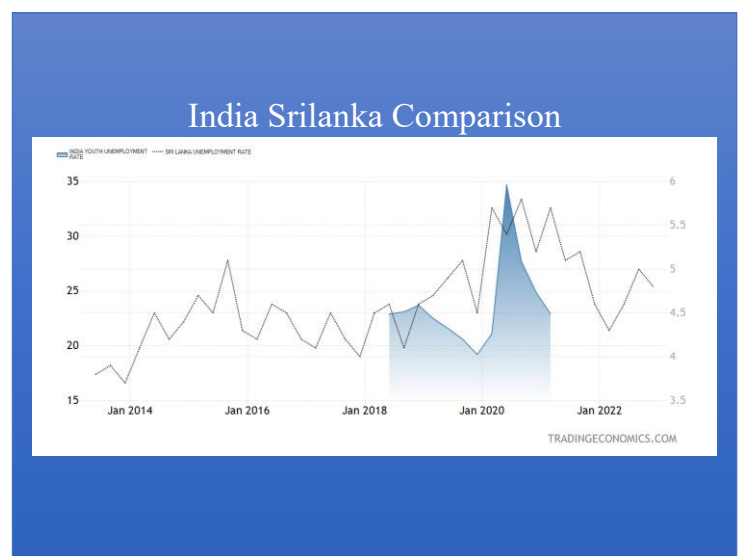
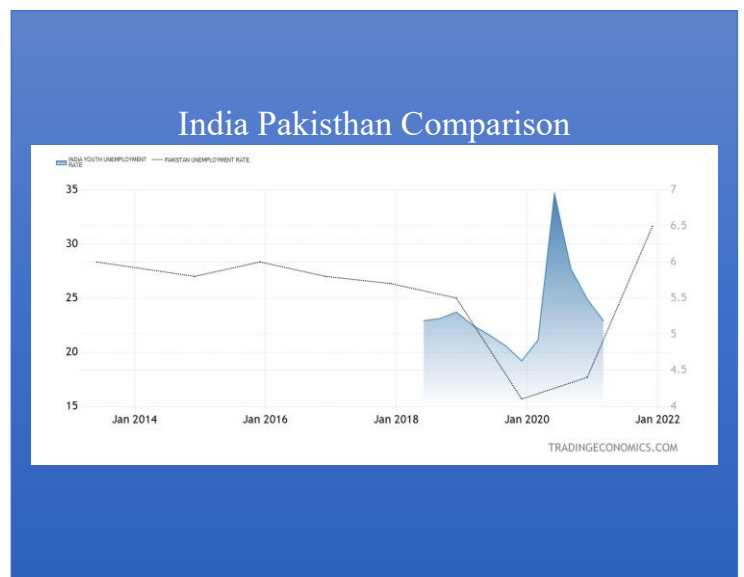
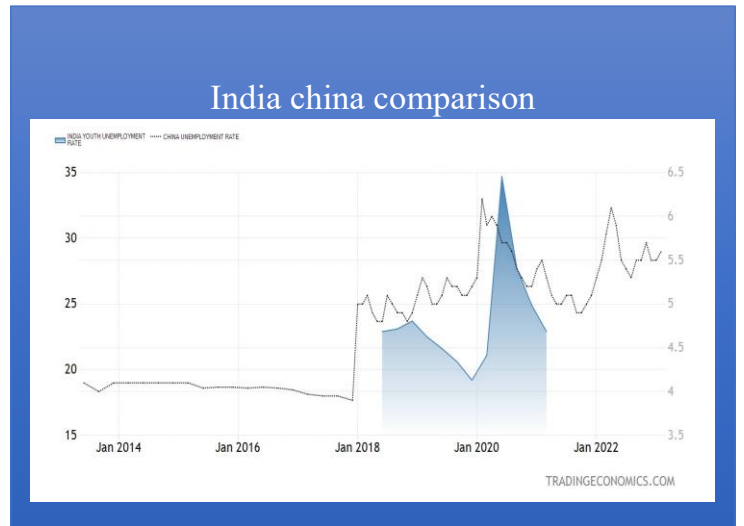


- Tax and broadening the personal income tax base. Ensuring a swift resolution of bankruptcy processes would help contain non-performing loans and boost productivity. (This is released in December 2022)

India: Unemployment rate from 1999 to 2021



Similar Country Ranking	
Country Name	Unemployment Rate (%)
Djibouti	28.39%
Eswatini	25.76%
West Bank and Gaza	24.90%
Lesotho	24.60%
Republic of Congo	23.01%
Sudan	19.81%
Tunisia	16.82%
Sao Tome and Principe	15.91%
Cabo Verde	15.42%
Zambia	13.03%
Morocco	11.47%
Mauritania	11.46%
Georgia	10.66%
Nigeria	9.79%
Egypt	9.33%
Kyrgyz Republic	9.10%
Ukraine	8.88%
Angola	8.53%
Honduras	8.51%
Bolivia	8.51%
Uzbekistan	7.16%
Mongolia	7.08%
India	5.98%
Nicaragua	5.96%
El Salvador	5.94%
Kenya	5.74%
Sri Lanka	5.40%
Bangladesh	5.23%
Timor-Leste	5.07%
Ghana	4.70%
Indonesia	4.41%
Pakistan	4.35%
Bhutan	4.33%
Moldova	3.96%
Cameroon	3.87%
Papua New Guinea	2.75%
Philippines	2.41%



India Unemployment Rate - Historical Data		
Year	Unemployment Rate (%)	Annual Change
2021	5.98%	-2.02%
2020	8.00%	2.73%
2019	5.27%	-0.06%
2018	5.33%	-0.03%
2017	5.36%	-0.07%
2016	5.42%	-0.01%
2015	5.44%	0.00%
2014	5.44%	0.01%
2013	5.42%	0.01%
2012	5.41%	-0.01%
2011	5.43%	-0.12%
2010	5.55%	0.00%
2009	5.54%	0.13%
2008	5.41%	-0.16%
2007	5.57%	-0.03%
2006	5.60%	-0.01%
2005	5.61%	-0.02%
2004	5.63%	-0.01%
2003	5.64%	0.11%
2002	5.53%	-0.05%
2001	5.58%	0.01%
2000	5.56%	-0.18%
1999	5.74%	0.07%
1998	5.67%	0.05%
1997	5.61%	-0.13%
1996	5.74%	-0.01%
1995	5.76%	0.02%
1994	5.74%	0.05%
1993	5.69%	-0.04%
1992	5.73%	0.13%
1991	5.60%	0.13%

Here, through year wise the historical data of Unemployment rate in India is given till date and also the annual changes are mention beside that column.

Prevention of Unemployment



- **Fiscal Policy**

Fiscal policy can decrease unemployment by helping to increase aggregate demand and the rate of economic growth. The government will need to pursue expansionary fiscal policy; this involves cutting taxes and increasing government spending help to increase consumption, leading to higher aggregate demand (AD). With an increase in AD, there will be an increase in Real GDP (as long as there is spare capacity in the economy.) If firms produce more, there will be an increase in demand for workers and therefore lower demand-deficient unemployment. Also, with higher aggregate demand and strong economic growth, fewer firms will go bankrupt meaning fewer job losses.

- **Monetary policy**

Monetary policy would involve cutting interest rates. Lower rates decrease the cost of borrowing and encourage people to spend and invest. This increases AD and should also help to increase GDP and reduce demand deficient unemployment. Also, lower interest rates will reduce exchange rate and make exports more competitive. In some cases, lower interest rates may be ineffective in boosting demand. In this case, Central Banks may resort to Quantitative easing. This is an attempt to increase the money supply and boost aggregate demand.

Supply side policies for reducing unemployment

Supply side policies deal with more micro-economic issues. They don't aim to boost overall aggregate demand but seek to overcome imperfections in the labour market and reduce unemployment caused by supply side factors. Supply side unemployment includes:

- Structural
- Classical (real wage)

1. Education and training: The aim is to give the long-term unemployed new skills which enable them to find jobs in developing industries, e.g. retrain unemployed steel workers to have basic I.T. skills which help them find work in the service sector. However, despite providing education and training schemes, the unemployed may be unable or unwilling to learn new skills. At best it will take several years to reduce unemployment.

2. Reduce the power of trades unions: If unions can bargain for wages above the market clearing level, they will cause real wage unemployment. In this case reducing the influence of trades unions (or reducing Minimum wages) will help solve this real wage unemployment.

3. Improved geographical mobility: Often unemployed is more concentrated in certain regions. To overcome this geographical unemployment, the government could give tax breaks to firms who set up in depressed areas. Alternatively, they can provide financial assistance to unemployed workers who move to areas with high employment.

4. Improve labour market flexibility: It is argued that higher structural rates of unemployment in Europe is due to restrictive labour markets which discourage firms from employing workers in the first place. For example, abolishing maximum working weeks and making it easier to hire and fire workers may encourage more job creation. However, increased labour market flexibility could cause a rise in temporary employment and greater job insecurity.

Conclusion

Unemployed persons suffer from loss of income and from stress. An economy with high unemployment suffers an opportunity cost of unused resources. The adult population can be divided into those in the labour force and those out of the labour force. In turn, those in the labour force are divided into employed and unemployed. The unemployed can be counted even when a person is jobless, who is willing and able to work and who is also seeking and actively looking for a job. Otherwise, a person without a job is counted as being out of the labour force.

The unemployment rate is defined as the number of unemployed persons divided by the number of persons in the labour force.

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Neglected Realms of Talent Management: Why Organization Design Is Important

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Abstract

Talent management (TM) as a research field is maturing and researchers are trying to explore various aspects of TM to understand how talent is managed in organizations. This article discusses definitions of talent and talent management as coined by various authors and researchers along with that throws light on philosophies of TM, practices, drivers and challenges of TM. A newer perspective of organization design is propounded in the article as organization design is considered vital for organization's success. There are various factors, internal as well as external, that define competitive edge of the organization and organization design is one of them.

Keywords: Talent, talent management, philosophies, challenges, drivers, organization design.

Introduction

Field of talent management (TM) picked up very well with researchers, practitioners and academicians for almost two decades now, from the time McKinsey consultants coined the catch phrase "War of Talent" (Chambers et al, 1998). This does not mean that TM is completely a new concept rather it was practiced in early 1900s and was well established by 1950s (Cappelli & Keller, 2014). GE (General Electricals) is known to have practiced internal talent development since 1920s (Cappelli, 2010). Business needs were different then and hence practices followed were different. As the market situations changed in 1980s, the concept of open markets emerged and organizations had to adopt strategies to survive in new environment. Requirement of organizations evolved in terms of skilled manpower. The new environment had uncertainty of supply and demand of manpower (Cappelli, 2008).

In current scenario, as consumer needs cannot be predicted so are manpower needs because skills for future are difficult to predict. Organizations suffer set back because of obsolete technology and manpower. Upgrading employees to newer technology and trends is very

demanding. Therefore instead of investing in internal talent development, external hiring has increased (Crispin & Mehler, 2013). External hiring has become strategy for organizations that has made retention even more challenging.

To remain competitive in this era, organizations have to define TM and talent very clearly, adopt apt philosophies of TM, identify drivers and challenges of TM, determine TM practices and most importantly recognize significant role played by organization design.

Defining Talent Management & Talent

Today lot of literature is available to find out what TM means but still lack of clarity exists. Different researchers have defined TM with different point of views. Some call it as “a perspective or a mind-set” (Creelman, 2004), keeping right number of employees at the right time for the right job (Cohn et al, 2005), generating learning agility and professional development for all supported by organisation design (Beechler & Woodward, 2009). However, Chartered Institute of Personnel and Development (CIPD) defined talent management as the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of value to the organization (CIPD, 2015) and this definition is very well acknowledged.

Talent *per se* is not being defined clearly, neither by researchers nor by practitioners. In business world Talent is referred to what the business leaders consider fit for their organization’s requirements (Oaks & Galagan, 2011). Organizations commonly refer to Talent as individuals who possess the potential to reach higher levels in the organization (Tansley, 2011).

Talent has also been considered either as Object or as Subject. Object approach refers to personal characteristics of an individual and Subject approach defines talent as an individual (Gallardo-Gallardo et al, 2013).

Organization leaders rate TM as their top priority as it is considered to have very high impact on business performance (Reilly, 2012). If it is so then they should be able to define TM and ultimately measure it. Even between academicians and practitioners a shared definition is difficult to find and hence a confusion prevails as to what TM really is and what it aims to achieve.

Philosophies of Talent Management

Researchers have talked about philosophies related to talent and TM witnessed in organizations. It is discussed whether talent is innate (inborn) or can be acquired (developed) (Meyers et al, 2013). Another argument is related to whether all the employees are talented or only some are talented within organizations (Buckingham & Vosburgh, 2001). Based on these arguments four TM philosophies are observed.

These TM philosophies are – Exclusive and Stable (innate), Exclusive and Developable, Inclusive and Stable (innate), Inclusive and Developable. Exclusive and Inclusive are TM approaches in organizations. Exclusive are the high performing, high potential employees, considered important for organizations (Boudreau & Ramstad, 2005). Researchers have supported inclusive approach which aims at including entire workforce for complete talent development in organization (Buckingham & Vosburgh, 2001). Stable (innate) and Developable are the extent of talent in an individual. Each of the philosophy has its own drawbacks and needs to be balanced by the organization in order to utilize available talent resources. Organizations also adopt an amalgamated philosophy, a combination of exclusive and inclusive approach (Stahl et al, 2012).

