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Lala Lajpatrai Institute of Management (LLIM) strongly believes in the freedom of spirit and wishes to equip its students, to carry forward the same spirit that enables students to dream and believe not only to be effective and efficient leaders but also to be visionaries with the faith and courage to redefine limits and rise above the ordinary.

We have been able to build our reputation because of the high-quality standards of management training that we provide to our students, using pedagogical methods that combine traditional, modern and innovative approaches to teaching. We regularly conduct seminars, conferences and workshops on topical subjects and current issues at our Institute with the objective of updating the knowledge base of our students as well as faculty on a continuous basis. The present International Research Conference on 'Sustainability in Business-Challenges and Opportunities 2020' is a step in this direction.



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SUSTAINABLE WORKFORCE

JUNE-JULY, 2022, VOL- 10, ISSUE- 61

Prof. Anusha Patil

IMPACT FACTOR (SJIF) 2021= 7.380

ISSN 2319-4766

An International Peer Reviewed & Refereed Journal

SCHOLARLY RESEARCH JOURNAL FOR INTERDISCIPLINARY STUDIES

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Special Issue of Lala Lajpatrai Institute of Management, Mahalaxmi, Mumbai.

AICTE SPONSORED INTERNATIONAL CONFERENCE ON

SUSTAINABLE WORKFORCE

17 & 18 June 2022

Editor

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S. No. 5+4/5+4, TCG'S, Saidatta Niwas, D-Wing, Ph - II,
1st Floor, F. No. 104, Nr. Telco Colony & Blue Spring Society,
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Website: www.srjis.com

CHIEF PATRON'S MESSAGE.....

The World of Work is undergoing a major process of change. Technology, climate change, the demographic shift in economy, employment and health are the key drivers of this change. Further, the COVID-19 pandemic has accentuated the global interconnect and collective resilience as never before. This experience has led the stakeholders—including consumers, employees and investors—to insist that organizations rebuild for the better if they have to sustain and gain competitive advantage.

In the past, organizations typically evaluated sustainability based on its impact on the community locally and globally. However, now they have realized that sustainability starts with the people as the core.

Research has revealed that between 2013 and 2020, companies with consistently high ratings for environmental, social and governance (ESG) performance have outperformed their peers, achieving operating margins 4 times higher than lower ESG performers and generating 3 times higher annual total returns to shareholders.

Going forward, a renewed focus on building a sustainable workforce is essential; if an organization aims to connect and produce results authentically and successfully.

Towards this end, the **Proceedings of the AICTE Sponsored International Conference on Sustainable Workforce, 17 & 18 June 2022** is an appreciable endeavour of human resource professionals, keynote speakers, resource persons, researchers and academicians to disseminate the information about the need of sustainable workforce in organizations and suggest measures to policy makers and regulators.

I, the Chairman of the Governing Council of **LALA LAJPATRAI INSTITUTE OF MANAGEMENT** wish to place on record the appreciation of all those involved in this endeavour.

DR. KAMAL R. GUPTA
CHIEF PATRON AND CHAIRMAN

From the Editor's Desk.....

The response of the working world to COVID-19 has resulted in the most rapid transformation of the workplace. Remote working has become the new normal with the paradigm shift from digitizing the relationship between business and customer/client to digitizing the relationship between employer and the workforce. Sustainable human resource management is a typical cross-functional task that becomes increasingly important at the strategic level of a company. Industry 4.0 technologies, Internet of Things, and competitive demands, as signs of globalization, have led to significant changes across the organizational structures and human resource strategies of companies.

A focus on building a sustainable workforce is a must if an organization aims to connect and produce results authentically and successfully. Organization sustainability typically looks at its impact on the community locally and globally, but sustainability starts with the people behind the scenes. It unites them to create a better work culture, work-life balance and contributions to customers and the world. While retention is a cornerstone of success and healthy work culture, the cultivation of sustainable employees protects the longevity of a business while driving it toward future success.

With a view to keeping abreast of the emerging paradigms and associated business challenges, Lala Lajpatrai Institute of Management (LLIM) regularly conducts Seminars, Conferences, Workshops, Faculty Development Programmes and Management Development Programmes.

This AICTE Sponsored Online International Conference on Sustainable Workforce organized by the Human Resources Department under the auspices of LLIM is a vital step in this direction.

The Conference themes are all pertaining to task of building, managing and developing a sustainable workforce.

The Speakers are drawn from highly reputed and diverse organizations across the different states of India. The papers contributed by both academia and practitioners make a rich contribution towards understanding the dynamics of Sustainable Workforce.

As many as 27 papers on varied themes have been published in the Conference Journal with titles such as:

1. Reimagining the World of Work
2. Diversity, Equity and Inclusion: The Pillars of Sustainable Workplace
3. Health & Wellness a "Mantra" for Sustainable Workforce
4. Integrated Study of Health Care Laws and Sustainability
5. Power of I: How Great Leaders Lead Through Intuitiveness
6. A Perspective on Creating and Sustaining a Hybrid Workforce
7. Impact Of Gender Diversity on Financial Performance of Companies
8. People Personalities and Games They Play – An Institutional Case
9. A Study on the Factors Influencing Wellbeing in Young People During

COVID-19

10. Return to the Roots-Sustainability all the Way
11. Sustainable HRM: From Precept to Practice
12. A Study on the Job Satisfaction of Management Teachers in Selected B-Schools with Special Reference to Mumbai Region
13. A Review of Literature on Employee Engagement Practices in Private Sector during Pandemic
- 14 . Humanizing Layoffs: Case Studies of Startups- From Availing Financial Backing to Employee Layoff
- 15 .One in a Million- Assessing Role of Youth in Bone Marrow Registrations to Save Lives
16. Clash with Trash: Approaching the Nuance of Waste Management
17. Role of NSS Volunteers of Mumbai University in Fostering Voluntary Blood Donation Culture
18. Anchoring Sustainable Agricultural Practices in a Livelihoods Approach
19. Teaching and Learning Practices for Sustainable Development
20. COVID-19 Anxiety and Personal Coping Strategies of Covid-19 among General Population
21. Bliss and Depression, Stress, Anxiety during the Times of COVID-19 Pandemic
22. Self-Esteem and Anxiety among General Population
23. A Study of Emotional Maturity and Anxiety of Social Science and Science Post Graduate Students
24. Depression, Self-efficacy and Job Satisfaction on School Teachers
25. Depression, Self-Efficacy and Hope of Competitive Examination Aspirants
26. Workplace of the future
27. Self-Control and Its Relation with Hope and Forgiveness

Finally, to summarize, workforce sustainability is a major challenge, one that matters beyond individual organizations. The world will benefit immensely when every Workplace looks at sustainable human resource practices as the way forward for a meaningful contribution to society as a whole.

Prof. Anusha Patil

HoD-HR and Convener

Editor

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REIMAGINING THE WORLD OF WORK

Dr. Shanmukh Kamble

Professor and Keynote Speaker, Dept. Of Psychology, Karnatak University, Dharwar-580003, Karnataka.

Abstract

The World of Work is undergoing a radical change. The spectacular progress in automation and digitization, as well as the increase and growing importance of emerging economic sectors, such as the care economy pose a few challenges to the stakeholders. A truly sustainable organization cannot be shaped in a vacuum. Design of a credible sustainability strategy should be based on building closer stakeholder relationships.

Keywords: Automation, Digitization, Stakeholders, Sustainable.

The World of Work is undergoing a radical change.

The drivers of change in the world of work include aspects such as globalization, automation, digitization, demographic developments, global warming and other environmental developments.

Those are not new, but the speed of change has increased greatly during the last two decades: the rapid expansion and acceleration of communication technologies, the spectacular progress in automation and digitization, as well as the increase and growing importance of emerging economic sectors, such as the care economy.

The possible impact of such developments on the world of work could be as follows:

- Work may not necessarily need a work place anymore; people can work from anywhere, and remote work arrangements will become common place.
- Employment relationships will evolve and may require new contractual arrangements, which may not always provide a sufficient level of worker protection.
- Collaborative technologies, collective entrepreneurship and virtual team work will gain in importance, as will sub-contract and outsourcing arrangements. This will lead to an expansion of hitherto “atypical” employment relationships. Work will become more isolated, more fragile, less predictable, and less secure.
- Businesses will seek to enhance productivity by transferring ever more tasks from the company to the user (e-banking, e-check in, e-check out etc.).
- Production, manufacturing and services will be further decentralized (3-D printing, internet-based services etc.), while data and information will be further centralized (cloud computing, crowd sourcing, big data).
- The age pyramid will in a growing number of countries turn upside down, thus creating new demand for goods and services designed specifically for the elderly.

- Additional innovations, such as genetic engineering, cell stem therapy, nano-technology, supra-conductors etc. are likely to further impact on the world of work.

This churning in the world of work requires a sustainable workforce. But what happens when your team isn't on board with the mission? The whole company lags behind.

Many factors contribute to an employee's lack of interest and contribution at work. They come to do their job and get their paychecks, but what else? Employees don't feel inspired or motivated due to a lack of development or growth opportunities. They may not receive recognition or fair benefits and wages. It's normal to become complacent over time when exposed to the same stimuli and expectations — or lack thereof.

Most workers don't feel engaged at their job because they lack a sustainable work culture. Its absence significantly impacts the work ethic, performance and potential of employees. When sustainable work culture is nurtured, employees arise to actively steer the company toward its mission with passion and innovation, promoting its longevity and success.

A truly sustainable organization cannot be shaped in a vacuum. Design of a credible sustainability strategy should be based on building closer stakeholder relationships.

To do this, leadership teams must strengthen the Sustainability DNA of their organizations to gather the insights they need to ensure robust, stakeholder-centric decision-making combined with the transparency and communication stakeholders are demanding.

Actions to shape the sustainable organization

1. Diagnose

- Explore the root causes of existing mindsets and behaviors which help or hinder the development and employment of Sustainability DNA in your organization; for example, conduct deep analytics of existing stakeholder feedback datasets such as customer feedback and employee engagement surveys.
- Disaggregate the data (e.g., by department or geography) and triangulate between different data sources and perspectives (e.g., customer, leader, team member) to identify areas of your business where the Sustainability DNA is relatively stronger; these can be used to build best practice case studies.

2. Define

- Identify key interventions to boost stakeholder alignment and key actors of change to achieve your sustainability goals.

3. Develop

- Build a roadmap for sustainable and equitable change with a clear set of Key Performance Indicators to balance value and impact.

This will create a psychological ownership with the stakeholders. Psychological ownership refers to feelings of possessiveness and connection that one develops toward an appealing object such

as a person, company, or even an idea. Research has shown that feelings of organizational ownership led to greater job satisfaction, engagement, productivity, and profits. This makes ownership a powerful concept for those seeking to galvanize a company around sustainability.

When human resources are used in a sustainable way, employees are not only able to perform in- role or requisite job demands, but also to flourish, be creative, and innovate.

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DIVERSITY, EQUITY AND INCLUSION: THE PILLARS OF SUSTAINABLE WORKPLACE

Prof. F. M. Nadaf

Professor of Geography & Deputy Director of Higher Education Government of Goa

Diversity, Equity, Inclusion and Sustainable Development are the latest global buzzwords in human development and describe the policies and programmes of an organization/country.

To understand diversity, one must look at the biodiversity, which consists of different plants, animals and other micro-organisms. Plants and animals vary as per species, genes, and ecosystem. Imagine if our Earth had only mango trees and tigers. The world would have been totally different. Hence, diversity is vital for co-existence and sustainable growth. Same principles will be applicable any workplace. Our workplaces must people who belong to different race and ethnicity, gender, religion, language, culture, age, sexual orientation, socioeconomic status, and people with disabilities.

Our societies are full of partiality, inequality, unfairness, and unjust despite of constitutional guarantee. Such a situation will bound to create unrest and turbulence in the society or in any organization. Hence, in the civilized society, there is a need to focus on equity. Equity aims to guarantee a fair treatment, justice, access, opportunities for all while also endeavoring to determine and to get rid of the roadblocks which have constrained some sections of the society from engagement and involvement.

Inclusion and exclusion are two important sociological terms. We learn from our history that for a long we have been practicing exclusion. Exclusion is an act of leaving someone out or the act of being left out. Due to discrimination on the basis of caste, prejudice, physical or mental disabilities, and other social causes, we have not involved many sections of the society in the decision making process. In any organization, inclusive work culture is of great significance. It helps in developing a culture of respect for all and provide platform to every individual or group to contribute and participate. The work culture that's inclusive is supportive, respectful and collaborative and intended to employees to participate and contribute irrespective of any kind of discrimination. An inclusive work culture, attempts to eliminate all obstructions, segregation and narrow mindedness.

Diversity, equity and inclusion are of paramount importance because they bring fairness in the society and provide equal opportunities to all, which is necessary for the success and growth of any organization. People irrespective of their race and ethnicity, gender, religion, language, culture, age, sexual orientation, socioeconomic status, and disabilities can positively contribute to the work culture and help create powerful bonds among individuals and stronger organizations.

HEALTH & WELLNESS A “MANTRA” FOR SUSTAINABLE WORKFORCE

Dr. R. G. Allagi

Director, B. V. V. Sangha's Institute of Management Studies, Bagalkot, Karnataka

Introduction

A sustainable workforce is **a work environment that looks after its employees and cares about health and wellbeing**. It offers its employees a good work/life balance and takes a flexible approach. It **nurtures employee's growth and development by giving them constructive and positive feedback**. Most workers don't feel engaged at their job because they lack a sustainable work culture. Its absence significantly impacts the work ethics, performance and potential of employees.

Businesses will be regarded as unsustainable if it fails to safeguard the health, safety, and welfare of their most cherished asset-employees. A healthy working environment is essential for good productivity, happy employees, low absence rates, and the all-round wellbeing of staff and managers.

Wellness enhances physical, mental, and social well-being, and in one word, “health.” In recent years, wellness has moved into the workplace as enterprises both for-profit and not-for-profit companies, businesses, firms, institutions and organizations designed to provide goods and/or services have recognized the role that the workplace can play in supporting worker health. While enterprises have the responsibility to provide safe and hazard-free work environments, they also have the opportunity to promote worker health and foster healthy workplaces.

The average person spends **more time working** than any other daily activity of life, and, over a lifetime, an average of **90 000 hours on the job**. The workplace, therefore, is an important setting, not only for health *protection to prevent occupational injury but also health promotion to improve overall health and well-being*.

Healthy workplace initiatives can be cultivated in three spheres of influence to create Sustainable Workforce.

- **Physical Work Environment:** Many kinds of physical hazards can threaten the health and safety of workers. Examples of such hazards include **electrical dangers; ergonomic-related risks (e.g., repetitive motion, awkward posture, or excessive force); radiation exposure, machine related injuries; and the risk of a work-related motor vehicle crash**. These hazards need to be recognized, assessed, minimized, eliminated, or controlled.

- **Psychosocial Work Environment:** “Psychosocial hazards” can also threaten the health and safety of workers. These are better known as **work stressors** and are related to the psychological and social conditions of the workplace, including the organizational culture and the attitudes, values, beliefs and daily practices, as opposed to the physical conditions of the workplace.

• **Personal Health Resources:** The provision of personal health resources in the workplace can support or motivate worker efforts to improve or maintain their personal health practices or lifestyle, as well as monitor and support their physical and mental health.

Employment conditions or lack of knowledge may make it difficult for workers to adopt healthy lifestyles or remain healthy.

Examples of personal health and wellness resource issues in the workplace:

- Physical inactivity may result from long work hours, cost of fitness facilities or equipment, and lack of flexibility in when and how long breaks can be taken.
- Poor diet may result from lack of access to healthy snacks or meals at work, lack of time to take breaks for meals, lack of refrigeration to store healthy foods, or lack of knowledge

Ways to enhance workplace personal health and wellness

- **Provide YOGA, Pranayama (Breathing Exercise) & Meditation programs & other fitness facilities** for workers or a financial subsidy for fitness classes or equipment.
- **Consider introducing a cycle to work scheme** as part of your benefits package, organizing sporting activities after work & encouraging staff to take the stairs rather than the lift. Encourage walking and cycling in the course of work functions by adapting workload and processes.
- **Have a canteen on-site**, think about ways to encourage staff to make healthier decisions when they choose their snacks or meals. Stock up on water or juice drinks over caffeinated sports drinks, and make sure fresh fruit is both widely available and competitively priced compared with sugary snacks. Provide and subsidize healthy food choices in cafeterias and vending machines.
- **Having plants around the office** not only improves the appearance of the workspace, but also assists with employee health and productivity.
- **Allow flexibility** in timing and length of work breaks to allow for exercise.
- **Listening to music** triggers the release of dopamine, a feel-good chemical, putting us in a better mood. Music can also be a great motivator and concentration aid – particularly if you work in a busy, open-plan environment.
- **Natural light is more preferable for most workers** – and especially for migraine sufferers, who may find that harsh fluorescent lighting triggers their attacks. Make sure that lights are positioned so they don't reflect off other objects, because this can cause eye strain and headaches.
- **Encourage** employees to do something new every day
- **Promote** healthy, Eco-friendly habits
- **Stay Updated** with Health Risk Assessments
- **Adhering** to COVID protocols

INTEGRATED STUDY OF HEALTH CARE LAWS AND SUSTAINABILITY

Dr. Lily Srivastava

Associate Professor Law, Sri JNMPG College, Associated to Lucknow University, Lucknow

International background

The concept of sustainability has changed in recent times, it become more comprehensive and deep, beyond the imagination of the Brundtland Report,1985. Here sustainability means: “that the needs of the present generation are fulfilled without compromising the ability of future generations to meet their own needs’ . The word draws inspiration from all aspects of human endeavor. Its usefulness to health, health care, its management, assessment, planning,evaluation and procedural ethos is thus not misplaced.

Sustainable Development Goal 3 commitment is to ensure health and well-being for all people, at every span of life . The Goal declares all major health preferences in women’s reproductive, maternal and child health; communicable, non-communicable and environmental diseases including universal health coverage; and access for all to safe, effective, quality and affordable medicines and vaccines.

It also expresses for more research and development, increased health financing budget , and strengthened capacity of all nations in health risk reduction, management and prevention plans. The Sustainable Development (Agenda for 2030) and

Sustainable Development Goals 17 present a promising agenda for building a better world. Health and well-being are specifically addressed through SDG3, which calls for efforts to ensure healthy lives and promote well-being for everyone at all ages ¹. Achieving the SDG3 targets, while leaving no one behind, can only be done through Primary Health Centre.

Domestic Policy

The primary objective of the National Health Policy, 2017 is “to inform, clarify, strengthen and prioritize the role of the Government in shaping health systems in all its dimensions- investments in health, organization of healthcare services, prevention of diseases and promotion of good health through cross sectoral actions, access to technologies, developing human resources, encouraging medical pluralism, building knowledge base, developing better financial protection strategies, strengthening regulation and health assurance”.

Critical review of the health care laws

The third part of the research paper attempts to analysis of the some existing statutes in relation to health care in India and access the need for some sensitive legislation. It also attempts to

analyse recent legislations in connection with sustainability. Public health law reform is necessary because some are old and contain multiple layers of regulation, against the present needs of the society.

Achievements/performance

In fourth part we evaluate our performance on the basis of “WHO theme of 2018”, which calls for “Universal Health Coverage-Everyone, Everywhere.” have given emphasis on five main theme for good governance.

1. Awareness
2. Access (to healthcare)
3. Absence or the human-power crisis in healthcare
4. Affordability or the cost of healthcare
5. Accountability

Lessons

The fifth part of the research paper defines why the absolute public health protection is technically and politically not possible. For example emergency care in Covid period. Naturally, Law cannot solve all, or even most, of the challenges facing public health authorities, but law can become an important part of the ongoing work of creating the environment necessary for human beings to live healthier and safer lives.

Suggestions

Key elements necessary for ensuring sustainability are governance, partnerships and financing. Adopting a policy, setting up a multi-sectoral coordination mechanism with active involvement of all stakeholders with well-defined roles and responsibilities, and exploring options of funding are critical but not impossible.

POWER OF I: HOW GREAT LEADERS LEAD THROUGH INTUITIVENESS

Payal Nanjiani

Globally Acclaimed Leadership Expert, Founder of Success within Leadership, New York, USA.

E: success@payalnanjiani.com W: www.payalnanjiani.com

Have you ever made a snap judgment based on a lot of information without having the time to process it, and yet it just felt right? Have you walked into a meeting and instantly sensed trouble looming even when you couldn't explain why? In both cases, your intuitive mind was at play.

As our world becomes more volatile, uncertain, complex and ambiguous, we need to reevaluate if we should rely primarily on rational thinking or build more confidence within ourselves.

Power of I is designed to help you unlock and unleash the forces inside that can help you break through any limit, make better decisions, build more confidence and grow at your work.

Intuitive Skills Training

Since intuition is an extension of our experience, it can be trained. However, most of us won't get enough opportunities to accumulate enough real-life experience, nor can we afford to wait till something happens to learn from our mistakes.

