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We had several issues of the IJTD in the last year based on a specific theme. The last issue of the year 2017 has a mix of various aspects of Management science, which are of relevance to both the academic scholars in management, Faculty, as well as practitioners in HR.

One of the key topics often discussed is the important skills a manager needs to master to be successful. Here are a few highly relevant skills which enable a manager to become an effective leader:

- Integrity. Walk the talk. ...
- Team building. Managers must pick the right people for the job regardless of gender, ethnicity and other differences. ...
- Positivity. ...
- Communication. ...
- Listening. ...
- Emotional intelligence. ...
- Delegation. ...
- Decision-making.

This also brings up the question of who is a manager and who is a leader? Are both synonymous to each other or are they both different?

The main difference between leaders and managers is that leaders have people following them while managers have people who work for them. A successful business owner needs to be both a strong leader and a manager to get their team on board to follow them towards their vision of success.

Is a good manager automatically a good leader? What is the difference between leadership and management?

The main difference between leaders and managers is that leaders have people follow them while managers have people who work for them.

A successful business owner needs to be both a strong leader and manager to get their team on board to follow them towards their vision of success. Leadership is about getting people to understand and believe in your vision and to work with you to achieve your goals while managing is more about administering and making sure the day-to-day things are happening as they should.
WHILE THERE ARE MANY TRAITS THAT MAKE UP A STRONG LEADER, SOME OF THE KEY CHARACTERISTICS ARE:

- **Honesty & Integrity**: are crucial to get your people to believe you and buy in to the journey you are taking them on
- **Vision**: know where you are, where you want to go and enroll your team in charting a path for the future
- **Inspiration**: inspire your team to be all they can by making sure they understand their role in the bigger picture
- **Ability to Challenge**: do not be afraid to challenge the status quo, do things differently and have the courage to think outside the box
- **Communication Skills**: keep your team informed of the journey, where you are, where you are heading and share any roadblocks you may encounter along the way

Let us go ahead and enjoy reading the various articles in the journal with an open mind to learn...

*Kiranmai P.*
Editor, IJTD
As we enter the 21st century, a fundamental shift is occurring in the world economy. We are moving towards a world in which barriers to cross border trade and investments are tumbling, perceiver distance is shrinking due to advances in transportation and telecommunications technology in short we can say that day by day the world is becoming a global village due to globalization. Today you find situations where an American might drive to work in a car designed in Germany that was assembled in Mexico, components made in the United States and Japan that were fabricated from Korean steel and Malaysian rubber. In such a world employing diversified workforce is a very essence for every organization. In the current scenario the organizations that employ quality and competitive workforce regardless of their age, attitude, language, gender, religion, caste can only compete at the marketplace. Human resource is an important asset for any organization. Capital and physical resources, by themselves, cannot improve efficiency or contribute to an increased rate of return on investment.

When I looked through the research findings published by McKinsey & Company, I observed that companies in the top quartile for gender or racial and ethnic diversity are more likely to have financial returns above their national industry medians. Companies in the bottom quartile in these dimensions are statistically less likely to achieve above-average returns. The research correctly pointed out that diversity is probably a competitive differentiator that shifts market share toward more diverse companies over time. There could be various reasons for such occurrences.

Make no mistake, I am not trying to say that greater gender and ethnic diversity in corporate leadership automatically translates into more profit. However, the correlation does indicate that when companies commit themselves to diverse leadership, they are more successful. The McKinsey research went on to suggest that more diverse organizations are better able to win top talent and improve their customer orientation, employee satisfaction, and decision making, and all that leads to
a virtuous cycle of increasing returns. This in turn suggests that other kinds of diversity—for example, in age, sexual orientation, and experience (such as a global mind-set and cultural fluency)—is also likely to bring some level of competitive advantage for companies that can attract and retain such diverse talent.

We live in a deeply connected and global world. It should come as no surprise that more diverse companies and institutions, like Johnson & Johnson (currently ranked #1 when it comes to diversity according to McKinsey’s research) are achieving better performance. Organizations must do more to take full advantage of the opportunity that diverse leadership teams represent. That’s particularly true for their talent pipelines: attracting, developing, mentoring, sponsoring, and retaining the next generations of global leaders at all levels of organizations.

As the National president of one of India’s premier institutions in Training and Development, I am proud of the diversity and inclusion preset here at ISTD. With our constantly growing number of chapter, ISTD aims to being many diverse thoughts and resources under one roof. We believe it’s this variety of individuals present at our institution that make it what it is today.

Dr. R Karthikeyan
National President, ISTD
## Editors of Indian Journal of Training and Development

<table>
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<td>1970-1973</td>
<td>Mr Sharu S Rangnekar</td>
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Code of Conduct for ISTD Members

Code of Ethics & Conduct for the Members of National Council and Managing Committees of ISTD

Serving ISTD is an honor.

Every elected representative of the ISTD at the national and chapter level has obligations to the members. The activities are run by the members through their representatives for the members. Having accepted an obligation to act in the best interests of the organization as a whole, NC/MC members are expected to adhere carefully to the policies, goals and principles of the organisation. Policies reflect goals mentioned in the bylaws and in the mission statement.

The Code offers a set of values, principles and standards to guide decision making and help focus on appropriate behaviour and foster the culture of accountability. Decision making being a process, there are many instances where simple answers are not available to resolve complex issues, there are always debates after decisions are taken and hence following Code of Ethics and Code of Conduct will help reduce such criticisms for ISTD to maintain professional ethics.

The Code of Ethics serves several purposes such as:

- Identify values on which professionals manage the affairs of ISTD
- Establish accountable standards that guide NC/MC members
- Gain knowledge about established policies and procedures of ISTD

Code of Ethics

1. **Participation in the meetings**

NC/MC members have responsibility to establish and run a well articulated mission and philosophy. Therefore, participation in the NC/MC meetings plays a significant role in the Governance of ISTD as the decisions taken by the NC/MC impacts its entire membership. Hence the elected representatives must participate personally or otherwise.

Due to budgetary constraints, it is possible that National Council Members are not able to attend all the meetings of National Council. In that case the National Office will circulate the points of agenda at least two to three weeks in advance to all members and solicit their recommendations/views in writing or electronically so that decisions taken benefit the member in the entire country. All the views received will be presented at the National Council Meetings and only those decisions will be approved to which there is consensus of majority of the ELECTED representatives of the National Council/ Committees. In case the majority views are not received then the National Office will circulate once again the views of the National Council members and the consensus of the National Council in the last meeting, with a rider that in case no comments are received from National Council Members with in a period of two weeks, then the agenda item will be approved as per the views already received and approved in the last National Council Meeting.
2. **Obligations**  
ISTD gains credibility when members establish commitment to its set philosophies. Every member must strive to achieve ISTD’s objectives with honesty and integrity.

3. **Transparency and information sharing**  
NC/MC members must share information about ISTD and its governance (including decisions taken in NC/MC meetings) and take steps to educate members and support their professional development.

Treat all information received from members during ISTD events as proprietary and for the purpose of benefiting the ISTD and its membership. Use membership data base of the ISTD as confidential reference tool to communicate with individual members of the ISTD and seek the permission of the national office to use this data base for any other purpose.

4. **Governance**  
Promote activities of the ISTD by significantly contributing to the management of ISTD. Such contributions must be reflected in the reports of the chapter and/ or the national office.

5. **Conflict of Interest**  
NC/MC members must avoid conflict of interest by any relationship or activity that might impair or even appear to impair the ability to make objective and fair decisions when discharging their duties. All decisions must be taken in legitimate interest of ISTD when the opportunity to do so arises.

6. **Individual Contributions**  
Strive to add value by contributing significantly to the management of the affairs of ISTD.

7. **Create Awareness**  
Advocate the relevance and usefulness of training and development as a profession and ISTD as a society of professional trainers.

8. **Competence**  
Accept responsibility on the basis of existing competence or through acquiring necessary competence.

9. **Conduct in the affairs**  
Conduct at all times to avoid actions that may adversely affect the interests or good standing of ISTD; have all facts in order to initiate discussions, deliberate and reach right solutions; besides, understand and follow the rules and regulations of ISTD.

Once an issue has been discussed and decided, support it and defend it. Be open and communicate to prevent misunderstandings.

**Code of Conduct**

The NC/MC members agree to the following Code of Conduct (Behavior) to be affirmed on taking over an office at National Council level, Chapter level/Committee level.
Adherence to this Code

- Each member has a personal responsibility to ensure that his or her actions abide by the letter and the spirit of this code.
- Members must drive a culture in which compliance with the ISTD’s policies is at the core of all the activities.
- Members must assume moral responsibility to clarify their responsibility and role.
- Professional ethics are at the core of NC/MC of ISTD
- Every candidate while giving consent for nomination for any MC/NC position must sign the Code of Conduct and Code of Ethics by pledging to abide by it.

*****

LIST OF PUBLICATIONS

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<th>S No</th>
<th>Name of the Publications</th>
<th>Author</th>
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Purpose - The paper reports a comprehensive study on dilemmas faced by Working Mothers in synchronizing their occupational life (job) along with domestic life (Children). The target of this paper lies in portraying the origin, determinants and outcomes of this imbalance and crossroad situation.

Layout/Method - The scholarly articles reviewed, for this literature review are extracted from Proquest and Google scholar database, where the scrutinised articles are from the year 2000-2015 only. These scholarly articles are investigated according to the critical viewpoint of the author, hence the articles which are devoted to (home and office) sphere of working mothers are referred. Thus, these articles not only put a light on problems of working mother, but also penetrate into various related issues of working mothers that are still needed to be observed/studied.

Outcomes - The study deals with the CAUSE AND EFFECTS of work family imbalance for working mothers. Precisely focuses on the following determinants-

- Outcomes of the in equilibrium
- Role of Family and office
- Impact on Family, Health and Work

There is still a large scope to work on the remedial measures that working mothers can opt to decrease this imbalance and enhance their quality of life by keeping both work and family at par.

Research implications/limitations - The problems and outcomes of working mothers sighted in this article are based on 21 scholarly articles, and are relevant only to a chain of causes that lead to WFC and as its effects. Hence this article should be examined only in accordance to the mentioned spheres of the study.

Originality/Validity - Twenty-One, critically related articles on work and family conflict domain indicating the causes and outcomes of the same for working mothers thus this indicates further scope of research opportunities in this area.
Keywords - Bread earners mothers, Family-work conflict, Labor force, Inter-Role collision/conflict, Economic needs, Role uncertainty/ambiguity.

Paper type - Literature Review

Introduction

Today is the era of modernization where one can see newness in every aspect of life. The roles and responsibilities of both men and women are rapidly reconstructing with time. In early times men were considered as sole bread earners, whereas women shut themselves into household responsibilities, but before the Industrial revolution, the entire family started acting as a united entity and individuals inconsiderate of factors like their maturity age or gender entered into dynamic workforce as to contribute to the economy of the family (Tilly and Scott, 1978).