Talent Management Practices

TM is considered a business strategy to retain exceptional employees to have superior workforce. TM flows from organization's core values, vision, mission and goals. Five major TM practices identified are – Talent Acquisition, Talent Development, Talent Engagement, Talent Deployment and Talent Retention.

Talent acquisition is the process for planning, sourcing, hiring and on-boarding new employees in the organization. Attracting right talent for the organization is challenging and critical. Both internal and external sources are utilised in talent acquisition. Internal sources include referrals, promotions, rotations, transfers etc. Advancement in technology has benefitted external sources such as print, visual and social media. It is possible to access talent pool outside the organization by logging into the job portals.

Talent engagement is the magnitude of commitment and involvement an employee has towards the organization and its values. It is certainly visible and can be measured, the positivity and negativity in the employees' willingness to learn and perform at work.

William Kahn related employee engagement to psychological experiences at work that shape the process of keeping employees present or absent during performance (Kahn, 1990). Talent

engagement is related to positive feeling employees have towards their job (Macey & Schneider, 2008), enthusiastic involvement and efforts they put into it (Falcone, 2006). Engaged employees give their organizations crucial competitive advantage, including higher productivity and lower employee turnover. Reward and recognition for good work helps in better engagement of talent. Talent engagement activities like, training and development programs, team building activities, celebrating achievements, festivals, foundation day etc. help in attaining best results (Desai, 2010).

Organizations gain a competitive edge by creating an environment of knowledge sharing and continuous learning. Workforce with right knowledge and skills leads to overall business success and continued success of an organization is tied to the effectiveness of training and development initiatives. Whether TM approach is exclusive or inclusive, employees need a thoughtfully produced personal development plan (Campbell & Hirsh, 2013). Talent development is much broader, it involves building knowledge, skills, abilities, helping employees develop and achieve their potential so that the organizations can succeed and grow (Bingham, 2014). Talent development activities include coaching, mentoring, lectures, online sessions, on-the-job training etc.

Talent deployment is the process of identifying most suitable talent to fill in a critical position. This is bringing in the resources into effective action. How talent is deployed and positioned for success in an organization is much more important than the amount of talent available (Irvine, 2017). It is found that successful organizations deploy their talent at critical positions that helps them to steer overall business performance. Teams and network of talent drive success.

Retaining top talent is the primary concern for organizations to remain competitive in the era of globalization. It is a key aspect in success of an organization. Talent retention refers to the techniques utilized to help the employees stay with the organization for a longer period of time. Losing valuable talent would incur unprecedented costs. Hiring is not an easy process, it is very costly and time consuming. Also a new employee will take time to be productive.

Organizations are working on retention strategies to minimize the loss of valuable talent. It starts from the first day on job of a new hire. Orientation and onboarding sets the tone for other processes to follow. Allocating a mentor is a great idea to introduce organization's culture to the new comer. Every employee looks for a pat on the back when s/he goes an extra mile. Appreciate employees by appropriate rewards and recognition. A healthy work-life balance is

essential and organization must convey it to employees that they understand it. To keep the employees updated with latest skills, training and development is a way for advancement. Fostering team spirit and keeping lines of communication open between team members and leaders goes a long way in sharing thoughts and in retaining employees.

Drivers And Challenges of Talent Management

In recent years TM has turned into a top priority for organizations because of lesser availability of talented employees. People are an important strength for any organization, without them strategies would not be executed, customer delight cannot be created and innovation would never occur. Investing in employees would give non – imitable competitive edge to the organization (Pfeffer, 1998).

TM is required to create a culture for success in the organization. It is based on certain factors such as the internal beliefs which includes core values, talent strategy of the organization and talent management system, processes and procedures (Berger & Berger, 2011). It is vital for human resource department to place right talent at the right place and right talent is the biggest asset for an organization (Ramco, 2012). For organizations retaining talent is of ultimate importance to stay ahead of its competitors (Serendi, 2015).

Principle factors influencing TM practices include increasingly global labour market, vastly diverse workforce in relation to age, culture (CIPD,2006). Demographic trends create challenges for TM, young force in many countries is on decline (Vaiman et al, 2012). Apart from demographics, the challenges are because of increased mobility of the workforce. Cheaper travel and technology facilitates easy transit of employees resulting in organizations competing for talents internationally (Stahl & Bjorkman, 2007).

Why Organization Design Is Important – A Newer Perspective

Organization design is considered vital for organization's success and achieving competitive advantage. Several factors, within and outside the organization, constitute organization design. These factors play very influencing role on every activity that happens within the organization because anything and everything that happens in an organization is part of its organization design. Hyper competition makes it even tougher for organizations to remain competitive in market. Technology and global expansion adds further to prevailing challenges organizations face today (Wellins, Smith, & Erker, 2010). For organizations to remain competitive in today's dynamic world it is important to pay attention to vision and organization practices that form

part of organization design (Kilman et al, 1974). As the organizations develop, grow and evolve responding to external factors become evident and new elements are integrated in the organization. Because of increased global competition and use of information technology, managers are in search of newer ways to motivate and coordinate with employees. Organization design has key implications for ability of an organization to deal with contingencies, develop competitive advantage, efficiently manage workforce diversity and enhance ability to innovate and develop new products to remain competitive in the market (Chand, 2018).

It is understood that organization design impacts organization's performance and hence there is a strong link between organization design and TM. Because design elements influence the conceptualisation of TM, the way it is developed and practiced, the efficacy of TM is also determined by the elements of organization design.

Interlinkage between TM and organization design becomes self-evident when organizations contemplate on relationship of TM with strategy formulation and implementation that has overarching impact on organizational performance. Business goals and strategies propel the quantity and quality of talent required. A right blend of talent is essential to carry forward and implement the plans of top management. Clear lines of communication are required to highlight vision of the organization, role accountability ensures delivery of right results, skill development and aligning TM initiatives with business drivers moves the organization in desired direction.

It is of utmost importance that senior leaders of the organization make courageous decisions to ensure deployment of right talent for right roles at the right time. It is essential to guarantee bench strength of all rounded leadership and management talent pipeline that can take up executive roles in future. Organizations must design or redesign itself to accommodate technical and managerial acumen of key talent who are responsible for getting collaboration and cooperation of people working under them. A good connection between capabilities that are needed and the leadership talent available is essential. There various ways an organization can be successfully (re)designed to maintain competitive advantage in the market. It can start with understanding organization's purpose or vision which would make the thought process clear. It also important to know the building blocks of the organization, these blocks keep the organization together and do not let the organization fall apart. There are several factors that are to be considered on which an organization can or cannot have control. These factors are within and outside the organization. The internal factors can be controlled and navigated to

minimize the impact of external factors that remain out of control for organization. In this way organization also build their strengths and make it a core competency. This helps to attract talent towards the organization and creates a brand for the employer. Lastly, restructuring may not always be the solution for bringing change or setting things right in the organization. It should probably be the last element in organization design to be changed in isolation.

Conclusion

Managing talent is not a newly introduced concept in organizations rather it has been practiced since ancient times but with a different perspective. As the needs evolved so have practices. Various challenges have been associated with TM and with increased globalization and technology developments these challenges have become apparent. The challenges arise from change in demographics, ease of travel and use of technology. Organizations have different approaches to TM. It mainly depends on the philosophy whether talent is inborn or can be acquired and whether everyone be part of TM (inclusive) or only a selected few (exclusive) be considered talent and taken forward in organization. A newer perspective to TM is added when influence of organization design is seen on TM practices. Organization design plays a very important role in shaping TM practices.

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The Impact of Artificial Intelligence (AI) on HRM: Advancements, Challenges and Ethical Considerations

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Abstract

This research paper seeks to investigate the application of artificial intelligence (AI) in Human Resource Management (HRM) procedures through a thorough investigation of real-world case studies. Businesses that have successfully used AI technology into HRM, including recruiting, employee assistance, scheduling, and talent acquisition, are highlighted in the case studies that were selected. By assessing the outcomes, challenges, and lessons discovered from these case studies, this study paper seeks to provide relevant information on the effect of AI on HRM practises and its ramifications for organisations and HR practitioners. A qualitative approach and case study technique are used to analyse various possibilities of AI adoption in HRM. Data from published publications, studies are rigorously evaluated to look for repeating themes and patterns. The findings from the case studies are synthesised in order to derive significant conclusions and implications for firms using AI in HRM. Important research topics are discussed, including how to cope with prejudices and ethical quandaries, as well as how to assure employee participation and acceptance.

The findings contribute to the body of knowledge on AI in HRM by offering empirical support and insightful information for lawmakers, corporations, and HR professionals. The research paper also identifies areas that require more investigation and provides advice for effectively integrating AI in HRM. By examining real-world case studies, enhancing knowledge of AI integration in HRM, and guiding future actions in using AI for HRM innovation and development, this research paper bridges theory and practise.

Keywords: *Artificial Intelligence (AI); HR automation; Ethical AI; AI-driven; HR practices; digital transformation*

Introduction

The potential of artificial intelligence (AI) to alter a number of sectors, including human resource management (HRM), has attracted a lot of interest. Organisations may revolutionise HRM procedures and enhance employee experiences by utilising AI algorithms, machine learning methods, and natural language processing (*AI-powered HR Revolution: How AI Can Impact Future of Work and Employee Operations*, 2023). By incorporating AI into HRM procedures, it is possible to automate repetitive jobs, examine big datasets, and draw up insightful conclusions that will improve HR operations and strategic decision-making (Vemuri, 2020). By reviewing resumes, selecting the best prospects, and offering data-driven insights based on past data, AI-powered systems may optimise the hiring process, resulting in a shorter hiring cycle and higher candidate quality (IBM, 2021). However, integrating AI into HRM also poses difficulties and raises moral questions. One significant issue is the possibility for prejudice in AI algorithms, which might unintentionally discriminate against some people or reinforce pre-existing biases in hiring and decision-making. To reduce these hazards, it becomes essential to ensure justice, openness, and accountability in AI systems. Since AI systems rely on enormous volumes of personal data, data privacy and security issues are therefore of the utmost importance, needing strong protections to secure employee information.

Background of AI on HRM: The fast development of AI technology has made it possible for HRM practises to include it. AI-powered solutions are being used by businesses for a range of HRM procedures, including hiring, employee support, talent acquisition, performance management, and staff scheduling (Davenport, 2018). These AI technologies can analyse massive amounts of data, spot trends, forecast outcomes, and automate repetitive processes, simplifying HR operations and allowing HR practitioners to concentrate on strategic objectives (Lamb, 2021). The potential advantages of AI in HRM have been emphasised in several research and business publications. For instance, according to a study by the McKinsey Global Institute, AI has the potential to automate up to 30% of HR functions, saving money and allowing HR personnel to concentrate on higher-value duties (Manyika et al., 2017).

Significance of AI on HRM: The use of AI in HRM will have a big impact on businesses, HR professionals, and workers. It is critical to comprehend how AI will affect HRM procedures, both in terms of prospective advantages and potential difficulties. This research paper aims to offer useful insights for organisations considering AI implementation, HR professionals looking to improve their practises, and policymakers involved in creating AI governance frameworks by examining the advancements, challenges, and ethical considerations associated with AI in HRM.

Scope of AI on HRM: This research paper explores the influence of AI on HRM, including recruiting, employee support, talent acquisition, performance management, employee scheduling, and other important HRM operations. The research will investigate AI's prospects and difficulties in HRM, as well as the

consequences for HR professionals, workers, and organisational results. Ethical aspects for AI adoption in HRM, including as bias reduction, data protection, transparency, and fairness, will also be investigated.

The study is based on a thorough analysis of current literature, industry reports, case studies, and interviews with HR professionals and experts. This research intends to contribute to current knowledge on the influence of AI on HRM by synthesising and analysing the findings, as well as give practical insights and recommendations for organisations and HR professionals navigating the difficulties of AI integration in HRM processes.

The study endeavour's ensuing sections go in-depth on AI development and its use in HRM, after which it explores the difficulties and moral questions raised by AI deployment. The results are examined, and suggestions for successfully utilising AI in HRM are discussed. This research paper intends to assist responsible deployment of AI technology in the HRM field by investigating the varied elements of AI in HRM.