The solution is to steepen our learning curve using intuitive skills training. By practicing important decisions, we accumulate meaningful experience and condition our minds. This in turn improves our mental models, and our ability to recognize patterns and select optimal action scripts.

By adopting some of the traits of Intuitive business leaders, you too can elevate and evolve your business practices to greater levels of success, satisfaction and service.

Everyone has the natural ability to use their Intuition to serve them in powerful ways, in life and in business. It is not a supernatural skill gifted to some but not to others. When we accept this simple yet powerful understanding, we allow our Intuitive intelligence to become active and to guide and direct us to outcomes that serve our personal and professional 'highest good'.

By adopting some of the traits of Intuitive business leaders, you too can elevate and evolve your business practices to greater levels of success, satisfaction and service.

More in the Masterclass: Power of I

A PERSPECTIVE ON CREATING AND SUSTAINING A HYBRID WORKFORCE

Isha Khot

Assistant Manager-HR, Organisation Effectiveness, Marico Limited, Mumbai, Maharashtra.

Priya Sawhney

Analyst- Human Capital Deloitte USI.

Abstract

The Hybrid Workforce is here to stay and requires organizations to rethink their people strategies. Traditional people strategies often may not work. Organizations must ensure they have the right people, leaders, experiences and tools to effectively manage a hybrid workforce when they return to the workplaces by utilizing a holistic approach that aligns to the business strategy and reinforces the desired organizational culture and employee experience, with talent programs and HR practices that support the new ways of working

Keywords: *Culture, Holistic, Hybrid Workforce, Strategy.*

Creating a Sustainable Hybrid Workforce Strategy

The workforce of the future is here. The Hybrid Workforce is here to stay and requires organizations to rethink their people strategies.

The COVID-19 pandemic has forced a dramatic change to the workplace, and those who predict either the demise of the office or a return to normal will miss the mark. Rather, a hybrid approach to the workplace, with a mix of on-site and remote employees, will remain the new standard.

As workplaces continue to manage through the pandemic, organizations have to lead and connect their workforce in different ways, and many organizations have successfully responded to these challenges. However, there has been limited opportunity to plan for the longer-term implications related to this new paradigm, particularly as it relates to human capital management — traditional people strategies often may not reflect the different needs and expectations of both remote and on-site workers. Now is the time to proactively manage the major talent and change implications created by this dramatic shift.

Preparing For the Shift to A Hybrid Workforce

When preparing for this transition, organizations must examine four key areas:

1. **Engaging Leadership**

How do we...

- Enable leaders to foster connection & grow their teams?
- Effectively manage individual and team performance?
- Genuinely create a culture of inclusion and belonging?

2. **Talent Management**

How do we...

- Identify the right talent for career opportunities?

- Deliver impactful learning to upskill our workforce?
 - Reward and recognize well to increase productivity?
 - Ensure we maintain equity in our talent practices that allow all of our people to unlock their potential?
3. The Employee Experience
How do we...
- Build up our workforce to be more agile and adaptable?
 - Shape the right employee experience?
 - Evolve our technology to support new ways of working?
4. Agility & Nimbleness
How do we...
- Know if the organization is ready to make the shift to a new workforce model?
 - Properly and quickly prepare the organization to adopt the change?
 - Integrate the value of agile workforces into our brand – ‘who we are’ and ‘how we operate’

Once these issues have been thoughtfully considered, organizations must ensure they have the right people, leaders, experiences and tools to effectively manage a hybrid workforce:

1. The Right People who are skilled, emotionally intelligent, independent and persistent in solving problems and managing difficulties in a hybrid model
2. The Right Leaders who foster innovation and connection across the team and can cultivate open, candid dialogue around goals, performance and development
3. The Right Culture and employee experiences that reinforce the new moments that matter to inspire, elevate, connect and remove friction.
4. The Right Technology and Infrastructure that supports the needs of communication, collaboration and frictionless employee experiences.

Creating A Sustainable Hybrid Workforce

Once these issues have been addressed, in order to create and maintain a successful, highly engaged hybrid workforce, organizations must ensure they utilize a holistic approach that aligns to the



business strategy and reinforces the desired organizational culture and employee experience, with talent programs and HR practices that support the new ways of working.

The Long Road Ahead

While many organizations successfully transitioned to a remote workforce almost overnight early in the pandemic, the move toward a hybrid workforce model will take some time as the impact of the pandemic eases. Now is the time for organizations to begin planning for the day when employees can return safely and voluntarily to the workplace. HR teams should use this time wisely to help design the processes, policies and culture that will make a hybrid workforce model successful.

IMPACT OF GENDER DIVERSITY ON FINANCIAL PERFORMANCE OF COMPANIES

Mrs. Kanthi Viswanath

MET Institute of Management Email ID: profkanthiv@gmail.com, Contact No. 9920249686

Abstract

Having a diverse workforce is very important for bringing forth creativity, innovation and different perspectives. Gender diversity is an important factor which is being looked into seriously by the Indian Corporates in the current scenario. The purpose of this research is to study the impact of gender diversity on the financial performance of companies. The research has been carried out on 140 companies listed in BSE and NSE in various industries. This research employed correlation and regression analysis of data for the period of three years 2018-19, 2019-20, 2020-21 and used stratified proportionate random sampling technique. The dependent variable firm financial performance is measured by various parameters like PAT, Return on net worth, Return on capital employed, Return on total assets, while the independent variable namely gender diversity is measured by the number of women employees especially with respect to total number of employees.

Keywords: *Gender Diversity, Women employees, financial performance, Return on net worth, Return on capital employed, Return on total assets.*

1.0 Introduction

When people of diverse backgrounds be it educational, racial, ethnic, gender and age come together it becomes an ideal atmosphere for innovation and creativity. Today's dynamic world and evolving marketplace should be a reflection of the sustainable workforce of the organisation. When you bring women into the workforce you get a wider range of talents, skills and opinions to draw from - employee engagement and supportive company culture. Workplaces which have diverse personnel can benefit due to the productivity and output generated. **Gender diversity** is the percentage or number of women on employees in an organisation especially with reference to the total number of employees. Good performance, especially financial performance, is very important for all organisations. **Financial performance** is the outcome of the resources of the organisation in monetary terms. Financial performance is very important for the very existence of the organisation.

Research points out that gender diversity, particularly for increasing the number of women in the Management and in boards, breaking the glass ceiling is making a difference in the financial performance of the organisation. To be successful in the global economy of today and tomorrow smart companies will make gender diversity a key component of their business strategy.

2.0 Literature review

Diversity is generally defined as acknowledging, understanding, accepting, valuing, and celebrating differences physical and mental ability, race, sexual orientation, spiritual practice, and public assistance status (Esty, et al., 1995). According to a Deloitte survey of executives, major ESG disclosures topics include diversity, equity and inclusion (53%). A central issue of ESG is gender equality. According to McKinsey's research gender-diverse companies are 15% more likely to outperform their peers. A gender diverse organisation can be said to be where an equal number of men and women are employed with no difference between them in salary, career advancement and growth.

The conclusions drawn from the study is that gender diversity influence employee performance positively and majority of the employees are positive about gender diversity practices and that efforts is to be taken to increase representation of female employees in leadership positions in teams not just as a fulfillment of affirmative policies but as positive gender diversity practice (Odhiambo, Gachoka, & Rambo, 2018). Once the organization is certain regarding distinctiveness among the gender diversity of the workforce, they will succeed and reduce conflicts, focus on high utilization of human at work, make sure the personorganization fit, person-job fit and person-group fit which is able to improve the performance of the workers in a company and the outcome of such gender diversity is more productivity, high satisfaction and engaged employees (Gokula Krishnan, 2020). It was found that Female executives are more cautious in taking different corporate financial and investment decisions as compared to male employees. Firms with female executives are less likely to make acquisitions and are less likely to issue debt than firms with male executives as also the Investors react more favorably to significant corporate financial decisions made by firms with female executives (Jiekun Huang, Darren J.Kisgen, 2013). The authors found that the increase in the number of women on the boards is positively related to higher economic results (Reguera-Alvarado, N., de Fuentes, P., & Laffarga, J. , 2017). This study finds a significant positive impact of workforce gender diversity and board gender diversity on the financial performance of firms (Maji, S.G. & Saha, R. (2021)

Financial performance is the financial achievement of the company, the ratio of liquidity, solvency, profitability efficiency, leverage can be used as a benchmark of financial performance and this data can be extracted from the financial statements; cash flow, balance sheet, profit-loss and capital change (Didin Fatihudin, Jusni, Mochamad Mochklas, 2018). Some of the various measures of organisational financial performance are PAT, Return on net worth, Return on capital employed, Return on asset (ROA), Return on equity (ROE), net profit margin (NPM), and Earning per share (EPS) against the stock prices of the companies listed. This paper attempts to understand whether the gender diversity in organisational workplace has any impact on the financial performance

Many studies confirm the fact higher representation of women in management positions especially in the board helps in the financial performance of the organisation. The authors investigated the influence of the board gender diversity on firm's' accounting and market-based performance using a sample of Standard & Poor's 500 IT companies over 12 years, the outcomes showed no statistically significant association among board gender diversity and ROA but a positive influence of the number and percentage of women on board on price-to-earnings ratio (Liliana Nicoleta Simionescu, Ștefan Cristian Gherghina, Hiba Tawil and Ziad Sheikha, 2021). The study examined the effect of gender diversity on the financial performance of 55 insurance firms in Kenya for the year 2017 wherein gender diversity was operationalized by the number of female directors serving on the board, Firm performance was measured by the two accountingbased measures Return On Assets (ROA) and Return On Equity (ROE) and the findings from the regression analysis indicate that gender diversity significantly and

positively affects the financial performance of insurance firms in Kenya (Hassan Bashir Ibrahim, Caren Ouma, Jeremiah N. Koshal, 2017). But there are no studies on the relationship between women employees and the financial performance of the organisation.

3.0 Importance of gender diversity

Gender diverse organisations inspire innovation, creativity and a feeling of empowerment. An inclusive and diverse workplace atmosphere helps in bringing about a positive organisation culture. It helps in putting in place a safe talent nurturing environment, without discrimination and is easily one of the best HR practises. Having more women employees brings in a more people oriented culture with emphasis on soft skills and collaboration rather than competition. Such a workplace atmosphere can bring in a sense of belonging and importance and can even help reduce as well as address the issue of employee turnover.

4.0 Research Methodology:

The Study is based on secondary data which is obtained with the help of a stratified sample. The research has been carried out on 140 companies figuring in BSE and NSE, India, in various industries and the data has been taken for the years 2018-19, 2019-2020 and 2020-21 wherefrom the details of the financial performance and number of women employees have been sourced.

4.1 The research objective is:

The study is undertaken with following objectives-

- To study the gender diversity in the companies.
- To study the impact of gender diversity on financial performance of the companies.

4.2 Scope of study:

The goal of the study is to understand the impact of gender diversity on the companies for an average of three years namely 2019, 2020, 2021.

4.3 Hypothesis:

The study is undertaken with following hypothesis- 1. H₀ –

Gender diversity is uniform across all companies.

2. H₀ – There is no impact of gender diversity on Return on net worth.

3. H₀ – There is no impact of gender diversity on Return on capital employed.

4. H₀ - There is no impact of gender diversity on Return on total assets

4.4 Data Collection

The secondary data is obtained from Prowess database, Annual reports, Business Responsibility Reports, Sustainability Reports, etc. Total 500 companies listed with BSE and NSE was considered for the study. Finally a sample of total 140 Companies representing diverse sectors in the sample was shortlisted and the remaining companies were eliminated due to lack of relevant data.

4.5 Variables

Dependent Variable - Corporate Financial Performance - the dependent variable of the study, is calculated as the Return on net worth, Return on capital employed, Return on asset (ROA). These are numerical measurement of how a corporate is performing financially. **Independent Variable - Gender diversity** - The independent variable for the study is taken as Gender Diversity. Gender Diversity in this case is measured as the total number of women employed in an organization and compared to the total number of people employed.

4.6 Statistical tools

Correlation and Regression analysis has been used to understand the correlation between the gender diversity and financial performance and if there is any relation between gender diversity and financial performance for all the three years individually.

5.0 Findings of the study:

Table 1.1 Statistical details for the year 2019

No. of women employees		Return on net worth		Return on capital employed		Return on total assets	
Mean	3705	Mean	18.35%	Mean	15.02%	Mean	9.88%
SD	15805.53	SD	11.02%	SD	11.86%	SD	6.94%
Range	152111	Range	82.78%	Range	83.14%	Range	34.11%
Minimum	3	Minimum	0.6	Minimum	0.24	Minimum	0.04
Maximum	152114	Maximum	83.38	Maximum	83.38	Maximum	34.15
Count	140	Count	140	Count	140	Count	140
CV	4.27		0.60		0.79		0.70

Table 1.2 Statistical details for the year 2020

No. of women employees		Return on net worth		Return on capital employed		Return on total assets	
Mean	4016	Mean	18.71	Mean	15.08	Mean	10.07
SD	17023.35	SD	12.48	SD	12.41	SD	7.19
Range	162218	Range	87.06	Range	82.34	Range	35.49
Minimum	2	Minimum	-1.27	Minimum	-0.59	Minimum	-0.34
Maximum	162220	Maximum	85.79	Maximum	81.75	Maximum	35.15
Count	140	Count	140	Count	140	Count	140
CV	4.24		0.67		0.82		0.71

Table 1.3 Statistical details for the year 2021

No. of women employees		Return on net worth		Return on capital employed		Return on total assets	
Mean	3034.4	Mean	18.62	Mean	14.80	Mean	9.86
SD	11155.1	SD	13.71	SD	13.22	SD	7.27
Range	100319	Range	105.21	Range	97.06	Range	37.58
Minimum	2	Minimum	0.3	Minimum	0.14	Minimum	0.02
Maximum	100321	Maximum	105.51	Maximum	97.2	Maximum	37.6
Count	140	Count	140	Count	140	Count	140
CV	3.68		0.74		0.89		0.74

Table 1.4 Average Women representation in companies for the 3 years

Sr.no.	Range of % of women employees	No. of companies
1	0-5%	69
2	5-8%	21
3	8 -15%	18
4	15-30%	20
5	30-75%	12
	TOTAL	140

Analysis of data

For the years 2019, 2020, 2021 from the mean, standard deviation, range and coefficient of variation we can derive that the return on net worth, return on capital employed and return on assets data are consistent with respect to the companies, however there is a lot of variance in the data with respect to the number of women employed in the companies. The range is as high as 100319. As can be seen in Table 1.4 there is no uniformity in number of women employees in the companies and only 12 out of 140 companies have above 30% women employees. While 69% of the companies have less than 5% women employees. This shows that women representation is not uniform between all companies and all industries. Therefore the null hypothesis H1 that gender diversity is uniform across all companies cannot be accepted.

Table 2.1 Return on net worth for the year 2019

SUMMARY OUTPUT						
<i>Regression Statistics</i>						
Multiple R	0.151088808					
R Square	0.022827828					
Adjusted R Square	0.01574687					
Standard Error	10.93099609					
Observations	140					
<i>ANOVA</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	385.2051324	385.2051324	3.223833377	0.074761743	
Residual	138	16489.16121	119.4866754			
Total	139	16874.36634				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	17.96085689	0.949056391	18.9249628	3.58844E-40	16.08428433	19.83742945
X Variable 1	0.000105325	5.86602E-05	1.795503656	0.074761743	-1.06644E-05	0.000221313

Table 2.2 Return on net worth for the year 2020

SUMMARY OUTPUT						
<i>Regression Statistics</i>						
Multiple R	0.127146312					
R Square	0.016166185					
Adjusted R Square	0.009036954					
Standard Error	12.42124902					
Observations	140					
<i>ANOVA</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	349.860905	349.860905	2.2675918	0.13439058	
Residual	138	21291.66497	154.2874273			
Total	139	21641.52587				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	18.33827728	1.078811821	16.99858763	1.17496E-35	16.20513884	20.47141571
X Variable 1	9.31956E-05	6.18889E-05	1.505852516	0.13439058	-2.91776E-05	0.000215569

Table 2.3 Return on net worth for the year 2021

SUMMARY OUTPUT						
<i>Regression Statistics</i>						
Multiple R	0.024529353					
R Square	0.000601689					
Adjusted R Square	-0.006640328					
Standard Error	13.75326673					
Observations	140					
<i>ANOVA</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	15.71536221	15.71536221	0.083083094	0.773594443	
Residual	138	26103.02371	189.1523457			
Total	139	26118.73907				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	18.52596287	1.204899273	15.3755283	1.0476E-31	16.14351127	20.90841447
X Variable 1	3.01427E-05	0.000104574	0.288241382	0.773594443	-0.000176633	0.000236918

Analysis of data

For the years 2019, 2020, 2021 from regression analysis after studying the values of R Square, F value and P-value we can derive that there is no relationship between the gender diversity and the net worth of the companies at 5% level of significance. However if we consider 10% level of significance the relationship was significant in 2019 but for the years 2020 and 2021 it is insignificant. This proves that our null hypothesis H2 cannot be rejected.

Table 3.1 Return on capital employed for the year 2019

SUMMARY OUTPUT						
<i>Regression Statistics</i>						
Multiple R	0.176705332					
R Square	0.031224775					
Adjusted R Square	0.024204664					
Standard Error	11.71532553					
Observations	140					
<i>ANOVA</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	610.4696747	610.4696747	4.447903674	0.036750508	
Residual	138	18940.34163	137.2488524			
Total	139	19550.8113				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	14.52376482	1.017153833	14.27882818	5.69279E-29	12.51254294	16.53498669
X Variable 1	0.000132591	6.28692E-05	2.109005376	0.036750508	8.27999E-06	0.000256903

Table 3.2 Return on capital employed for the year 2020

SUMMARY OUTPUT						
<i>Regression Statistics</i>						
Multiple R	0.150693355					
R Square	0.022708487					
Adjusted R Square	0.015626665					
Standard Error	12.31269634					
Observations	140					
<i>ANOVA</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	486.1267304	486.1267304	3.206588008	0.075534472	
Residual	138	20921.14379	151.6024912			
Total	139	21407.27052				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	14.64215249	1.06938379	13.69213992	1.7247E-27	12.52765613	16.75664884
X Variable 1	0.000109856	6.13481E-05	1.790694839	0.075534472	-1.14481E-05	0.000231159

Table 3.3 Return on capital employed for the year 2021

SUMMARY OUTPUT						
<i>Regression Statistics</i>						
Multiple R	0.0317515					
R Square	0.001008158					
Adjusted R Square	-					
Standard Error	13.26442368					
Observations	140					
<i>ANOVA</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	24.50317712	24.50317712	0.139266169	0.709584249	
Residual	138	24280.40112	175.9449357			
Total	139	24304.9043				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	14.6828606	1.162072602	12.63506306	8.51757E-25	12.38509033	16.98063087
X Variable 1	3.76384E-05	0.000100857	0.373183827	0.709584249	0.000161787	0.000237064

Analysis of data

The regression analysis of the three years reveals that relationship between gender diversity and return on capital employed was significant in 2019 at 5% level of significant, in 2020 at 10% level of significance and in 2021 there was no relationship. Hence the H3 null hypothesis can be accepted for the year 2019, partly accepted for 2020 and rejected for 2021. The outcome for the year 2021 may be the result of Covid 19 during which most of the companies were unable to make profits.

Table 4.1 Return on total assets for the year 2019

SUMMARY OUTPUT						
<i>Regression Statistics</i>						
Multiple R	0.291200876					
R Square	0.08479795					
Adjusted R Square	0.078166051					
Standard Error	6.664867854					
Observations	140					
<i>ANOVA</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	567.9767293	567.9767293	12.78637557	0.000481924	
Residual	138	6130.023964	44.42046351			
Total	139	6698.000694				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	9.402384141	0.578660479	16.24853344	7.58345E-34	8.258196726	10.54657156
X Variable 1	0.000127894	3.57664E-05	3.575804185	0.000481924	5.71726E-05	0.000198615

Table 4.2 Return on total assets for the year 2020

SUMMARY OUTPUT						
<i>Regression Statistics</i>						
Multiple R	0.239919782					
R Square	0.057561502					
Adjusted R Square	0.050732237					
Standard Error	7.007635946					
Observations	140					
<i>ANOVA</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	413.9055483	413.9055483	8.428653194	0.004301761	
Residual	138	6776.760694	49.10696155			
Total	139	7190.666242				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	9.667243216	0.608628044	15.88366378	5.89036E-33	8.463800829	10.8706856
X Variable 1	0.000101367	3.49156E-05	2.903214287	0.004301761	3.23287E-05	0.000170406

Table 4.3 Return on total assets for the year 2021

SUMMARY OUTPUT						
<i>Regression Statistics</i>						
Multiple R	0.07453721					
R Square	0.005555796					
Adjusted R Square	-0.001650322					
Standard Error	7.277008063					
Observations	140					
<i>ANOVA</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	40.827298	40.827298	0.770983221	0.381439235	
Residual	138	7307.768796	52.95484634			
Total	139	7348.596094				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	9.717360622	0.637525753	15.24230289	2.23787E-31	8.456778694	10.97794255
X Variable 1	4.85842E-05	5.53315E-05	0.878056502	0.381439235	-6.0823E-05	0.000157991

Analysis of data

The regression analysis reveals that the relationship between gender diversity and return on total assets was significant in the years 2019 and 2020 at 5% level of significant. However, for the year 2021 the data shows that there is no relationship. This could be due to the fact that the year 2020-21 was an anomaly due to Covid 19. Hence the H4 null hypothesis cannot be accepted for the years 2019, 2020 as the relationship was significant.