Later in second part of twentieth century all age group of women entered into the labor force and this brought about a structural change (Moen and Yu, 2000) thus, women counterpart had to pay equal attention to both work and family. A mutual clash had risen due to this trade-off between these two opposite spheres, which further gave birth of work life conflict concept. In the late 1980s when the term was coined, WFC was spotlighted as a woman's issue due to gender roles in society around work and family. Therefore, gendered responses became the norm where mothers were most expected to carry, compromises in pay, changes in working hours, or part-time workers where the counterpart, fathers can ceaselessly concentrate on their careers (Strazdins et al 2006). Thus, WFC can be defined a conflict among various roles of that an individual play, while handling family and occupational responsibilities and these responsibilities start negatively influencing an employee due to incompatibility between them (Greenhaus, J.H and Beutell, N.J, 1985) Along with their occupational duties, women are supposed to domestic duties that of a wife, nurturer and mother (Biernat & Wortman, 1991). (Biernat & Wortman, 1991; Lewis et al 2009) stated that coexistence of the varied roles of a worker, mother, and wife may lead to stress, anxiety and various conflict (Eagle et al 1998; Theunissen, et al 2003). In fact, pressure to meet these demands makes work-family conflict almost unavoidable (Mauno et al, 2006). This balancing act of demands with respect to work and family life has become increasingly prevalent among working women, and especially, among working mothers (Franks et al 2006) where a working mother is any woman who is employed, receives monetary compensation for her employment, and is legally responsible for at least one child (Poduval, J. & Poduval, M. 2009). Thus, in comparison to the last few years the opportunities for women in educational ground has sharply increased, which has inspired them to enter into workforce and look for personal growth. But in India, studies have revealed that women primary need for jobs is to fulfil the economic needs of family rather than any other factor. (Srivastava, V.,1978) The result revealed by Campbell et al(1994) stated that the occupational commitment of women with children was lower to women without children whereas (Makowska, Z.,1998) studies stated about the psycho social inducing elements of stress and wellness among occupational mothers, said the "work-stress infusers" significantly affected the well being and health compared to "family stress infusers" (Yates, 1993) stated that there are women who do not sacrifice one role for another and attempt to meet both family and work life demands so that they can succeed in their dual roles. Hence such women who can flawlessly manage work and family responsibilities together are seen as "superwomen" But women often consider this superwomen image as unrealistic and believe that women who uphold such image often victimise themselves with anxiety stress burnout and reflect comparatively less satisfaction in both work and family domain. Immense conflicts have been discovered, as a result of factors like role overburden, role uncertainty, role...
collision, lack of freedom and avoidance in reward system (Moore, 2000) among working mothers. Demands caused by having a family get in the way of conducting a job which creates lot of stress (Carlson et al 2000) and adversely affect both work and family domain.

**Review Methodology**

Keyword searches were applied to identify articles published from the year 2000-2015 in management databases such as Proquest and Google Scholar. Keyword like “work life conflict” and "conflicts of working mothers" were applied and, these searches resulted in around huge number of articles related to Work Family conflict but focus was laid to this particular topic and relevant articles were selected. In Google Scholar 8 articles were selected that are closely relevant to the key area. In database Proquest 13 scholarly articles were finally selected based on association with this article as well as avoiding repetition of same articles. Total 21 scholarly articles were selected and scrutinised. Table I shows the summary of the searches performed for articles and Figure.2. reveals the review methodology. During the search process few articles were found redundant in the two databases, thus those articles were eliminated. The papers focusing on cause and effect factors of Work Family conflict were chosen for the study. Further, in order to justify the analysis adopted for this extraction, the following reasons are offered for selection criteria:

- Insight into causes leading to WFC
- Factors affecting WFC
- Effects on health, family and workplace domain

The Year wise analysis is given in Figure.2. The analysis shows a notable growth in women employment after 2009 which has resulted to greater work family issues. This due to enhancement in education of women in the last 10 years along with the structural change in families which stress on “dual earners" policy rather than men being the sole breadwinner. Thus the vast economic and family changes has brought about issues like work and life equilibrium and work - family conflicts, which are more prominent in female employees. Various authors have conducted studies on Work family conflict affected by single variable like family, health or unrest at workplace but this article is reflects a sum total of reasons contributing to the factors leading to work family conflict and outcomes furnishing these effects. Thus this study is associated with reasons and outcomes of these conflict. It provides insight on questions like, why does this clash occur? what factors are responsible for the conflict? and what are the outcomes of such conflict both on family and work interface ?? The pool of 21 articles extracted for this study are relevant for this study and help to prove the scope and objectives of this study.
Figure 1. Research Methodology for Selection of Article

1. Selection of database – Proquest and Google Scholar
3. Collection of Articles
4. Keywords: Work Family Conflict
5. Elimination of repeated articles
6. Sorting the articles: Year wise Approach wise
7. Classifying paper based on author's perspective:
   - Factors causing WFC
   - Outcomes of WFC
8. Selecting final paper from "Work Family Conflict"
9. Segregating papers based on:
   - Year
   - Title
   - Approach
10. Identify research issues
11. Development of Objectives
Table 1: Database used for Literature Review

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<td>Google Scholar</td>
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<td><strong>100%</strong></td>
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![Pie chart showing frequency of Proquest and Google Scholar]

Figure 3: Year-wise representation of articles reviewed

![Bar chart showing number of articles per year]

Figure 3: Year-wise representation of articles reviewed
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<th>SL. NO</th>
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<td>Carolyn Grace (2004)</td>
<td>A qualitative study of women in male dominated careers: Young women’s experience of their mothers’ conflict about dual roles and how it affects their conflict about working and parenting</td>
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<td>Lynda Laughlin (2006)</td>
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<td>Kathleen A. Malone (2011)</td>
<td>Mother’s perceptions of work-family conflict and the relationship to positive parenting, and parental satisfaction</td>
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<td>Brooke Janae Kranzler (2013)</td>
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<tr>
<td>16</td>
<td>Lauren Berger (2014)</td>
<td>Working mothers’ work and family satisfaction: The influence of time demands And time-based conflict</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>17</td>
<td>Noriece M. Price (2014)</td>
<td>The relationship between Work Family conflict, Role salience and career commitment of full time working mothers in U.S.A</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>20</td>
<td>Kavita Morparia</td>
<td>Work–Life Balance: Striking the Right Chords for Harmony</td>
<td>✓</td>
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<tr>
<td>21</td>
<td>Satyanand Panda and Tikka Maya Chhetri (2015)</td>
<td>A comparative study of anxiety level of working and non- working mothers</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Phase</td>
<td>Representative Article</td>
<td>Research Issue</td>
<td>Research Questions</td>
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<td>-----------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Origin of WFC</td>
<td>Carolyn Grace(2004); Lynda Laughlin(2006); Dianne et al (2015); Satyanand Panda and Tikka Maya Chhetri(2015)</td>
<td>R11: Lack of measures for finding the exact domain (Family or Work) from which the anxiety develops.</td>
<td>RQ1: Are there any measures to exactly define the source domain of high anxiety level?</td>
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<td></td>
<td>R18: Lack of study on outcomes of WFC regarding the position of working mother(managerial/clerical)</td>
<td>RQ8: Does the position of working mothers in the organization related to the outcomes of WFC.</td>
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### Table 4: Research objectives

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<tr>
<td>1.</td>
<td>QR1, QR2</td>
<td>To understand the sources leading to WFC</td>
</tr>
<tr>
<td>2.</td>
<td>QR4, QR7</td>
<td>To understand the factors affecting WFC</td>
</tr>
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</table>

**Literature Review**

The papers are analyzed and reviewed in accordance to the three phases of the WFC as written below:

- Origin of Work family conflict
- Determinants of Work family conflict
- Consequences of Work family conflict

**Origin of Work Family Conflict**

In this phase, those papers were taken by the author that mainly focus on the conceptual framework of WFC and defining it in context of working mothers. Supported theories, ideas and background information on the reasons that lead to WFC are also focused in this segment.

Recent years have seen a plethora of researches related to work-family interface. As life of women has completely changed compared to the traditional era. Today women are expanding their lives by managing both work and family. In olden days, parents were seen in definite roles, where father was the breadwinner on the other hand, mothers as homemaker. The economic and social changes avow that women need to join the workforce in order for them to have increased opportunities and financial independence (Googins & Burden, 1987). Since the 1970s, women have made a significant entrance into the workplace, so much so that it is considered a norm rather than a rarity for women to be balancing familial obligations with work expectations. At times internal conflict increases to the point that a woman has to make the ultimate sacrifice and choose between her family and her career (Winsor & Ensher, 2000).

A switch in roles is observed over the past years where females are involved into paid workforce and men are involved into parent and house duties till a certain extent (Pleck, 1993; Theunissen, 2003) Marsden, Kalleberg and Cook (1993) showed in their study the differentiation made by Hakim on the different types (category) of working women. The first category being homemakers and second category keep work at their prime importance.

The first category women are less inclined towards persuasion of education or skill and if forced to works to fulfil the economic needs they are found to be semi skilled workers or join jobs that are less training/experience oriented. There are varied roles (personal, social, occupational) that women need to encounter thus face collision in identity (role crisis). Different models were designed by researchers that suggested views on combination of occupational and family roles of women. (Wallis and Price 2003) described the theories below in context of role crisis:

1) **Segmentation theory** – Occupation and domestic life are two wings of a human sphere where, each of them has its own terms with respect to time, vicinity, nature. Since strength and duration to manage a
particular role is limited, i.e. only one role can be handle at an instance on the other hand multiple roles lead to role complexity Greenhaus and Beutell’s (1985) The stress related to family and office is described as role collision as both the domains seems to be incompatible, which is to an extent an example of this theory.

2) **Spill over theory** – positions the fact that some people who has with vigour and zeal to handle one role will import these characteristics when shifted to any other role.

3) **Compensation theory** – states that when someone is not enthusiastic about handling one role, they will tend to find satisfaction from other roles.

The ultimate conflict is cause due to imbalance in both spheres thus, the coordination between the two domains requires crossing of boundaries in which each of these domain operate to satisfy the needs of other domain. the theory by Clark’s (2000) relates to the dilemmas of person associated with such duties and her relationship with other members of the domain in which she is working and also the situational factors that inversely affect the home and office environment. Various concepts like resistance/permeability, adjustability and interblending are used in this context to describe the extent of co-existence and relativity among the two different domains. The resistance/permeability nature allows the entrance of elements from other domains, adjustability is the expansion and contraction of boundaries depending on the requirement of the particular domain and the border created by intermingling of both together is called interblending.

**Determinants of Work Family Conflict (WFC)**

The factors that determine of WFC are of two types-
- Family domain related determinants
- Work domain related determinants

Both of these factors are intertwined and correlated with each other as they affect each other negatively in the scenario of working mothers.

**Family Domain:**

Often large families are the reason of vast work load that women face in managing their multiple responsibilities, thus size of family is an important determinant in analysing work and family effects (Marshall & Barnett, 1997; Vodyanoff, 1989). Thus this combination leads to more stress to working mothers compared to fathers.(Hoffman, 1986).

Eagle et al. (1998) stated that the number of children is also a predictor of WFC where women without children show less issues of WFC (Kinnunen & Mauno, 1998) Yet, this factor cannot draw conclusions on the performance of working mothers(Campbell, Campbell & Kennard, 1994). A vast number of research say that the more number of children the more a women will probably have to face (Ross, 1995; Segre, O’ Hara, Arndt, Stuart, 2007) depressive symptoms. It was found that working mothers with children (5 and younger) resulted significantly good performance scores than working women with older ones. Greenhaus and Powell (2003), stated that in situations when family demands are high, and pressure from work domain is low that it results to affect the performance. Sharma (1999) mentioned that if women works for money, and not for her own career concern, then the number and
range of stress is high and in such case she should keep away her dissatisfaction and gloominess from work away from family in order to maintain peace and serenity in the family.

The power of organizational culture is evidenced by the compelling phenomena of attachment to deadlines and time frame attached to work which creates disturbances in the day to day family life specially if the family is not ready to adjust (Hochschild, 1997). The framework of stress is gestated as collision of various roles/ conflict, role burden/overload and role uncertainty/ambiguity. (Rizzo et al,1970 and Cooke et al,1984). All of them has a role to play in creating and enhancing WFC (Bachrach et al,1991). When these factors increase to a greater extent they cause adverse effects in fulfilling family goals (Greenhaus et al,1987) Role burden is the consequence of doing too many things in a given span of time (Bachrach et al,1991). Thus the allocation of time to fulfill the needs of family, when not managed appropriately leads to WFC (Greenhaus et al,1985).