OBJECTIVE OF THE STUDY

The goal of this research study is to examine actual case studies in order to determine how artificial intelligence (AI) affects HRM procedures. The initiative specifically seeks to accomplish the following goals:

- 1.1.** Evaluate the results and advantages of integrating AI into HRM procedures.
- 1.2.** Identify the challenges and barriers encountered while integrating AI into HRM
- 1.3.** Analyzing the lessons acquired from the application of AI in HRM
- 1.4.** Propose recommendations for efficient AI integration in HRM

LITERATURE

Considering both the potential advantages and difficulties, Davenport & Kirby (2016) addressed how AI and automation are affecting occupations, especially HR-related tasks. In the study, Vrontis et al. (2022) evaluated the possibilities of AI-powered personal assistants in HRM and look at their uses, advantages, and difficulties. Oswald et al. (2020) provided an overview of AI applications in HRM, including hiring, performance evaluation, and decision-making procedures, and the consequences for the discipline of industrial and organisational psychology. In the study published by Kim et al. (2018) examined into how AI affected talent management strategies and how it altered HRM procedures in Korea. The research by SHRM offers details on prospective uses of AI and automation in HRM, along with the difficulties encountered, moral questions raised, and advice for HR practitioners (Tobenkin, 2019). Hupfer (2020) examined how AI will affect the nature of work in the future, particularly HRM, and addresses the potential, difficulties, and ramifications for businesses and HR practitioners. In a report released by

McKinsey, the potential for AI to automate a variety of functions in many industries, including HRM, is examined. The report also explores the consequences for the skill requirements and workforce composition (Chui et al., 2016). The report (Bughin et al., 2018) focuses on the effect of automation, particularly AI, on the future of work and offers insights into the skills that will be in demand there. Budhwar et al. (2022) identifies prospective study areas, such as talent acquisition, performance management, and employee well-being, and emphasise the necessity for studies on the effects of AI on HRM. According to Paauwe and Farndale (2017), there is a connection between HRM strategies, organisational success, and the changing role of technology, especially AI, in HRM practises. In addition to outlining the effects of digitalization, automation, and AI have affected HRM practises and offers a study agenda to look into the consequences and issues (Kaushal et al., 2021).

AI is used in hiring procedures, and its usefulness in forecasting work performance is also evaluated, emphasising the consequences for HRM (Karaboga & Vardarlier, 2020). Making informed decisions and improving organisational results may be achieved by utilising evidence-based HRM strategies, such as combining AI and analytics (Pfeffer & Sutton, 2006). Leveraging the idea of human resource architecture, AI integration into HRM systems offers the ability to maximise human capital and improve corporate performance (Lepak & Snell, 2002). New information on how virtual and AI technologies may affect organisational structures and human resource management is revealed through their usage in the automotive sector (Wang et al., 2006).

The research strongly emphasises the potential benefits of AI, such as boosted productivity, improved decision-making, and enhanced employee experiences. Additionally, it acknowledges the challenges, including data privacy concerns, bias in AI algorithms, and the need for HR professionals to acquire new skills. The literature review, taken as a whole, provides a solid theoretical foundation for understanding the implications of AI in HRM, establishing the platform for further research and study in this rapidly evolving field.

RESEARCH METHODOLOGY

Research Approach:

A qualitative study technique is utilised to examine real-world case studies of organisations that have integrated AI in HRM procedures.

Case Selection:

Purposive sampling is used for selecting suitable case studies for study. Organisations that have effectively applied AI in different HRM activities such as recruiting, employee support, scheduling, talent acquisition, and others are among the selection criteria. To guarantee a complete study, the instances picked reflect a varied spectrum of sectors, firm sizes, and geographical regions.

Data Collection:

This research's key data sources are published publications, academic papers, case studies, and industry reports on AI application in HRM. The papers and studies are sourced from academic databases, industry magazines, and reputable research sources.

Data Analysis:

The acquired data is then analysed thematically. The data is coded and classified in order to find repeating themes, patterns, and trends throughout the case studies. The topics are developed from the study objectives, and they include the findings, problems, and lessons gained from AI deployment in HRM.

Limitations:

The research methodology's possible shortcomings should be acknowledged. Due to the unique settings and traits of the chosen examples, it is possible that the case study conclusions cannot be applied to other organisations. Nevertheless, attempts are made to lessen these restrictions by performing a comprehensive study and offering a fair interpretation of the results.

CASE STUDY ANALYSIS: IMPLEMENTATION OF AI IN HRM PROCESSES:**IBM's Watson Recruitment:** (Guenole & Feinzig, 2018)

Outcome: To aid in the hiring process, IBM introduced Watson, an AI-powered system. With the help of resume analysis and candidate ranking using past data, Watson offers insights. This led to a shorter hiring process and better candidate quality.

Challenges: Making sure the system was impartial was one of the difficulties encountered. To prevent discriminatory consequences, the AI algorithms required to be regularly reviewed and modified. Employee opposition to AI replacing human involvement in the recruitment process was another difficulty.

Lessons learned: AI recruiting deployment necessitates a delicate balancing act between automation and human interaction. To reduce prejudice and ensure fairness, AI systems must be continuously monitored and improved. In order to address employee concerns and ease their acceptance of AI technology, effective change management tactics are required.

Unilever's Virtual Assistant: (Jurietti et al., 2017)

Outcome: Unilever launched "UnA," a virtual assistant, to improve employee self-service and handle HR issues. "UnA" answers queries, provides HR policy information, and guides employees through HR processes using natural language processing. As a consequence, HR efficiency rose, burden decreased, and employee experience improved.

Challenges: Assuring the virtual assistant's correctness and capacity for complicated queries was one of the problems encountered. To increase accuracy and broaden its knowledge base, the virtual assistant's

initial versions required constant improvement. Concerns about data security and privacy also have to be addressed.

Lessons learned: A virtual assistant's powers and restrictions must be carefully considered before adoption. To increase accuracy and increase utility, regular updates and enhancements based on user input are essential. To address concerns and foster employee confidence, appropriate data protection procedures and privacy safeguards should be in place.

Deutsche Telekom's Predictive Analytics for Employee Retention: (Kucherov & Zamulin, 2016)

Outcome: To find staff members who could leave the company, Deutsche Telekom used predictive analytics. The solution gave HR teams insights by examining numerous data points, including performance, engagement, and tenure, allowing proactive retention tactics. This led to a considerable decrease in personnel turnover and related expenditures.

Challenges: Data accessibility and quality were a problem. It took a lot of work to compile and integrate pertinent data from several HR systems. Another difficulty Deutsche Telekom encountered was ensuring data privacy and following regulations.

Lessons learned: Predictive analytics for employee retention demands a strong data architecture and the integration of HR data sources. For accurate forecasts, data quality and integrity are necessary. A complete data privacy framework should be designed to secure employee data and ensure compliance with rules.

Hilton's AI-Enabled Chatbot for Employee Assistance: (van Esch & Black, 2019)

Outcome: Hilton launched "Connie," an AI-enabled chatbot, to help employees and solve HR-related concerns. "Connie" uses natural language processing to interpret enquiries and offer quick and accurate replies. This led in better HR service delivery, shorter response times, and more employee satisfaction.

Challenges: One of the difficulties was ensuring that the chatbot could handle complicated enquiries and offer personalised replies. To improve accuracy and efficiently meet customer demands, the AI algorithms need continual improvement. Additionally, managing employee expectations and resolving privacy issues were critical considerations.

Lessons learned: An AI chatbot for employee helps to strike a balance between automation and human interaction. Enhancing the chatbot's capabilities requires frequent upgrades and enhancements depending on user feedback. Building trust and promoting staff adoption requires open information about data privacy and security safeguards.

Walmart's AI-Powered Employee Scheduling: (Kalia & Mishra, 2023)

Outcome: Walmart used AI algorithms to optimise labour scheduling based on historical data, demand trends, and employee preferences. By taking shift and time-off preferences into account, the AI system

develops schedules that correspond with corporate goals, decrease labour costs, and enhance employee work-life balance.

Challenges: One of the difficulties was preserving impartiality and openness in the scheduling procedure. Employees sought confidence that the AI algorithms respected their preferences and handled all employees fairly. Addressing any bias in the system and dealing with staff who preferred manual scheduling were other problems.

Lessons learned: Employee involvement in decision-making is required when implementing AI-powered staff scheduling. It is vital to address concerns about bias and fairness and to be transparent about how AI systems operate. Regular employee feedback loops and communication may help the system develop and build acceptance.

CROSS-CASE ANALYSIS: THEMES, PATTERNS, AND INSIGHTS:

Several major themes, trends, and insights about the deployment of AI in HRM processes emerge from the examination of the five case studies mentioned previously. These findings shed light on the outcomes, obstacles, and lessons learnt from these real-world cases.

A) Theme 1: Enhanced Efficiency and Quality:

Across all case studies, implementing AI in HRM operations resulted in increased efficiency and quality. For example, IBM's Watson Recruitment cut time-to-hire and enhanced applicant quality through automated resume analysis. Unilever's virtual assistant, "UnA", improved HR productivity by responding quickly and accurately to employee enquiries. Walmart's AI-powered staff scheduling optimised schedules based on historical data and employee preferences, resulting in enhanced work-life balance and lower labour expenses. These findings suggest that AI technologies have the potential to improve HRM procedures and overall organisational effectiveness.

B) Theme 2: Ethical Considerations and Challenges:

The case studies also shed light on the ethical issues and obstacles involved with the use of AI in HRM. Ensure fairness and eliminate prejudice surfaced as a consistent difficulty across various scenarios. IBM's Watson Recruitment faces the problem of regularly reviewing and improving AI algorithms to avoid biased results. To obtain employee acceptance, Walmart's AI-powered scheduling system has to address concerns about fairness and transparency. Unilever's virtual assistant and Deutsche Telekom's predictive analytics for staff retention identified further issues. These findings highlight the necessity of addressing ethical concerns and implementing sufficient protections when incorporating AI into HRM procedures.

C) Theme 3: Employee Acceptance and Change Management:

When applying AI in HRM, the case studies emphasised the need of employee acceptability and effective change management tactics. IBM's Watson Recruitment and Walmart's AI-powered scheduling both

encountered resistance to AI replacing human participation. To improve accuracy and acquire employee confidence, Unilever's virtual assistant needs continual improvement based on user input. These findings highlight the need of open communication, employee involvement, and upskilling programmes in fostering acceptance and collaboration in AI-driven HRM.

Pattern: Iterative Improvement and Continuous Learning:

The iterative nature of applying AI in HRM was a consistent theme that appeared throughout the case studies. Each organisation experienced continual refining and enhancement based on user input and changing organisational demands. Whether it was fine-tuning AI algorithms, increasing virtual assistant knowledge bases, or boosting predictive analytics accuracy, these stories illustrated the need of iterative development and continual learning in maximising the advantages of AI in HRM.

Insights and Implications:

For businesses contemplating or already using AI in HRM operations, the cross-case research offers a number of insights and consequences. It highlights the necessity of a well-rounded strategy that incorporates automation and human engagement, careful consideration of ethical issues and data protection, and efficient change management techniques. The results also show that integrating AI has the potential to increase quality, efficiency, and employee experiences.

CHALLENGES AND BARRIERS IN IMPLEMENTING AI IN HRM

There are many advantages to integrating artificial intelligence (AI) into HRM procedures, but there are also difficulties and hurdles. To successfully negotiate the difficulties of incorporating AI technology into their HRM practises, organisations need to be aware of these difficulties. The following are some of the major obstacles and issues that organisations could face:

Bias in AI algorithms:

The possibility for bias in AI algorithms is one of the major difficulties in adopting AI in HRM. AI systems rely on previous data, which might be biased and result in unfair recruiting, performance management, and decision-making results. To reduce prejudice and advance justice, organisations must make sure AI algorithms are constantly tested, monitored, and improved (Charlwood & Guenole, 2022; Hall & Ellis, 2023).

Data privacy and security concerns:

AI in HRM necessitates the collecting and analysis of massive volumes of employee data. Ensuring data privacy and security is critical for protecting sensitive employee information and complying with data protection rules. To address privacy issues, organisations must build strong data governance frameworks, implement proper security measures, and maintain data usage openness (Miyashita, 2021; Malik et al., 2023)

Employee resistance and acceptance:

Employees who regard AI in HRM as a threat to job security or mistrust the technology may be resistant to its use. Employee adoption may be hampered by a lack of awareness and apprehension about automation. To address employee concerns, improved awareness, and cultivate adoption of AI technology, effective change management techniques, transparent communication, and training programmes are essential (Del Giudice et al., 2023).

Skills and expertise gaps:

Adopting AI in HRM may need organisations developing new skills and competencies inside their HR departments. HR personnel may need training in AI technologies, data analytics, and evaluating AI-generated insights. Identifying and filling skill shortages, offering appropriate training and upskilling opportunities, and cultivating a culture of continuous learning are all necessary for effectively leveraging the benefits of AI in HRM (Guenole & Feinzig, 2018).

Integration with existing systems and processes:

Integrating AI technology into existing HRM systems and procedures might be tricky. Compatibility concerns, data integration challenges, and the requirement to enable smooth interaction between AI systems and other HR systems may develop. To successfully incorporate AI into the HRM infrastructure, rigorous planning, technical knowledge, and efficient project management are required (Chowdhury et al., 2023).

Ethical considerations:

AI generates ethical issues in human resource management. Organisations must address issues such as transparency, comprehensibility, and accountability of AI algorithms. To preserve trust and avoid unforeseen effects, AI systems must be transparent, responsible, and ethical (Varma et al., 2023).

Cost and resource implications:

Implementing AI in HRM might be expensive at first, requiring investments in AI technology, infrastructure, and training. Organisations must evaluate the financial consequences and deploy resources accordingly. It is critical to assess the ROI and long-term sustainability of AI adoption in HRM (Verma & Bandi, 2019).