6.0 Results

It was observed from the data that the gender diversity was not uniform across all companies. But there was impact on return on net worth, return on capital employed and mostly total assets. Due to Covid, data shows that the number of women employees has reduced in almost all companies in the year 2020-21 as companies. Also there has been an impact on the financial performance of all companies. It is highly likely that due to the pandemic, lack of demand from customers, inability to make profits the companies might have either retrenched women employees. It is also likely that the women employees themselves quit the companies as they are the primary care givers in households and the major responsibility of household and family rests on them.

7.0 Contribution

Environmental, social, and governance (ESG) are a parameter of a company's responsibility towards sustainability. Environmental stands for the steps taken by the companies to deal with environmental issues. Governance is all about the how the company fulfills the regulatory aspects. Social stands for the approach of the company towards its suppliers, customers, the local communities but most importantly its employees. The contribution to knowledge in this paper is that though women

are equal stakeholders whether it comes to society or as consumers of the products and services of the organization. So as a reflection of this, their representation in corporates is the need of the hour. Good workplace environment which is open, promotes collaboration and teamwork, most importantly which respects and promotes diversity is the hallmark of a successful organization. The fact that gender diversity is not about just a tick in the box but necessary for its very existence and impact the financial performance will encourage organisations to work towards it. Some papers talk about impact of women in board and management making an impact on the financial performance but there is no research on impact of women employees on sustainability in India.

8.0 Limitations of the study

Due to time constraints around 140 companies from diverse industries listed with BSE and NSE have been taken here for study. The study can be extended to more companies and industries with a comparison between industries.

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SUSTAINABLE HRM: FROM PRECEPT TO PRACTICE

Dr. Anusha Patil

Head of Department-HR, Lala Lajpatrai Institute of Management, Mahalaxmi, Mumbai-400034, Maharashtra. E: prof.anushapatil@gmail.com

Abstract

The common agreement in human resource management (HRM) literature suggests that organizations willing to attract and retain human resources for running business in the future must change the prevailing situation where human resources are rather consumed than developed. In doing this, sustainable HRM has been introduced recently as a response to changes on societal level, labour market, and employment relations. Sustainable HRM is seen as an extension of strategic HRM and presents a new approach to people management with the focus on long-term human resource development, regeneration, and renewal. However, the attributes of sustainable HRM, as compared to mainstream HRM, are not clear. The paper aims at closing this gap by proposing and revealing the characteristics of sustainable HRM, namely: Long-term orientation, care of employees, care of environment, profitability, employee participation and social dialogue, employee development, external partnership, flexibility, compliance beyond labour regulations, employee cooperation, fairness, and equality. This is a theoretical paper.

Keywords: *sustainable human resource management; characteristics of sustainable human resource management; sustainability*

1.Introduction

A new approach to Human Resource Management labelled Sustainable Human Resource Management has evolved.

Typically, the empirical research of the impact of HRM on performance, has largely supported the idea and provided evidence that HRM is positively related to performance [6,8]. Thus, the leading message was that HRM contributes to business success and has the ability to translate strategic rhetoric into workplace reality. However, despite a large number of organizational outcomes, a huge number of studies have mainly defined the organizational performance outcomes in terms of economic measures, neglecting employee well-being. Generally speaking, the common feature of mainstreaming writing in HRM was the fact that employees are viewed as a means rather than an end. Meanwhile the neglect of employee well-being is particularly troubling because the statistical data and findings of a number of recent studies have indicated non-gratifying challenges in the labour market as well in employment relationships.

Thus, nowadays, employee burnout, stress at work, health problems, or difficulties in balancing work duties and private life are extremely relevant challenges. Such situation leads to rethinking HRM if companies are willing to have the employees for running the business in future.

Among various propositions, some scholars argue that sustainable HRM could serve as a possible solution bringing humanity back into HRM. From the sustainability point of view, it is a survival

strategy for organizations to deal with people in such way that the current and potential employees would have (a) the wish to work for a particular organization; (b) the ability to perform duties in a manner appropriate for business; and (c) the possibilities to work in terms of health, stress, or work-life balance.

The research on sustainability in HRM covers numerous related topics such as Sustainable HRM, green HRM, socially responsible HRM, and ethical HRM depending on the key focus of the approach. The presented paper focuses on sustainable HRM following a definition recently provided by Ehnert et al. considering sustainable HRM

“As the adoption of HRM strategies and practices that enable the achievement of financial, social and ecological goals, with an impact inside and outside of the organisation and over a long-term time horizon while controlling for unintended side effects and negative feedback.”

The purpose of this paper is to deepen current analysis in the field of sustainable HRM by identifying the main characteristics of the construct. Specifically, it seeks to answer the following: Why is linking sustainability and HRM so relevant for contemporary business? How could sustainable HRM be described and defined? What approaches dominate as a theoretical background for justifying sustainable HRM? What are the main characteristics of sustainable HRM? How do these characteristics manifest in terms of their content?

Drawing on the models of sustainable HRM, provided by Ehnert, Zaugg, Kramar, and from the overall literature on sustainable HRM, the characteristics of sustainable HRM are formulated. They reflect Principle 1 of the Rio Declaration on Environment and Development stating that “Human beings are at the centre of concerns for sustainable development. They are entitled to a healthy and productive life in harmony with nature” , and are in line with the concept of corporate sustainability. Secondly, it is well established in the current literature that sustainable HRM has a double role: (a) To contribute to implementing sustainability in organizations; and (b) to make HRM systems themselves sustainable. The paper contributes to the last research stream addressing the key features of sustainable HRM.

The paper commences with a brief outline of the rationale for linking sustainability and HRM and then presents the construct of sustainable HRM. Next, the paper proceeds by identifying the main characteristics of HRM and revealing their contents. Last, the paper offers some general conclusions before indicating some future research avenues.

2.Rationale for Linking Sustainability to HRM

While Dyer and Reeve introduced several types of outcomes (human resource-related outcomes represent one of the types), outcomes in empirical research were mainly defined in terms of financial outcomes, neglecting those related to employees. Human resources were viewed as a means rather than an end and the search for the link between HRM and performance has been pursued at the expense of employee well-being.

Recently, the changes in society and labour market have promoted the organizations to search for new ways to manage human resources in order to have these resources in the future. Traditionally employment relations, defined as the connection between employer and employee through which people sell their labour, followed the economic imperative. In this sense, human resources can be exploited as much as possible for gaining better financial results.

However, the situation is changing due to the external pressure of society and issues in the labour market as well as tackling internal issues in employment relations, businesses need to rethink their responsibility and business models. As sustainability refers to maintaining, reviewing, or restoring a resource, some scholars advice using the potential of sustainability for HRM.

In general, corporate sustainability refers to organizational activities “demonstrating the inclusion of social and environmental concerns in business operations and in interactions with stakeholders”. Corporate sustainability debates shift the attention to success factors going beyond financial outcomes, applying a multiple bottom-line approach. In this vein, the “value of human resources is recognised as being more than immediate financial usefulness”.

Sustainable HRM is seen as a design option for employment relations. Wikhamn argues that:

“Sustainable HRM evolves around soft issues such as demonstrating sincerity towards the employees, including providing a decent work environment and conditions, providing development opportunities and being attentive to employees’ physical and psychosocial well-being at work”

In general, sustainable HRM forms the next stage in the tradition of HRM thinking.

3.The Emergence and Scope of Sustainable HRM

The initial writings on sustainable HRM appeared at the end of 1990s in Germany, Switzerland, and Australia [62]. The German approach was developed in the context of sustainable resource management referring to organizations as open systems, resource-dependent systems that “depend on a constant stream of resources to stay alive, fulfil their ends, and reach their goals”. This approach relies on an economically rational interpretation of sustainability arguing that it is economically rational for business to balance the consumption and reproduction of human resources by investing in the relations with business environments, as environments are “sources of resources”. Not surprisingly, based on this understanding, Müller-Christ and Remer defined sustainable HRM as “what companies themselves have to do in their environments to have durable access to skilled human resources”.

In the meantime, the Swiss approach relies more on normative understanding of sustainability as a moral, ethical value building in line with Brundtland Commissions’ definition. Considering that human resources are more “consumed” than “developed” as a starting point, sustainability in HRM is characterized by increasing employability, promoting individual responsibility, and ensuring a harmonious work–life balance. The Swiss approach conceptualizes sustainability as a mutual benefit referring to employers and employees as equal partners: Satisfaction of individual needs and maintaining of competitiveness of an organization is supported by sustainable HRM. Accordingly, sustainable HRM is defined as “the long-term socially and economically efficient recruitment,

development, retainment, and disemployment of employees”. It is important to underline, that the Swiss approach was developed as a synthesis of theoretical and empirical insights, revealing the heterogeneous understanding of sustainable HRM in organizations.

Ehnert contributed significantly to the field of sustainable HRM by applying the paradox theory as an underlying approach for sustainable HRM., Ehnert identified three key paradoxes of sustainable HRM: Tensions between deploying human resources efficiently and maintaining their capabilities; tensions between economic rationality and relational rationality (here, the main aim is to maintain social legitimacy by acting in a responsible way); and tensions between short and long-term effects.

Going further, Mariappanadar’s writings on sustainable HRM could be categorized under the label “promoting social and environmental health”. It ensues that sustainable HRM is defined as “those HR systems or bundles that enhance both profit maximisation for the organisation and also ‘reduce the harm’ on employees, their families and communities”.

The revision of mainstream HRM literature by focusing on stakeholder, institutional, ethical HRM, and critical HRM theories allowed De Prins et al. to introduce the ROC model. The model encompasses three blocks, namely: Respect, Openness, and Continuity. Respect is expressed by a renewed focus on respect for employees as internal stakeholders in the organizations; Openness refers to environmental awareness and outside-in perspective on HRM; meanwhile, continuity reflects a long-term approach both in terms of economic and societal sustainability.

Guerci et al. supplemented the field of sustainable HRM by exploring sustainable HRM from the stakeholder perspective. A stakeholder is “any individual or group who can affect or is affected by actions, decisions, policies, practices or goals of an organisation”. According to Guerci et al., the success of an organization depends on its capability to integrate the interests of different stakeholders, and given the fact that integration is realized through the human resource management function, the sustainability dimension analysis in human resource management while focusing on the stakeholders is an important component of organizational activities.

In summary, the scholars understand sustainable HRM in slightly different ways. The paper shares the attitude that sustainable HRM forms the next, complementary, stage in the tradition of HRM thinking. It reframes and revises the mainstream principles of strategic HRM. Sustainable HRM is seen as an extension of strategic HRM, because it includes multiple bottom-line outcomes and moves from short-term to long-term perspective. Thus, the main difference between strategic and sustainable HRM concerns broader purposes of HRM. In case of strategic HRM, focus is clearly placed on organizational performance, primarily in terms of economic outcomes. Meanwhile, sustainable HRM acknowledges a variety of outcomes, including social, human, environmental, and financial ones. Moreover, sustainable HRM explicitly identifies the negative effect of HRM not only on employees, but also on other stakeholders. However, as it was mentioned before, the aspects of strategic HRM are an integral part of sustainable HRM, just the emphasis is on resource regeneration, development, and renewal when managing people.

4. Characteristics of Sustainable HRM

The characteristics of sustainable HRM explain how sustainability can be used for HRM. Zaugg et al. argue that employees' self-responsibility and participation in decisions, while HRM operates as a "guardian" of human resources with the objective to support the employees, are the underlying aspects of construct. Thus, these aspects serve as characteristics of sustainable HRM. Further, Cohen, et al. argue that in designing sustainable HRM, three dimensions, namely, equity, well-being, and employee development should be included. Again, the mentioned dimensions can play the role of characteristics. Zaugg even incorporates the following characteristics in his sustainable HRM: Flexibility, employee participation, value orientation, strategy orientation, competency and knowledge orientation, stakeholder orientation, and building mutually trustful employee-employer relationships. Ehnert compiled a short list of characteristics in terms of their titles including: Long-term oriented; impact-control oriented; substance and self-sustaining oriented; partnership-oriented; multiple-bottom lines-oriented; and paradox-oriented. More recently, based on qualitative study Järnlström et al. introduced four dimensions as sustainable HRM characteristics, namely justice and equality, transparent human resource practices, profitability, and employee well-being.

Drawing on literature from a range of works linking sustainability and HRM and following the essence of corporate sustainability, the paper proposes 11 characteristics of sustainable HRM, namely: Long-term orientation, care of employees, care of environmental, profitability, employee participation and social dialogue, employee development, external partnership, flexibility, compliance beyond labour regulations, employee cooperation, fairness, and equality.

Further, a review of these characteristics and how they contribute to the understanding of sustainable HRM are addressed. In Table 1, the summary of characteristics and some of their core aspects are provided.

Table 1. Characteristics of sustainable human resource management and their core aspects

Characteristic of Sustainable HRM	The Core Aspects
Long-Term Orientation	Identification of the availability of human resources in the future; identification of the needs of the future employees; elimination of the "hire and fire" approach
Care Of Employees	Health and safety management; work-life balance
Care Of Environment	Evaluating the employee performance according to environment-related criteria; fostering "eco-career"; employee rewarding according to environment-related criteria
Profitability	Share programmes
Employee Participation and Social Dialogue	Different types and forms of participation
Employee Development	Job rotation; different training forms and methods; the transfer of experience; focus on future skills and employability
External Partnership	Cooperation with education system; partnership with all external stakeholders
Flexibility	Flexible working arrangements; job rotation
Compliance Beyond Labour Regulations	involves employee representatives in many decision-making processes beyond those for which worker participation is a statutory requirement; financial and non-financial support
Employee Cooperation	Teamwork; good relationships of managers and employees
Fairness And Equality	Fostering diversity; respectful relationships; fairness as regards as remuneration, career

5. Discussion and Conclusions

Over the last 30 years, people and performance linkage have been approached in HRM literature more as a means rather than an end in itself. Such treatment has resulted in employee health issues, difficulties to reconcile work and private life or other forms of harm on employees, their family members and society as a whole making it more difficult for business to have skilled and healthy labour force. Alongside internal issues in employment relationships, external factors, such as demographical changes or increased external pressure of various stakeholders also require a paradigm shift in HRM if organizations are to attract and retain human resources for running business in the future. The paper fully shares the idea of Ehnert and Harry that there is no time to postpone choices and actions to sometime in “the future” and supports the idea for choosing sustainable HRM as a new approach for people management.

Further, the paper argues that the first premise how to translate sustainable HRM into practice [is being aware what it means to manage people in a sustainable way. Drawing from the previous writings in the field of sustainable HRM and being in line with the concept of corporate sustainability, the 11 characteristics of sustainable HRM are the following: long-term orientation, care of employees, care of environmental, profitability, employee participation and social dialogue, employee development, external partnership, flexibility, compliance beyond labour regulations, employee cooperation, fairness, and equality.

Overall, by revealing the features of sustainable HRM, the paper supports the idea of Cleveland et al. that HRM must be strong advocates of employees. Surely, profitability goals of businesses cannot be denied, and having this in mind, it becomes essential to align and adjust the employer and employee needs. The dialogue between two parties could rely on the harmonious co-existence of employees, corporations, and society or pursuing the “win-win” situation.

It is no less important that sustainable HRM should have clear daily practices rather than reflect a “good catalogue of intention”. For instance, talking about the care of employee practices that are related to healthy employees, employee-friendly physical workspace, work-life balance, constructive stress management, attention to employees, or adequate workload could be implemented. Moreover, challenges related to digital age and new emerging technologies need to be included when talking about sustainability in HRM.

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A STUDY ON THE JOB SATISFACTION OF MANAGEMENT TEACHERS IN SELECTED B-SCHOOLS WITH SPECIAL REFERENCE TO MUMBAI REGION

Dr. Arati Deepak Kale

*Lala Lajpatrai Institute of Management, Mumbai, Maharashtra. Email: doctoraratidkale@gmail.com
Cell No. 9833276970*

Abstract

Job satisfaction is a pleasant feeling experienced by the employee when there is synchronization between what he/she expects and what he/she actually derives from his/her job. It can be derived from different facets of the job like salary, working conditions, recognition for work, interpersonal relationships, etc. Education is the foundation for the progress of any society, whereas teachers are its pillars. If teachers are satisfied, they would produce the students who will shoulder the responsibility of taking their nation ahead. This aim of this study was to determine the factors affecting job satisfaction among B-School teachers in Mumbai region. Thus, there is a need to address the concerns of B-School teachers on issues related to job satisfaction for attracting and retaining high-quality teachers in order to improve the performances of B-Schools as well as quality education. The information was gathered with the help of questionnaire and weighted average score ranking was used to identify the major factors which influenced job satisfaction of teachers.

Keywords: *Job Satisfaction, Management Teachers, B-School, Factors influencing job satisfaction, Management, Sustainable workforce, Mumbai Region, etc.*

Introduction

Nelson Mandela once said, "Education is the most powerful weapon which you can use to change the world". Therefore, we can conclude that education is the important weapon to improve or change one's life. Nothing is more important or more valuable gift to the nation than educating its youth. Today's realm of education scenario in modern era, especially in the B-Schools, has chartered new avenues for the teacher. Further, it is also important to note the fact that for any educational institution to take off and achieve its strategic goals would strongly need capacity to attract, retain and maintain competent, satisfied and committed staff into its employment. Today, attracting and retaining high quality teachers has become a challenge for most educational institutions. The quality of the teachers, their commitment, satisfaction and motivation are the determinant factors for the students to benefit from the education system. Teachers act as role-models, since they are the pillars of the society (Jyoti & Sharma, 2009) who help the students, not only to grow, but also to be the potential leaders of the next generation, and to shoulder the responsibility of taking their nation ahead. The role and significance of teachers has assumed utmost importance requiring readiness to change orientation, dynamism and transformational leadership. In any academic organization students and teachers play pivotal role. It is the teachers that translate all educational theories into practice making that enables the students to learn. The teachers therefore have the most powerful influence in any system of education. The level of their satisfaction decides the future of the B-School as well as the career of the

students. This all seeps from the prerequisite of a healthy organization replete with the satisfaction of the teachers at all levels and in varied disciplines. The teachers in management education owe the responsibility of inculcating high ethical and moral values in budding professionals of tomorrows. Teacher's opportunities for promotion are also likely to exert an influence on job satisfaction. Teachers' satisfaction with their career may have strong implications for student learning.

A sustainable workforce has become increasingly relevant in our present day and age. A sustainable workforce is a work environment that looks after its employees and cares about health and wellbeing. It offers its employees a good work life balance and takes a flexible approach. Organizational strategies designed to foster a sustainable workforce include safeguarding against work intensification, promoting workplace social support, and fostering sustainable careers. Employment practices that support happiness at work are critical tools for developing a sustainable workforce. In today's challenging environment, both economically and environmentally, the contribution of a sustainable workforce, which is the most critical asset for B-Schools to survive and succeed, cannot be ignored. A sustainable workforce can only be achieved by supporting employees' happiness at work and paying attention to the working environment. Likewise, retaining highly motivated teachers and a healthy working environment are a must for a sustainable workforce in the education industry. Therefore, the fact that teachers are satisfied with their jobs and have a sense of commitment to their organization to be successful are considered as an indicator in determining the success of the B-school.

Each B-School is different in its organizational climate with respect to Director/Dean, management, and relations with colleagues. Positive B-school climate is important for the smooth running of the institution which in turn promotes a high-level performance, satisfaction and commitment among teachers. It is important that the teachers are satisfied in their job roles so that they can creatively engage in delivering superior education and moral values & ethics in their students. In today's corporate scenario, this has assumed even more importance, given the rampant scams that have surfaced in the corporates and the concerns raised for corporates in undertaking social responsibility (CSR) as a mainstay of business activity. This will help in the overall development and revival of the economy with rich dividends for all the stakeholders, inclusive of the teachers in the B-Schools. Thus, teacher's performance and commitment is a crucial input in the field of education. In the absence of capable and committed teachers, educational institutions cannot develop into potential instrument of national development

Teachers are the ultimate arbiters of educational process. The teacher satisfaction in his/her job is so self-explanatory that it hardly needs a detailed discussion to elucidate its significance in determining his/her effectiveness. Low job satisfaction is a surest sign of deteriorating teaching standards. High job satisfaction on the other hand makes work (teaching) well organized. Everyone defines job satisfaction as fulfillment of one's expectation. It differs from person to person and institution to institution and even in the context of male and female. Hence, job satisfaction is the sum of all negative and positive aspects related to individual's salary, working conditions, the levels of

success, the rewards, and the social relationship pertaining to his/her job. It refers to an individual subjective experience of his work situations, his response and feeling towards different factors of work role. It is not a unitary concept what a composite of factors or dimensions. Therefore, job satisfaction is such phenomenon which comes not only from the job, but also from one's personal, social, academic, administrative and economical condition.