When work replaces home life, families become more 'taylorized' as parents shuffle kids to before and after work care, return to school, and put off family traditions in exchange for work. Consequently, although these new routines skew toward work, they become a standard way of living and being out-of-balance feels normal. Most of the working mothers have framed their choices and then exercised rather limited "either or" options when it comes to career and family (Stone, 2007; Stone & Lovejoy, 2004). These options include withdrawal from the workforce, stepping back from having families and/or downsizing their career goals. Because high-achieving women adapt to their work environment in the form of limited choices, the trade-offs rarely are equal. Therefore, the level of emotional dissonance of falling short of the corporate, executive ideal is felt deeply by individuals (Blair-Loy, 2003). A major after-effect of highly-talented individuals "choosing" to leave an organization is a drain of institutional knowledge and negative impact to the bottom-line. In response, some organizations are making strides towards more flexible work environments with "on-ramp and off-ramp" career options or "more family supportive workplace policies" (Stone, 2007). However, these efforts do not seriously address the issues of long workdays (Morales, 2009), limited vacations (Ray & Schmitt, 2007), or the direct and indirect penalties for choosing an alternative work arrangement in attempt to maintain a balanced life (Jacobs & Gerson, 2004). For women, higher than average work hours are associated with greater psychological distress (MacDonald, Phipps, Lethbridge, 2005). This relationship may exist because long hours may not only cause emotional exhaustion, but also take away from leisure activities (Hughes & Parkes, 2007). Altogether, work hours have a positive relationship with psychological distress. Work demands related to time include the time pressures of work hours, high workloads, unfavourable work schedules, high expectations from managers, and short deadlines (Bakker; Demerouti, & Dollard, 2008).

A study by Grosswald's (2003) stated that there exists a meaningful connection between shift system and its negative effects on family. Unsystematic shifts lead to adverse effects and add-on to WFC (Horelli & Wallin 2006).

**Consequences of Work Family Conflict (WFC)**

Dilemma between work and family has been an important topic of research with concern to organizational studies, as it relates to find out reasons of poor performance and impaired health (Bruck, Allen & Spector, 2002; Butler & Skattebo, 2004; Frone, 2000; Frone, Russell & Cooper, 1997; Kossek & Ozeki, 1998).
In a study, Barnett and Baruch(1985) stated that female's participation in varied roles direct to the following: role burden (over load), role dispute (conflict) and irritation. Work-family conflicts impact quality of life (e.g., stability of the family, child welfare, employee health, etc.), a case can be made that work-life balance results in a more positive outlook on one's position and organizational commitment while decreasing the likelihood of turnover (Carlson, et al., 2009). Frankenheuser et al.(1990) revealed that the average working hours of women is 78 hours (with and without paid) compared to men, which is 68 hours, shows such lengthy span of work as a major reason of WFC and stress. It is observed that non-coordination of family and work leads to marital unrest which ultimately also affects work. Adams, King and King (1996) reported WFC results in decreased marital peace. Which also replicate the fact that women allow family hindrance to work but not vice versa. The difference in perception of husband and wife regarding work is also a reason for increased WFC (Lupton & Schmied, 2002; Spurlock, 1995). Often when men are laden with additional responsibilities of work/family by working wives they tend to dislike it the threat of losing their traditional identity as a breadwinner and boss of family add-on to WFC. Krause and Markides stated in their study that working mums whose partners fairly helped them in sharing household responsibilities were found with sound health and better mental balance than women who manage everything by themselves and don't get a sharing hand from their partner. Stress in a way acts positive to keep an individual going active for his work and duties but excessive amount of stress lead to psychological distress, unsound health and anxiety. If we talk about positive or periodic stress, it exists for a short span but works on nervous system and enhance sharpness and attentiveness. (McNamra. M., 2009) The mental health of working mothers, of pre-schooling kids is found poor (both physical and mental) compared to non-employed mothers who comparatively face less stress (Gove and Geerken). Professional working mothers find themselves captive to two primary schemas - one is to work and the other is to family (Blair-Loy, 2003).

The working mothers undergoing "versus" or "either or" situation among the two active domains are at the toughest situations as to decide between the two alternatives, often lead to "wind and lose" situation creating greater unrest and dissatisfaction. When professional working mothers continue to work through this conflict, many have their views shaped by their work culture. The result is an engrained understanding that leaves "employees in agitated and imposed feeling of work being over-ruling their family life (Blair-Loy, 2003, p. 178). On the contrary, working mothers who are dedicated in full-time work, workplace burnout is recognised as a major factor found in the opt out phenomena (Mason & Eckman, 2007; Stone, 2007). Kandel et al. (1985) stated about the effects of family responsibilities, work roles and household tasks of working mothers. It was found that stress was least in managing family responsibilities than carrying out work and household tasks. They are more impactful on psychology and stress factor of working mothers. Chassin et al. (1985) studied on a sample of 83 dual working parents of pre-school kids to find out the various types of conflicts. These are:

1. Clash between needs of various roles,
2. Inconsistency between self and spouse due to role anticipation/expectation
3. Deficiency in balance between anticipated and originality of roles

Findings and Conclusion

The societal norms for women from childhood are that of homemaker and nurturer. Social researchers for decades have portrayed the conflicts between occupational and household duties for which the labour legislation has
introduced various provisions in terms of equality in work, better working conditions, maternity leaves but the problems that women face after being mothers are still under question mark. Even the societal norms, are found to be de motivating women to be an active participator in workforce, as a solution to problems of work interference on family (Butler & Skattebo, 2004; Eagle et al., 1998). It is expected that work should not be an interference to family in case of working mother. Garey (1995) appropriately pointed the meaning of working mothers, where these two different terms 'working' and 'mother' when concatenated together bring about a number of societal barriers and expectations. (Eagle et al., 1997). (Eagle et al., 1998) while reconciling among various roles, it is obvious that women go through innumerable inter and intra conflicts. And since traditional times, the core identity of women is centred around her family, thus the pressure becomes immense to juggle all the responsibilities together and it is mostly seen that women allow family interference to work responsibilities rather than prioritising work. All these outcomes pose an alarming state to make such topics an important area to study to get further insights and solutions.

Scope of Future Research

Future research should focus and address attitudinal factors of working mothers towards employment (such as "forced to work " and "working with self-satisfaction") as well as the span/extent of exposure towards work (effects of full-time and part-time work).

- Questions like "Can precise Organizational and Government policies be framed to help reduce WFC among working mothers? Need an answer in future as issues like WFC directly or indirectly affects organizational progress.
- Comparative study between WFC faced by married men and women can be explored under this light.

Furthermore, the entire sphere of work-family coinciding factor should be more specifically gauged in order to resolve or at least decrease issues regarding WFC

Suggestions for Contemporary Researchers

Though many authors have strived to prove WFC using various determinants, still rigorous research is required on effects of factors like "work environment" and "Flexi - timing" on working mothers.

The effect on of recreational activities and fun at work. Study on what women think and feel about working and parenting, and how their mothers influenced their thoughts and feelings about holding dual roles. Additionally, a longitudinal study of women's thoughts and feelings about working and parenting to capture their experience before and after having children to assess their anxiety would be useful for society to understand the problems and needs of working mothers.

- Connection of age and WFC on working moms.
- Relationship between Category of Job and WFC.

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The Content: Preferred to have illustrations / tables to support the data/ content.

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The Practice of Green HRM and its Endurance
With Reference to Tier II IT Industries

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Tirunelveli

Dr. T. Rita Rebekah
Assistant Professor, XIBA,
St. Xavier’s College, Palayamkottai

Abstract

Twenty-first century has been showing heightened interest in the environmental concerns all around the globe irrespective of related fields be it politics, public, or business. The recent interest in environmentalism globally has arisen from specific treaties to combat climate change, owing to the harmful consequences of industrial pollution and waste materials, including toxic chemicals. Governments and NGOs round the globe promoted regulations and policies with effect of slowing down and to some extent even reverse the destruction of natural resources and its negative effect on the mankind and the society as a whole.

Human Resource Management (HRM) is an important faction of management that deals with the most valuable assets of an organization which is man power. The whole context of HRM is currently being considered in the light of sustainability all over and Green initiatives within HRM form part of corporate social responsibility. We can say that without facilitating the human resource and implementing sustainable policies, going green would be a hard nut to crack. This article aims to provide simplified insight on some common GHRM processes and attempts to suggest some green initiatives for HR at IT industries in Chennai.

Keywords: Human Resource Management, Social Responsibility, IT industries

Introduction:

The concept of Green HRM has emerged with the initiation of Green Movement. Green Movement is a political movement which advocates four important principles namely Environmentalism, Sustainability, Non-violence and Social justice. Supporters of the Green Movement called “Greens”, adhere to Green Ideology and share many ideas with ecology, conservation, environment, feminist and peace movements. With the growing awareness of the Green Movement across the world, management scholars from diverse areas such as accounting, marketing, supply-chain management and HRM also start analyzing that how managerial practices in these areas can contribute to environmental management goals. One of the most important contributors for this initiative is the Human Resource Management of the firm.

In 2000 Dunphy, Benveniste, Griffiths and Sutton in the Twelfth AIMS International Conference on Management linked the implementation of ecological sustainability with human sustainability. The authors pointed out that the training and investment in human resources goes ideally along with ecological sustainability. Sudin (2011) discussed the positive effects of the types of green intellectual capital on corporate environment citizenship, leading to competitive advantage of firms. Against this backdrop it can be assumed that Green HRM is all about the holistic application of the concept of sustainability to organization and its workforce. At present, there is a great deal of
increase in the adoption of environment management systems by the corporate sector. Today there is debate and uncertainty prevails on how green management principles can be implemented effectively amongst the workforce of the organization. In that context, this article identifies how the employees of Tier II IT industries contribute in promoting environment management initiatives.

**Objectives and Scope:**

The author aims to study the Green Human Resource Management in IT Companies, and analyse the contribution of HR professionals and employees in IT industries. This article aids human resource management (HRM) practitioners to understand sustainability and Green HRM in an organizational context. It can be used as a funnel for the HR function to support environmental friendly HR practices in business and perform sustainable Human Resource Management. This report is limited to Tier II IT companies in Chennai. By studying the initiatives taken by the IT industries to improve Green HR Practices, the article explores the HR skills required for practicing sustainable HRM and the applicability of Green HRM in different types of organizations.

**Tier II IT Industries:**

The Indian IT sector is poised to enter a hyper-growth phase, with a likely minimum of 2,000 start-ups a year by 2020, as against a little over 800 expected in 2014, said the industry body, Nasscom based on the study conducted in partnership with management consulting firm Zinnov. With the anticipated hyper-growth, the IT sector is estimated to generate 250,000-300,000 jobs by 2020, as against the current 65,000-75,000. Calling India the “fastest growing” software product country, Nasscom product council chairman Ravi Gururaj said the country could have about 11,500 product start-ups by 2020, as against around 3,100 now. “We believe software product start-ups will play a vital role in the growth of the entire information technology industry in India,” said Nasscom president R Chandrashekhar. "Indian start-ups are now innovating for the world, which is leading a lot of global players to look at India as a hub. The terms tier one and tier two are sometimes adopted with slightly different meanings or definitions. Companies which usually have a revenue of more than 1 billion $ comes under tier 1 companies with more than 50000 employees. Companies with revenue over 100 million $ comes under tier 2 companies list with employment of 4000 to 10000 employees approximately. It is observed that in northern states of our country, start-ups are making their presence felt all over the country. The companies are hiring people for operations, sales, marketing and logistics on a salary of Rs 10,000 to Rs 25,000 per month, from fresh graduates to people with up to three years' experience. Companies and smaller towns and cities are thus mutually helping each other in long-term development.