Legal and regulatory compliance:

While implementing AI in HRM, organisations must traverse legal and regulatory environments. To prevent legal issues, compliance with data protection, privacy, and employment legislation is crucial. Throughout the AI deployment process, it is crucial to keep up with changing rules and ensure compliance (Reier Forradellas & Garay Gallastegui, 2021).

Change management and cultural factors:

The use of AI in HRM necessitates a change in organisational culture and thinking. The effective deployment of AI technology might be hampered by change aversion, a lack of support from important stakeholders, and cultural hurdles. Organisations must invest in change management tactics, include stakeholders, and promote a collaborative and innovative culture (Budhwar et al., 2022).

Lack of robust evidence and best practices:

Despite the increased interest in AI in HRM, organisations still require more empirical data and best practises to provide as a guide. It is difficult to find case examples, research papers, and benchmarks that are particular to AI in HRM. The benchmarking of organisations' AI activities may be challenging (Ayling & Chapman, 2021).

FUTURE DIRECTIONS AND RESEARCH GAPS IN IMPLEMENTING AI IN HRM:

While the use of AI in HRM has enormous promise, there are still some areas that require more research and development. Organisations can maximise the advantages of AI while reducing possible hazards by identifying future paths and filling research gaps. The following are potential prospective research areas and gaps in applying AI in HRM:

Human-AI collaboration and augmentation: Future study should investigate the best mix between human judgement and AI technology in HRM. Understanding how HR professionals can work effectively with AI technologies to improve decision-making, talent management, and employee experience is critical. Furthermore, researching the potential for AI to boost HR professionals' talents and activities might give insights into future positions and skill requirements in HRM (Jarrahi, 2018).

Long-term impact on employee well-being and job satisfaction: While AI deployment intends to improve HRM efficiency and effectiveness, its influence on employee well-being and work satisfaction should be investigated further. The psychological and social effects of AI on employees should be investigated, including possible job displacement issues, skill shortages, and the need for reskilling or upskilling programmes to facilitate employee transition and well-being (Brougham & Haar, 2017).

Adapting AI for diverse workforce contexts: The majority of previous research on AI in HRM has been undertaken in Western organisational environments. Future research should investigate how AI may be modified and effectively used in a variety of labour scenarios, taking cultural, social, and contextual elements into account. Understanding the cultural implications of AI adoption and its influence on underrepresented groups can lead to more inclusive and equitable AI-enabled HRM practises (Sithambaram & Tajudeen, 2022).

Measuring AI impact and ROI: Research is required on the best ways to assess the effectiveness and return on investment (ROI) of AI efforts, even as organisations invest in AI technology for HRM.

Organisations can make educated judgements and defend their AI investments by developing solid assessment frameworks and metrics to evaluate the efficacy, efficiency, and value-added of AI in HRM operations (Guenole & Feinzig, 2018).

Legal and regulatory implications: Research on the legal and regulatory ramifications is required as AI deployment in HRM increases. Studying the laws and guidelines governing AI in HRM, especially those pertaining to data protection, prejudice, and discrimination, may help organisations ensure compliance and minimise legal risks (Reier Forradellas & Garay Gallastegui, 2021).

Collaborative research and knowledge sharing: Promoting collaborative research efforts and knowledge exchange among academics, industry practitioners, and policymakers is critical. Establishing multidisciplinary research networks and platforms can allow the exchange of best practises, case studies, and insights on AI deployment in HRM. Collaborative initiatives can hasten the creation of realistic guidelines and standards for AI use in HRM (Soleimani et al., 2021).

Longitudinal studies and organizational learning: Investigating the long-term consequences of AI adoption in HRM can reveal important details about its viability, scalability, and organisational learning. Future AI adoption practises can be influenced by looking at how organisations adapt to and learn from AI implementation, the difficulties encountered, and the methods used (Alegre & Chiva, 2013).

By addressing these future trends and research gaps, organisations will be able to make informed decisions, overcome implementation difficulties, and realise the full potential of AI technologies for successfully managing human resources.

RECOMMENDATIONS TO STAKEHOLDERS IN IMPLEMENTING AI IN HRM

AI implementation in HRM necessitates close coordination and thorough consideration of all relevant parties. The guidelines below are meant to direct stakeholders in successfully using AI in HRM while maximising its advantages and lowering any possible hazards:

HR Leaders and Practitioners:

- a) **Investing in AI literacy and competency development:** HR professionals and practitioners should become well-versed in AI technology, including their potential and limits. This will allow them to make sound choices regarding AI adoption and manage AI-enabled HRM operations successfully.
- b) **Fostering a culture of innovation and learning:** Creating a work atmosphere that supports AI exploration, creativity, and continual learning. Encouraging HR professionals to embrace AI as a tool to improve their job and give training and upskilling opportunities to acquire AI-related capabilities.
- c) **Ensuring transparency and fairness:** Implementing transparent, explainable, and bias-free AI algorithms and systems. Monitoring and auditing AI systems on a regular basis to discover and correct any

biases or unexpected outcomes. To create employee trust, communicating the ethical concepts and rules governing AI deployment.

Employees:

- a) **Promoting AI literacy and awareness:** Educating employees about the purpose of AI technologies and how they will be employed in HRM operations. Addressing any employee worries or misconceptions about AI replacing their roles, and emphasising the collaborative nature of human-AI relationships.
- b) **Providing training and support:** Assisting the staff in adjusting to AI-enabled HRM procedures, providing training programmes and materials. Employers should also encourage staff to pursue new possibilities that come from the use of AI by upskilling them in areas where it complements their employment.
- c) **Fostering open communication channels:** Creating avenues for employees to share their opinions, expressing their worries, and pose queries concerning the use of AI in HRM. To guarantee a smooth transition, actively listening to employee opinions and dealing with any concerns right away.

IT and Data Management Teams:

- a) **Ensuring data privacy and security:** Collaborating with HR teams to develop strong data protection policies and procedures. Protecting employee data and maintaining compliance with applicable privacy laws. To avoid unauthorised use or disclosure of sensitive information, implementing strong access controls and data governance practices.
- b) **Integrating data sources and systems:** Collaborating proactively with HR departments to integrate data sources from multiple HR systems and platforms. Enabling smooth data flow and interoperability to ensure accurate and complete data for AI algorithms and analysis.
- c) **Continuously evaluate AI technologies:** Keeping up to current on AI breakthroughs pertinent to HRM and assessing their possible influence on HR procedures. Continuously monitoring and evaluating AI systems to guarantee their efficacy, dependability, and alignment with organisational goals.

Legal and Compliance Teams:

- a) **Staying informed about legal and regulatory requirements:** Preserving abreast of changing legal and regulatory frameworks for AI in HRM. Ensuring adherence to laws governing justice, equality, and data privacy. To guarantee AI systems abide by pertinent rules and regulations, consulting legal advice.
- b) **Conducting impact assessments:** Evaluating the legal and ethical concerns of incorporating AI into HRM procedures. Identifying and addressing any risks relating to prejudice, discrimination, privacy, or data security.

c) **Developing AI governance policies:** Developing comprehensive AI governance policies and guidelines in collaboration with HR and IT departments. Creating defined rules for AI deployment, monitoring, and auditing to guarantee that ethical and legal norms are met.

1.5. Industry Associations and Policy Makers:

a) **Fostering collaboration and knowledge sharing:** Encouraging industry groups, policymakers, and stakeholders to collaborate to exchange best practises, case studies, and insights on AI deployment in HRM. Creating discussion and idea sharing channels to encourage responsible and successful AI usage in HRM.

b) **Establishing guidelines and standards:** Collaborating to create industry-wide principles and standards for AI application in HR

CONCLUSION

To summarise, the application of Artificial Intelligence (AI) in human resource management (HRM) provides substantial opportunity for organisations to revolutionise their HR practises and improve overall organisational performance. Through a literature review, case studies, and cross-case analysis, this research presented a complete analysis of the effect of AI in HRM, providing significant insights for stakeholders interested in AI adoption in HRM. The assessment of the literature demonstrated the advances, limitations, and ethical concerns linked with AI in HRM. It provided a thorough grasp of the issue by synthesising previous research, academic papers, and industry reports.

The case studies showed real-world instances of organisations that effectively utilised AI in HRM procedures. These case studies highlighted the many uses of AI, such as recruiting, employee support, staff retention, and employee scheduling, highlighting the outcomes, obstacles encountered, and lessons gained. The examination of these situations highlighted the significance of addressing concerns such as bias, accuracy, privacy, and employee approval in AI adoption. The cross-case study discovered common themes, patterns, and insights throughout the case studies, showing crucial success elements like as transparency, constant monitoring, human-AI collaboration, and resolving employee concerns. The study emphasised the importance of data quality, privacy, and compliance in the effective deployment of AI in HRM. The discussion and interpretation part examined the implications of AI in HRM and discussed the possible advantages, problems, and issues. It emphasised the importance of responsible AI adoption, continuing review, and collaboration among stakeholders to guarantee the ethical and successful use of AI in HRM practises. Based on the research findings, recommendations were made to stakeholders engaged in AI implementation in HRM. These suggestions gave specific actions for HR executives, workers, IT and

data management teams, legal and compliance teams, industry groups, and legislators to help them exploit the benefits of AI while addressing difficulties and assuring ethical practices.

In conclusion, the future of AI in HRM is bright, but its deployment needs careful planning, teamwork, and a human-centered approach. Organisations may use AI in HRM to optimise HR practises, improve employee experiences, and achieve good organisational results by embracing AI's promise while acknowledging its limits and ethical concerns.

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Investigating the Role of Workplace Spirituality in Promoting Environmentally Responsible Behaviours among Employees

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Abstract:

To better understand how workplace spirituality inspires workers to act sustainably is the primary purpose of this study. The technique comprised a detailed analysis of the literature on workplace spirituality, mindfulness, meaning and purpose, ethical principles, and social responsibility practices, as well as their possible impact on employees' attitudes and behaviour towards environmental responsibility. The findings show that attempts to promote workplace spirituality may increase employees' commitment to sustainability and promote environmentally friendly behaviours. Through a variety of critical procedures, including as mindfulness, purpose and meaning, ethical standards, and social responsibility activities, workplace spirituality may encourage environmental stewardship. These results have implications for organisations trying to promote employee environmental responsibility through their sustainability projects by including workplace spirituality practices. These findings have practical ramifications for businesses looking to encourage employee environmental responsibility through their sustainability initiatives by integrating workplace spirituality practices. Future studies might examine how well workplace spirituality initiatives encourage sustainable conduct and assess how they affect the sustainability of the environment.

Keywords: employee engagement; sustainable behaviour; ethical Values; mindfulness; sustainability practices

Introduction

Workplace spirituality as a notion first appeared in the 1920s and has lately grown in popularity. It is a very recent idea that encourages people to bring their particular spiritual ideals to work. The integration of spirituality into work can foster innovative ideas and better cooperation within an organization. (Petchsawang & Duchon, 2009) In this research journal, we aim to explore, understand, and develop a

framework to relate the impact of workplace spirituality to environmentally responsible behaviour. (Latif & Aziz, 2018)

Workspace Spirituality has been shown to improve the many key areas in the workplace. Organizational performance (Giacalone, 2004), When compared to the expected outputs, an organization's performance is defined as its actual output or results. Job Satisfaction (Hassan, 2016), A measure of a worker's contentment with their job, whether they like the job or specific features or facets of occupations, such as the nature of the labour or supervision, is called job satisfaction, employee satisfaction, or work satisfaction. Team Effectiveness (Daniel, 2010), Team effectiveness refers to a team's capability to successfully accomplish the goals or objectives assigned by either an authorized individual or the organization itself. In essence, it is the extent to which a team can perform and achieve its targets. Employee Engagement (Muhammad Iqbal, 2020) Employee engagement is the emotional and psychological connection an employee has with their work, colleagues, and organization. It measures commitment, motivation, and enthusiasm towards the job, which results in increased productivity, creativity, and job satisfaction. Employee Well Being (Kumar & Kumar, 2014) Employee well-being in the workplace refers to employees' physical, mental, and emotional health and happiness. It includes promoting work-life balance, providing a safe and healthy work environment, and supporting employees' personal and professional growth.

During this research, we will attempt to understand the outcomes of improvements in the aforementioned areas and their direct relationship to adopting environmentally responsible behaviours. Organizations have a crucial responsibility to encourage and promote environmentally friendly behaviours among their employees. Employees may be a key factor in pushing sustainability initiatives as knowledgeable decision-makers. By fostering a workplace culture that prioritizes environmental awareness, companies can inspire their staff to adopt eco-friendly habits both within and outside the workplace. This can include initiatives and numerous interventions. Workplace spirituality promotes mindfulness and connectedness to nature, making employees more cognizant of their behaviours and actions. (Rezapouraghdam *et al.*, 2017)

Objectives

1. To identify the theoretical framework of workplace spirituality and sustainable behaviour.
2. To investigate the ways through which workplace spirituality promotes employee environmental responsibility.
3. To determine how workplace spirituality affects organisations' environmental sustainability practices.
4. Examine the elements that affect the efficacy of workplace spirituality in encouraging employees to act sustainably.