For this, a conducive organizational climate is a must to fulfill the aspirations of the teachers leading to their Job satisfaction. Since teachers tend to be highly intellectual, creative and emotional and relatively less assertive than other professionals, management of organized institutes must be more receptive to their needs and expectations to ensure retentivity. This is the main tenet behind this study which aims to analyze the satisfaction level of jobs for the teachers in the B-Schools with special reference to Mumbai Region.

Definitions of Job Satisfaction

According to Dictionary, the term job satisfaction as "Extent to which a person is pleased or satisfied by the content and environment of his/her work or is displeased or frustrated by inadequate working conditions and tedious job content". Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Spector (1997) defined the definition of job satisfaction to constitute an attitudinal variable that measures how a person feels about his job, including different facets of the job. So, in essence, job satisfaction is a product of the events and conditions that people experience on their jobs. According to Robbins and Sanghi(2006) " Job satisfaction is collection of feelings that an individual holds toward his or her job."

B-SCHOOLS

An educational institution can be classified as an organization which is built to attain specific goals and defined by its own boundaries. They can be unique in their identity, tasks, decision-making process, in the rules by which they operate and the forms of interaction among members. Though educational institutions are significantly different from other organizations, they offer us a huge challenge to study them as organizational entities, which enable us to make comparisons objectively among them, either in terms of their performance or individually as operating wholes. B-Schools are managed by the remuneration which is mainly given out of the fees received from the students. Teachers are needed to work hard for the institution because result and discipline is an important matter of attracting the admission of students. The parents' decision majorly depends upon the teachers, discipline, results and placements of the B-Schools. In order to attain these objectives , a satisfied workforce or teachers is needed .The management and head of the institution must take develop necessary plan to improve the satisfaction of teachers in their working environment

Significance and Scope of the Study

Improving educational performance ranks high on the national agenda with educators and policy makers focusing on testing accountability, curriculum reform, teacher quality and concerns. A high-quality teaching staff is the cornerstone of a successful system. Attracting and retaining high quality teacher is thus a primary requirement for an educational institution. For the development of quality teachers, one has to understand factors associated with it and job satisfaction is one of those important factors. The study is intended to identify and examine the dimensions of job satisfaction of teachers in B-Schools through a structured questionnaire. The analysis is based on the data collected from teachers of selected B-Schools with special reference to Mumbai Region. This study seeks to analyse how job satisfaction of teachers will affect the B-Schools and how they will be benefited through outcomes. The major finding of the study provides valuable information to the management. So, all educational organizations must ensure themselves that they have the competent teachers capable of accepting these challenges.

Objectives of the Study

1. To find out the factors influencing Job Satisfaction
2. To study the level of job satisfaction of teachers in selected B-Schools with special reference to Mumbai Region.
3. To analyse the teachers' attitudes towards their work.
4. To recommend propositions to improve the job satisfaction among teachers in the areas of dissatisfaction, if any.

Research Methodology

This study is descriptive in nature the various dimensions taken for the study are age, gender, marital status of the respondents, experience, designation, salary, systems, recognition, job security, motivation, benefits and opportunities. This study is descriptive in nature sampling technique adopted in the study is random sampling technique. Both primary and secondary data are used for the study. Primary data has been collected using questionnaire. Secondary data has been collected from various published sources of information such as books, journals, articles, websites etc.

The Sampling Unit is the Statistical population of the study which consisted of the teachers of selected B-Schools with special reference to Mumbai Region.

The sample size consists of 100 teachers of selected B-Schools with special reference to Mumbai region. Statistical Tool used for Analysis is like percentage analysis etc.

Limitations of the Study

1. The study was limited to a sample strength of 100 teachers of B-Schools.
2. The study was confined to Mumbai city only.
3. Due to fear towards management, the respondent's response might be biased.
4. The findings were drawn only on the basis of information collected from the respondents, so it may be generalized.

Data Analysis

The data after collection has to be processed and analyzed in accordance with the outline laid down for the purpose at the time of developing the research plan. The analysis of data in a general way involves a number of closely related operations which are performed with the purpose of summarizing the collected data and organizing these in such a manner that they answer the research questions.

Table 1.1 Table showing the socio-Economic Status of Respondents

S.No.	Particulars	Number Respondents	of	Percentage
1	GENDER			
	Male	32		32
	Female	68		68
	Total	100		100
2	AGE			
	Below 30	23		23
	30-40	32		32
	40-50	29		29
	Above 50	16		16
	Total	100		100
3	HIGHEST EDUCATIONAL QUALIFICATIONS			
	MBA	33		33
	PhD	51		51
	Others	16		16
	Total	100		100
4	MARITAL STATUS			
	Unmarried	25		25
	Married	73		73
	Divorce	2		2
	Total	100		100
5	DESIGNATION			
	Assistant Professor	45		45
	Associate Professor	30		30
	Professor	10		10
	Others	15		15
	Total	100		100
6	EXPERIENCE			
	Below 5 years	18		18
	5-10	38		38
	10-15	32		32
	Above 15	12		12
	Total	100		100
7	SALARY			
	Below 50000	12		12
	50000-100000	45		45
	100001-150000	38		38
	Above 150000	5		5
	Total	100		100

Interpretation

Socio-economic conditions of unaided school Teachers such as Gender, age, marital status, educational qualification, designation, experience, salary have been made significant influence on their job satisfaction. The table No 1.1 provides the data on socio-economic conditions of the sample respondents.

Table 1.2 Table showing the opinion of the Respondents

Sr. No	Scale	Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
1	My Director/Dean is quite competent in his/her role job as a manager	47	32	16	5	6
2	My Director/Dean is friendly and approachable	45	28	12	8	7
3	The working environment is good	40	25	15	14	6
4	My colleagues provide me with suggestions or feedback about my teaching	20	18	22	33	7
5	The Management recognizes the performance of the teachers	40	36	22	0	2
6	The students are cooperative and disciplined	34	25	14	12	15
7	I am being paid a fair amount for the work I do	20	10	15	27	28
8	Chance for career and promotional opportunities	42	34	2	8	14
9	There is Salary revision in proper time	24	22	10	19	25
10	I will recommend this job to others	42	22	18	10	8
11	Communication seems good within this B-School	37	30	26	2	5
12	Adequate time for preparation and interaction among colleagues	18	22	20	17	23
13	I am dissatisfied with the benefits / incentives as received by me	21	22	11	20	26

Interpretation

1. 47% of respondents are highly satisfied with the capability of Director/Dean as a manager.
2. 45% are highly satisfied in case of friendly attitude of their Director/Dean. 28% opinions are satisfied however 7% are highly dissatisfied.
3. 40% are highly satisfied with physical working environment of the school. 25% as satisfied and 15% as neutral.
4. 33% respondents express dissatisfied to the opinion of suggestion made by the colleagues. 20% are highly satisfied in case of suggestions made by colleagues for improvement. 18% as satisfied and 19% as dissatisfied.
5. 40% of respondents are highly satisfied pertaining to the recognition of performance of the teachers by the Management 36% expressed satisfactory level and 22% as neutral.
6. 34% of respondents are highly satisfied in the statement that students are co-operative and disciplined. 25% are satisfied and 15% are highly dissatisfied.
7. 28% of the teachers are of the opinion that they are not paid a fair amount. 27% of the teachers moderately disagree that they are being paid with a fair amount. Only 20% of the teachers are highly satisfied.
8. 42% are of the opinion that they have adequate career opportunities in this B-School. 34% of the respondents express satisfied. 14% opined that there are no career opportunities.
9. 24% of the teachers are highly satisfied with the Salary revision whereas 25% express highly dissatisfied in case of salary revision and 19% express dissatisfaction.
10. 42% are highly satisfied in recommending this job to others. 22% are satisfied and 18% are neutral. 8% are highly dissatisfied in case of recommending this job to another.
11. 37% of the respondents are highly satisfied in case of communication system in the B-School. 30% as satisfied and 26% expressed opinion as neutral.
12. 18% of respondents are highly satisfied in case of adequate time for preparation of subjects and interaction among teachers.
13. Majority of the respondents opined that they are not satisfied with incentives provided to them.

Findings

Major findings of the study are:

1. Maximum number of the respondents are females.
2. 32% of the teacher's age range between 30-40 years.
3. 51% of the teachers have Ph.D. This shows that they are well educated for teaching in B-Schools having good teaching experience.
4. Majority of the teachers are married.
5. Most of the teachers are Assistant Professors.
6. 38% of the respondents are having 5-10 years of experience.

7. Maximum teachers draw salary ranging between 50001 – 100000.
8. 47% of the teachers are opinioned that their Directors/Deans are competent in doing job as a leader or manager.
9. They also opinioned that Directors/Deans of the Institutions are approachable.
10. Most of the teachers are happy with the working environment offered in the B-School.
11. Majority of them are dissatisfied in case of suggestions made by colleagues for improvement.
12. The maximum respondents are highly satisfied on the recognition of performance by the Management.
13. Majority of the teachers were of the opinion that students are co-operative and disciplined.
14. Maximum teachers were not satisfied with remuneration they received.
15. Most of the teachers were having the opinion that they have good career opportunities in this field.
16. Majority of teachers are highly satisfied in recommending this job to others.
17. Majority of the teachers had the opinion that there is good communication within the B-School.
18. Majority of the respondents do not have adequate time for preparation and discussion at school and having no time to interact with others.
19. The studies revealed that majority of the teachers were not satisfied with the benefits/incentives they received.

Conclusion

Job satisfaction is the end feeling of a person after performing a task. To the extent that a person's job fulfills his/her dominant needs and is consistent with his/her expectations and values, the job will be satisfying. The feeling would be positive or negative depending upon whether need is satisfied or not. So, a satisfied employee is the key factor, who acts as the organisation's ladder for success. Satisfaction level of the teachers with respect to different dimensions of job satisfaction shows significant variations among different B-Schools. The main factor that influences job satisfaction include pay structure, status in the society, relationship with colleagues, attitude and behaviour of management, incentives and benefits, type of management, good working environment etc.

The study was conducted to understand the job satisfaction of the teachers of selected B-Schools with special reference to Mumbai Region. In the study, the various factors like pay, promotion, attitude of co-teachers, communication etc. were considered in order to understand the level of job satisfaction. The findings of the research revealed that the teachers were not satisfied with the salary, promotion and the benefits/incentives they received but they were satisfied with the other factors like co-workers, B-School climate, communication etc. Thus, the authorities have to take adequate measures for designing policies and programs in such a way as to enable the teaching community to attain job satisfaction. Satisfaction may relate to two aspects that is job related and facilities oriented. Any organization must see to it that both these aspects are provided by it so that its employees are full satisfied and that they join hands with management, so that they whole heartedly march forward in achieving the organization's objective. So the management may consider the suggestions for the betterment of the teachers (employees).

Suggestions The study revealed both the positive and negative aspects of job satisfaction. For the dissatisfaction areas, the management should take adequate action to augment the job satisfaction. The following are few recommendations:

1. The management should think of hiking the emoluments and providing more fringe benefits and incentives to the B-School teachers. Increased financial benefits may prevent exodus of the qualified teachers to other institutions.
2. Management must take necessary initiative for revision of salary at proper time. They may be paid on the basis of their experience and performance (feedback from students) in the concerned institutions.
3. The teachers must be encouraged to attend the workshops/Faculty Development Programs to enhance the efficiency of teachers.
4. The management should recognize and appreciate the good and successful work of the teachers. If the teachers are provided with an environment where they are praised, recognized and appreciated by colleagues and Directors/Deans, they will be motivated may perform better along with being more committed towards their institution. Thus, the management should provide such an environment to the teachers working in their school.
5. The management should try to consider the opinions and suggestions of their staff while taking decisions which in turn will increase their level of satisfaction and commitment towards their B-School.
6. The management has to treat their employees as valuable assets which will help to increase the satisfaction level of employees.
7. The management can increase their employee satisfaction level thorough various factors such as Promotional development , mentally challenging work, freedom of work, equitable rewards, supportive working condition, participative decision making, etc.

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A REVIEW OF LITERATURE ON EMPLOYEE ENGAGEMENT PRACTICES IN PRIVATE SECTOR DURING PANDEMIC

Dr. Priyadarshini Nidhan

Asst. Prof., Lala Lajpatrai Institute of Management, Mumbai, Maharashtra.

E: priya_nidhan@rediffmail.com, Mobile: 7208749139

Abstract

In the present business situation during the COVID- 19 pandemic, employee engagement has become one of the utmost prominent primacies for human resource managers and practitioners in organizations due to lockdown. The paper is to determine the engagement of employees by various companies during coronavirus pandemic. Organizations nowadays are constantly developing innovative and effective means to engage the employees during this tough time. This paper is a conceptual paper that is based on various research papers, articles, blogs, online newspapers, and reports of World Health Organization.

Keywords: employee engagement, pandemic, HR practices

Introduction

Today service sector operating in a highly competitive scenario, they need an employee who provides best service in customer handling, relationship management and problem solving. They need employees who are passionate and committed towards their work. The employee is engaged when organizations have a healthy work culture, where they can get platforms to express their concerns and opportunities to grow and develop their potential. Today competitors can emulate the performance of the service provided, but they cannot replicate the vigour, dedication and absorption of their employees at the place of work.

Employee Engagement

Employee engagement is one of the vital subjects in human resource management as it is specifically identified and related with organizational productivity. It basically defines a condition where employees are dedicated to their work and it has been observed only those employees are going to utilize their innovativeness and abilities to complete their respective tasks. The employees must be given testing assignments according to their interests and aptitudes, with the goal that they will turn that task into profitable work. Scarlett (2010) states "Employee Engagement is a quantifiable level of an employee's sure or negative enthusiastic connection to his activity, partners and association that significantly impacts his ability to learn and perform at work". Employee is one who is completely engaged with, and excited about his work, and in this manner will act in a way that assists his association's advantages.

Employee engagement Practices during pandemic

During this pandemic situation, organizations are evolving many engagement activities like online family engagement practices, virtual learning and development, online team building activities,

webinars with industry experts, online conduct weekly alignment sessions, team meet- ups over video conference for lunch, short online game sessions, virtual challenges and competitions, online courses, appreciation sessions, communication exercises, live sessions for new- skill training, online counselling sessions, recognition and acknowledgment session, webinars dealing with anxiety and stress, providing online guidance for exercise and meditation, social interactions in a virtual office, classrooms training modules digitally, e- learning modules, and many more creative learning sessions. Work- from- home regime engagement activities are very fruitful for employees as well as for organizations. Those organizations doing these kinds of engagement activities for their employees are learning new skills and developing themselves. Employees are feeling committed to the organization and stay motivated during this tough time of COVID- 19 pandemic.

Literature review

Anand (2020) in his research explore impact of lockdown on people when they are at home leads to mass shifting of employees on communication channels like messaging platforms, video conferencing, and email. Employee needs appreciation, recognition, and acknowledgment for mental strength during this tough time. Employees will need to take time off to make meals, play with their kids, and perform household chores, so keep things flexible. Businesses meetings organise on virtual mode with their employees.

As per Sarangi and Srivastava (2018) while directing an investigation on the advantages and factor of the hierarchical and correspondence on encouraging employee engagement in the Indian private banks; set up that there is a critical effect between association correspondence and employee engagement.

As per Ryyananen, Pekkarinen and Salminen (2017), explore how employee engagement leads to sense of belonging and trust among employees. It is imperative for the administration and employees to construct a culture of straightforwardness and consequently can connect with employees in the needs of the association (Mishra et al., 2014).

As per Purcell (2016), the base of employee disengagement is poor administration, where employees are denied the chance to speak with or get data from their line supervisors. It is additionally contended that drawn in employees beat others by indicating uplifted enthusiasm for their work and being set up to 'go the additional mile' for their association.

Dr. HarminderKaurGujral and Isha Jain (2013) research study explored the determinants and results of Employee Engagement. The study discovered association's authority and arranging, work part, prizes and acknowledgment are solid drivers of Employee Engagement in organizations.

Anjali Gummadi and Dr. S Anitha Devi (2013) research based on 60 Employees. In their study they examine impact of determinants of Employee Engagement on Employee Engagement. Four determinants, supervisory help, training and improvement, reward and workplace were considered.

Andrew and Saudah (2012) concluded that employee engagement can be utilized as a mediator to enhance the behavior, intention, and attitudes of employees toward a better work performance.

Dr.P. Amirtha Gowri and Dr. M. Mariammal(2012) Employee Engagement is the level of duty and contribution an Employee has towards his association and its qualities. This research centres on the appraisal of three factors to be specific 'Responsibility', 'Compensation and advantages' and 'Occupation fulfilment' which at last choose Employee Engagement in broad daylight and private part banks. With increment in obligations at home and a longing to exceed expectations in their professions, Employees frequently get occupied from their work which should be dealt with.

Dr. Bhavana Adhikari ,Ms. Ridhi Arora (2011) Through their study gives valuable bits of knowledge on how employee engagement depends on other factors in IT division.

Conclusion

Engaging employees has become very essential in today's pandemic situation due to COVID-19. Organizations know very well that engaged employees are the key to success in this tough time. That is why businesses must look forward to keeping their employees satisfied and motivated through the engagement of employees during pandemic circumstances. Under the current situation, establishing employee engagement measures with the help of technology is essential for the growth of the organizations. Many companies nowadays are developing numerous employee engagement practices like virtual team meet- ups, virtual learning and development, conducting weekly alignment online session, webinars with industry experts, and also webinars for anxiety and stress, online team building activities, online family engagement practices, brainstorming, apology, and appreciation online session, shared content such as TED Talks, online books, online courses, live sessions for new- skill training, online communication exercise, online sharing best practices of maintaining health and hygiene, digital classrooms training modules, e- learning modules, online guidance for exercise and meditation, online recognition and acknowledgment of employees, online employee feedback, short online game session, virtual challenges and competitions, 5 minutes of informal talk, entire team gathers over video conference for lunch, online counselling sessions, and social interactions in the virtual office. These kinds of engagement practices boost the morale of the employees and employees feel motivated and committed towards the organization in this pandemic situation due to coronavirus.

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HUMANIZING LAYOFFS: CASE STUDIES OF STARTUPS- FROM AVAILING FINANCIAL BACKING TO EMPLOYEE LAYOFF

Vrutti Parmar

Student, Lala Lajpatrai Institute of Management, Mahalaxmi, Mumbai-400034

E: vruttirparmar@gmail.com

Layoff - Introduction

A layoff describes the act of an employer suspending or terminating a worker, either temporarily or permanently, for reasons other than an employee's actual performance. A lay off is not the same thing as an outright firing, which may result from worker inefficiency, malfeasance, or breach of duty.

Causes of Layoff

1. Cost reduction

One of the main reasons why workers get laid off is because the company decides to cut back on costs in some way. The need can arise from the fact that the company is not making enough profits to cover its expenses or because it needs substantial extra cash to address paying off debt.

2. Staffing redundancies

Layoffs also occur when a company needs to eliminate some positions due to overstaffing, outsourcing, or a modification to the roles. A company may want to eliminate redundant positions in order to make its operations more efficient. If one factors in aspects like new management and a shift in the company's direction where jobs are redefined, then it's easy to see that laying off workers is closely related to cost-cutting.

Layoffs may have a considerable impact on the entire company or on just a few departments. Expanding some sectors, like IT, and shrinking others, like marketing, means that some employees will lose their jobs. In such a way, the company is able to accommodate the evolving needs of the growing sectors of the company.

3. Merger or buyout

If a business is bought out or decides to merge with another, the change might lead to a change in the company's leadership and corporate direction. If there's new management, the chances are that they'll come up with new goals and plans, and this can lead to layoffs. In such an instance, the new management will look at every employee's position, performance, and length of time spent with the company so as to decide who they will lay off.

4. Relocation

Moving the company's operations from one area to another can also bring about the need to let go of some workers. Shutting down the initial location will not only affect the workers who get laid off

but the surrounding community's economy as well. So, if a company is planning to implement massive layoffs, it should show genuine concern for the employees by providing them with resources to help them adjust.

Present Scenario

Many of these startups seem to have interpreted layoff as a license to fire people as a "cost-cutting exercise", disrupting thousands of livelihoods in the process.