According to Economic Times dated September 5, 2012, Devina Sengupta & Indu Nandakumar, says that many second-level players are aggressively promoting themselves on social media to lure quality talent. Lacklustre growth and tight budgets at top IT firms like Infosys and Wipro have given Tier II companies like Mind Tree an opening to go after the cream of the crop at engineering colleges. To give potential candidates an idea of what's in store, Tier II companies are beefing up their presence on social media sites like Twitter, You tube and Face book, the favourite online haunts of students.

The recent spurt in the growth of India’s Tier II and III cities, and the ongoing development and expansion taking place, is also making them attractive for India’s IT-BPO industry. Interestingly, the sector itself has contributed to this
economic growth by establishing a presence there, generating employment and changing the overall landscape. According to a NASSCOM 2010 study, titled the ‘Indian IT-BPO Industry: Driving India’s Socio Economic Transformation,’ Tier II and III cities in India have emerged as talent hubs, from where the sector is drawing its manpower resources. The study states that around 58 per cent of the IT-BPO workforce today is from Tier II/III cities, with around four million direct employees from these locations. Around 49 delivery centres were set up in Tier II/III locations in the last year, as opposed to 25 in India’s Tier I cities. The industry in fact, accounted for 4.5 per cent of the GDP.

**Literature Review:**
First this review addresses the meaning and interpretation of green HRM. According to Renwick et al, (2008), the integration of corporate environmental management into human resource management is termed as green HRM. They also stated that human resources aspects of environmental management are green HRM. These scholars broadly specified that distinguished policies in the field of recruitment, performance management and appraisal, training and development, employment relations and pay and reward are considered as powerful tools for aligning employees with an organization’s environmental strategy. According to Jabbour et al, (2010), the greening of functional dimensions of human resource management such as job description and analysis, recruitment, selection, training, performance appraisal and rewards is defined as green HRM. In 2011, Jabbour again defined green HRM as “the level of greening of human resource management practices in terms of functional and competitive dimensions of HRM. Green HRM is referred to all the activities involved in development, implementation and on-going maintenance of a system that aims at making employees of an organization green. It is the side of HRM that is concerned with transforming normal employees into green employees so as to achieve environmental goals of the organization and finally to make a significant contribution to environmental sustainability. It refers to the policies, practices and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business (Opatha, 2013; Opatha and Anton Arulrajah, 2014).

As far as the above definitions are concerned, the very latest definition provides a comprehensive meaning and understanding about what green HRM is, in the context of organisational setting. HRM practices are the actual human resource programs, processes and techniques that actually get implemented in the organisation or business unit (Gerhart et al, 2000; Huselid and Becker, 2000). Similarly, green HRM practices are the actual green HRM programs, processes and techniques that actually get implemented in the organisations in order to reduce negative environmental impacts or enhance positive environmental impacts of the organisations. The ultimate aim of green HRM practices is to improve the organisation’s sustainable environmental performance. Job descriptions and job specifications may include environmental, social, personal, and technical requirements of the organizations as far as possible. For example, environmental protection duties should be included, along with the allocation of environmental reporting roles and health and safety tasks (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000). In addition, some companies use teamwork and cross-functional teams as job design techniques to successfully manage the environmental issues of the company (May and Flannery, 1995; Florida, 1996; Clement, 1997; Palmer and Andrews, 1997; Beard and Rees, 2000; Griffiths and Petrick, 2001; Daily and Huang, 2001; Govindarajulu and Daily, 2004; Jabbour, Santos, and Nagano, 2010).

The Chartered Institute of Personnel and Development (CIPD) believe that “becoming a green employer may improve employer branding, company image and is a useful way to attract potential employees who have
environmental orientation (CIPD, 2007).” Attracting ‘environmentally aware talent’ might be facilitated by pro-active branding of the organization as a high-quality green employer of choice (Renwick et al, 2008; Jackson et al, 2011). Increasingly, firms are beginning to recognize that gaining a reputation as a green employer is an effective way to attract new talent (Phillips, 2007; Stringer, 2009). Really, environmentally responsible employers can attract talent that they need to implement corporate environmental management initiatives and ultimately it contributes to achieve organization’s environmental goals. A Green Plan can guide activities and initiatives that reduce negative environmental impacts that result from business operations. In general, these activities will reduce waste, conserve water and save energy. As an illustration, in the year 2013 HCL won the Asia-Pacific Enterprise Leadership Award (APELA). This award recognizes and honors the achievements of companies in the areas of sustainable development and corporate responsibility. HCL runs a multi-layered corporate program "Go Green" to drive its sustainability initiatives. It has green processes across facilities & in the areas of travel, IT and events. Keeping all the research findings and suggestions on Green HRM in various fields in view, the author aims to fill the research gap by taking up this study on the Green HRM Practices in IT sector.

**Methodology:**

The author conducts the data collection process with the structured questionnaire. The collected data was given numerical value and a detailed analysis was done. Primary data was collected through the feedbacks given by the employees in the exit Interview forms. The Data was also collected from the employees of Tier II employees during their off- office hours. In this study, samples were collected by using Simple Random sampling Technique and the sample size is 150.

<table>
<thead>
<tr>
<th>GENDER</th>
<th>NO OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>116</td>
<td>77%</td>
</tr>
<tr>
<td>Female</td>
<td>34</td>
<td>23%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>150</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 1.1 Indicating the Gender Categorization Of Employees

In this study 77% of the total respondents are male and the rest 23% are female

<table>
<thead>
<tr>
<th>AGE</th>
<th>NO OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 25 Years</td>
<td>12</td>
<td>8%</td>
</tr>
<tr>
<td>25 - 35 Years</td>
<td>43</td>
<td>29%</td>
</tr>
<tr>
<td>35 - 45 Years</td>
<td>58</td>
<td>39%</td>
</tr>
<tr>
<td>45 - 55 Years</td>
<td>29</td>
<td>19%</td>
</tr>
<tr>
<td>&gt;55 Years</td>
<td>8</td>
<td>5%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>150</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 1.2: Age of the Employees

From the study, it is observed that 8% of the respondents are less than 25 years old, 29% are in the age group of 25-
35 years, 39% of them are in 35-45 years and 19% of them are in 45-55 years 5% of respondents are above 55 years old.

**Table 1.3: Employees Occupational Status**

<table>
<thead>
<tr>
<th>OCCUPATION</th>
<th>NO. OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trainee</td>
<td>99</td>
<td>66%</td>
</tr>
<tr>
<td>Executive</td>
<td>30</td>
<td>20%</td>
</tr>
<tr>
<td>Lead</td>
<td>14</td>
<td>9%</td>
</tr>
<tr>
<td>Manager</td>
<td>7</td>
<td>5%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>150</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

It is observed that 66% of respondents are trainee, 20% of them are executive 9% of them are leaders and the rest of them are managers.

**Table 1.4 Indicating Awareness on Green HRM of the Employees**

<table>
<thead>
<tr>
<th>AWARENESS</th>
<th>NO OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fully Aware</td>
<td>87</td>
<td>58%</td>
</tr>
<tr>
<td>Aware</td>
<td>50</td>
<td>33%</td>
</tr>
<tr>
<td>Partially Aware</td>
<td>11</td>
<td>7%</td>
</tr>
<tr>
<td>Not Aware</td>
<td>3</td>
<td>1%</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>150</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

From the study it is observed that 58% of the respondents are fully aware on green HRM of the employees, 33% of respondents are aware, 8% of them are partially aware and the rest 1% of them are totally unaware.

**Table 3.5 Contributions of Practices in Environmental Management**

<table>
<thead>
<tr>
<th>CONTRIBUTION</th>
<th>NO OF RESPONDENT</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>To A Very Good Ext</td>
<td>31</td>
<td>21%</td>
</tr>
<tr>
<td>To A Good Ext</td>
<td>91</td>
<td>61%</td>
</tr>
<tr>
<td>To A Little Ext</td>
<td>15</td>
<td>10%</td>
</tr>
<tr>
<td>To Some Ext</td>
<td>8</td>
<td>5%</td>
</tr>
<tr>
<td>Not At All</td>
<td>5</td>
<td>3%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>150</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

21% of the respondents say that HR practices in Environmental Management is contributed to a very good extent, 61% of respondents say that HR practices in Environmental Management is contributed to a good extent, 10% of them say that the contribution in Environmental Management is little and 5% say that the contribution Environmental Management is to some extent and the rest 3% say that there is no contribution of HR practices in Environmental Management.
Table 1.6 HR Policies Improve Environment

<table>
<thead>
<tr>
<th>IMPROVEMENT</th>
<th>NO OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great</td>
<td>91</td>
<td>61%</td>
</tr>
<tr>
<td>Average</td>
<td>46</td>
<td>31%</td>
</tr>
<tr>
<td>Low</td>
<td>7</td>
<td>5%</td>
</tr>
<tr>
<td>No Effect</td>
<td>6</td>
<td>3%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>150</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

It is observed that 61% find great improvement in the Environment with HR polices 31% of respondents find average improvement in the environment with HR policies, 5% of them say that they find low improvement in the environment with HR and only 3% of the respondents say that there will be no improvement in the organization because of HR policies.

Table 1.7 Best Practices for going Green

<table>
<thead>
<tr>
<th>OPTIONS</th>
<th>NO OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eliminating Excess Use Of Paper</td>
<td>47</td>
<td>31%</td>
</tr>
<tr>
<td>Energy Saving Cabins</td>
<td>34</td>
<td>23%</td>
</tr>
<tr>
<td>Vehicle Sharing</td>
<td>32</td>
<td>21%</td>
</tr>
<tr>
<td>Less Usage Of Plastic Bottles And Containers</td>
<td>28</td>
<td>19%</td>
</tr>
<tr>
<td>Any Other</td>
<td>9</td>
<td>6%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>150</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

31% of the respondents consider eliminating excess use of paper is the best practice for going green, 23% of respondents consider energy saving cabins as the best practice for going green, 21% of the respondents consider vehicle sharing as the best practice for going green, 19% of the respondents consider less usage of plastic bottles and containers as the best practice for going green.

Table 1.8 Contributions and Spending Time for Green HRM Practices in Work

<table>
<thead>
<tr>
<th>OPTIONS</th>
<th>NO OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recycle, Reduce, Reuse</td>
<td>43</td>
<td>29%</td>
</tr>
<tr>
<td>Motivating Others To Participate</td>
<td>29</td>
<td>19%</td>
</tr>
<tr>
<td>Switching off Lights And Monitors when not required</td>
<td>38</td>
<td>25%</td>
</tr>
<tr>
<td>Keep Electronic Out Of The Trash</td>
<td>34</td>
<td>23%</td>
</tr>
<tr>
<td>Any Other</td>
<td>6</td>
<td>4%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>150</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
It is observed that 29% of the respondents contribute and spend time for recycle, reduce, reuse, 19% of respondents spend time for motivating others to participate, 25% of them do basics like switching off lights and monitors, 23% of them keep electronics out of the trash.

**Table 1.9 Need of Green HRM**

<table>
<thead>
<tr>
<th>OPTIONS</th>
<th>NO OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Today’s Trend</td>
<td>11</td>
<td>7%</td>
</tr>
<tr>
<td>Need Of The Hour</td>
<td>63</td>
<td>42%</td>
</tr>
<tr>
<td>Necessity For Ever</td>
<td>76</td>
<td>51%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>150</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

It is found that 7% of the respondents say that Green HRM is today’s trend, 42% of respondents say that it is the need of the hour and 51% of them say that it is the necessity for ever.