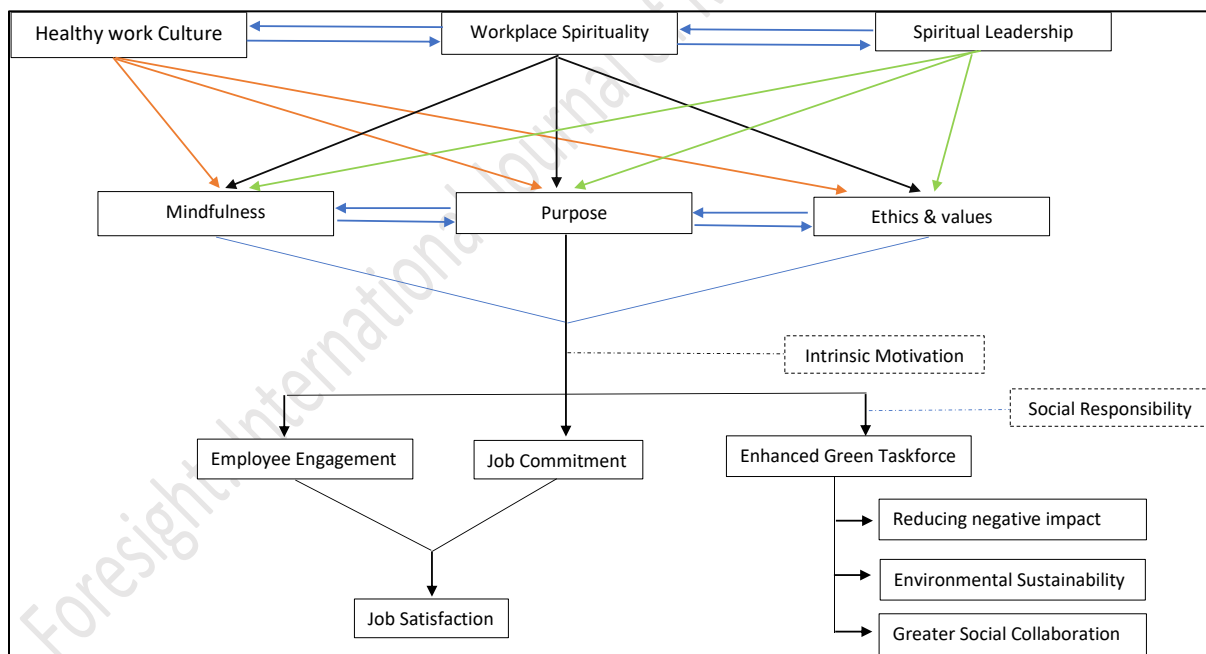
Review of Literature

(Rathee & Rajain, 2020) described workplace spirituality as the feeling of life's ultimate purpose or discovering the pinnacle objective to reach via knowing oneself. Increasing emotional quotient or emotional intelligence, which is sought to surpass the illusion, can fulfil this solitary objective.

Workplace spirituality is characterised by (Pradhan *et al.*, 2012) as a mix of inner life, meaningful job, and a strong feeling of community. Aside from that, they are all closely linked to task performance, work satisfaction, job dedication, and organisational behaviour. There is also a growing trend towards workplace spirituality, which benefits future sustainability as well as improved working outcomes. (Milliman *et al.*, 2003) described and examined the beneficial effects of properly integrating spirituality into the workplace.

This would raise both productivity and the rate at which people become more goal-oriented, as well as their sense of emotional fulfilment and connection. According to (Petchsawang & Duchon, 2009), someone with stronger spiritual insights will be more productive than someone without them. However, the relationship between spirituality and management expands career options for HRD specialists and academics. According to (Gotsis & Kortezi, 2008), a spiritual workplace culture broadens employees' capacity for a proper understanding of ethical and methodological foundations, which in turn contributes to the improvement of the organisation's employees' belief systems, vision, mission, and sustainability. (Rezapouraghdam *et al.*, 2018) contend that the difficulties with the lack of sustainability are caused by the simple absence or poor use of workplace spirituality. Workplace spirituality benefits employees' satisfaction, and in a broader sense, businesses that have integrated spirituality into their operations and adopted appropriate processes have given back to society sustainably, which has led to improved outcomes. The proportionate link between employee engagement and spirituality was described by (Saks, 2011). In the end, the connection drives organisational performance, which increases profitability and return on investment. If spiritual requirements are met, an organisation will become more person organisation fit (P-O fit), according to (Sheep, 2006). It deserves more attention since it leads to the overall growth of the organisation in terms of completeness and internal employee development. According to (Garg, 2017), the key elements of employee well-being include dedication, work-life balance, and job satisfaction. Employees must thus take appropriate action to involve spirituality in order for it to become institutionalised.

1.1. Conceptual Framework:



Proposed Model: “Workplace spirituality model enhancing employee environmental sustainability behaviour.”

The suggested model asserts that a healthy workplace culture, workplace spirituality, and spiritual leadership coexist and are a result of one another based on the literature and body of information now in existence. Spiritual leadership inspires and encourages workers via a sense of shared values and purpose,

whereas workplace spirituality acknowledges and incorporates employees' spiritual needs (Milliman *et al.*, 2003). These components foster a positive work environment that is satisfying for both individuals and the organisation as a whole. Spiritual leadership, a healthy work environment, and workplace spirituality all aim to promote traits like mindfulness, purpose, ethics, and values. Employee well-being is prioritised in a healthy workplace culture, and mindfulness-promoting environments are fostered. Workplace spirituality encourages ethical behaviour while acknowledging employees' spiritual needs, which may involve discovering meaning and purpose in their job.

By establishing a feeling of awareness and a commitment to moral behaviour, spiritual leadership (Sweeney & Fry, 2012) inspires and encourages staff members. As a consequence, these three factors produce identical outcomes, such as awareness, purpose, ethics, and values. A good work culture may encourage mindfulness and values-driven decision-making by supporting work-life balance, offering chances for professional growth, and fostering an inclusive workplace (Baer, 2015). It is possible to include activities like meditation, mindfulness, and contemplation into the working day to help people find meaning and purpose in their job. Employees are inspired and motivated by spiritual leadership (McGhee & Grant, 2015) to work towards common ideals and objectives. Spiritual leaders may promote a feeling of community and belonging by developing an organisational vision that is compatible with the spiritual beliefs of the workforce.

A socially responsible and more advanced green workforce may be created through fostering employee engagement and workplace commitment via the use of mindfulness, purpose, and ethics. Employees that practise mindfulness are more attentive, productive, and less stressed, which leads to better decisions. Better performance and job satisfaction result from purpose since it gives work meaning and keeps people engaged. Ethics promote accountability and responsibility in the workplace, which improves adherence to corporate principles and social responsibility programmes (Olayemi, 2023). Organizations may foster a culture of engagement and commitment among their workers and a more socially conscious workforce by giving mindfulness, purpose, and ethics a high priority. Such a team is more qualified to lead sustainability projects and encourage ecologically responsible behaviour.

This claim is supported by studies that demonstrate how encouraging mindfulness, purpose, and ethics improve job performance, job happiness, and employee engagement (Petchsawang & McLean, 2017). A more effective green taskforce that implements sustainable activities may be created by taking into account employee engagement (Fairfield, 2019), job commitment, job happiness, intrinsic motivation (Steg *et al.*, 2016), and social responsibility. Employees that are dedicated, devoted, and feel fulfilled by their job are more likely to take ownership of it, come up with novel solutions to challenges, and be organically driven to have a good influence. Employees are more inclined to support and take part in sustainable activities when they feel a sense of social responsibility, which helps the organisation transform for the better. Employers may boost their green taskforces by encouraging employee participation via open communication, acknowledging accomplishments, and providing possibilities for professional advancement. Giving workers a sense of purpose and making them feel valued and appreciated can boost their commitment and job happiness, which makes them more likely to support sustainability projects (Neubert & Cady, 2006).

The development of new abilities, feedback, and acknowledgment, as well as giving employees control over their job, are all ways that leaders may promote intrinsic motivation in their workforces. Promoting moral behaviour and social responsibility as well as providing workers with volunteer and involvement opportunities in sustainability efforts are all ways to encourage social responsibility.

In conclusion, a mix of dedicated, engaged, and happy workers who also feel socially responsible and organically driven can result in a stronger green taskforce.

Research Methodology

In order to better understand how workplace spirituality might encourage employees to act sustainably, the current study draws on secondary analysis of previous research. The research approach included a thorough analysis of the literature on employee sustainability and workplace spirituality.

Data Sources

Academic databases including Google Scholar, Web of Science, Scopus, JSTOR, Emerald Insight, Springer, and Taylor & Francis were used as data sources for the current study, along with reports from sustainability organisations like the Global Reporting Initiative and the United Nations Environment Programme. The following keywords were used in the search: workplace spirituality, environmentally responsible behaviour, pro-environmental behaviour, and sustainable work practices. Only articles released in English between 2005 and 2022 were included in the search.

Data Collection and Analysis

The data collection process involved a systematic review of literature on workplace spirituality and sustainable behaviour among employees. The search identified a total of 51 articles. The articles were screened based on their relevance to the research question. The inclusion criteria kept for the articles were:

- Published in a peer-reviewed journal.
- Focus on the relationship between workplace spirituality and sustainable behaviour among employees.
- Articles published in between the years 2005 and 2022 (Both inclusive).

After screening, a total of 51 articles were included in the study. The articles were reviewed, and data were extracted on the following variables:

- Workplace spirituality practices: This variable included data on various workplace spirituality practices such as mindfulness, purpose and meaning, ethical values, and social responsibility.
- Environmental responsibility: This variable included data on employees' attitudes and behaviours towards environmental responsibility.
- Sustainability: This variable included data on sustainable work practices and their impact on the environment.
- Spiritual Leadership: Spiritual leadership is characterized inspiring others with a sense of purpose and meaning beyond materialistic goals, helping them to dive into the deeper aspects of the human spirit. This variable included data on how spiritual leadership affects the whole system of organization.

The extracted data were analyzed using a content analysis approach. The content analysis involved identifying common themes and patterns in the data. The data were organized into tables and charts to facilitate the analysis.

Findings & Discussions

The findings of this study suggest that workplace spirituality practices, such as mindfulness, purpose and meaning, ethical values, and social responsibility, can promote environmentally responsible behaviours among employees (Barron & Chou, 2017; Sheep, 2006; Rezapouraghdam *et al.*, 2018; Afsar *et al.*, 2016; Iqbal *et al.*, 2021). In addition to workplace spirituality practices, several other variables can influence the relationship between workplace spirituality and environmental responsibility. For example, organizational culture, leadership, and employee engagement can play a significant role in promoting sustainable behaviour (Adnan *et al.*, 2020; Garg, 2017). The setting that promotes workers' pro-environmental conduct may be created through organisational cultures that prioritise sustainability and environmental responsibility (Ali *et al.*, 2020). Employees are more likely to engage in pro-environmental conduct when leadership supports workplace spirituality and sustainable behaviour (Latif *et al.*, 2022; Long & Driscoll, 2015; Fatoki, 2019). Employee engagement, which entails workers' intellectual and emotional dedication to the organisation's objective, may also increase the incentive of those individuals to engage in sustainable behaviour (Sharma & Kumra, 2020; Ariyani & Hidayati, 2018). By connecting work with personal values and beliefs, promoting social justice and environmental respect, and cultivating an environment of environmental responsibility at work, these practices can increase employees' awareness of their impact on the environment (Arslan *et al.*, 2021; Barrett, 2016). The findings of this study are in line with other studies that showed the beneficial effects of workplace spirituality on environmentally friendly conduct.

These findings have important ramifications for organisations trying to advance sustainability and lessen their adverse environmental effects. Organizations may increase employee engagement and commitment to sustainability by integrating workplace spirituality practices into their sustainability programmes (Saifulina & Carballo, 2016; Smith & O'Sullivan, 2012). This may result in lower energy use, less waste, and more use of environmentally friendly goods and services. Additionally, encouraging eco-friendly conduct may improve a company's brand image and reputation, encouraging more social engagement and partnerships (Peng & Lee, 2019; Ahmad *et al.*, 2021; Zientara & Zamojska, 2016).

This study emphasises the significance of workplace spirituality practices in encouraging employees to act sustainably. The results of this study imply that organisations may improve employee engagement and commitment to sustainability by integrating mindfulness, purpose and meaning, ethical principles, and social responsibility practices into their sustainability programmes. According to research (Barron & Chou, 2017; Sheep, 2006; Rezapouraghdam *et al.*, 2018), social responsibility practices can boost workers' commitment to sustainability and encourage ecologically responsible actions. In order to foster an environment of environmental responsibility at work, organisations might encourage social responsibility practices. Organizations can do this to support the overarching objective of fostering social cohesion and environmental sustainability.

The limitations and Possibilities for the Future

There are a number of restrictions on the current study that must be recognised. First off, because this study is based on secondary data, there could be constraints on the quality and dependability of the data. Second, the scope of this study is restricted to investigating how workplace spirituality and employee sustainability interact. Future studies might examine the connection between workplace spirituality and sustainable behaviour in more detail. Future studies might look into how well workplace spirituality initiatives encourage ethical behaviour among workers from various cultures and industries. The research is also

restricted to publications released between 2005 and 2022. As a result, the study might not fully reflect the body of research on the subject. Future investigations might also look at how leadership influences workplace sustainability and spirituality.