One of the main reasons for the wave of layoffs is that startups lacked a recruitment strategy and were prone to rash hiring because they had access to large sums of money.

However, after the pandemic, when organizations were forced to operate from offices, the costs rose to a point where they could not bear it because the proportion of profitability was not aligned to cover the costs, resulting in the laying off of people who didn't show results in their performance.

Present Examples, Reasons & Statistics

So far, 8,364 employees have been laid off by 13 startups, which includes unicorns such as Vedantu, Cars24, Ola, Meesho and Unacademy

Amid fears of a funding winter, marquee investors such as KKR, Sequoia and Y Combinator have shared surviving strategies with startup founders

As the alarm bells ring, here are the startups that issued pink slips in 2022

●May 24 | Invact Metaversity Crashes; Lays Off 66% Of Workforce

Invact Metaversity, founded by ex-Twitter India head Manish Maheshwari, started as a promising edtech startup, offering a 16-week MBA alternative for around INR 2 Lakh. The first course was supposed to start on May 12.

However, even before anything like that, the Metaversity is all but closed up, having laid off 20 out of the 30 employees that were working from the Bengaluru office. Maheshwari had announced his plans in December 2021 and the startup had raised more than \$5 Mn from some of India's biggest angel investors.

Even so, Metaversity's fall from grace has come as little surprise, as the founders struggled to find the right product and the right approach. The startup lacked a shared vision among the leadership.

Last evening, Metaversity said that Maheshwari has stepped down from his position as CEO.

●May 19 | Cars24 Lays off 600 Citing Automation, Cost Cutting

Used car unicorn Cars24 also joined the list of startups that have laid employees off. Mostly laying off across lower divisions, Cars24 cited automating operations and cutting costs as the two reasons for laying off 7% of its total workforce.

On the other hand, the unicorn has raised \$950 Mn across its lifetime. These layoffs come five months after it raised \$400 Mn at a valuation of \$3.3 Bn.

●May 21 | MFine Lays off 600 Employees Prompting Protests

In what proved to be another example of apathy of a startup, healthtech startup MFine fired almost 75% of its workforce citing financial difficulties.

However, the writing was already on the wall for MFine. The company had reported a loss after tax worth INR 102.7 Cr in FY21, as it spent INR 116 Cr to make INR 12.9 Cr. According to an ex-employee, MFine had already been firing people in small batches since October 2021.

Entire teams were laid off in the process, which triggered protests against the startup as 100 former employees gathered outside MFine's Bengaluru office. The protestors demanded the rollout of the full May salary along with an early release of their full & final payment.

● May 10 | WhiteHat Jr Conducts 'Soft' Layoffs As 1,000 Employees Resign

In a strange and probably the first case of its kind, Indian startup WhiteHat Jr asked its remote employees to either join offices or hand in their resignations. Inc42 had exclusively reported the resignations of 800 employees, however, after publishing the story several employees reached out, claiming the number to be more than 1,000.

According to ex-employees, this was a layoff in disguise. Interestingly, Inc42 learnt that if an employee is based out of Gurugram, they were not allowed to join WhiteHat Jr's Gurugram's office, but the Bengaluru office for a similar job role.

The edtech startup's soft layoffs have triggered the debate between working remotely and working from the office.

● May 17 | Vedantu Lays off 624 Employees in 15 Days Citing Restructuring

Edtech startup Vedantu laid off a combined 624 employees across two layoffs within a span of 15 days, citing cost restructuring as the primary reason.

First, the edtech startup laid off 200 employees, two weeks in, Vedantu conducted another layoff, this time firing 424 employees.

The startup has conducted the layoffs after it achieved the unicorn tag last year after raising \$100 Mn in funding.

● April 11 | Layoffs at Meesho: 150 Employees Fired Citing Restructuring

The ecommerce unicorn Meesho laid off 150 employees, saying that it is restructuring Meesho Superstore, which has impacted the said number of employees.

Meesho said, "As we look to boost efficiencies in the light of the integration, a small number of full-time roles and certain third-party positions on six-month contracts at Meesho Superstore were reassessed to remove redundancies with the core business."

The layoffs happened less than seven months after the unicorn raised \$570 Mn in funding. The ecommerce and social commerce unicorn tried its hands at grocery delivery with a pilot project in Karnataka less than nine months ago. It had plans to expand to Tier 2+ cities, but it has had to scale back following limited success.

● April 7 | Unacademy Lays off 1,000 Employees,

Teachers across Verticals as A Cost-Cutting Exercise

For edtech unicorn Unacademy's employees, it was an April to forget as the company fired around 1,000 employees, teachers and consultants from its core team and its PrepLadder team.

In late March, Inc42 first reported that in a cost-cutting exercise, the edtech startup had laid off more than 125 consultants from its PrepLadder team. PrepLadder, which was acquired by Unacademy in July 2020 for \$50 Mn, gives students material for competitive exams such as IIT/JEE, NEET and so on.

Around the same time, Unacademy laid off more than 200 teachers in a cost restructuring exercise. Inc42 exclusively reported that the edtech unicorn fired the educators based on their poor performance.

In early April, the startup laid teachers off again, this time firing 600 teachers. The layoffs, according to a company spokesperson, were based on several assessments to determine the performance.

A few other startups, which laid off employees:

- Furlenco Lays off 180 Employees to Cut Costs
- Ola Restructures Quick Commerce Business; Lays off 2,100 Dark Store Workers
- Trell Lays off Half of Its Workforce to Extend Runway, Cut Costs
- Blinkit Lays off Nearly 1,600 Employees after Splurging INR 600 Cr
- OkCredit Lays Off 35% Of Workforce to Change Business Model
- Lido Lays off 150 Employees to Cut Costs

Alternatives of Layoff in General

Laying off employees is stressful not just to those affected but also the HR department. In fact, it also affects a company's image, as outsiders are likely to think that the company is struggling to stay alive. So, a few alternatives to laying off workers are:

1. Encourage voluntary retirement

If a company needs to reduce its workforce, why not just ask who wants to step down voluntarily? For example, the owner can offer older workers a retirement package as an incentive. A voluntary retirement program enables individuals to transition to retirement smoothly.

Adopting such a strategy benefits the company money in two ways. One, it helps the company owner accomplish his goal of workforce reduction, and two, it saves him money since those who retire voluntarily are often workers who earn the most in the company.

2. Cut back on the extras

If a company is laying off workers to reduce costs, it can look for other avenues of saving money. For example, the company managers can freeze additional hiring, reduce or remove bonuses and raises, and eliminate unnecessary travel. They can also postpone upgrades on non-vital equipment.

3. Consider a virtual office

Another way to cut down on costs is to keep only the most important staff onsite and send the rest of the workers home to work remotely. Thanks to modern software, the company owner will still be able to manage his employees remotely by conducting video conferences.

4. Offer more unpaid time off

A company owner can also save money by offering more unpaid time off rather than eliminating workers' positions. For example, he can ask his employees to skip work on Fridays or offer them an additional two weeks of vacation during the summer season.

Conclusion

Layoffs are a painful but an expected fact of life in an economy increasingly driven by globalization and international competition. Layoffs can be psychologically damaging, not only to the workers who lose a source of income but also to their families, communities, and other businesses, due to the ripple effects of mass unemployment.

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ONE IN A MILLION- ASSESSING ROLE OF YOUTH IN BONE MARROW REGISTRATIONS TO SAVE LIVES

Abhay Pai

*Student of Lala Lajpatrai College of Commerce and Economics, Mahalaxmi, Mumbai, Maharashtra.
E: abhaypai11270@gmail.com*

Countering the first word in its name, bone marrow is not firm. Bone Marrow is the spongy tissue inside some of our bones, such as thigh bones and hip. It contains stem cells. The stem cells can develop into white blood cells which fight infections, platelets that help with blood clotting and the red blood cells that carry oxygen through our body. Treating life-threatening blood disorders in the world such as blood cancer, thalassemia, sickle-cell anemia and hemophilia can be less challenging with Bone Marrow Donation, but it can happen only if One in a Million matching potential Blood Stem Cell Donor is found. More than 100 Blood Diseases and Disorders can be treated by Blood Stem Cell transplant. Therefore, Stem Cells are also referred to as Miracle Cells. In India every year about 2 lakh patients require Stem Cell Transplant. Unfortunately, availability of getting HLA donors is not easy. More than 1,40,000 patients have a ray of hope to get a second chance at life. It's been observed that gradually the taboo of Cadaver Donation and Organ Donation is fading away from the society. Acceptance for Bone Marrow Transplant is the need of the hour now. The main hurdle in getting Bone Marrow Donors is the lack of awareness and ignorance of the people about the same. The stem cells in patients suffering from blood diseases cease the process of making healthy blood. This can be cured by replacing these cells with functional stem cells received from a donor. What's difficult is to find a perfect match! At present the need is to have a pool of at least 1 million people to facilitate more transplants. To increase the number of Bone Marrow Transplants we need to create an awareness and convince more people to get registered as a Bone Marrow Donor. The present study aims at assessing the role of Youth especially college students in creating awareness about life-threatening Blood Disorders such as blood cancer, thalassemia, sickle-cell anemia, and hemophilia, making people realise the importance of Bone Marrow Registrations among the masses contributing towards creation of a Healthy Society and Nation. It campaigns about Bone Marrow Registrations where people at all levels will register which would help patients to find their match. It will Lay Emphasis upon Public-Private Partnership and people's participation in Bone Marrow Registrations. The research also intends to find out the feasibility of reducing the number of deaths due to unavailability of Bone Marrow with increased awareness about the same and convincing more people in general and peer groups in particular to register themselves as Bone Marrow Donors. The proposal suggests that the Scope of expansion of Bone Marrow Registrations can be expanded to all the educational institutions, residential societies, public & private offices. It opens vast scope for Innovation & Research for creating awareness on Bone Marrow Registrations. Encouraging students to participate in Research on Bone Marrow Transplant for Creating a system which is economically affordable & socially acceptable.

CLASH WITH TRASH: APPROACHING THE NUANCE OF WASTE MANAGEMENT

Aakash Suryavanshi

Anmol Seth & Siddesh Desai, Students of Lala Lajpatrai College of Commerce and Economics, Mahalaxmi, Mumbai, Maharashtra. E: aakash.suryavanshi2001@gmail.com

Using dustbins as a solution to our waste problems is a big fat lie. The landfills where the waste ultimately ends up should be a main concern. Rising population of Mumbai is encouraging growth in economic activities, parallel to its waste generation. Mumbai's daily waste generation is about 1/3rd of the total waste Maharashtra generates daily, to which various institutions under Mumbai University contributes approximately 19 Tonnes to it daily. Keeping that in mind our objective is to reduce the amount of waste from reaching the landfill sites from all the Educational Institutions and to minimize solid waste pollution, as well as creating awareness among Youth about their responsibilities in maintaining a healthy environment by contributing towards waste management. All of this waste, earlier used to end up in four landfill areas ie. Deonar, Kanjurmarg, Mulund and Gorai. But now Mulund and Gorai are permanently shut down and Deonar is on its way to get converted into an Energy Plant. With this state of waste generation and scarcity of landfill, by 2030 Mumbai would need a landfill whose area is equivalent to Bangalore City. To reduce the amount of waste reaching to the landfills from the educational institutions, the college NSS Units can take up this project under the Area Based Activity, where the NSS Volunteers could earn some credit hours for participating in the project. To involve the youth in the project, we have 392 colleges having functional NSS Units out of 781 colleges affiliated to this University of Mumbai. For the purpose of our project, we have a Sustainable Model which we have been using in our college since 3 years. Our college generates 50 kg of Wet Waste daily. All of it is converted into manure using a Compost Pit & Compost Tumbler. This whole process of composting is managed by the NSS Volunteers only. All the manure which is collected after the process is used in our college garden for the plants, some of it is also provided to BMC garden near our college and some of the packets are also sold to staff members of our college. Electronic Waste as we all know is very hazardous; hence, we collect it in a separate bin which is kept in our Computer Lab. All of this waste is then given to an organisation who in turn give it to MPCB CPCB authorized Ewaste disposal facility. For this purpose, our college is also been certified with a Green Certificate which is very important from NAAC Accreditation point of view. All of the Paper Waste generated from our college is collected and hand it over to an NGO. 60% of the monetary value is given to us in the form of Notepad made up of Recycled Paper. 40% of its monetary value is given for the benefit of Women Rag-Pickers. Reducing Plastic Waste is in our Bucket list, and we try our best to reduce its use. For that purpose, our volunteers, make approximate 50,000 Paper Bags and hundreds of Cloth Bags Every year, all of this is distributed to the shopkeepers & vendors of our adopted village and area. From our project we

expect to create an awareness about Waste Management and minimize the amount of Waste reaching the Landfills and its Adverse Environmental Impact. It will not only generate employment but will also foster entrepreneurial skills. The project is not limited to colleges having NSS Unit, it can be expanded to all the Educational Institutions, Residential Societies & Public Private offices. It opens a vast scope for Innovation & Research. Upcycling of waste will not only generate employment but also foster Entrepreneurial Skills among the people. An Integrated Solid Waste Management System can be devised to create a Sustainable System, which is Economically Affordable, Socially Acceptable & Environmentally Efficient. The process of Solid Waste Management is not so difficult and complex to follow rather than what the general belief is. We need to create a logical and rational thinking towards it to attain a sustainable future for everyone. 8 out of 17 Sustainable Development Goals are directly or indirectly related to Solid Waste Management. If India wants to improve its rank in attaining Sustainable Development Goals, we need to start acting today & we need to start from Solid Waste Management.

ROLE OF NSS VOLUNTEERS OF MUMBAI UNIVERSITY IN FOSTERING VOLUNTARY BLOOD DONATION CULTURE

Vikas Samala

*Student of Lala Lajpatrai College of Commerce and Economics, Mahalaxmi, Mumbai, Maharashtra.
E: vikassamala269@gmail.com*

Blood is a vital body fluid primarily required for regulating the body's systems and maintaining homeostasis. Since, there continues to be a demand for blood and blood components, especially for those patients depending on blood transfusions as a life saving measure like Thalassemia, sickle cell anemia, hemophilia or to mitigate blood loss in accident victims, pregnant women, critically sick patients, etc. After nationwide lockdown due to Covid-19 pandemic there was an acute shortage of blood in all the blood banks in Mumbai. An appeal was made to the general public and blood centres from the Government to come forward for Voluntary Blood Donations to meet the shortage. India is focusing its efforts towards reaching the World Health Organization's goal of 100 percent self-sufficiency and voluntary blood donation by 2020. However, around 11 million blood donations are collected in India every year against the required 13.5 million for 1.35 billion population in the country (1 percent), leaving a gap of nearly 2 million. In India, more than 38,000 blood donations are needed per day, 3,000 units in Maharashtra and 1,000 units in Mumbai. The State Blood Transfusion Council has instructed hospitals not to force the relatives to get replacement blood donors which confirms the need for more voluntary blood donors in the country. The SBTC has issued a circular to all blood banks across Maharashtra demanding that they should stop replacement blood donation and instead achieve 100% voluntary blood collection for patients. At many hospitals, a replacement is asked for when the patient requires blood. Despite the ban, paid donors are accepted in the guise of relatives. Many donor organizers provide costly gifts during blood drives, attracting many who do not provide correct history. These organizers need to understand the requirement of quality besides quantity and should not restrict the pre-donation counselling. Reportedly 84 percent of these blood donations are collected through voluntary non-remunerated donors. It becomes our duty to project the right messages through right channels in order to motivate and promote voluntary blood donation drives. The current study aims at analyzing the role played by NSS volunteers of Mumbai University in the collection of blood through Voluntary Blood Donation drives during the critical situation of Covid-19 pandemic. The researchers also intend to create an awareness among the masses by citing the success story of NSS Volunteers contribution in stabilizing the blood requirement during Covid19 pandemic.

ANCHORING SUSTAINABLE AGRICULTURAL PRACTICES IN A LIVELIHOODS APPROACH

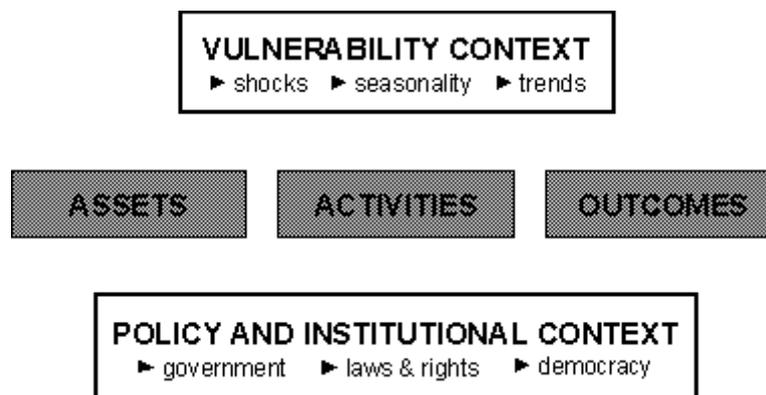
Rohan Hiremath

Student of Lala Lajpatrai Institute of Management, Mahalaxmi, Mumbai, Maharashtra.

Livelihoods are complex and changing. The term livelihood attempts to capture not just what people do in order to make a living, but the resources that provide them with the capability to build a satisfactory living, the risk factors that they must consider in managing their resources, and the institutional and policy context that either helps or hinders them in their pursuit of a viable or improving living.

The basic livelihoods approach or framework is illustrated in Figure 1.

Figure 1: The Basic Livelihoods Framework



Source: Ellis (2003a; 2003b)

In the livelihoods approach, resources are referred to as 'assets' or 'capitals' and are often categorized between five or more different asset types owned or accessed by family members: human capital (skills, education, health), physical capital (produced investment goods), financial capital (money, savings, loan access), natural capital (land, water, trees etc.), and social capital (networks and associations). These asset categories are admittedly a little contrived, and not all resources that people draw upon in constructing livelihoods fit neatly within them. For example, livestock keeping plays multiple roles that crossover at least three of these asset categories.

Nevertheless, they serve a useful purpose in distinguishing asset types that tend to have differing connections to the policy environment. For example, human capital connects to social policies (education and health), while natural capital connects to land use, agricultural and environmental

policies. The livelihoods approach regards awareness of the asset status of poor individuals or households as fundamental to an understanding of the options open to them. One of its basic tenets, therefore, is that poverty policy should be concerned with raising the asset status of the poor, or enabling existing assets that are idle or underemployed to be used productively. The approach looks positively at what is possible rather than negatively at how desperate things are.

Poverty and vulnerability are often associated with undue reliance on agriculture. Instead of yield growth in agriculture being the origin of linked growth in other rural sectors (the rural growth linkage model), yield growth may occur due to resources generated from non-farm (and often non-rural) activities. Migration, mobility, flexibility and adaptability are downplayed, ignored, and sometimes blocked by policy and institutions; whereas these are the very attributes of diverse rural livelihoods that can lead in the end to stronger rather than declining rural livelihoods, and improving rather than degrading natural resources.

The project sets out an action-oriented agenda arising from the findings of practicing sustainable agriculture.

TEACHING AND LEARNING PRACTICES FOR SUSTAINABLE DEVELOPMENT**Shashwat Kumar**

*Ph.D. Scholar, Department of Education, Babasaheb Bhimrao Ambedkar central University, Lucknow.
Email: shashwat5781@gmail.com Contact Number: 9919304062*

Dr. Sangeeta Chauhan

Assistant Professor, Department of Education, Babasaheb Bhimrao Ambedkar central University, Lucknow, Email: c.sangita27@gmail.com Contact Number: 9935266721

Abstract

Sustainable development (SD) involves meeting current demands without jeopardizing future generations' ability to fulfill their own. Investigating the critical role of education in seeking and implementing sustainable development, as well as how teaching techniques in institutions effect the future. It investigates methods of not just informing learners about issues connected to sustainable development, but also of motivating them to embrace activities that contribute to a more sustainable living. This study presents and analyzes experiences with various educational processes and approaches, highlighting the influence of coursework difficulties and teacher education. Sustainability is a concept that is associated with coping with the surroundings in such a manner that new generations are not deprived of the opportunity to enjoy themselves. It advocates for transformational education as a paradigm for the growth of instructional technology, and it also examines latest research on education for sustainable development (ESD). Higher education educational transformation for sustainability necessitates comprehensive methods in which an administrative change takes the shape of the whole perspective.

We use levels of learning as border bridging to meet the need to link all areas of life, political, personal, and commercial. Teachers have a significant role in properly incorporating sustainable capabilities. They are currently apparently having difficulty creating effective linkages between concept and situationally activities. With its important concept, instructors fight back by protesting about excess and claiming that ESD is an overly enforced limitation. Internet promote entire methods and critical elements of social assets in higher education for sustainable development; enable activities for effective SD integration through method and connection design.

Keywords : Sustainable development, teaching, Institutional, Education for Sustainable development.