**Table 1.10 Most Attractive Green HRM Practices in IT Industries**

<table>
<thead>
<tr>
<th>OPTIONS</th>
<th>NO OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Sharing Scheme</td>
<td>26</td>
<td>17%</td>
</tr>
<tr>
<td>Telecommuting</td>
<td>9</td>
<td>6%</td>
</tr>
<tr>
<td>Online Training</td>
<td>16</td>
<td>11%</td>
</tr>
<tr>
<td>Teleconferencing</td>
<td>9</td>
<td>6%</td>
</tr>
<tr>
<td>Energy – Efficient Office Space</td>
<td>17</td>
<td>11%</td>
</tr>
<tr>
<td>Transportation Pooling</td>
<td>13</td>
<td>9%</td>
</tr>
<tr>
<td>Flexible Work Schedule</td>
<td>24</td>
<td>16%</td>
</tr>
<tr>
<td>Employee Assistance Program</td>
<td>21</td>
<td>14%</td>
</tr>
<tr>
<td>Wellness Program</td>
<td>15</td>
<td>10%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>150</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

17% of the respondents pointed out that job sharing scheme is the most attractive green HRM practices, 6% of respondents say that Telecommuting is the most attractive green HRM practices, 11% of them expressed that online training is the most attractive green HRM practices, 6% of them said Teleconferencing, 11% of them say Energy-Efficient office space is the most attractive green HRM practices. A minimum of 09% of them noted transportation pooling, 16% of them pointed out that flexible work schedule is the most attractive green HRM practices. A very minimum of 14% and 10% say that launch of employee assistance program and wellness program is the most attractive green HRM practices respectively.
It is observed that 22% of the respondents seem to be highly satisfied and 46% of respondents are satisfied with green HRM work life balance practices. It is clear that 29% are neutral in their opinion and a very minimum of 2% of them dissatisfied with green HRM work life balance practices.

**TABLE 1.12: Karl Pearson’s Co-Efficient of Correlation**

Here Karl Pearson’s co-efficient of correlation is used to identify, the relationship between the Education of the respondents and their overall satisfaction with the Green HRM work balance practices of IT industries

\[
\begin{align*}
\bar{X} &= \frac{\Sigma X}{N} = \frac{150}{5} = 30 \\
\bar{Y} &= \frac{\Sigma Y}{N} = \frac{150}{5} = 30 \\
X^2 &= \frac{1}{N} \Sigma (X - \bar{X})^2 = \frac{1}{5}(6408) \\
&= \sqrt{1281.6} = 35.799 \\
Y^2 &= \frac{1}{N} \Sigma (Y - \bar{Y})^2 = \frac{1}{5}(3296) \\
&= \sqrt{659.2} = 25.675 \\
\text{Co-efficient of correlation } r &= \frac{\Sigma (X - \bar{X})(Y - \bar{Y})}{N \Sigma (X - \bar{X})(Y - \bar{Y})} \\
&= \frac{6408}{3296} = 3556
\end{align*}
\]
\[
\frac{3556}{5 \times 35.799 \times 25.675} = \frac{3556}{4595.697} = 0.77
\]

The value 0.77 lies between 0 and 1 and indicates a higher degree of positive correlation between education of the respondents and their overall satisfaction with the Green HRM work balance practices in IT industries. “There exist the significant relationship between education of the respondents and their overall satisfaction with the Green HRM work balance practices in IT industries”

**CHI SQUARE TESTS**

**H0 (Null hypothesis) =** There is no significant difference between Occupational status of the respondents Vs provision of sufficient information to enhance decisions regarding Green HRM

**H1 (Alternate hypothesis) =** There is a significant difference between Occupational status of the respondents Vs provision of sufficient information to enhance decisions regarding Green HRM

**OBSERVED FREQUENCY:**

<table>
<thead>
<tr>
<th>Occupation/Information</th>
<th>Trainee</th>
<th>Executive</th>
<th>Lead</th>
<th>Manager</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very good extent</td>
<td>27</td>
<td>5</td>
<td>5</td>
<td>2</td>
<td>39</td>
</tr>
<tr>
<td>To a good extent</td>
<td>57</td>
<td>17</td>
<td>6</td>
<td>2</td>
<td>82</td>
</tr>
<tr>
<td>To a little extent</td>
<td>10</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>16</td>
</tr>
<tr>
<td>To some extent</td>
<td>4</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>No sufficient information</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>99</td>
<td>30</td>
<td>14</td>
<td>7</td>
<td>150</td>
</tr>
</tbody>
</table>

**EXPECTED FREQUENCY:**

<table>
<thead>
<tr>
<th>Occupation/Information</th>
<th>Trainee</th>
<th>Executive</th>
<th>Lead</th>
<th>Manager</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very good extent</td>
<td>25.74</td>
<td>7.80</td>
<td>3.64</td>
<td>1.82</td>
<td>39</td>
</tr>
<tr>
<td>To a good extent</td>
<td>54.12</td>
<td>16.40</td>
<td>7.65</td>
<td>3.83</td>
<td>82</td>
</tr>
<tr>
<td>To a little extent</td>
<td>10.56</td>
<td>3.20</td>
<td>1.49</td>
<td>0.75</td>
<td>16</td>
</tr>
<tr>
<td>To some extent</td>
<td>5.94</td>
<td>1.80</td>
<td>0.84</td>
<td>0.42</td>
<td>9</td>
</tr>
<tr>
<td>No sufficient information</td>
<td>2.64</td>
<td>0.80</td>
<td>0.37</td>
<td>0.19</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>99</td>
<td>30</td>
<td>14</td>
<td>7</td>
<td>150</td>
</tr>
</tbody>
</table>
**CALCULATION:**

<table>
<thead>
<tr>
<th>O</th>
<th>E</th>
<th>O-E</th>
<th>(O-E)^2</th>
<th>(O-E)^2 / E</th>
</tr>
</thead>
<tbody>
<tr>
<td>27</td>
<td>25.74</td>
<td>1.26</td>
<td>1.59</td>
<td>0.06</td>
</tr>
<tr>
<td>5</td>
<td>7.80</td>
<td>-2.80</td>
<td>7.84</td>
<td>1.01</td>
</tr>
<tr>
<td>5</td>
<td>3.64</td>
<td>1.36</td>
<td>1.85</td>
<td>0.51</td>
</tr>
<tr>
<td>2</td>
<td>1.82</td>
<td>0.18</td>
<td>0.03</td>
<td>0.02</td>
</tr>
<tr>
<td>57</td>
<td>54.12</td>
<td>2.88</td>
<td>8.29</td>
<td>0.15</td>
</tr>
<tr>
<td>17</td>
<td>16.40</td>
<td>0.60</td>
<td>0.36</td>
<td>0.02</td>
</tr>
<tr>
<td>6</td>
<td>7.65</td>
<td>-1.65</td>
<td>2.73</td>
<td>0.36</td>
</tr>
<tr>
<td>2</td>
<td>3.83</td>
<td>-1.83</td>
<td>3.34</td>
<td>0.87</td>
</tr>
<tr>
<td>10</td>
<td>10.56</td>
<td>-0.56</td>
<td>0.31</td>
<td>0.03</td>
</tr>
<tr>
<td>4</td>
<td>3.20</td>
<td>0.80</td>
<td>0.64</td>
<td>0.20</td>
</tr>
<tr>
<td>1</td>
<td>1.49</td>
<td>-0.49</td>
<td>0.24</td>
<td>0.16</td>
</tr>
<tr>
<td>1</td>
<td>0.75</td>
<td>0.25</td>
<td>0.06</td>
<td>0.09</td>
</tr>
<tr>
<td>4</td>
<td>5.94</td>
<td>-1.94</td>
<td>3.76</td>
<td>0.63</td>
</tr>
<tr>
<td>3</td>
<td>1.80</td>
<td>1.20</td>
<td>1.44</td>
<td>0.80</td>
</tr>
<tr>
<td>1</td>
<td>0.84</td>
<td>0.16</td>
<td>0.03</td>
<td>0.03</td>
</tr>
<tr>
<td>1</td>
<td>0.42</td>
<td>0.58</td>
<td>0.34</td>
<td>0.80</td>
</tr>
<tr>
<td>1</td>
<td>2.64</td>
<td>-1.64</td>
<td>2.69</td>
<td>1.02</td>
</tr>
<tr>
<td>1</td>
<td>0.80</td>
<td>0.20</td>
<td>0.04</td>
<td>0.05</td>
</tr>
<tr>
<td>1</td>
<td>0.37</td>
<td>0.63</td>
<td>0.39</td>
<td>1.05</td>
</tr>
<tr>
<td>1</td>
<td>0.19</td>
<td>0.81</td>
<td>0.66</td>
<td>3.54</td>
</tr>
</tbody>
</table>

\[\Sigma [(O-E)^2 / E] = 11.41\]

Degree of freedom

\[= (R-1) (C-1)\]

\[= (5-1) (4-1)\]

\[= 21.026\]

Calculated value

\[= 11.41\]

At 5% level of significance the table value is 21.026

Table value > calculated value

H0 is accepted.

It is observed that there is no significant difference between Occupational statuses of the respondents and their opinion on provision of sufficient information to enhance decisions regarding Green HRM.
DISCUSSION:

Out of the total respondents 67% are graduates, 5% of them are post graduate 14% of them are diploma holders 7% of them are professional degree holders and the rest 6% of the respondents are having other qualification. It is also observed that 66% of respondents are trainee, 20% of them are executive 9% of them are leaders and the rest 5% of them are manager. It is quite evident that the majority of the employees are aware on Green HRM practices and contribute to green HRM practices to a much greater extent. 61% of the respondents agree that the HR policies gives greater improvement in environment. 31% of the respondents say that eliminating excess use of paper is the best practice for going green, 23% of respondents say that energy saving cabins is the best practice for going green, 21% of them consider vehicle sharing as the best practice for going green, 19% of them consider less usage of plastic bottles and containers are the best practice for going green. Almost 90% of the respondents have the opinion that green HRM is the need and necessity for ever in IT and other relevant industries.

In this context, it is observed that most of the Indian organizations have started promoting green HRM. When Karl Pearson’s co-efficient of correlation is used to identify, the relationship between the Education of the respondents and their overall satisfaction with the Green HRM work balance practices of IT industries, the value 0.77 lies between 0 and 1 and indicates a higher degree of positive correlation between education of the respondents and their overall satisfaction with the Green HRM work balance practices in IT industries. There exists a significant relationship between education of the respondents and their overall satisfaction with the Green HRM work balance practices in IT industries. It is also derived from the Chi-squared test that there is no significant relationship between Occupational statuses of the respondents and their opinion on provision of sufficient information to enhance decisions regarding Green HRM. It is evident that Education and designations of employees are not hindrances for any productive implementations in IT industries.

CONCLUSION:

For a developing country like India, the sustainability crisis poses both, a challenge and an opportunity. From the article it is evident that Tier II IT industries have recognized this and are venturing into developing sustainable green technologies and processes to tap the huge business potential. The future of Green HRM as an innovative process and it appears promising for stakeholders. The employer and practitioners can establish the usefulness of linking employee involvement and participation in environmental management programmes to improved organizational environmental performance, like with a specific focus on waste management recycling, creating green products. Unions and employees can help employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and well-being.

IT Companies are required to encourage product, process, design, and technology innovation which will relate to devising strategies for society that will enable healthy, peaceful, damage free society with adequate natural resources availability to human future. Green Staffing involves hiring individuals with Environment Management skills, mindsets, and behaviors. In Green Staffing, job analysis procedures generally focus on environmental aspects such as environmental reporting duties and responsibilities; identification and influencing of candidates with EM related experiences; EM-centered testing (e.g., knowledge of risks, harmful substance, potential emissions, etc.), and interviewing techniques that enable managers in identifying candidates that fit environment centered jobs.
(Renwick et al., 2008). Such practices ensure that the selected candidates should possess personality and attitudinal attributes that prevent waste, show creativity and innovative ideas with regard to the environment. In the near future, Green HRM as an initiative has the potential to be worked upon as one of the best practices for sustainable growth in business.