Organizational Implication

Organizations may encourage their staff to behave more ethically and responsibly towards others by offering professional development opportunities, integrating sustainability goals into the organisation's purpose and values, and fostering ethical conduct. The study's findings have important management ramifications since they imply that fostering a positive workplace culture may result in a workforce that is more socially conscious and environmentally conscious, which will eventually be advantageous to both the workers and the organisation as a whole.

Conclusion

The present study investigated the role of workplace spirituality in promoting environmentally responsible behaviours among employees. The study identified various workplace spirituality practices that can influence employees' attitudes and behaviours towards environmental responsibility. The results suggest that organizations can integrate workplace spirituality practices in their sustainability programs to promote environmentally responsible behaviours among employees. The study has important implications for organizations, as it highlights the importance of promoting workplace spirituality practices to enhance employees' commitment to sustainability and promote environmentally responsible behaviours.

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E-Performance Appraisal methods in IT Industry

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Abstract

India, which accounts for over 52% of the entire market, is the largest source nation in the world for the \$ 200 billion IT business. There are almost 15 million Indians working there, and India continues to have a big impact on the country's economic development country. As a result, one of the industries that contributes the most to GDP is the information technology sector. Attrition rates are also relatively high in this industry because of how much is dependent on luck. Also, the turnover rate for workers who disapprove of the current mechanisms for performance review is 18.7%. As a result, the methods of performance evaluation employed by the company are essential in determining how effectively an employee is functioning, as is the extent to which the individual is satisfied with the technique. 7%. In order to determine an employee's performance, the organization's performance evaluation procedures are crucial. Performance, as well as the degree to which the employee is happy with the performance evaluation process adopted. It is regarded as one of the key factors inspiring employees to meet or exceed quality standards. The top 10 IT businesses (based on revenue-2020) are TCS, Infosys, Wipro, Tech Mahindra, HCL Technologies, Mphasis, Oracle Financial Services, Mindtree, Polaris Technology, and Rolta India. This research examines the performance appraisal techniques used by these organisations. Coincidentally, these businesses either employ the Balanced Score Card or 360-degree feedback. Considering its advantages, disadvantages, and justification for use, this article might also be an evaluation of the balanced score card and 360-degree feedback.

Keywords: *Balanced Score Card, 360-degree feedback, Performance Assessment, IT Sector.*

Introduction

The 1967 Bombay-founded Tata Consultancy Services company later worked with Burroughs to introduce India's export of IT services in 1977. The first software export zone (SEEPZ), which served as the model for the contemporary IT park, was established in Bombay in 1973. SEEPZ was responsible for more than 80% of all software exports from the country in the 1980s. Within

90 days of its inception, the Task Force released a thorough background report on the state of technology in India as well as an IT Action Plan with 108 recommendations. The Task Force was able to work quickly because it relied on the knowledge and frustrations of academic institutions, state governments, federal agencies, and the software industry.

Its recommendations were heavily influenced by the World Trade Organization (WTO), the International Telecommunications Union (ITU), and the International Bank for Reconstruction and Development, among other international organisations. The Task Group also considered the results of comparable initiatives that Singapore and other nations had adopted. It was less of a problem of creation and more of a problem of sparking action on a consensus that had already emerged within the networking community and government. The field of knowledge technology and services that are made possible by information technology (IT-ITeS) may be one that is fast developing and altering the structure of Indian business rules. This sector includes software management, business process outsourcing, consulting services, and software development (BPO). In many ways, the top 10 IT firms—TCS, Infosys, Wipro, Tech Mahindra, HCL Technologies, Mphasis, Oracle Financial Services, Mindtree, Polaris Technology, and Rolta India—which also include K. Chandhana, a research scholar at Hindustan University, and Dr. David T. Easow, the deputy director (SoM& International Affairs), are setting market trends. According to a poll by Nasscom and Zinnov Industrial Private Ltd., India is on track to have 11,500 digital start-ups by 2020, making it the country with the fourth-largest base for new businesses worldwide. New prospects have never been available to Indian IT companies before thanks to emerging technologies. According to data given by the Department of Economic Development and Promotion, the PC software and hardware sector in India drew total foreign direct investment (FDI) inflows totaling US\$ 13,788.56 million between April 2000 and December 2014. (DIPP). The top 10 IT companies use a 360-degree feedback and balanced scorecard performance appraisal method.

The company's performance appraisal procedures are used to measure and assess an employee's performance. Nevertheless, the trap is growing discontent with the organisations' use of appraisal procedures on a daily basis.

Performance appraisals are used to systematically evaluate employee performance and identify a person's strengths for future growth and development. Performance evaluation is typically eliminated in the following ways:

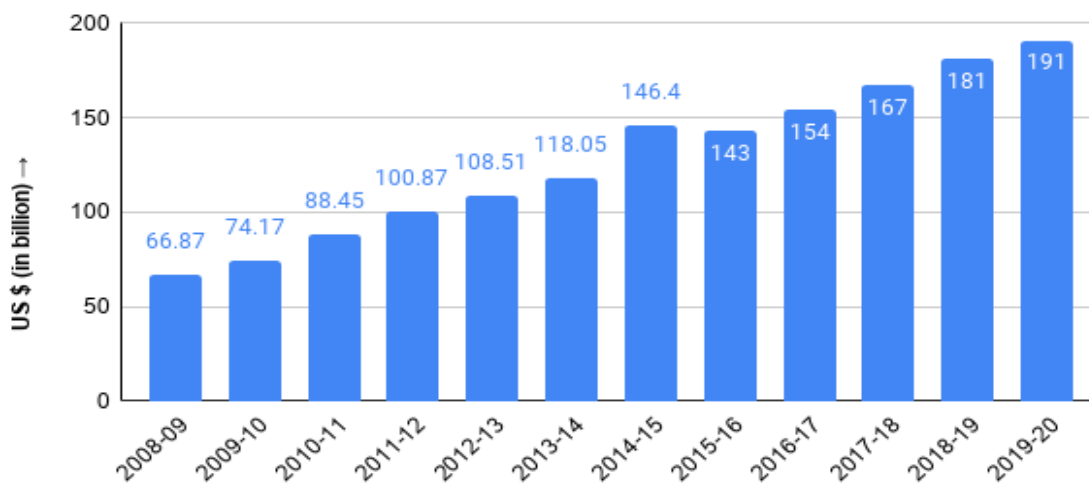
- Supervisors evaluate employee remuneration and compare it to goals and plans. The employer is in a position to help the employees perform much better since the supervisor analyses the elements influencing employee work performances. It could also be a scientific assessment of an individual's development potential based on how well they perform at their jobs. After a pay increase, employees who simply work for financial gain leave the company to continue haggling with the rival company. Those who never receive an acceptable appraisal become demotivated and look for alternative employment. Any employee whose appraisal makes them feel undervalued or

underappreciated must be addressed as soon as feasible. Four goals of performance evaluations broad objectives specific targets Utilization to Meet Individual Needs performance assessment Transfers and Placements Utilizations, Growth Requirements, and Administrative Decisions Money Promotion Retention and Termination Gratitude Layoffs Identifying underperformers Organizational Upkeep HR Planning Training Needs Achieving Organizational Objectives Goal-Oriented Definition Strengthening Organizational Requirements via HR Systems Assessment.

Legal requirements research for document validation for HR decisions There are several different performance evaluation methods used by the IT industry as a whole. But because they are the market leaders, this study only looks at the tactics employed by the top ten IT companies.

Graph 1

Graph 1. Market size of India's IT industry



Data source: IBEF, Ministry of Commerce & Industry, Government of India

With corporate performance appraisal techniques, an employee's performance is assessed and measured. Nevertheless, the trap is growing discontent with the organisations' use of appraisal procedures on a daily basis. The effectiveness of an employee is heavily influenced by their performance review, as well as how satisfied they are with the performance review process.

Worker performance is routinely evaluated through performance assessments, which also identify a person's potential for future skill development. The following methodical techniques are commonly used for performance evaluation: • Managers evaluate employee pay and contrast it with plans and goals. Because the supervisor examines the factors affecting employee work performances, employers are in a position to lead the workers for a much greater performance. A thorough evaluation of a person's work performance and development potential may be necessary.

Employees who simply work for the money leave the company after receiving a pay increase to continue their discussions with any other company. People who never receive a favourable appraisal lose motivation and search for other career opportunities. Four objectives of performance reviews Objectives in general certain targets Usage for Development Personal requirements Performance commentary Transfers and placements Strengths and Needs for Growth / Uses / Administrative Decisions Payment Promotion Termination / Retention Recognition Layoffs Identification of poor performers Organizational Upkeep Training Requirements in HR Planning achieving organisational goals Objective Definition HR Systems Assessment strengthening organisational requirements Validation of Documents For HR Decisions: Research legal prerequisites The entire IT sector uses a variety of performance evaluation techniques. Yet, because they are the industry leaders, this research solely examines the strategies used by the top ten IT firms. The top 10 IT organisations employ either the balanced score card or 360-degree feedback in the face of intense market competition.

A 360-degree assessment must include the following four components: • Peer review; • Self-evaluation; • Assessment by superiors; • Appraisal by subordinates.

The traditional part of the 360-degree feedback approach, when the superior reviews the employee's work, is the superior's appraisal form. But, self-evaluation is the best way to identify one's strengths and shortcomings, performance expectations, and areas for progress. The assessment procedure for subordinates offers the chance to assess an employee on features including leadership qualities, the ability of the superior to delegate the task, communication and motivating skills, etc.

Study of the literature

Performance appraisal is a crucial aspect of human resource management in any industry, including the IT sector. It involves evaluating the performance of employees based on various parameters, such as their skills, knowledge, behavior, and productivity. This literature review will examine some recent studies and references on performance appraisal in the IT sector.

Factors Affecting Performance Appraisal in IT Sector

Several factors affect performance appraisal in the IT sector. According to a study by Karim and Abdullah (2022), the factors include the employee's technical skills, communication skills, work experience, and education. The study found that employees' technical skills were the most critical factor affecting their performance appraisal.

Methods of Performance Appraisal in IT Sector

The IT sector uses several methods of performance appraisal, including self-appraisal, peer appraisal, and supervisor appraisal. According to a study by Kumar et al. (2021), self-appraisal is the most common method used in the IT sector. The study found that self-appraisal provides employees with an opportunity to evaluate their performance and identify areas where they need to improve.

"Challenges in Implementing Performance Appraisal Systems in the IT Sector: A Review" by Aparna Jain and Reena Singh. (2020)

This review paper examines the challenges in implementing performance appraisal systems in the IT sector. The authors identified several challenges, such as lack of employee involvement, inadequate training of managers, and lack of clarity in performance criteria. The study recommends that organizations in the IT sector should focus on developing performance appraisal systems that are transparent, objective, and aligned with organizational goals.

"A Review of Performance Appraisal Systems in the IT Sector" by Ayodele Olumuyiwa Akinbode and Titus A. Odedun. (2020)

This study reviewed the literature on performance appraisal systems in the IT sector. The authors found that effective performance appraisal systems in the IT sector should be aligned with organizational goals, transparent, and based on objective criteria. The study suggests that organizations in the IT sector should provide training to managers on how to conduct performance appraisals effectively.

Objective of the study:-

- The main objective of performance appraisals is to measure and improve the performance of employees and increase their future potential and value to the company
- To understand the organizational development of TCS and Wipro.
- Goals with specific results, set by employers or managers, that contribute to the success of a business or team.
- To measure and improve the job performance of an employee and to identify his/her potentialities for other work

Research methodology

AIM:- A methodical search for knowledge is research. In other words, methodology refers to the approaches and frames of reference that a researcher uses to conduct study. The following sites have provided the data that I used as an input for my project.

The primary research and secondary data were mostly used to gather the project's contributions. Interactions and conversations with TCS & Wipro Companies workers served as the primary source of the data. Secondary information came from a variety of websites. The information was correctly assessed after it had been acquired. Following careful consideration, inferences were made based on the basic data that had been gathered. As a result, the output was created. The output was thus produced. The goal of fulfillment of the objective of the project was thus achieved.

Hypothesis: The study's null hypothesis indicates that TCS & Wipro employees receive positive performance reviews, whereas the alternate hypothesis claims that TCS & Wipro employees receive negative reviews.

Research design: In order to achieve the goal and have a clear picture, the study uses primary data. The basic data were gathered over an extended period of time at random from TCS workers. To fully comprehend the performance appraisal system, which is implemented in various ways, a series of questions were posed. They were graded, given points, and given marks without their knowledge.

Statistical Approach: It asks how many items should be examined and how the information and data collected should be processed.

Data Collection: The data collection for this project report will involve both primary data. Primary data will be collected through interviews and focus group discussions with a sample of employees from different levels and departments of IT Company. The data obtained will be analyzed using descriptive statistics and thematic analysis.

Sampling: The sampling strategy for this research project will be a purposive sampling technique. The sample will include employees from different levels and departments of IT Company. The sample size will be determined based on data saturation, whereby the data collected provides sufficient information to answer the research questions.