COVID-19 ANXIETY AND PERSONAL COPING STRATEGIES OF COVID-19 AMONG GENERAL POPULATION

Kambali Ashwini Shivanand

Ph.D, P.G Department of Psychology, Karnatak University, Dharwad

Dr. Shanmukh V. Kamble

Professor and Renowned, Collaborative Researcher, Karnatak University, Dharwad, Karnataka.

Abstract

COVID-19 created a lot of anxiety, stress, and trauma to most of the people and people have learnt to cope up with this pandemic. Hence, this study is undertaken with the following main objectives: 1. To find out the significance of differences between Male and Female on anxiety and coping with COVID-19. 2. To identify the demo-graphical variables which significantly influence COVID-19 Anxiety and Coping during COVID-19. 3. To assess COVID-19 anxiety and coping strategies during COVID-19 pandemic in General population. Anxiety is a normal reaction to uncertainty and things that may harm us, too much anxiety can start to cause harm. Coping strategies during COVID-19 pandemic which will help people to deal with the stress and anxiety during COVID-19. A sample of 286 was collected through Google forms. The age of the sample ranged from 18 to 40. COVID-19 Anxiety and personal coping strategies during COVID-19 pandemic these two scales were administered on the selected sample. The formulated hypothesis was tested by applying t' Test and Multi-Step Regression analysis. The findings reveal that the Male have expressed significantly very high COVID-19 Anxiety when compared to the female. Further it was observed that the Male and the Female do not significantly differ on the coping strategies during COVID-19 pandemic. In the demo-graphical contribution, it was observed that the respondents coming from low-risk towns, commerce background, and patients' COVID-19 status being positive have expressed low COVID-19 Anxiety. The Implications of the Study are discussed.

Keywords: COVID-19 Anxiety, Personal coping strategies, Male & Female General population

BLISS AND DEPRESSION, STRESS, ANXIETY DURING THE TIMES OF COVID-19 PANDEMIC

Drakshayini Olekar

Dept of Psychology, Karnatak University, Dharwad, Karnataka.

E: Drakshayiniolekarolekar@gmail.com Cell: 9535326847

Dr. Shanmukh V. Kamble

Professor and Renowned, Collaborative Researcher, Karnatak University, Dharwad, Karnataka.

Abstract

Bliss is an unlimited everlasting inner joy or genuine happiness, which is undisturbed by external circumstances. It is a joy that is based on a peaceful state of mind and a compassionate heart. In contrast caring for bliss describes active practices or behaviors and therefore refers to the process of cultivating inner joy or genuine happiness. During the time of Covid-19 Pandemic, people have developed, Stress, Anxiety, Depression, Duo to unforeseen future, and during this Pandemic most of the people have lost their Bliss, this study is an investigation to study the difference, between the male and female on Bliss, Stress, Anxiety, and Depression. find out the Significant, Difference between the Male and Female on Bliss, Stress, Anxiety, and Depression. To study the significant impact of the demographical variables on Bliss, Stress, Anxiety, Depression. Caring for Bliss, DASS- Depression, Anxiety, Stress, Scale 21. The Caring for Bliss development by Myriam Rudaz, Thomas Ledemam, Ross May, Frank D Fincham. (2020). DASS Depression, Anxiety, Stress Scale (2020) developed lovi bond SH and lovi bond. P.F. The Implications of the study are discussed.

Keywords: COVID-19 Anxiety, Stress, Depression, BLISS, General Population

SELF-ESTEEM AND ANXIETY AMONG GENERAL POPULATION

Girija Bellakki

Department of Psychology, Karnatak University, Dharwad, Karnataka. E: girijabellakki@gmail.com
Cell: 8088286858

Dr. Shivacharan P R

Department of Psychology, Karnatak University, Dharwad, Karnataka.

Abstract

The present study is aimed to assess Self - Esteem scale and Beck's Anxiety Inventory on General Population. Having healthy Self - esteem can influence your motivation, your mental well-being, and your overall quality of life. Anxiety is a normal and often healthy emotion. However, when a person regularly feels disproportionate levels of anxiety, it might become a medical disorder. A sample of 106 was collected through Google forms the sample age was 20- 40. The sample consist of 38 male and 68 female. Self-esteem scale and Beck's Anxiety Inventory these two scales were administered on the selected sample. The formulated hypothesis was tested by applying Correlation and t ' Test analysis. The findings revealed that the 20- 30 years old have high Self-esteem when compared to 31-40 old years and Urban adults have high Self-esteem when compared to Rural.

Keywords: *Self-esteem, Anxiety, General Population*

A STUDY OF EMOTIONAL MATURITY AND ANXIETY OF SOCIAL SCIENCE AND SCIENCE POST GRADUATE STUDENTS

Pooja Rajbhar

*Dept. of Psychology, Karnatak University, Dharwad, Karnataka. poojarajbhar7066@gmail.com
Mobile: 7066418398*

Dr. Sivakumara K.

Professor, Dept. of Psychology, Karnatak University, Dharwad, Karnataka.

Abstract

This study undertaken with the following main objectives. To understand and analyse emotional maturity and anxiety of post graduate social science and science students. It was hypothesized that there will be a significant difference between male and female science and social science post graduate students on the level of emotional maturity and the level of anxiety. An explorative study used between group design and cluster sampling was opted for the study. The sample consisted of 80 post graduate students (40 science and 40 social science), studying in Karnatak University Dharwad, aged between 22 and 23 years post graduate students were administered the sociodemographic data sheet. Emotional maturity scale by Dr. Yashvir Singh and Dr. Mahesh Bhargav, Anxiety scale Questionnaire by A. K. P. Sinha, L.N.K. Sinha. Data analysis was done using mean, standard deviation, and inferential statistic t-test.

Analysis of data indicate that both science and social science post graduate students showed significant difference in the level on anxiety and emotional maturity and Science post graduate students scored high on the level of anxiety and showed higher level of emotional instability.

Keywords: *Emotional Maturity, Anxiety, Male and Female, Social Science and Science, Post Graduate.*

DEPRESSION, SELF-EFFICACY AND JOB SATISFACTION ON SCHOOL TEACHERS

Sangeeta Hiremath

*Department of Psychology, Karnatak University, Dharwad, Karnataka. E: sangeetah08@gmail.com
Contact number: 7795843002*

Dr. Triveni. S

Professor, Department of Psychology, Karnatak University, Dharwad, Karnataka.

Abstract

The study was undertaken to find out the significance of relationship of male and female depression, self-efficacy, and job satisfaction among school teachers. And find out the significant gender difference. The sample compared of 60 teachers 42 Males and 18 Females teachers were from different school. The scale was administered Beck depression Inventory (BDI) by Aaron T Beck (1961) Self efficacy R. Schwarzer and M. Jerusalem. (1995) Job satisfaction by Dr Amar Singh and T.R. Sharma (1986). result reveals that male teachers have expressed high score on depression, self-efficacy and job satisfaction compare to female. The male teachers have express high significant on job satisfaction. The social implication of the study is discussed.

DEPRESSION, SELF-EFFICACY AND HOPE OF COMPETITIVE EXAMINATION ASPIRANTS

Akash K. M.

*Department of Psychology, Karnatak University, Dharwad. Karnataka.
akashkmdsy@gmail.com Cell:8762699631*

Dr. Vijayalaxmi A. Aminabhavi

Professor, Department of Psychology, Karnatak University, Dharwad. Karnataka.

Abstract

The students who are preparing for competitive examination the person needs of high level of self-Efficacy and need a high level of hope too. Since these competitive exams requires the students stay away from family and friends so they might experience depression. The present study aimed that to find the significant difference between Male and Female students on Depression, Hope and Self-Efficacy. Self-Efficacy is an individual's belief to execute behaviors necessary to produce performance attainments. Hope is a feeling that events will turn out for the best. A sample of 140 was collected through Google form the age of the sample ranged from 21 to 32 (Male 70 Female 70) Beck's Depression Inventory, Self-Efficacy, & Hope scale was administered on the sample. The formulated hypotheses were tested using t-test, ANOVA & Correlation. The finding reveals that Male and Female aspirants differ significantly among themselves in Depression, Hope and Self Efficacy. On demo-graphical contribution Age group, IAS-KAS and other aspirants Other Course doing and not doing aspirants, do not differ significantly among themselves on their Depression, Hope and Self Efficacy. UG students And PG students were differ significantly on their Depression. Rural & Urban students were differing significantly among themselves on Depression. UG, PG aspirants & Rural & Urban aspirants was not differing among themselves on hope & Self Efficacy. The implication of the study is discussed.

Keywords: *Depression, Self-Efficacy, Hope, IAS-KAS Aspirants, Male &Female Aspirants*

WORKPLACE OF THE FUTURE

Dr. Susan Abraham

Professor, SCMS School of Technology and Management, Prathap Nagar, Muttam, Aluva- 683106 Kerala State, Email: susanabraham@scmsgroup.org Phone: 8921642622

Abstract

The way work is being done has changed since the outbreak of the pandemic. Working from home became a necessity to keep the organisations going during the lockdowns. Towards the end of the pandemic, expectations of employees changed and this led to the Great Resignation. The concerns of the employers increased and managers had to explore ways to retain their talented employees. The strategies ranged from modifying work timings to change in vision and mission. In the process, work from anywhere was offered to employees in varied forms. This paper highlights the trends in the workplace of the future and the measures to be taken by managers to retain their employees.

Key Words: *Work from Home, Hybrid Work, Trends, Artificial Intelligence, Well-being.*

Introduction

The pandemic has changed how and where people work from and in the process redefined the 'New Workplace'. It has brought in significant transformation in the workplace and its culture and has made organisations embrace newer ways of working through the adoption of skills and technologies to achieve business objectives.

Post-Covid, managers are more concerned about the evolving workforce which is more digitalized, robotized and diverse. They are data literate, comfortable working with Artificial Intelligence and machine learning, empowered, seek challenging work and focused on career growth with equity and concern for the environment.

Employees, on the other hand, have certain expectations from their workplace. One of the most important things employees expect from their employers in the modern workplace is respect. In addition, they want feedback – praise and constructive criticism. They are also attracted to companies where their skills will be challenged and where they can grow. They prefer to work for employers who offer professional development opportunities where they can hone their skills or acquire new ones. Having the opportunity to make a difference to others is also important to today's employees. Benefits are an important consideration for employees. The option to have a flexible work arrangement is also growing in importance, many employees would like to continue to work from home at least some of the time after the pandemic is over. In addition, employees want a good work-life balance. Telecommuting and flexible work arrangements are certainly convenient for many employees, and some people even thrive when they are working from home.

The workplace of the future

The above scenario focuses the attention of researchers and employers to 'The workplace of the future'. The future workplace is not a place but ability – the ability to work from any place and almost anytime using the tools of choice - anywhere, anytime, any platform.

The Workplace is influenced by the Workforce Business leaders have spent a considerable amount of time figuring out what has shaped the workplace in recent months: lockdowns and self-isolation. Overnight, businesses closed their buildings and changed the way work is done. Before 2020 personal technology and digital connectivity had advanced so far and so fast that people had begun to ask, "Do we really need to be together, in an office, to do our work?" Post pandemic by much estimation, the workplace evolved 5-10 years in the span of one year.

The abrupt disruption of business processes has made workplaces change. No longer is the digital workplace defined solely as the collection of laptops, desktops, monitors, IT support, collaboration tools, software and smartphones. Today, the digital workplace is the integration of the digital, physical and human workplaces.

Organisations can survive with the intersections and dependencies between human, physical and digital components. As the future workplace connects platforms and integrates new digital products and services, it will require new personas, systems, processes and roles to support the digital landscape. Digital enablement gives enterprises a structured way to constantly improve the user experience, increase digital competencies and promote business agility. Changing employee capabilities requires leaders to continuously identify gaps and up-skill and cross-skill employees so they are prepared to perform new job functions

Building blocks

Research has identified six building blocks of the workplace of the future:

1. Assess the health of business operations: identify key cost and operational hotspots that provide the map for change and reframe mission and vision.
2. Test the business model: assess what worked and what did not to create a plan of action and consider a new business model
3. Identify capacity of employees to deliver: create a clear understanding of expectations from employees to work in the future and how they want to work
4. Map operating model change: adapt the present operating model to be more focused on the next-generation customer, employee and technology
5. Determine technology needs: determine the technologies and partners required to deliver the new operating model
6. Source the new business model: source the components identified in the new operating model, technology and future-of-work strategies

Workplace of the future Trends

1. from hesitation to Great Resignation

In India, attrition rates fell to 12.8% in 2020, the lowest in a decade, before rising to a two-decade peak of 21% in 2021. As a result, employee retention is now a top priority for many teams and organizations.

People want to switch jobs for reasons including poor leadership at their current employer, the lack of remote work as an option, and unclear career paths.

Some economists say employers are facing more of a “Great Hesitation” about returning to the workforce than a Great Resignation, the reasons being infection risks, infection-related illness, and a lack of affordable childcare.

2. Remote and Hybrid Work

A LinkedIn study report states that 86% of the Indian professionals preferred a hybrid work model that would give them equal time for work and family. The study shows that 93% professionals agree that working from home during the pandemic has a positive influence on their physical health. Also 40% of the professionals said that they want to work remotely in the future because it allows them to ‘choose work hours and location’ (42%) and ‘spend more time with their loved ones’ (39%).

3. Priority for Employee Well-Being

Companies have increased their focus on work-life balance and the mental health of employees, especially as the pandemic continues leading to more stress and burnout. It is expected that more corporates will unveil wellness programmes that serve the distinct needs of their employees, and accord equal priority to productivity and health in the workplace. With more and more young people falling ill, and even succumbing, to lifestyle-related diseases, it is imperative that companies give as much attention to employee wellbeing as to balance sheets.

4. Talent Shortages and efforts to Reskill within Organizations

The skills required in many industries are changing. And nearly 7 in 10 companies globally reported talent shortages. According to McKinsey researchers, there has never been a bigger demand for firms to reskill and upskill their workers. Further, according to the World Economic Forum, by 2025, more than half of all employees worldwide will need to reskill or upskill in order to remain competitive. According to the SHRM's skills gap research, 83% of HR professionals reported difficulty obtaining suitable candidates. The report further states that 75% of respondents polled believed there was a shortage of suitable persons for job openings. Because corporations are unable to find the talent they require, they must look within and develop it.

5. A Focus on Skills over Jobs

Leaders recognize that focusing on upskilling employees and career pathing can help their organizations close skills gaps. Recruitment is a cost intensive exercise and employers prefer upskilling and reskilling their employees. This means there will be a whole new ways to identify individual skill sets. Skills development can help organizations meet their most urgent business needs in a cost effective way.

6. Emphasis on Soft Skills

According to 2021 Global Career Impact Survey, many of the top skills that organisations identified as upskilling needs within their teams or organizations were soft skills. Among them were

management and leadership (34%), critical thinking (24%), creativity (24%), and problem-solving (20%). This report also predicts that organizations' focus on these skills will grow. Companies will reassess their leadership models and the skills leaders need to succeed in their roles.

7. Increased Diversity, Equity, and Inclusion (DEI) Efforts

The pandemic has forced the organizations to prioritize employee welfare measures and has provided an opportunity to bring about lasting changes. As the economy recovers from the impact of Covid-19, it could result in a huge divide between the rich and the poor. Some of the key D&I measures that India Inc. has currently adopted include appointing D&I officers to oversee and implement best practices, conducting sensitization workshops, partnering in recruitment drives, and providing reasonable accommodation measures such as flexible work hours and additional paid leaves.

8. Greater Use of AI and Automation

Artificial intelligence and automation have transformed the workplace in various ways. They have improved and expedited internal processes while ensuring consistent output and also increasing employee engagement. As certain jobs are replaced by AI, automation, and other new technologies, reskilling internally has become a cost-saving, effective solution. Digital assistants, cab aggregators, biometric recognition, targeted advertisements and online recommendation engines are among the more common AI applications used today.

9. Transformation of HR Using Tech and Data

It has been found that more organizations are transforming their human resources departments as they leverage data analytics in direct sourcing and talent acquisition. HR managers can use data to find out why employees are leaving their organizations and stop employee turnover. People analytics data related to workforce talent are helping employers discover important information about organization-wide performance and employees' individual needs.

With respect to tech, companies are turning to cloud computing, collaboration technologies, and digitization to improve HR operations and the employee experience, according to the Society for Human Resource Management.

10. An Emphasis on Continued Employee Growth

As more business managers prioritize upskilling and reskilling in the workplace, they are aiming to instill a growth mindset into their organization's culture. A growth mindset begins from the belief that one has the capacity to learn and grow.

Conclusion

Work from anywhere is the new norm in business organisations. An organisation that emerges successful in this transformation will reap multiple benefits. The managers have to measure quality of work and trust their subordinates as most of them work asynchronously in different time zones. Despite the challenges of isolation, communication gap and security issues, the workplace of the future show immense potential to be the new normal.

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PEOPLE PERSONALITIES AND GAMES THEY PLAY – AN INSTITUTIONAL CASE

Prof. Francis S. Lobo

Aruna Manharlal Shah Institute of Management and Research, Mumbai, Maharashtra.

Email: floblo@amsimr.org

Objective

1. The main objective is to make readers understand the different leadership styles in Indian institutions which is as per people personalities and enable introspection of their styles in their institutions.
2. This will enable to understand the hurdles in the well-being of employees, when some superiors play games or politics in the institutions.
3. This will also help the readers and organisations/institutions to resolve issues that they may encounter and take appropriate steps.
4. The understanding of this case study will definitely help in bringing about healthy culture in institutions.

A management institute in the suburbs of a metropolitan city that has been established since 2000 has not been functioning well, though at start it had the full strength of students in two batches of 60 each. It has best of the locations and infrastructure to attract students from all suburbs as it is centrally located along the central railway. So much so that for the first few years, the institute had students flocking even when there weren't any efforts on advertisements and publicity. But of late, the admissions have been dwindling and the faculty who were well renowned have all left and joined neighbouring institutes at higher levels.

This is in fact, a big concern. The institute which had best of the directors, today runs without any, at the mercy of the existing faculty who manage all the activities in a full-fledged way. This institute is then looked after by an Administrator – Mr. Nikunj Vatlave, an 80 year old man. He has his administrative staff comprising of few ladies and two men. Of the two men, one handles IT related aspects of work, while the other works as per his convenience as he is tossed between different activities, he being an office assistant. The ladies are shrewd and work at their own pace and wills.

The people of the management of the institution have a well flourished business and the various trustees too have their own undertakings and all seem to value education and imparting knowledge is definitely believed to be the noblest profession. However, the dwindling strength of the institute doesn't seem to be a matter of any concern. At times, the trustees or the members of the management do come once a while to address as observed twice in the past four years' time but hardly can we see any efforts being made to fortify the institute. The institute is functioning under great constraints and problems, so much so that things are in very bad shape. There are multiplied problems and still the eyes of the

management have not yet been opened. There are many problems with regards to people, building and even the work process structure. These are enumerated below:

- a) Less number of people are managing the entire gamut of an established institution. There are eight people in the administration and five faculty who are managing all the activities of the institute.
- b) No efforts in the form of advertisements and preparations of fresh brochures are being made every year to increase admissions.
- c) In the past six years, three years have gone by without any director.
- d) There is good infrastructure and good library facility but being managed poorly.
- e) The extra-curricular activities are being managed in classrooms as there is no auditorium.
- f) Things of admissions are being managed haphazardly and yet things go unnoticed.
- g) Everything is being managed by an industry experienced person without any boost to the academic field.
- h) There are rules made to control the functioning but are not consistent. At the same time, they are never given or made known to the staff.
- i) The administration department works poorly and all sorts of mistakes are ignored and there is no seriousness in the working.

The teaching fraternity comprises of five professors, two in finance, two in marketing and one in human resources. With the support of some visiting faculties, the faculty manages all the workload of taking lectures as required under the University. However, there are many issues concerning the faculty who seem helpless and this has resulted in their hopelessness because of the following observations:

- a) The faculty as new joiners are not issued appointment letters in time and were subsequently not issued confirmations letters.
- b) They were not given rules pertaining to their leaves, vacations, appraisals and so on.
- c) There is lot of biasness between teaching and non-teaching staff in reference to their work timing and allocation of leaves.
- d) Both teaching and non-teaching staff have not been given increase or hike in their salaries for the last five years.
- e) The management expects that the faculty works together in both academic as well as extra-curricular activities. The administrator supports some and condemns others because of the rapport he has with the people.
- f) Some of the faculty who keep working with initiative and take up additional work are not even appreciated or shown some considerations in case of some unforeseen circumstances.
- g) However, when it comes to certain daily attendance and taking of leave, there have been stringent practices and no considerations are made whatsoever.
- h) During one industrial tour with the students, the faculty was made to pay towards the

fare.