REFERENCES:

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• Phillips, L. (2007), Go Green to Gain the Edge over Rivals, People Management, 23rd August, p.9.

WEBSITES:

http://www.nasscom.in/looking-beyond-tier-landscape
Overarching Goals On Quality Education: Study Of Perspective Shift By Management Development Facilitators In The State Of Karnataka.

Pradeep Ramavath J
Assistant Professor
National Law School of India University
Bengaluru

Abstract

There is no unanimity on the understanding of perspectives among the educational functionaries with respect to quality of school education in India. Diversity of context and stakeholders coupled with ‘multiple policy intentions and programs’ make it more difficult to arrive at comprehensive understanding on quality education in India. Present study was designed to elicit the factors which determine a ‘relative perspective shift’ with respect to inputs for quality and leadership by middle level educational functionaries in the state of Karnataka. These functionaries were selected to be part of management development programme of 36 days duration spread over six months and split into 4 stages. Training-Application and Coaching (TAC) methodology was adopted to embed better perspectives on inputs for quality and leadership in education. Mixed method analysis was used to assimilate, compartmentalize, and complement the factors elicited during data collection process. Increasing trend lines with respect to leadership and management helped to define holistic overarching goals of management development programme in Karnataka.

Key words: Education, Quality, leadership, Effectiveness, Management development, Perspective shift

Introduction: Developing overarching goals on quality.

Policy Planning Unit (PPU) is established in 2003 as a strategic think tank for department of education in Karnataka. It evolved as a Public Private Partnership (PPP) model between Government of Karnataka and Azim Premji Foundation with committed efforts to build administrative and technical capabilities of the educational functionaries. Since last seven years, PPU has evolved and designed polices relating to training and capacity building of the educational functionaries through its unique management development programmes, community connect initiatives etc., by focusing on quality in elementary education.

During the initial years a study was commissioned by PPU with the help of ‘Price water house Coopers’ to examine the management aspects of Department of Public Instruction (DPI) in the state of Karnataka. This study recommended policy changes as well as interventions that would support the initiatives of the education department towards achieving the goal of reaching ‘quality education for all’. Along with several other interventions, the need to improve leadership and managerial functions in the system was identified as critical to impact the inputs for quality improvement.

Management Development Program (MDP) was conceived jointly by PPU and Azim Premji Foundation during 2006 in collaboration with Sarva Shiksha Abhiyan (SSA) to address the need for improving management and leadership to middle level educational functionaries. Center for Leadership and Management in Public Services (C-LAMPS) and
Canara Bank School of Management Studies (CBSMS) created the contents and transacted the course. MDP is operational in Karnataka since February 2007 with a purpose of enhancing the capabilities – namely attitudes, perspectives, knowledge and skills related to managerial functions of the leaders and managers at the grassroots level (Divakar, 2010).

Management development programme was designed on the foundations of Constitution of India, National Policy of Education, Right to Education Act and National Curriculum Framework 2005. In order to achieve the aspirations of these policies through MDP there was need realized to increase the effectiveness and efficiency of the education department personnel on management and leadership skills in a planned and systematic manner. Hence, it demanded a collaborative understanding among educational functionaries regarding education management and leadership perspectives. MDP as a holistic mission comprised of Training-Application and Coaching (TAC) methodology to realize the aspirations embedded in its visioning.

**Key highlights of management development process.**

1. Persons holding positions as Cluster Resource Persons (CRPs), Block Resource Persons (BRPs), and lecturers of District Institute of Education Training (DIET) drawn from different geographical locations of Karnataka were selected through an elaborate and structured selection process for MDP. Several rounds of capacity building and training programmes conducted for 120 specially selected participants in four different groups.

2. The core of the MDP composed of 36 days of training cycle, split into 4 phases (10 + 10+ 10+6) structured as;

   - **Phase 1** - Introduction to the programme, MDP- why, what and how, Education perspectives, aims of education, NCF 2005, simple UNICEF model of Quality Education Model, discussion on quality, self-analysis, service orientation and leadership, quality tools.

   - **Phase 2** - Stakeholders’ participation, quality tools, Circle of influence (COI)-Circle of change (COC), team and leadership, work plan review, giving and receiving feedback, project scoping.

   - **Phase 3** - Project experiences, module development, test delivery, facilitation, project review.

   - **Phase 4** - Report and Review of pilot delivery, certification process including personality test, Group discussion and interview, plan of action and way forward (Divakar, 2011).

3. Each group underwent a rigorous process comprising of 11 cycles with specific breaks. There was specific set of development modules created and transacted for this purpose according to need of each Phase.

Continues ‘open ended’ responses were elicited through four structured questions from the participants on overarching goals of MDP related to management, leadership development and personal effectiveness to improve quality. These responses were intended to trace the cyclical development of ‘perspectives on quality’, ‘influence of leadership and management on quality’, involving ‘self’ and ‘others’ to enhance the effectiveness of the system. This purposive iterative process helped in construction of overarching goals for MDP, derive an exhaustive set of ‘factors’
and ‘components’ on quality, leadership, management, effectiveness and also helped in addressing the need of refining the training modules.

Present paper is an attempt to bring out the ‘incremental shift’ in perspectives of educational functionaries with respect to inputs for better quality of school education, viz., embedding leadership, management development and overall increase in effectiveness. This was achieved by a series of ‘structured content analysis’ of the responses followed by ‘limited quantification of qualitative responses’ in order to demonstrate trends and show patterns in perspective shifts on inputs for quality, leadership, management and effectiveness. The specific objectives were to

a. Understand the ways of improving the Quality of education in Government Schools of Karnataka from the Management Development Facilitators (MDFs)’ perception during MDP.

b. Establish a linear relationship between leadership and management to enhance quality of education in Karnataka.

c. Analyze the improvement in overarching perceptions of MDFs related to their influence in increasing the effectiveness of education system.

d. Study the strands of ‘self’ and ‘others’ in influencing quality.

Methodology

Four questions incorporating the above stated 4 key objectives were repeatedly asked over 11 cycles in four stages to same set of participants distributed across four groups. Varied patterns of responses in ‘open ended’ answer format was elicited from the participants; they were encouraged to write their own thoughts in as many words as they like. This process demanded clear understanding of the context and processes of quality improvement along with the key processes of leadership development and management perspectives.

Sampling design

There were 120 respondents comprising of 91 male & 29 female members. A total of 946 varieties of responses were received from 4 groups of MDP; on an average 86 varieties of responses were spread across 11 cycles were analysed to understand the perspective shift of each member on overarching goals. The analysis helped to understand the integration of diversity in perspectives of the MDPs on overarching goals related to quality, leadership development, and effectiveness with managerial perspective

<table>
<thead>
<tr>
<th>Table 1: Gender wise distribution of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
</tr>
<tr>
<td>--------</td>
</tr>
<tr>
<td>1 Male</td>
</tr>
<tr>
<td>2 Female</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>
Table 2: Groupwise and Gender wise responses

<table>
<thead>
<tr>
<th>Group</th>
<th>Number of responses elicited</th>
<th>Break up %</th>
<th>Male</th>
<th>Break up %</th>
<th>Number of responses</th>
<th>Break up %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Male</td>
<td>Break up %</td>
<td>Female</td>
<td>Break up %</td>
</tr>
<tr>
<td>A</td>
<td>218</td>
<td>23</td>
<td>175</td>
<td>24.9</td>
<td>43</td>
<td>17.6</td>
</tr>
<tr>
<td>B</td>
<td>221</td>
<td>23.4</td>
<td>150</td>
<td>21.4</td>
<td>71</td>
<td>29.1</td>
</tr>
<tr>
<td>C</td>
<td>255</td>
<td>27</td>
<td>166</td>
<td>23.6</td>
<td>89</td>
<td>36.5</td>
</tr>
<tr>
<td>D</td>
<td>252</td>
<td>26.6</td>
<td>211</td>
<td>30.1</td>
<td>41</td>
<td>16.8</td>
</tr>
</tbody>
</table>

**Total**

|       | 946                         | 100        | 702  | 100        | 244                | 100        |

Results and analysis

All the four questions triggered high ended responses from the MDFs; the concepts and information emerging out of these four questions were assumed to be fundamental to the progress of the participants in fixing their goals for improvement in function and in turn impacting the quality of education. Understanding of these questions became critical for impacting the long term vision for improving the quality of education in government schools of Karnataka by MDFs.

1. Factors for improving Quality

MDFs in their responses have come out with diverse set of response on the ways of improving the quality of education. These factors and components are mainly inputs to create better quality outcomes form the present system. During each training cycles MDFs came up with integrated perspectives and responses were a brief description of the context and showed empathy for the stakeholders. The integrated approach proposed by MDFS on inputs for better quality included, inter alia, academic, pedagogic practices, management skills, community partnerships, training and capacity development of teachers, embedding leadership skills, ensuring good quality of infrastructure, technology deployment etc. These ways to improve quality substantiate the views of National Curriculum Framework 2005.

Figure 1: Factors for improving quality as observed by MDFs
1.1. **Good management practices:** 84% of the MDFs perceive that, good management practices forms the key to improve the quality in government systems. Efficiency and effectiveness of administration, technical performance of the functionaries are derived from good management practices. They feel that, using improved process for project planning, implementation and monitoring brings best results in terms of quality. Team work, participatory quality improvement projects, right feedback mechanisms, rewards, time management practices, increase in circle of influence, practicing innovations, transparency with clear vision building processes forms the key drivers of good management practices in their perception for improving quality.

1.2. **Community participation:** There is varied quantity of responses with respect to community participation by different groups. On an average 82% of the MDFs realize the importance of community participation in schooling processes over 11 training cycles (Fig.2). In ‘Group D’ 99% of the MDFs recognize the importance of community participation in education. 41% increase can be seen from Group A to Group D. MDFs in the initial stages feel that, community and parents should be involved indirectly, i.e. For resource mobilization, construction activities, infrastructure development, help the school for resource mobilization. Hence more emphasis and focus of the MDFs of involving community was on non-academic activities in initial cycles. But slowly MDFs in the later cycles (particularly after Cycle 5) graduate to value of involving the parents in academic and extracurricular activities. This trend demands for broadening level of mere ‘supply oriented community participation activity’ to ‘demand driven community partnerships’ in educational processes.

1.3. **Training and capacity development:** MDFs emphasise the importance of continuous training and capacity development of educational functionaries along with teachers. The practice for developing teachers if applied to them also will form a critical element in achieving the desired quality. Training and capacity development helps in incubation of essential skills, attitudes and garnering better perspectives over a long duration of time. 50% of the MDFs have identified good training programmes such as MDP will help in building long term perspectives related to quality education. MDP has helped MDFs to develop discourses and arrive at participatory notion of quality and its components through a continuous training and capacity development cycle.
1.4. **Understanding the root cause of problem:** On an average 32% MDFs have identified the utility of finding the root cause of problem. The criticality, means of solving the problem using different tools indicates the influence of training contents on the perspective development of MDFs. Analysing problems from different perspectives and logical solutions are stated to be the determinants of inputs for better quality.

1.5. **Academics and pedagogy:** Use of better teaching and learning methodologies coupled with right perspectives derived from NCF helps the teachers to focus on right quality and effectiveness for a long duration of time.30% of the MDFs perceive better teaching methodologies in the form of child friendly teaching methods, sessions on creative teachings will help in enhancing the teacher related capability.

1.6. **Universalization:** 10% of the MDFs feel that, Universalization of school education in terms of better access, retention, enrolment, reduction in dropout rates will demand for better quality of education as diversity will naturally demand quality. This entails further need to broaden the relationship between ‘universalization’ and ‘quality’. Further, the agenda of ‘Universalization with quality demand’ is critically reflected.