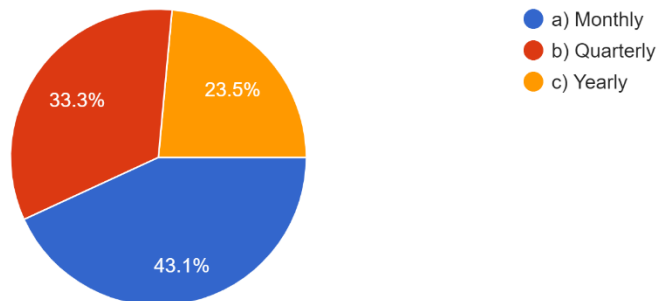
Tools: - Standard tools were employed in the study's execution. Excel has been used to make charts and graphs. As the sample size is small no extra statistical tools have been used.

The primary data consists of about 100 people who were asked a series of questions. Were questioned to better understand the current approach being used for performance evaluation out in many ways. They were graded, given points, and given marks without their knowledge.

Data analysis

1. When performance appraisal is made in the organization?

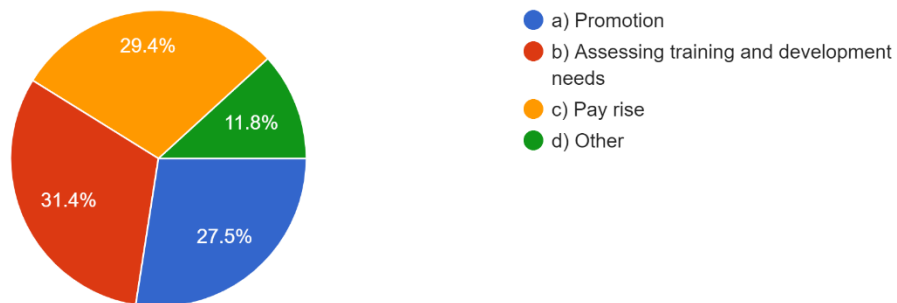
102 responses



The above data shows that the performance appraisal is made monthly in the organization.

2. What is the goal of performance evaluation?

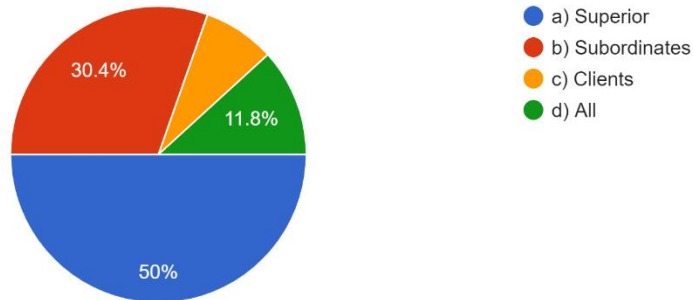
102 responses



The above data shows that the goal of performance evaluation is for assessing training and development needs.

3. Who rates the performance?

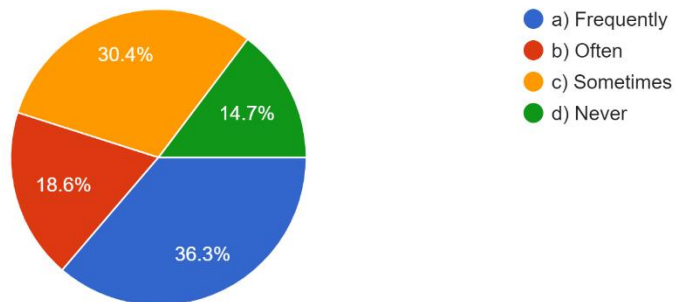
102 responses



The above data shows that the rating of performance is done by Superior in an organization.

4. Are there any job expectations established before performance appraisal?

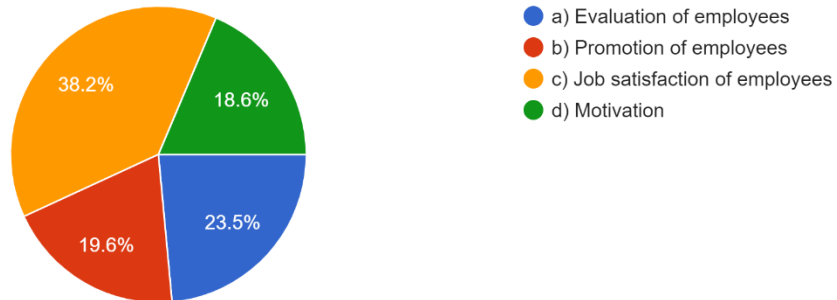
102 responses



Maximum number of employees from IT sector says that frequent job expectations get established before performance appraisal.

5. What do you think performance evaluation is?

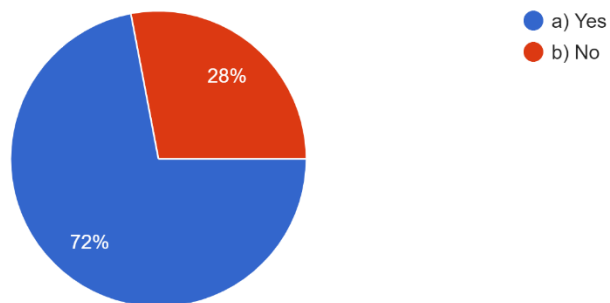
102 responses



Maximum number of employees thinks that the performance appraisal is for Evaluation of Employees.

6. Do you receive a pay raise following a performance review?

100 responses



Maximum number of employees says that they receive pay-raise in performance review.

Frequencies

Statistics

	When performance appraisal is made in the organization	What is the performance evaluation	Who rates performance	Are there any job expectations established before performance appraisal	What do you think performance evaluation is	Do you receive a pay raise following a performance review	Do you believe that performance reviews contribute to a culture where people are encouraged to bear one another's burdens	Do you think performance appraisal helps people achieve meaningful goals?	Do you think performance appraisal gives constructive criticism in a friendly and positive manner	Do you believe that performance reviews increase motivation and job satisfaction	Is top-level management unbiased when evaluating performance?	Do you believe that employee behaviour can be changed through performance reviews	
Valid N	102	102	102	102	102	102	102	102	102	102	102	102	
Missing	1	1	1	1	1	1	1	1	1	1	1	1	
Mean	1.8039	5.2549	8.8137	13.3922	17.5196	20.2843	20.2451	20.2745	20.2451	20.3235	20.2745	20.2647	20.2843
Median	2.0000	5.0000	8.5000	13.0000	18.0000	20.0000	20.0000	20.0000	20.0000	20.0000	20.0000	20.0000	20.0000
Mode	1.00	6.00	8.00	12.00	18.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00

Correlations

	When performance appraisal is made in the organization	What is the goal of performance evaluation	Who rates the performance	Are there any job expectations established before performance appraisal	What do you think performance evaluation is	Do you receive pay raise following performance review	Do you believe that performance reviews contribute to culture where people are encouraged to bear one another's burdens	Do you think performance appraisal helps people set and achieve meaningful goals?	Do you think performance appraisal is constructive in a friendly and positive manner	Do you believe that employees' performance and job satisfaction are increasing following the performance appraisal process	Do you believe that management is biased when evaluating performance?	Do you believe that employee behaviour can be changed through performance reviews	
When performance appraisal is made (2-tailed organization)	1	.063	.274**	.235*	.087	.183	.198*	-.014	.141	.198*	.097	.148	.156
Pearson Sig. (2-tailed)		.532	.005	.017	.382	.065	.046	.888	.158	.047	.333	.137	.118
N	102	102	102	102	102	102	102	102	102	102	102	102	102
When performance appraisal is made (2-tailed organization)													
Pearson	.063	1	-.069	.045	-.061	.121	.059	.019	.105	.096	.062	-.064	-.052
What is the goal of performance evaluation (2-tailed)													
Pearson Sig. (2-tailed)	.532		.489	.653	.545	.225	.553	.851	.295	.340	.533	.525	.606
N	102	102	102	102	102	102	102	102	102	102	102	102	102
Who rates the performance													
Pearson	.274**	-.069	1	.361**	.278**	.160	.105	.179	.128	.045	.157	.001	.117

contribute to a culture where people are encouraged to bear one another's burdens	102	102	102	102	102	102	102	102	102	102	102	102	102
Do you think performance appraisal (2-sal helps) people set and achieve meaningful goals?	Pearson												
	-.014	.019	.179	.088	.094	.489**	.109	1	.365**	.420**	.262**	.428**	.489**
	Sig.	.888	.851	.072	.379	.350	.000	.275	.000	.000	.008	.000	.000
	apprai (2-sal tailed)												
	102	102	102	102	102	102	102	102	102	102	102	102	102
Do you think performance appraisal (2-sal give)	Pearson												
	.141	.105	.128	.149	.022	.298**	.417**	.365**	1	.385**	.313**	.330**	.399**
	Sig.	.158	.295	.200	.135	.826	.002	.000	.000	.000	.001	.001	.000
	apprai (2-sal tailed)												

constructive criticism in a friendly and positive manner	102	102	102	102	102	102	102	102	102	102	102	102	102
Do you believe the employment of employees' (2-tailed performance)	Pearson .198*	.096	.045	.235*	.077	.586**	.385**	.420**	.385**	1	.279**	.393**	.261**
increases following the performance appraisal process	102	102	102	102	102	102	102	102	102	102	102	102	102
Do you believe the performance review (2-tailed increase)	Pearson .097	.062	.157	.158	.052	.392**	.416**	.262**	.313**	.279**	1	.328**	.489**
motivation and job satisfaction	102	102	102	102	102	102	102	102	102	102	102	102	102
Is top level management	Pearson .148	-.064	.001	.202*	-.001	.361**	.536**	.428**	.330**	.393**	.328**	1	.509**

biasse Sig.	.137	.525	.995	.041	.995	.000	.000	.000	.001	.000	.001		.000
d (2- when tailed evalua ting perfor mance N ?	102	102	102	102	102	102	102	102	102	102	102	102	102
Do Pears you on believ Corre e thallation emplo Sig. yee (2- behavi tailed our) can be chang ed throug h N perfor mance review s	.156	-.052	.117	.080	.019	.422**	.449**	.489**	.399**	.261**	.489**	.509**	1
	.118	.606	.243	.423	.847	.000	.000	.000	.000	.008	.000	.000	
	102	102	102	102	102	102	102	102	102	102	102	102	102

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

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

Conclusion

The most valuable asset for every company is its human capital. Every employee in a company improves the performance and standing of their individual company. A worker is regarded as a valuable asset by the business as a private. The organisation should therefore prioritise its development programme and performance evaluation processes. This concept should be understood by both the appraiser and the appraisee, who should then use the tool of the appraisal system for the benefit of the organisation. Leading IT companies use both the balanced score card and 360-degree feedback, but each has drawbacks of its own. There is a need for a new assessment approach that both prevents these faults and has the benefits of current ways because employee satisfaction with these methods is quite poor (source: comments in HR forums like citeHR.com).

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Impact of Compensation Management of Employees' Performance

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Abstract

Recruiting effective workers who prioritise the organization's success has become difficult for all organisations in today's modernised world. Compensation for staff workers based on performance, which serves as a motivator, is a challenge at the same time. The administration of remuneration and employee performance are strongly correlated. Wages and compensation, working hours, and organisational promotional policies are the factors that have an impact on employees' performance. Examining pay management, which is necessary to keep employees, is the aim of this study paper. This research paper's primary objectives are to examine pay management and related topics and determine how it affects workers' productivity. The best compensation and remuneration must be given to employees in a timely manner, according to the criteria. The need for attracting and keeping the best personnel would be satisfied by the generous salary. In light of this study article, the concept, necessity, and significance of pay management in enhancing employee performance have received the most attention. Data has been gathered from a variety of sources, including books, websites, and journals. The study explains the function of compensation management in various firms and comes to the conclusion that it is a crucial instrument in raising employee productivity by enhancing employee performance.

Keywords: *Employee performance, Compensation management, Remuneration, Organization*

Introduction

In order for the business to be able to recruit, retain, and motivate employees to perform well, compensation management can be defined as a method of compensating employees for the work they produce in an efficient and effective manner. An equitable cost structure, job evaluation, pay and salary survey, and benefit sharing are all part of the compensation management process, which aims to establish and maintain fair wages, salaries, and cost structures. It is well-known that this

method of harmonising employer-employee relations involves giving them both monetary and non-monetary rewards. In order to improve employee performance and organisational success, compensation is a key component of human resource management. The performance of the working members is affected, either directly or indirectly, by compensation. Employees are given the impression that they are working in a better organisation that is helping them meet their needs thanks to various components of remuneration. When a worker in a company feels safe and content in their position, they perform considerably better. Workers are a crucial resource for every business. These days, all organisations are very concerned about labour productivity. It is generally acknowledged that employees find important sources of competitive advantage for businesses.

In India, compensation or pay structures typically include the following elements.

1. Wage or Salary
2. Dearness Allowance
3. Incentives
4. Fringe benefits
5. Stock options
6. Travel/Meal/Housing Allowance

Relationship between compensation management and employees Performance:

Employee performance is directly or indirectly procured or pushed through motivation, which is only possible if that drive is connected to the achievement of personal goals. The performance of the people working in a company can be greatly improved with the help of motivation. Compensation management is the driving force behind the members' performance in accordance with standards. Employee satisfaction with the effective use of both monetary and non-monetary incentives, which make up the two primary components of compensation management, is high. The workers will remain loyal to the company and their performance will undoubtedly enhance if the organisation is effective in making their employees happy by implementing various compensation plans.

Literature Review

The compensation and benefits provided to employees are crucial factors that determine their motivation, job satisfaction, and loyalty towards the organization. Steel Authority of India Limited (SAIL) is one of the largest public sector steel manufacturers in India and has a robust compensation policy for its employees.

In recent years, several studies have been conducted to analyze the compensation policy of SAIL and its impact on employee performance and job satisfaction. Some of the key findings of these

studies are discussed below. Rathore et al. (2019) conducted a study on the impact of compensation on employee satisfaction and engagement at SAIL.

The study revealed that employees who were satisfied with their compensation package were more engaged and committed to their work. The study recommended that SAIL should ensure that its compensation policy is aligned with industry standards and offers competitive salaries and benefits to its employees.

Another study conducted by Kumar and Shukla (2018) analyzed the impact of compensation on employee retention at SAIL. The study found that employees who were satisfied with their compensation were more likely to stay with the organization for a longer period. The study recommended that SAIL should review its compensation policy regularly and make necessary changes to attract and retain talented employees.

Objectives

- To research the methods of compensation management used in a company.
- To comprehend the many motivational aspects for employees.
- To determine the relationship between employee performance and compensation management.
- To examine how pay management has an effect on employees' performance.

Research Methodology

This study is descriptive in nature since it uses both primary and secondary sources to get the data, with the primary focus being on fact-finding research with sufficient interpretation. Secondary data were gathered for this project from a variety of government reports, and websites. Using SPSS to analyse the data and gather employee opinions on specific questions constitutes primary data.

Research methodology is a way of solving research problems. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by researcher in studying his/her research problems along with logic behind them. Researchers not only know how to develop certain test, how to apply particular technique but they also need to know which of the method are relevant and which are not. All this means that it is necessary for the researchers to design a separate methodology undertaken by him or her. HRM research can be defined as the systematic design, collection, analysis and reporting the data and

findings solution to specific human situation facing the company data or may be derived from several sources. Data can be classified as:- 1. Primary data 2. Secondary data

Research Design:

The research design used in the project report on employee's compensation at SAIL is a cross-sectional survey design. The survey is administered at a single point in time, and data is collected from a large sample of employees across different locations and departments within the company. The survey questions are designed to capture both objective and subjective measures of employee compensation, including salary levels, bonuses, benefits, and perceptions of fairness and equity.

The qualitative research design used in the project report on employee's compensation at SAIL is a single-case study design. The case study focuses on the compensation system at SAIL, and the interviews are conducted with a select group of employees and managers who are familiar with the system. The interviews are semi-structured, allowing for both open-ended and closed-ended questions to be asked to gather a comprehensive understanding of the perceptions of the compensation system. The findings from the interviews are analyzed thematically to identify the key themes and patterns in the respondents' perspectives.

PRIMARY DATA:-

Primary data are those data, which are collected a fresh and for the first time, and thus happen to be original in character. The primary data is collected during the course experiment in an experimental research. We can obtain the primary data either through observation or through direct communication with respondent.

The method of collecting data in the primary method is:

1. Questionnaires

SECONDARY DATA

The secondary data on the other hand, are those which have already been collected by someone else and which have already been passed through the statistical process. The researcher must be very careful while using the secondary data; he must make a little study to isolate the suitable and unsuitable data. The secondary data may be sufficient to solve the problem. Secondary data helps to plan the collection of primary data in case it becomes necessary. We shall therefore discuss

secondary data first and then take up primary data. Business firms always have as greater deal of secondary data within them sales statistic constitute the most important component of secondary data in marketing and the researcher used it extensively.

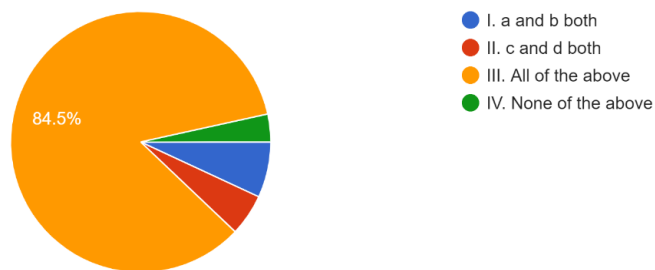
The different methods for collecting the secondary data is :

1. Company website

Data Analysis

1. Type of leave benefits available ----- a. Sick leave b. Maternity leave c. Paid leave d. Casual leave

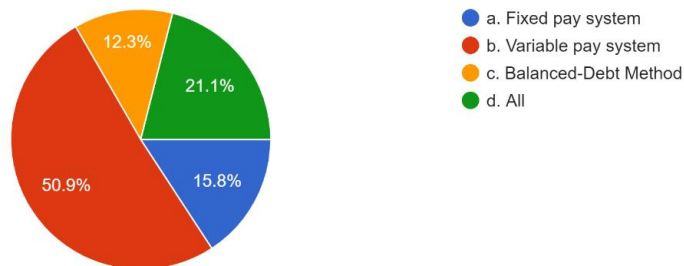
58 responses



Maximum number of employees agrees that they get almost every type of leaves mentioned above.

6. Which type of compensation payment system do you prefer?

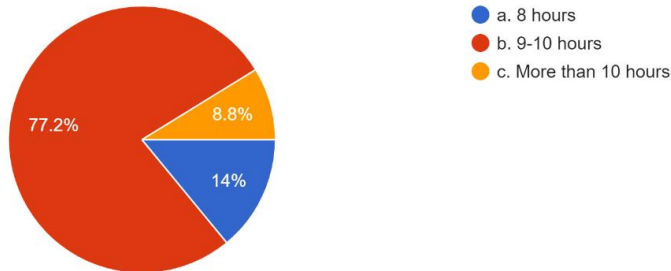
57 responses



The employees prefer Variable-pay-system type of compensation.

7. What is the average working duration/hours of an employee?

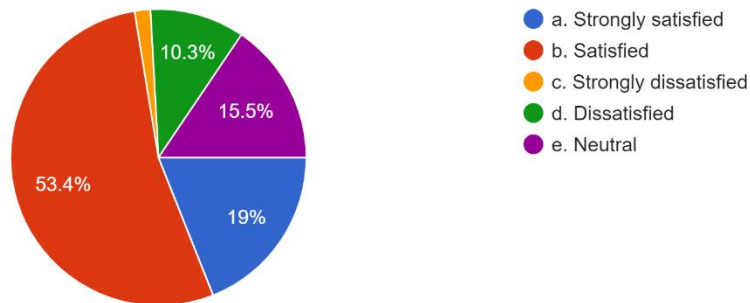
57 responses



Maximum number of employees agree that the working hour/duration should be 9-10 hours.

9. How do employees feel about their professional development at SAIL?

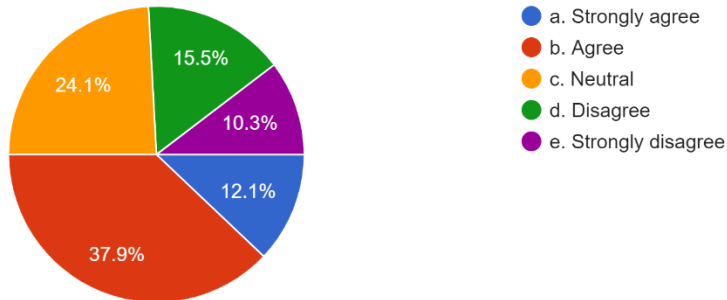
58 responses



The above data's responses from employees says that SAIL employees are satisfied with their professional development at SAIL.

10. Do you agree that the system is convenient than adopting a fixed timing to work?

58 responses



Minimum number of employees agree that the system is convenient than adopting a fixed timing to work.

Frequencies

Statistics

	1. Type of leave benefits available	2. SAIL provides insurance scheme for employees and their family	3. SAIL provides frequent medical checkup for employees	4. Does the retirement benefits provided by SAIL to its employees are beneficial for them?	5. Does the bonus scheme at SAIL satisfy its employees?	6. Which type of compensation payment system do you prefer?	7. What is the average working duration/hour of an employee?	8. Does SAIL offer any yearly bonus?	9. How do employees feel about their professional development at SAIL?	10. Do you agree that the system is convenient than adopting a fixed timing to work?
Valid	58	57	58	58	58	58	58	58	58	58
Missing	1	2	1	1	1	1	1	1	1	1
Mean	1.2759	5.1930	5.2414	5.2241	5.3966	8.5345	11.3276	5.1724	15.3276	19.4655
Median	1.0000	5.0000	5.0000	5.0000	5.0000	9.0000	11.0000	5.0000	14.0000	19.0000
Mode	1.00	5.00	5.00	5.00	5.00	9.00	11.00	5.00	14.00	19.00

Correlations

Correlations

	1. Type of leave benefits available	2. SAIL provides insurance scheme for its employees and their family	3. SAIL provides frequent medical checkup for the employees	4. Does the retirement benefits provided by SAIL to its employees are beneficial for them?	5. Does the bonus scheme at SAIL satisfy to employees?	6. Which type of compensation system do you prefer?	7. What is the average working duration/hours of an employee?	8. Does SAIL offer yearly bonus?	9. How do employees feel about their professional development at SAIL?	10. Do you agree that the system is convenient than adopting a fixed timing to work?	
1. Type of leave benefits available	Pearson Correlation Sig. (2-tailed) N	.798** .000 58	.685** .000 58	.545** .000 58	-.017 .899 58	.138 .300 58	.761** .000 58	.846** .000 58	-.034 .803 58	.183 .170 58	
2. SAIL provides insurance scheme for its employees and their family	Pearson Correlation Sig. (2-tailed) N	.798** .000 57	.650** .000 57	.476** .000 57	-.040 .769 57	.276* .037 57	.728** .000 57	.826** .000 57	-.035 .794 57	.021 .876 57	
3. SAIL provides frequent medical checkup for the employees	Pearson Correlation Sig. (2-tailed) N	.685** .000 58	.650** .000 57	1 .000 58	-.045 .735 58	.234 .077 58	.541** .000 58	.703** .000 58	.010 .939 58	.239 .071 58	
4. Does the retirement benefits provided by SAIL to its employees are	Pearson Correlation Sig. (2-tailed) N	.545** .000 58	.476** .000 57	.663** .000 58	1 .922 58	-.013 .019 58	.307* .000 58	.511** .000 58	.521** .000 58	.045 .739 58	.228 .086 58

beneficial for them?											
5. Does the bonus scheme satisfy employees?	Pearson Sig. (2-tailed)	-.017	-.040	-.045	-.013	1	.026	.026	.003	.032	-.187
6. Which type of compensation do you prefer?	Pearson Sig. (2-tailed)	.899	.769	.735	.922	.845	.845	.981	.811	.159	
7. What is the average working duration/ hours of employee?	Pearson Sig. (2-tailed)	.138	.276*	.234	.307*	.026	1	.198	.127	-.125	-.193
8. Does a yearly bonus?	Pearson Sig. (2-tailed)	.300	.037	.077	.019	.845	.136	.340	.348	.147	
9. How do employees feel about their professional development at SAIL?	Pearson Sig. (2-tailed)	.761**	.728**	.541**	.511**	.026	.198	1	.708**	-.038	.134
10. Do you agree that the system is convenient than adopting a fixed timing to work?	Pearson Sig. (2-tailed)	.000	.000	.000	.000	.845	.136	.000	.777	.315	
	Pearson	.846**	.826**	.703**	.521**	.003	.127	.708**	1	.020	.121
	Pearson Sig. (2-tailed)	.000	.000	.000	.000	.981	.340	.000	.879	.366	
	Pearson	.034	-.035	.010	.045	.032	-.125	-.038	.020	1	.162
	Pearson Sig. (2-tailed)	.803	.794	.939	.739	.811	.348	.777	.879	.224	
	Pearson	.183	.021	.239	.228	-.187	-.193	.134	.121	.162	1
	Pearson Sig. (2-tailed)	.170	.876	.071	.086	.159	.147	.315	.366	.224	
	Pearson	.58	.57	.58	.58	.58	.58	.58	.58	.58	.58

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

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

Conclusion

The investigation in the research article contributes to the conclusion that employee job satisfaction is significantly influenced by motivation. Yet, managing compensation, or having appropriate compensation practises, is one of the key factors in motivating employees. The findings also shown how effectively managed compensation plans have a direct impact on employees' motivation levels. It is crucial for organisations to implement policies for successful compensation management that will project and encourage employee performance. Workers must be fairly compensated in order to achieve above and beyond expectations because they are an essential component of human resources management.

As a result, it can be claimed that compensation management is a topic that is crucial and essential for the operation and management of the organisation. Effective pay policies are required in order to retain personnel since there is a substantial association between management of compensation and increased productivity. In a similar vein, there is a large relationship between management of compensation and staff retention. In conclusion, there is a relationship between pay management and employee performance, which suggests that effective compensation management must be planned, implemented, and controlled in order for people to perform at their best.

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