1.7. **Other quality stabilizers:** Factors such as decrease in corruption, bringing more transparency and accountability, implementation of better governance systems, lowering the burden on teachers from non-academic functions, strict adherence to professional ethics etc., were perceived to be important contributors to determine the quality of education by 4% of the MDFs. Similarly 1% of the MDFs indicated the integration of technology in education and large scale ICT deployment at different levels in education system.

2. **Role of leadership and management**

"Every education functionary is a leader and a manager in her own role within the system irrespective of the rung of the ladder that she is on within the system.”

Suparna Divakar

There are 16 factors (refer table- 3 for details) identified by the MDFs in determining the role of leadership and management in improving the quality of education. The average score of these factors ranged from 18 to 2.18, MDPs expressed involvement of ‘self’ in the process of quality improvement as one of the key factor. Hence, factors such as self-analysis, leadership development of the self, problem solving abilities, resource mobilization, team work, cooperation and coordination, expanding circle of influence, developing positive thinking are the majority responses related to role of leadership and management in improving quality of education in government schools.

---

Table 3

<table>
<thead>
<tr>
<th>S.N</th>
<th>Role of leadership &amp; management in quality improvement</th>
<th>Average score of 11 cycles</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Self Analysis</td>
<td>18</td>
</tr>
<tr>
<td>2</td>
<td>Better school Environment</td>
<td>17.45</td>
</tr>
<tr>
<td>3</td>
<td>Leadership Development</td>
<td>17.45</td>
</tr>
<tr>
<td>4</td>
<td>Problem Solving</td>
<td>14.72</td>
</tr>
<tr>
<td>5</td>
<td>Resource Mobilization</td>
<td>12.72</td>
</tr>
<tr>
<td>6</td>
<td>Team Work</td>
<td>11.45</td>
</tr>
<tr>
<td>7</td>
<td>Cooperation &amp; Co-ordination</td>
<td>10.63</td>
</tr>
<tr>
<td>8</td>
<td>Expanding circle of Influence</td>
<td>8.3</td>
</tr>
<tr>
<td>9</td>
<td>Develop positive thinking</td>
<td>8.09</td>
</tr>
<tr>
<td>10</td>
<td>Helps in creating better teachers</td>
<td>4.81</td>
</tr>
<tr>
<td>11</td>
<td>Inter Personal Skills</td>
<td>4</td>
</tr>
<tr>
<td>12</td>
<td>Knowledge improvement</td>
<td>4</td>
</tr>
<tr>
<td>13</td>
<td>Better facilities for schools</td>
<td>4</td>
</tr>
<tr>
<td>14</td>
<td>New Initiatives</td>
<td>3.8</td>
</tr>
<tr>
<td>15</td>
<td>Good management practices</td>
<td>2.3</td>
</tr>
<tr>
<td>16</td>
<td>Good relationship</td>
<td>2.18</td>
</tr>
</tbody>
</table>

Figure 3

Influence of leadership and management in quality improvement

Figure 3, demonstrates the stage wise perception development of MDFs on influence of leadership and management in quality improvement. In all the four stages training on leadership and better management is expressed as key influencing factors. These followed by participants’ aspiration to improve stakeholder involvement and school environment factors perceived as supporting factors.
3. Influence of MDFs on increasing effectiveness.

The effectiveness as defined by the MDFs is “improving the leadership in order to influence management, teamwork, social relationship, and time management, social relationship at both personal and professional level”. The compositions of influence of MDFs in increasing the effectiveness along with total responses are presented in table-4. Leadership training, embedding good management skills, teamwork, involving stakeholders, increasing social relationships are the major factors showing higher inclination compared to administration and human resource development factors.

4. Involving ‘Self’ and ‘others’: Participation in quality improvement.

“The individuals holding the roles make all the difference. Without them the institutions would be simply abstract entities. They would be structures without the soul”.

Dileep Ranjekar

MDFs see the ‘role’ of ‘self’ and others in a participatory framework. They identify fourteen strands which further can be clubbed into five major strands (Figure 4). They feel that, there is need for integrated approach to improve the school environment, curriculum, leadership of the school. This process has to be visualized in consultation with the stakeholders. Five strands comprising of community participation, training on leadership development, curriculum, school environment and management were observed to be complementary to each other in all the 11 training cycles across four groups.

<table>
<thead>
<tr>
<th>Table 4</th>
<th>Total of 11 cycles</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Leadership training</td>
<td>621</td>
</tr>
<tr>
<td>2. Embedding good management skills</td>
<td>448</td>
</tr>
<tr>
<td>3. Help in teamwork</td>
<td>422</td>
</tr>
<tr>
<td>4. Help involving stakeholders</td>
<td>281</td>
</tr>
<tr>
<td>5. Better social relationship</td>
<td>227</td>
</tr>
<tr>
<td>6. Good administration / management</td>
<td>155</td>
</tr>
<tr>
<td>7. Training and management</td>
<td>112</td>
</tr>
<tr>
<td>8. Human resource development</td>
<td>110</td>
</tr>
<tr>
<td>9. Taking responsibility</td>
<td>108</td>
</tr>
<tr>
<td>10. Time management</td>
<td>108</td>
</tr>
<tr>
<td>11. Good environment creation</td>
<td>105</td>
</tr>
</tbody>
</table>

1 From the “Power of Individual initiative (pp-4)” in “Milestones” Special issue on Management Development Program, issue 1.2, October 2010, Azim Premji Foundation, Bangalore.
Conclusion:

The realization about potential of ‘self’ is essentially needed to be tapped into quality performance and further nurtured to expand the horizons of overarching goals. Gradual perspective shifts during MDP overarching goal formulation has initiated a grassroots vision about quality of education and helped in exploring further linkages with leadership, management and effectiveness. This process has generated equal curiosity among academicians, policy makers and practitioners. The positive and gradual perspective shift sets direction in which improvement needs to take place through ‘vision’ and ‘culture’ as described by right blend of perspectives. A series of perceptions elicited during management development process has helped in terms of informing body of knowledge in a cyclical manner; the data sets indicate the emergence of ‘continuum’ related to leadership, management and effectiveness factors influencing quality. Prior to undergoing MDP, educational functionaries in spite of having understanding about quality education were not able to apply themselves: but once they got the exposure and opportunity during various cycles through the process of training, they became confident in expressing the informed views on quality, leadership and effectiveness spontaneously. These findings demonstrate the essential ingredients and further demand for undertaking a detailed empirical research for understanding the quality in education, leadership and its effectiveness from managerial lenses. Further studies can validate these qualitative set of indicators demonstrating the perspective shift with the help of largescale quantitative enumeration. Further this process can establish linkages with field level performance and use of skills by MDFs in an effective manner.

References


Acknowledgements

1. I would like to thank Prof. Shashi Nair, Professor, Azim Premji University, Bengaluru for his valuable thoughts and insights on management development processes.
2. This paper would not have been possible without the critical inputs from Ms. Suparna Divakar, Dr. Shankar Das Chakrabarti experts in the area of School Leadership and Management. Their timely help in understanding the key concepts, issues and process of MDP has immensely helped me to give final shape to this paper.
During autumn time Anjan Sharma (CEO RSR MNC- Indian Operation) was enjoying black coffee on his holiday trip to Udaipur with his family. His wife was enthusiastically sharing her plans for celebrating Diwali (an Indian festival). He received a call from HR Head, who shared his concern about attrition rate among fresh recruits. He was staying at Taj Lake Palace luxury Hotel, which is located in the middle of lake, but his heart was somewhere else. While looking out from the window, he traveled back to his memory lane and remembered when he was inducted for posting in India. Anjan Sharma had done MBA from one of the best institutes in US. He joined RSR ten years back as Technical Analyst. He was bright, talented and moved up a ladder very fast. Anjan was Indian born and have lived and worked in US for many years, hence he was selected to take charge of an Indian subsidiary. Anjan was excited and thrilled to get an opportunity to head the subsidiary. It is been 3 years since they started operating in India. He did everything to match RSR- India to RSR – US. He brought in same systems, processes and practices. He delivered all projects on time. US office was happy with his performance. Clients were happy. They were dealing with Indian and international clients and working in tandem with US team.

Anjan thought we were delivering projects on time, we were able to hire the best talent and US office was happy with profits yet something was missing. His 'gut' feeling turn into reality when he saw Sudesh Gupta’s (Director – HR) presentation on HR related issues. He pointed out that attrition rate was increasing every year. If it continued like this, then soon we would have major problems. Sudesh felt that RSR was not able to create its own unique culture. "We are working as per US calendar and timings". Somehow both Anjan and Sudesh did not have clear understanding of the problem and solution.

Sudesh Gupta conducted employee satisfaction survey, which brought out software professionals at RSR don’t seem to be highly motivated. Thus, for an organization, which wanted to create its own unique culture, was far from satisfactory. Anjan was mainly involved in coordinating with US office and interacting with major clients. He traveled extensively and hardly available for interactions in office. It is been three years since we have started operation in India and did recruitment from local colleges. Every year Sudesh kept a slot for an interaction with CEO but due to some important meeting Anjan was never able to make it.

They felt a need to seek a consultant help and approached two senior Professors from one of the top management institute in India.
Sudesh told them that despite a number of well-intended efforts, they observed a worrisome gap between the intended patterns of attitudes and behaviours among the freshly recruited software professionals and the actual patterns exhibited by them even a few months after the recruitment. Concerned about this, RSR wanted study team to examine the problem, through studying the selection and socialization process of the software professionals and identify the gaps and suggest recommendations to remedy the situation.

**IT industry in India**

Inception of IT sector India go way back in 1968 with Tata Consultancy Services (TCS). TCS is the largest IT company not only in India but Asia. Wipro in 1980 and Infosys was established in 1981. These are among the top IT companies in the world.

With globalization boom in 1991 many foreign companies started opening their operation in India. India is one of the fastest-growing IT services market in the world. It is also the world’s largest sourcing destination, accounting for approximately 52 per cent of the US$ 124–130 billion market (IBEF, 2014). Indian IT and IT industry is divided into four major segments – IT services, business process management (BPM), software products and engineering services, and hardware. The IT services sector accounted for the largest share of the IT and ITeS industry, with a total market size of US$ 56.3 billion during FY13, followed by BPM sector (US$ 20.9 billion), and software products and engineering services (US$ 17.9 billion); the market size for hardware was US$ 13.3 billion during FY12 (IBEF, 2014).

**RSR (Pseudonym) India**

RSR is a software development organization (RSR, pseudonym), a subsidiary of an American multinational company with over 500 employees. This subsidiary started its operation in early 1990s and it has been engaged in providing support to the cutting edge projects of the parent company. Besides this to make it foot hold strong in India the company had also been undertaking some assignments independent of parent company.

The company provided various services like cafeteria, health club, a library, banking facilities and transport. Besides this to take care of the well being and health of its employees company had a doctor on its panel who visited the company on every alternate day. Being a predominantly knowledge workforce driven company it follows flexi time practice.

**Assessment of early socialization process**

Data was collected for over a period of seven months. Various methods such as observations, interviews and focused group interviews were used to understand different aspects of the socialization process.

Campus recruitments were done from the leading engineering institutes of the country. Campus visit was made to 2 engineering college in NCR to understand the pre-placement presentation and campus recruitment process. Selection interviews at campus were observed to understand the selection format. We had an informal interaction with about 10-12 engineering students in those campuses.
Early socialization process at RSR

Recruitment and Selection

In its campus presentations in various campuses where the company went for recruitment, the company mainly highlighted the parental organization projects. Presenters seemed to underplay the task carried out by RSR-India. This seems to disillusion some of the prospective employees as it raised their expectations and finally when they came on board they experienced a gap between what they see and what was shown. One of the employees remarked, “All that glitter is not gold”, gave credence to this. We observed that in the presentation about RSR major emphasis was on the types of technologies with which RSR- Parent company projects were related. The presentation also gave details of overall compensation package.

The written test conducted was purely of technical nature and did not look at attitudinal and behavioural dimensions. Most of the panels were comprised of only technical interviewers. Only on one panel at each campus there was a person from HR. Another observation during the interview process was related to the interview rating form. It was very comprehensive; however, the interview panels mainly used the technical parameters, neglecting motivational and interpersonal aspects.

Orientation Training

It was observed that during training, interactive sessions for ice-breaking created a quick familiarization amongst the new entrants. These group interactive sessions were perceived as enjoyable and very useful, especially in quickly breaking the groupism amongst the engineers from the same institution. While technical information about the various projects was found to be quite vague and repetitive.

The important aspects of early socialization process were the hypothetical project, interaction with the buddy, the mentor, and other seniors including technical leader and project manager.

The hypothetical project helped the engineers become familiar with the organization’s way of managing software development project. Interaction with buddies was perceived pleasant and helpful. Buddies facilitated the new engineers become informal with members of organization and comfortable with the organizational set-up. Interaction with mentors was less frequent, it was more of supervising than mentoring. New entrants missed 'a close, trusted and experienced counselor and guide'.

Technical leaders (TL’s) and project managers shared the maximum interaction with the new recruits. TL’s formed the most important day-to-day link between the organization and the fresh recruits. They were perceived as being very supportive and credible sources of information about the organization. For new entrants, the top management was represented by the managers. According to one of the respondents, “TL is informal, friendly and supportive”.

Considering the fact that TLs shared maximum interaction with new recruits, TLs were also interviewed to gaze their perception about the organization. The most crucial finding was that, out of the thirty TLs interviewed, only one technical leader saw the organization as the most admired software company in India while the organization aspired to be the most admired company. The TLs have had expressed their dissatisfaction with their salaries, government
like functioning of the organization, career planning of the employees and expressed their concern for human resource development. They also perceived insufficient transparency in policies and lack of visibility in the top management.

**Interaction with seniors:** it was observed that juniors had slight hesitation in sitting with seniors without his/her signal. They were not very comfortable in expressing their opinion. It was also brought out in interactions that people were not comfortable in approaching their senior’s when they had a problem at personal level. Interaction was noticed restricted mainly to project work. Many of them pointed out that they lack personal touch in their interaction. In our observation of weekly meetings, interaction was top down and mostly restricted to information sharing about projects.

**Perception about the organization:** most of them felt RSR is not a transparent organization and they do not feel comfortable in voicing their opinions. It was also substantiated by their concern about lack of constructive feedback. Most of the respondents felt that they did not see RSR as the most admired company. Newcomers perceived that the organization’s efforts for their professional development were not significant.

While allocating the projects, new recruits perceived the system was not responsive to their preferences. Another practice of flexi time was also not seen to be flexible by most of the respondents. The reason cited by them was that they have rigid attendance norms during a day, hence they were not able to avail it.

One of the new recruits said, “All that glitters is not gold”. Thus, quite a few left the organization within seven months of joining, and most of them intended to leave the organization within a year or two.

Based on the vision mission statement of the RSR organizational life questionnaire was developed, which included values like quality consciousness, integrity, trustworthiness etc.

We found that attitude in the organization was quite in contrast with the propagated values in terms of perceived or visible behavior in the organization. Most of the respondents express discontentment with organization. Further, one of the values of the organization was informality in the organization, but claimed informality was just superficial and skin deep only. This became visible, when one noticed that calling people by first name was just ritualistic. Another prominent observation was fresh recruit did not feel comfortable calling their seniors by their first name. Similarly most of the fresher and TLs were not comfortable celebrating their birthday at work place. Birthdays are seen as a personal affair in Indian context. However fresher appeared to be more excited about picnics as compared to seniors in RSR.

**Bottleneck!**

Anjan Sharma’s vacation is coming to end and he would like to discuss this issue with his team and Sudesh Gupta. Anjan Sharma was in reflective mood and said, ”I am experiencing a kind of the bottleneck over here”. What to do!

**References**

In the previous journal we had been flooded with resources on how transformational leadership could induce an organizational culture providing the perfect breeding ground for productivity and innovation as iterated in the below statement.

'The biggest threat to innovation is internal politics and an organizational culture, which doesn't accept failure and/or doesn't accept ideas from outside, and/or cannot change' – Gartner, Inc¹

Analyzing and preparing a conducive work culture for people by reducing internal conflicts is the primary motive behind every successful organizational function as people issues will always remain centric as Heidi Grant Halvorson² says 'We’re all terrible at understanding each other³.' The HR team also confronts on a regular basis hot-button issues where employees brood about increased workload, workplace colleague issues and the pain of feeling undervalued. With this premise, let’s delve into the impact analytics could create in the art of decision making.

Google CEO, Sundar Pichai has recently revealed that the future could be about Artificial Intelligence and Machine Learning though he never undermines human insight in interpreting and inferring data. The onslaught of data that is being generated through various portals and the Internet of Things is paving way for a future technology
breakthrough rooted in Machine Learning. Eric Schmidt, executive chairman of Google's parent company Alphabet was also quoted saying that the power of big data would cause a fight among nations over how much data matters. In his keynote address at the recent conference in San Francisco, he stated the nation that has the data can do the analytics and the algorithms to provide huge state benefits, in terms of global companies and benefits for their citizens.

The efficacy of these analytics could result in scientific discoveries, predicting traffic patterns and also in helping fight crime. Kaggle, world's largest community of data scientists and machine learning enthusiasts has used machine learning to grade high school essays, diagnose heart failure and increase the discovery significance of the Higgs-Boson, an elementary particle in the Standard Model of particle physics. In an insight report published by World Economic Forum, the country profile of India depicts Big Data as an emerging driver of change and a top trend impacting industries at an increasing pace. Advances in computing and Big Data were expected to reach their technological advancement to interpret the unprecedented amount of data being generated by 2017. And the impact of Artificial Intelligence, Machine Learning and Robotics were expected to hit global industries by 2020 as per the same report.

Such a foray of these disruptive technologies compels the HR function to be reinvented, the old ways that proved to deliver could no longer be holding good as the changes in skills required at various industries is growing at an alarming rate. Talent management becomes a key tool in solving this crisis that presents itself in our face when tackling organizational growth. Strategy has never played a greater role in HR function than at this hour. This is exactly where analytical tools could be a great boon to HR in terms of identifying patterns, trends in talent and skill
gaps. Amidst the myriad developments in technology that rattles an organization's system, the HR function has never been in a more strategic and indispensable position than now in providing the right metrics to diagnose workforce planning and talent management.

'Government of the people, by the people, for the people, shall not perish from the earth', these were the very closing words of Abraham Lincoln's Gettysburg Address. This holds so true of the HR function which is also of the people, by the people, for the people. While the intrusion of analytics in technology could be regarded as an asset, could it be at the same time regarded as a threat in the HR function that unsettles people in their decision making?

Where does one draw the line when it comes to human reasoning and artificial intelligence? We all would agree that our instincts and emotional intelligence sets us apart from any other intelligence in this world. We have relied on our understanding throughout human history in creating paradigm shifts. Now, all of a sudden we are beginning to believe and rely on tools that predict the future. No doubt, these analytical tools are helping us identify the missing dots. But the very essence of employing analytical tools in the HR function, does it leave the decision maker perplexed in making people choices against her own intuition and rationale?

It all ultimately boils down to the very basis on which the assumptions and inferences are made. An example in this case would be that of an analytical conclusion by a data scientist announcing traffic accidents would be minimized if all drivers adhered to maintain right side driving. Based on these results, a manager calls his executive and suggests her to drive to office maintaining right. Within a few minutes, the manager gets a call informing him that his executive has been the very cause of a devastating road accident. The manager rushes to this data scientist’s office in rage and questions his credibility only later to find out that the results of this data scientist’s research were based in USA and the application of these results by the manager were done in India.

Though this is not a perfect example in presenting all possibilities, but it definitely brings about the consequences of a wrong decision-making based on the right assumptions and inferences. It highlights how unwise and disastrous a decision could be when relying on accurate data.

That's why it is so important that the conclusions drawn from analytical tools need to be thoroughly examined with regards to the demographics, metrics and the surrounding culture taken into consideration to prepare the very data we use to make crucial decisions.
Harvard Business Review (HBR) had turned their spotlight on rethinking human resources a couple of years back and had brought about suggestions that predicted the influence of analytics in the HR domain. The findings required the HR function to possess deep knowledge about workplace issues and had also urged companies to onboard first-rate analytic minds to help companies make sense of all their employee data. They also suggested that the surmounting data generated from the enterprise resource planning systems on turnover, productivity and other factors could help identify talent development programs. The extent to which analytics had been employed by certain organizations could be jaw-dropping. For instance, JPMorgan is using an algorithm to predict unethical behavior and identify employees who are likely to break the rules.

HBR also indicates three critical activities essential for an ideal CHRO: predicting outcomes, diagnosing problems, and prescribing actions on the people side that will add value to the business. All of these activities could be effectively aided with the dawn of analytics for clear-cut solutions. But the final decision to be made rests entirely on the inference of human intelligence and not on just results provided by artificial intelligence.

Renowned physicist Neil deGrasee Tyson puts it, "In science, when human behavior enters the equation, things go nonlinear. That's why physics is easy and sociology hard."

In conclusion, considering the hot-button issues the HR function faces, analytics could only paint a vivid picture of underlying problems that could only be resolved with human instinct, intuition and intelligence. Let's ponder one final case-study which settles this argument.

AlphaGo is a narrow AI computer program developed by Alphabet Inc.'s Google DeepMind in London to play the board game 'Go'. This particular board game 'Go' is an abstract strategy board game for two players, in which the aim
is to surround more territory than the opponent. Despite its relatively simple rules, Go is very complex, even more so than chess, and possesses more possibilities than the total number of atoms in the visible universe. AlphaGo's algorithm uses a Monte Carlo tree search to find its moves based on knowledge previously learned by machine learning, specifically by an artificial neural network (a deep learning method) by extensive training.

Lee Sedol, a South Korean professional Go player who has won 18 world championships was challenged by AlphaGo in a 5 match series held at Seoul, March 2016. AlphaGo won 4 out the 5 games played. Our point of consideration here is the 4th and only game Lee Sedol won. How?

AlphaGo's master algorithm helps build strategy by gaining inputs on opponent's play and hence predicting higher strategies of gameplay. After the first 3 games which AlphaGo won, Lee Sedol suddenly broke rhythm of his usual play style and started making so called 'ordinary moves' to the disappointment of every one and suddenly followed it up with a brilliant move. This series of unexpected moves provoked AlphaGo and caused it to eventually resign from the game. AlphaGo's loss was attributed to the weakness in play algorithms.

Our focus here is on this subtle unexpected strategy that Lee Sedol had employed which shook up AlphaGo's AI. This move of Lee Sedol was termed by professionals as a divine move. This unpredictability wired within the human intelligence had what caused Lee Sedol to win. It is in the fall that we humans rise!
All of our decisions at its core have to be made in consent to data and not in submission to data. How do we decide sifting between human and artificial intelligence? The answer lies in the very own words of Winston Churchill:

'True Genius resides in the capacity for evaluation of uncertain, hazardous, and conflicting information.'

The road ahead for HR Analytics seems brighter and brighter, only that this brightness shouldn't be the very cause to our blindness.
Notes

¹Source: July 2016 Gartner Financial Services Innovation Survey.

²Dr. Heidi Grant is a social psychologist who researches, writes, and speaks about the science of motivation. She is the Associate Director of the Motivation Science Center at the Columbia University, Senior Scientist for the Neuroleadership Institute.

³Source: Heidi Grant, 'We're All Terrible at Understanding Each Other', Harvard Business Review, April 16, 2015.

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