- i) The faculty is not paid any amount towards question paper setting, assessment of answer papers, invigilation work and so on.
- j) Even university exam invigilation amount is not given to the faculty members.
- k) Vacation salary was deducted from some of the faculty members after the completion of two terms (a year) and even the vacation was not sanctioned as per university rules. (They are given only 20 days when actually the rules mention 40 days).
- l) Late comings are deducted heartlessly without taking into account the work being handled by the faculty. To say there is no flexibility to adjust, even when things had been discussed and some rules were being made for approval.
- m) There is no difference is faculty who have 30 years and 5 years of experience and are being treated equally.
- n) The faculty emoluments are not even paid reasonably and there isn't a pay scale in place.
- o) Only some of the faculty members assist in admission work and even other administrative jobs such as recovery of institutional fees.
- p) There is less support given to the faculty members, who function just like degraded resources.
- q) They do not get any intimation regarding holidays or any other from the institution.

The professors namely Prof. Pradeep Dhoke, has history created in his life. He is the one who has changed 11 jobs in 10 years in the industrial field. But today, he has the longest tenure in the institution as things favour him beyond measure. He is examination in-charge but considers himself as Controller of Examinations. However, exam notices are never known in advance. The students are orally informed and has been carrying on with his work unscrupulously and things can be known about him as under:

- i. Most of the time, there are no intimations about exams or any other activity such as Convocation or Marathi Day.
- ii. He always passes wrong information to the Administrator Sir and enjoys others being shouted at. He had been told about it and then had to say sorry and made to clarify with Administrator. The faculty who have left the institute have told the others working with the institution that he plays politics and likes to see others exiting the institution.
- iii. The results are never declared on time, so much so that they are sometimes given together. For example, the Semester I exams of the students was over in December of a particular year would not be declared before the completion of Semester II. The students keep asking and we can't say anything.
- iv. Often marks given to students are altered without the knowledge of faculty as it has happened with some of the faculty members number of times.
- v. He has the habit refusing any additional activity if it is assigned to him.
- vi. He often takes advantage of the situation and all of a sudden, speaks during events when not called for. (Example during Marathi Day – suddenly spoke in Marathi for 20

- minutes and Women's Day – spoke about our sweepers and their problems for about another 20 minutes)
- vii. He doesn't attend the days of induction except on the first day and especially when Authority (Director) is not there.
 - viii. Often he goes and comes late to/from classes, disrupting others time.
 - ix. Always changes the pattern of work style. In the past QP's were given in envelopes, then without them and now to be sent by email. He asks for mark-sheets and later had to be given with changes so much so sometimes the faculty have given three times for one particular semester. Sometimes, he gives time-table by email and sometimes typed copies and sometimes just oral information before the exams. Why copies be given when email system exists? Or it can be very well put on a small board in the faculty room as common for all. Once he had deliberately given the evaluation form for 50-50 and when it is actually 60-40 for external and internal respectively.
 - x. There have been serious complaints from students regarding subjects being taught, in case of Project Management and Financial Management. Students have informed us about their concern that they would be failing in the exams as no sums or problems being actually worked out in the class.
 - xi. He has been very rude to students when they have approached for some doubts and said he would solve their problems in the class which never happened.
 - xii. Always spends maximum time with Vatlave Sir discussing issues about others.
 - xiii. He never teaches the complete subject as seen in operational subjects and as feedback received from students/faculty.
 - xiv. He had literally no teaching work during previous directors' tenure. When other faculty had five subjects, he had only two.
 - xv. It has happened during exams that Question papers were given of the previous years and topics not taught were asked for exams. Later he had to change the papers.
 - xvi. It has been noticed that often supplements and staplers not given adequately. The invigilators have to send students to get them.
 - xvii. Once events are over, he rushes home and others who have taken initiative have to wait till everyone has left.
 - xviii. There were no copies of previous years except for some years for reference in the library. Therefore, librarian Mrs. Mrinalini K had to take copies from other faculty members for the past two years.
 - xix. He often takes advantage of situations and shows to the authorities that he is interested to do take up more work and often completes the task haphazardly.
 - xx. Above all, he has enjoyed maximum leave and work load relaxation in the pretext of pursuing PhD.
- Because of the above reasons, there are often conflicts between students and the faculty for want of information and results on time which is embarrassing to both. Similarly, there is another professor - Prof. Nitin Talmale who is very unstable and does involve in problems as under:

- i. He has often behaved immature and insensitive before both teaching and non-teaching staff. He has the habit of arguing and if things don't favour him, he goes to the extent of shouting and always ready for a physical fight.
- ii. He had arguments and wilful insubordination with Administrator sir thrice, Dr. Suresh Reddy twice, Prof. Simon Florence 7 times, Prof. Bhadresh twice and with almost everyone with the admin staff.
- iii. He is very irritating, uncultured and abusive. He uses words that are uncivilised and uncalled for.
- iv. He has the habit of back biting and tells about everyone to others in their absence. One is left to wonder as to how he can do or manage such activities.
- v. He talks about other professors before the students and the students keep wandering as to why he does so.
- vi. He had serious arguments with some of the students in the past that they had to call their parents and husbands to sort out the matters with him.
- vii. It was learnt that some of the students even wanted to knock him down.
- viii. He says sorry number of times and does the same again and again and above all feels he has done a great thing and expresses his greatness for asking pardon.
- ix. He is the one who will not budge come what may. He is unstable in his behaviour. Everyone fears to interact with him as they fear his reaction and in particular the students and administrative staff.
- x. At the same time, he always spies on things and often makes issues for discussion unnecessarily and adopts the principle of devil's advocacy.
The Administrator, Mr. Nikunj Vatlave is presupposed to be an orderly and disciplined person and takes to rules stringently. But he is often seen to change his decisions and does things as per his wishes. His characteristics are as follows:
 - i. He often contradicts whenever something is suggested. He wants his will to be done.
 - ii. He has framed certain rules which are impractical and ensures that those are followed up very religiously.
 - iii. He blames and finds faults with others when actually he himself knows what things are wrong.
 - iv. He has the habit of speaking in the absence of one before others and this has been seen number of times. This is the habit of some to divide and rule and be safe.
 - v. He says he has spies to give him information and it is so as he comes to know everything even in his absence.
 - vi. He does things as he himself wants it to be whether any arrangement has to be done or any food or snacks has to be ordered.
 - vii. He is highly egoistic and goes to the extent of openly expressing his decision of doing things or not doing things with the power he holds. He is highly authoritarian.
 - viii. He is understood to be playing safe game and often seen to please those who argue

- with him and cause undue problems to the silent one.
- ix. He wavers with his qualities of head and heart. Sometimes, he says I will manage and if not he points to the authorities to decide. This makes everyone feel unsafe, uncertain and Insecure.
 - x. He wants everything to be informed and when informed, never approves, leaving all to know whether things are approved nor not.
 - xi. He changes his decision every time. There are times, when he has granted permission to some and not granted to some others.
 - xii. He himself comes late every day at different times and then wants discipline among others.
 - xiii. He is disliked by all his staff who express omen towards him because he acts like a watch dog and talks rough.
 - xiv. He wants others to get admissions but being administrators he himself hasn't done anything towards it. His academic work has been very pathetic to say classrooms are never opened beforehand and the white board are sometimes not kept in order. Air-conditioners are not switched on to have proper cooling. Students' identity cards have wrong years specified. Their names and roll numbers are not allotted in a chronological order. Their year-wise web-site group has not been made. His staff also behaves exactly the way he wants them too. Fees are never collected properly and the same thing is loaded onto the faculty members for follow up. He is partial when it comes to any compliance. He expects requisition submission from some and forgoes with others.

This all has decayed the social fabric of the institution. Some of the faculty members who work sincerely are the ones who are suffering maximum and those who are corrupt play games, take every advantage of the situation. Ethical values seem losing its ground and those working relentlessly are often questioned about things the way they are done, when there is hardly any prior guidance to do it. He has the evil way of delaying the work by trying to find fault and suggest his ways in the guise of being asked by the higher authorities to do the same.

This situation is something very critical. The institutional working has hampered greatly due to the employee personalities and the way they react at workplace. Things seem to be politicized and there is little scope for growth. But on the other hand, there is lot of scope for improvement for institutional development. Drastic measures need to be taken to structure and rebuild the institution. The recently appointed chairman is aware of the background and so wants you to help answering the questions and suggest ways and means to improve the situations.

(The above is a real institutional scenario. The names mentioned are fictitious and only made the names meaningful to suit their kind of attitude and behaviour)

Questions

1. What would you comment on the culture and environment of the institution?
2. What qualities would you like to see in the professors?
3. How should the administrator function in his work?
4. What can we expect from the management side?
5. Being HR professionals, how can we bring about healthy and strong culture in the

- institution?
6. What would you foresee in the near future if things go on as they are of now?
 7. What are the ways we can rebuild the institutional functioning?
 8. You as the Director of the institution, what changes would you recommend to the institution. Highlight at least 4-5 changes.
 9. As a strategic HR person, what is the scope for institutional development?
 10. How can we keep human resources happy and satisfied?
 11. What options would you find, if the management is insensitive towards such unhealthy functioning?
 12. What would happen if such things continue? Explain with some hypothetical situations?
 13. What would be the extreme happening to an institution? To avoid such a thing, what can be done?
 14. Suggest a suitable strategy/ies to this case.

Research Objective:

(mandatory) Research Design: (mandatory)

This is based on the experience that the author has gone through. Most of it is a conceptualized one.

Findings: (mandatory)

1. People play games or politics

Implications (mandatory)

Limitations (optional) Keywords (mandatory)

A STUDY ON THE FACTORS INFLUENCING WELLBEING IN YOUNG PEOPLE DURING COVID-19

Karishma Singh

Student, St Mary College, Hyderabad, Andhra Pradesh. E: krishiiisingh2@gmail.com

Dr. Kavita Thakur

Professor, St Mary College, Hyderabad, Andhra Pradesh.

Abstract

COVID-19 infection and the resultant restrictions has impacted all aspects of life across the world. This study explores factors that promote or support wellbeing for young people during the pandemic, how they differ by age, using a self-reported online survey with the young generation. Known as "COVID-19", the newly identified coronavirus can cause pneumonia, and like other respiratory infections, it has an incubation of between 1 and 14 days.

Corona viruses are a group of related viruses that cause diseases in mammals and birds. In humans, corona viruses cause respiratory tract infections that can range from mild to lethal.

The first known infections from SARS-CoV-2 were discovered in Wuhan, China. The original source of viral transmission to humans remains unclear, as does whether the virus became pathogenic before or after the spillover event. The official names COVID-19 and SARS-CoV-2 were issued by the WHO on 11 February 2020. Covid 19 belongs to the coronavirus family, which also includes the SARS virus (Severe Acute Respiratory Syndrome) and MERS (Middle East Respiratory Symptoms) virus. The family of Coronavirus includes virus strains that cause the common cold and flu.

Keywords: Covid-19, causes, precautions, factors influencing.

Introduction

Corona viruses are a large family of viruses that are known to cause illness ranging from the common cold to more severe diseases such as Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory Syndrome (SARS). A novel coronavirus (COVID-19) was identified in 2019 in Wuhan, China. A novel coronavirus (COVID-19) was identified in 2019 in Wuhan, China. This is a new coronavirus that has not been previously identified in humans.

This course provides a general introduction to COVID-19 and emerging respiratory viruses and is intended for public health professionals, incident managers and personnel working for the United Nations, international organizations and NGOs.

As the official disease name was established after material creation, any mention of CoV refers to COVID-19, the infectious disease caused by the most recently discovered coronavirus.

Need of the Study

Wear a mask – Whenever you're outside in a public place, you should always wear a facemask. Cover your mouth while coughing and sneezing – You should also cover your mouth with a tissue while coughing or sneezing.

The primary aim of this study was to identify the predictors of wellbeing for children and young people during the COVID 19 pandemic. As a secondary aim, qualitative data from

open ended responses in both questionnaires were explored giving children and young people a voice to express what influenced their wellbeing during the pandemic. Therefore, this study provides key predictors and recommendations to improve wellbeing for this age group.

Objectives of the Study

- 1.The objective of study is to know the problems faced by people during the pandemic.
- 2 .To identify the risk factors among people during the pandemic.
- 3.To identify the various factors influencing the well being in young people during COVID-19 and suggest recommendations.

Limitations

The study is limited to the city of Hyderabad and not any other places.

What are the primary symptoms of COVID-19?

Some of the primary symptoms to look for in a Covid 19 infected person are fever, dizziness, breathlessness, headache, drycough (eventually result in phlegm) and in a few cases loss in smell and taste. A few cases have also reported diarrhoea and fatigue.

Precautions of Covid-19.

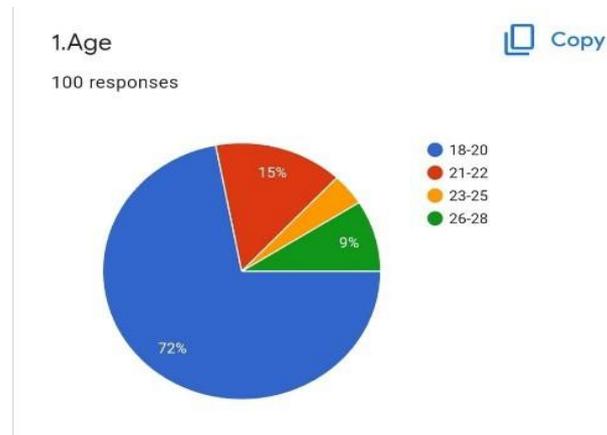
To prevent the spread of COVID-19:

- 1)Maintain a safe distance from others (at least 1 metre), even if they don't appear to be sick. Wear a mask in public, especially indoors or when physical distancing is not possible.
- 2)Choose open, well-ventilated spaces over closed ones. Open a window if indoors.
- 3)Clean your hands often. Use soap and water, or an alcohol-based hand rub.
- 4)Get vaccinated when it's your turn. Follow local guidance about vaccination.
- 5) Cover your nose and mouth with your bent elbow or a tissue when you cough or sneeze. Stay home if you feel unwell.
- 6)Keep yourself and others safe.
- 7)Get vaccinated as soon as it's your turn and follow local guidance on vaccination.
- 8) Wear a properly fitted mask when physical distancing is not possible and in poorly ventilated settings.
- 9) If you develop symptoms or test positive for COVID-19, self-isolate until you recover.
- 10)Cover your mouth and nose with a bent elbow or tissue when you cough or sneeze. Dispose of used tissues immediately and clean hands regularly.

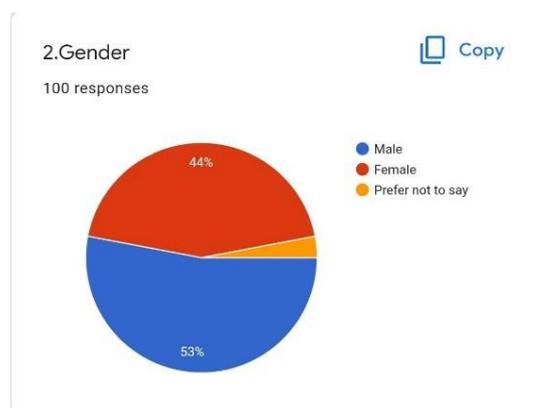
Research and methodology

Having a sample respondents of hundred in and around Hyderabad the statistical tools is percentage analysis and the methodology of sampling is convenience sampling methods. A survey was conducted among the respondents by circulating a structured questionnaire by a Google form. The Secondary data was collected through websites, journals, magazines and other reference material.

Data Analysis & Interpretation



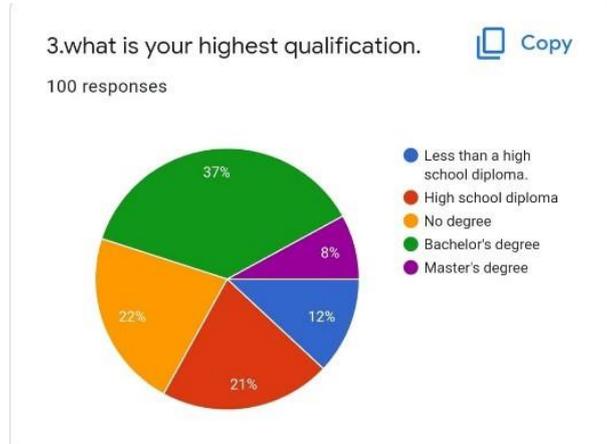
1) According to the study it is observed that from the given sample respondents of the age criteria are:



A) 18-20=72% B) 21-22=15% C) 23-25=4% D) 26-28=9%

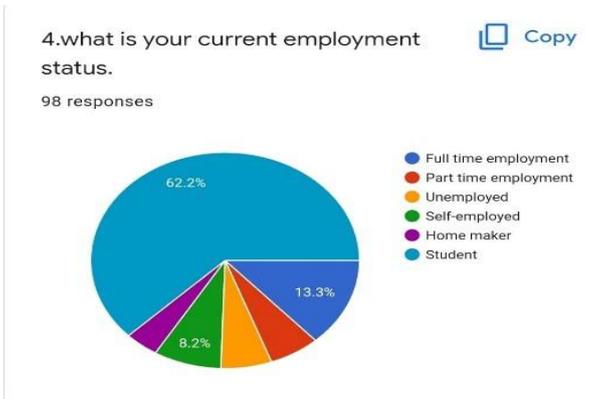
2) According to the study it is observed that from the given sample respondents of gender are:

A) male=53% B) female=44% C) others=3%



3) According to the study it is observed that from the given sample respondents of their highest qualification are:

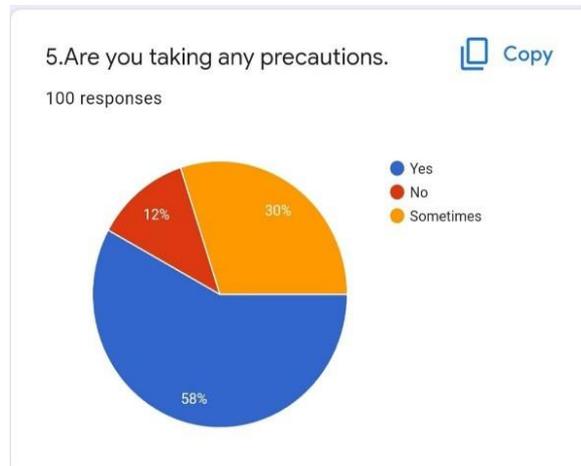
- A) less than a high school diploma=12%
- B) high school diploma=21%
- C) No degree=22%
- D) Bachelor's degree=37%
- E) Master's degree=8%



4) According to the study it is observed that from the given sample respondents the current employment are:

- A) full time employment=62.2%
- B) part time employment=8.2%
- C) unemployment=8.2%
- D) self employed=8.2%

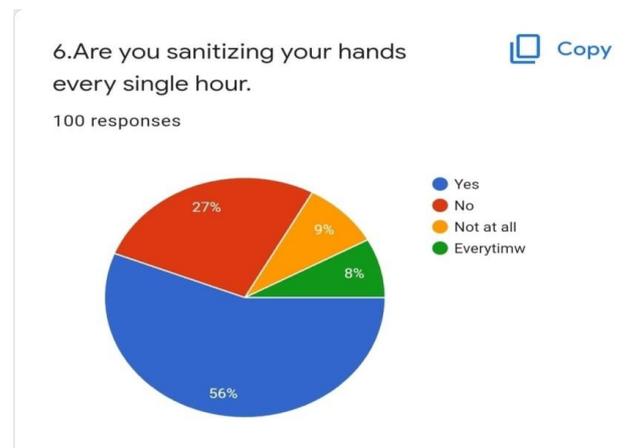
E) home maker= F) student=62.2%



5) According to the study it is observed that from the given sample respondents of taking precautions are:

A) yes=58% B)no=12%

C) sometimes=30%



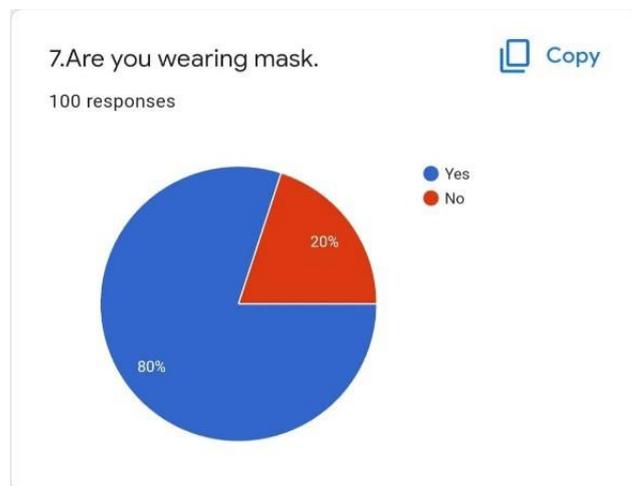
6) According to the study it is observed that from the given sample respondents of sanitizing their hands every single hour are:

B) yes =56%

C) no=27%

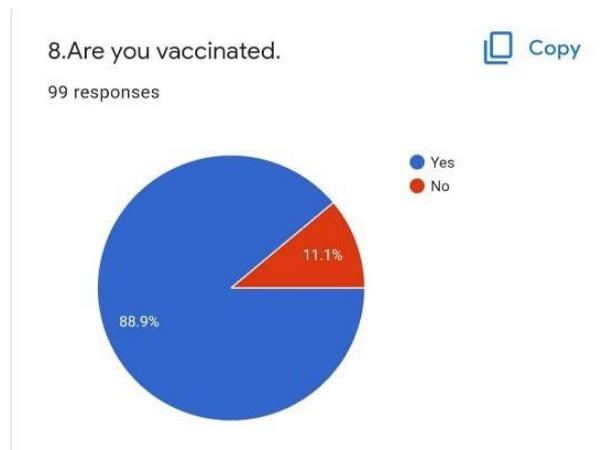
D) not at all=9%

E) D) everytime=8%



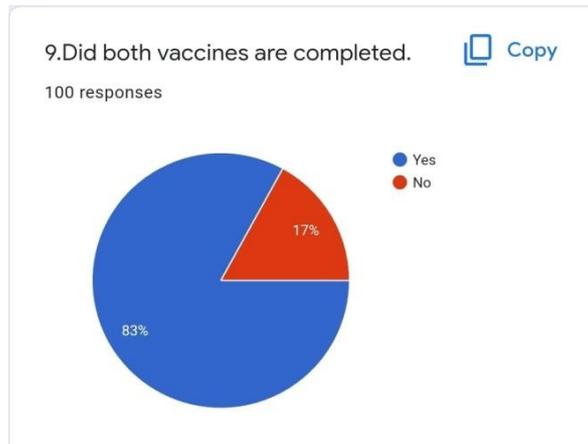
7) According to the study it is observed that from the given sample respondents of wearing mask are:

A) yes=80% B) no=20%



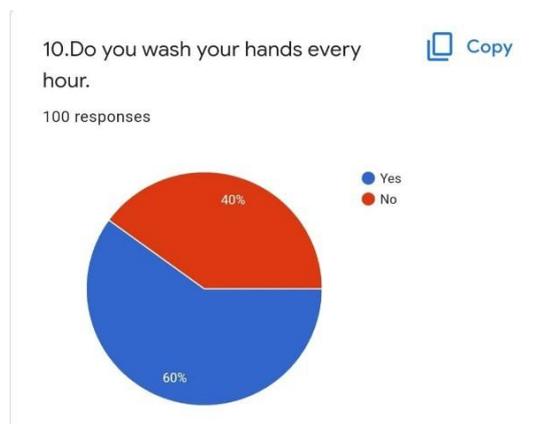
8) According to the study it is observed that from the given sample respondents of vaccinated members are:

A) yes=88.9% B) no=11.1%



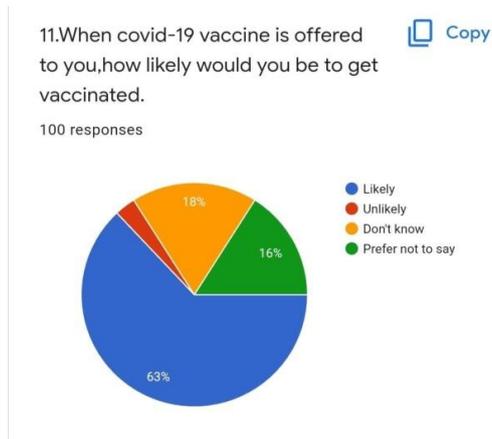
9) According to the study it is observed that from the given sample respondents of both vaccinated are completed are:

A) yes=83% B) no=17%

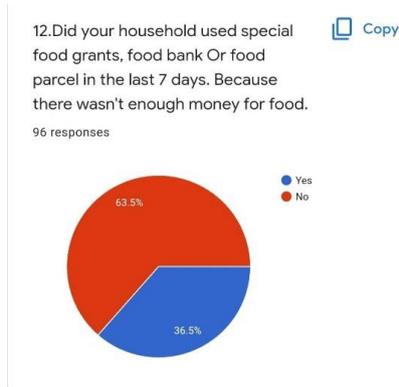


10) According to the study it is observed that from the given sample respondents of washing hands every hour are :

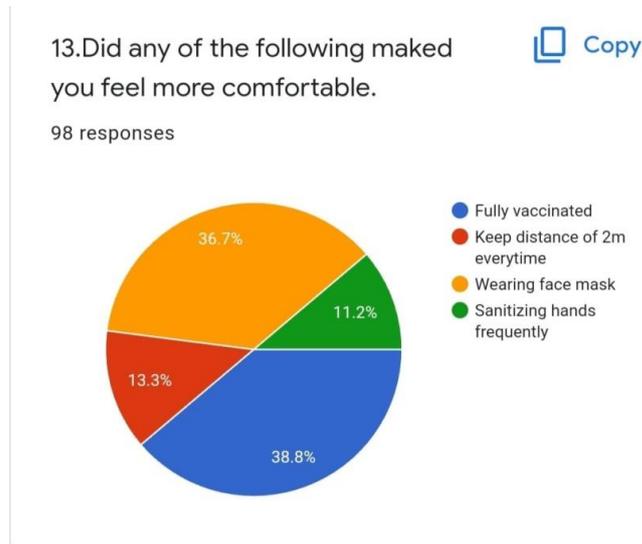
A) yes = 60% B) no= 40%



- 11) According to the study it is observed that from the given sample respondents of offered COVID-19 vaccine are:
- A) likely=63%
 - B) unlikely=2%
 - C) don't know=18%
 - D) prefer not to say=16%

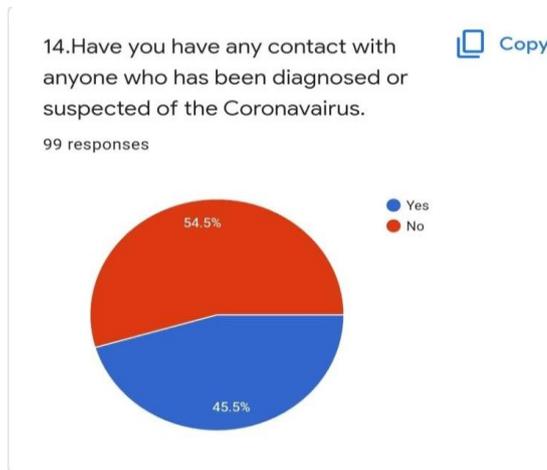


- 12) According to the study it is observed that from the given sample respondents of having enough money for food are:
- A) yes=36.5%
 - B) no=63.5%



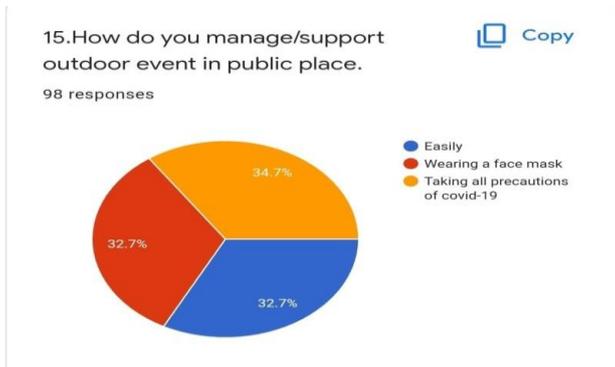
13) According to the study it is observed that from the given sample respondents of feel them more comfortable are:

- A) full vaccinated=38.8%
- B) keeping distance of 2m everytime are=13.3%
- C)wearing face mask =36.7%
- D) sanitizing hands frequently=11.2%



14) According to the study it is observed that from the given sample respondents of anyone who has diagnosed or suspected of the Coronavirus are:

- A) yes=45.5%
- B)no=54.4%

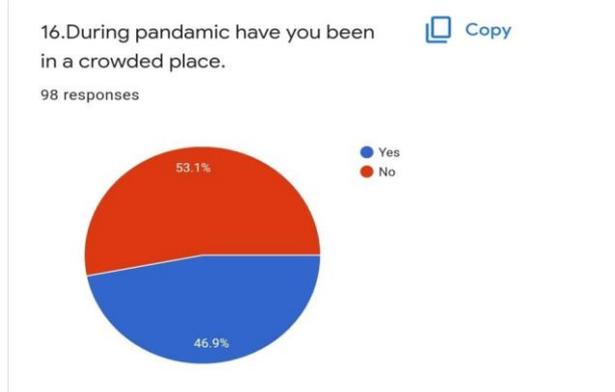


15) According to the study it is observed that from the given sample respondents of manage/support outdoor event in public place are:

F) easily =32.7%

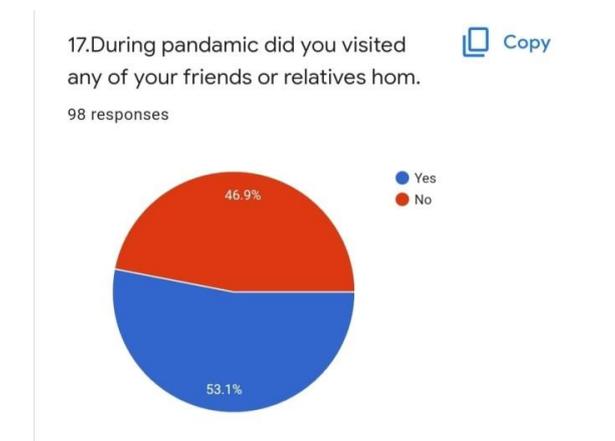
G) wearing a face mask=32.7%

H) taking all precautions of covid -19=34.7%



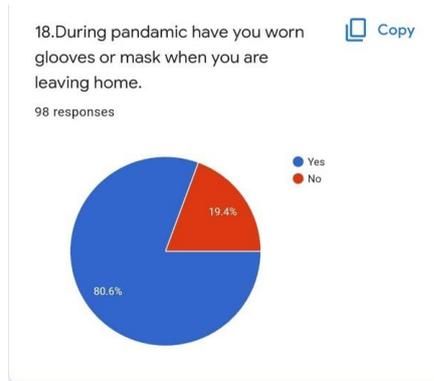
16) According to the study it is observed that from the given sample respondents of been in a Crowded places are:

A) yes =46.9% B) no=53.1%



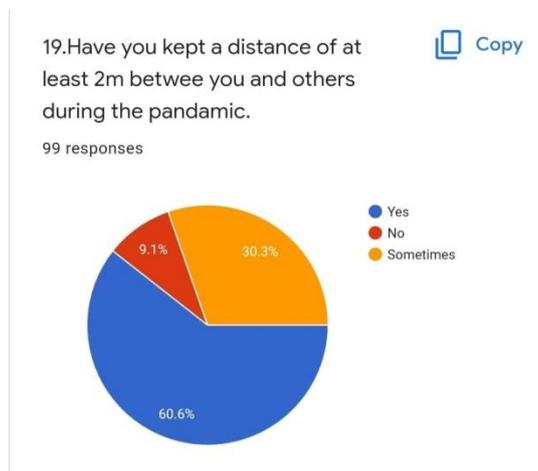
17) According to the study it is observed that from the given sample respondents of during pandemic did you visited any of your friends or relatives home are:

A) yes=53.1% B) no=46.9%



18) According to the study it is observed that from the given sample respondents of wearing gloves Or mask while leaving home are:

A) yes=80.6% B) no=19.4

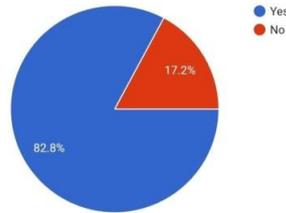


19) According to the study it is observed that from the given sample respondents of keeping 2m distance during pandemic within you and public are:

A) yes=60.6%

B) no=9.1% C) Sometimes=30.3%.

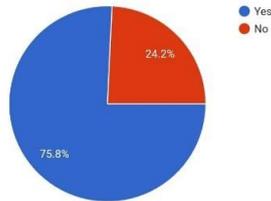
20. Have you cleaned your hands regularly by rubbing an alcohol based hand sanitizer. [Copy](#)
99 responses



20) According to the study it is observed that from the given sample respondents of sanitizing their hand with alcohol based hand sanitizer are:

A) yes=82.2% B) no=17.2%

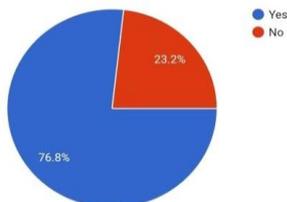
21. Have you washed your face and hands with soap and water after touching everything. [Copy](#)
99 responses



21) According to the study it is observed that from the given sample respondents of washing face everytime after touching something are:

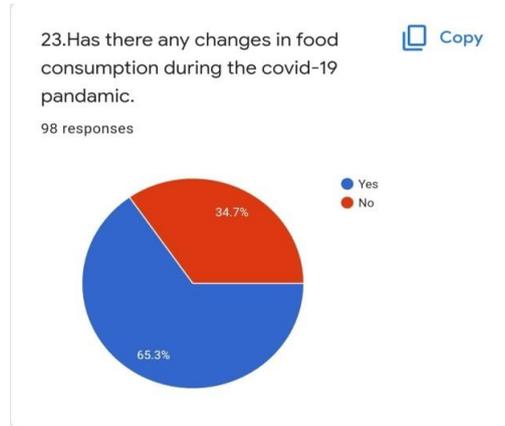
A) yes=75.8% B) no=24.2%

22. Have you washed your face and hands with soap and water after touching anything. [Copy](#)
99 responses



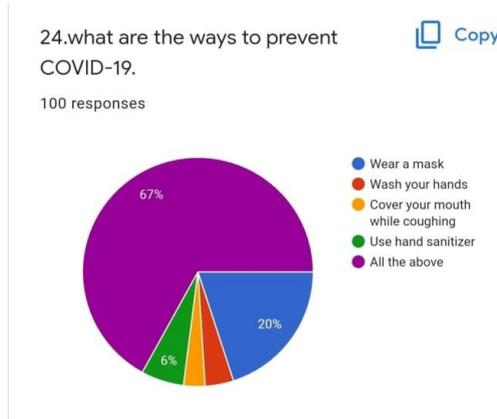
22) According to the study it is observed that from the given sample respondents of washing face after touching anything are:

- A) yes=76
- B) no=23.2%



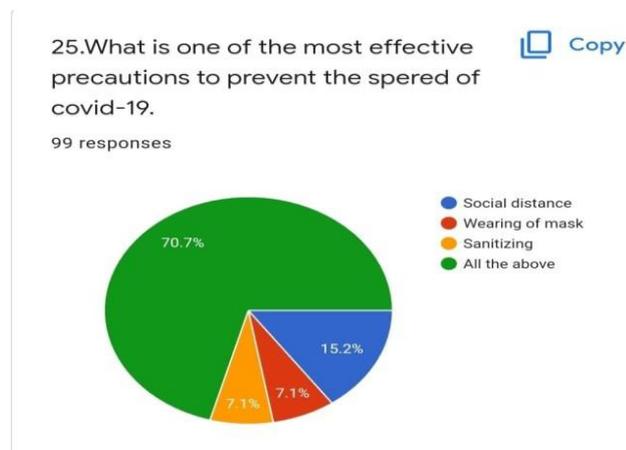
23) According to the study it is observed that from the given sample respondents of having changes in food consumption during the COVID-19 pandemic are:

- A) yes=65.3%
- B) no=34.7%



24) According to the study it is observed that from the given sample respondents of ways to prevent covid-19 are:

- A) wear a mask =20%
- B) was your hands =
- C) cover your mouth while coughing=
- D) use hand sanitizer=6%
- E) all the above=67%



25) According to the study it is observed that from the given sample respondents of the most effective precautions to prevent the spread of COVID-19 are:

- A) social distance=15.2% B) wearing a mask=7.1% C) sanitizing=7.1%
D) all the above=70.7%.

Findings

- 1) It is observed that majority of the sample is in the age bracket of:
 - 18-20 years of age.
- 2) majority of the sample is male of 53%.
- 3) majority are degree students of 37%.
- 4) majority of the sample are students with no Employment with 62%.
- 5) 58% of the sample responded are taking precautions regarding covid.
- 6) 56% of the sample respondents are sanitizing their hands every single hour.
- 7) 80% of sample respondents are wearing mask.
- 8) 88% of sample respondents are vaccinated.
- 9) 83% of the sample respondents are taken both vaccinated.
- 10) 60% of the sample respondents wash hands every hour.
- 11) 36% of the sample respondents have enough money for food during pandemic.
- 12) 34% of the sample respondents manage or support outdoor event by taking all covid precautions.
- 13) 46% have been to crowded places during covid.
- 14) 53% have visited friends and relative home during pandemic.
- 15) 80% have worn mask and gloves while leaving home during pandemic.
- 16) 60% have kept distance of 2m during pandemic.
- 17) 82% have sanitized their hands by using alcohol based sanitizer.
- 18) 75% have washed face everytime after touching something.
- 19) 65% have changes in food consumption during pandemic.

20) 71% have followed social distance, wearing a mask, sanitizing their hands during pandemic.

Conclusions

With the above study it can be concluded the basic factors which influence the well being of youth during the Covid 19 are wearing mask for completed protection ,washing hands every hour ,maintaining a distance of 2meters ,avoiding crowded places ,restricting the visits of any friends or relatives houses, using an alcohol based sanitizer and maintaining a healthy diet during Pandemic.

RETURN TO THE ROOTS

Sakshi Duklan

HR Consultant, Rajasthan, E: sduklan19@gmail.com



Pics Credit : Raghuraj_to_win2007
(Instagram channel)

Abstract

The Theme of the paper is to highlight that sustainable workforce in primary sector requires a shift in mindset - A shift from mass production at the cost of environment to sustainable production & how saving the soil can help ensuring the same. According to National Crime Records Bureau (NCRB) data, 3,58,164 people engaged in the farming profession have committed suicide in India from 1995 to 2019. This needs our attention. We will explore in our paper how land degradation due to soil and farmers suicides are linked. With the projection of global population reaching 9.7 billion people by 2050 and 90 % of earth's soil could become degraded by 2050, Crop Yields estimates can fall up to 50 % due to soil erosion (FAO). With such a huge demand from the population on one hand and decreasing crop yields on another hand, it will become difficult to be able to provide for a basic right to the people - Food security. It takes up to 1000 years to form 1 cm of soil but can be easily blown or washed away with heavy winds or rainfall if not properly covered. Keeping the fact in mind that 95 % of food comes from agriculture and allied activities, Soil becomes Important. This paper has been written with an understanding that if today we take right measures to protect soil, then not only farmer's suicide & food security but also major global challenges can be taken care of. The paper has explored the reasons of Soil Degradation, its impact on different spheres, suggested some approaches to reverse the damage and hidden business opportunities lying in the "Not - So - Explored" sustainable solutions. During the research, we have understood sustainable Workforce in Primary Sector can be ensured by practicing Sustainable practices. This paper is an attempt to bring those findings to you by analyzing different articles, research papers, authentic media sources, referring international bodies – FAO, WORLD BANK, UNCCD & national bodies – NITI AAYOG, Different Ministries, nodal agencies data etc. Although we will refer data from global perspective wherever it is needed but the purview of the paper would remain to be India. Secondary Research has been done for the paper.

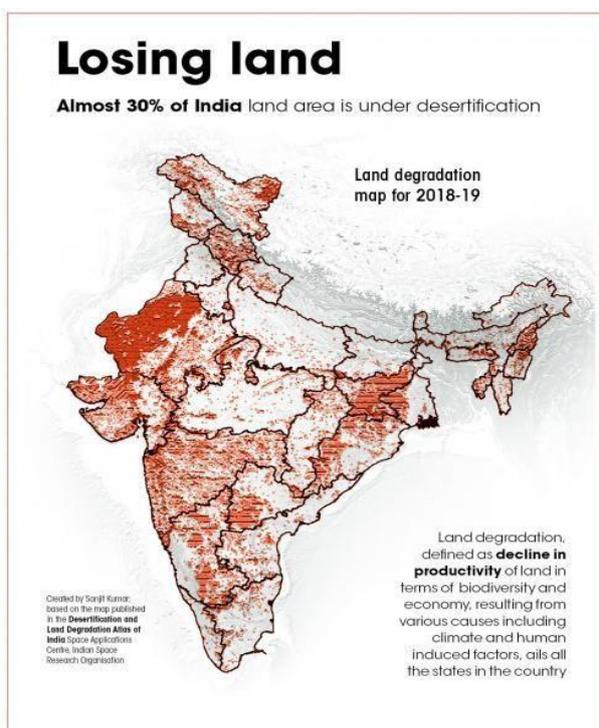
Introduction: India is no more an agrarian economy in terms of GDP CONTRIBUTION but on socio front - 41.49 % of the total workforce depends upon agriculture for livelihood (WIKIPEDIA). As per National Statistical Office, contribution of Agriculture & allied activities

is approximately 20 percent to GVA in 2020-21. With a soaring export of US \$ 50 Billion agricultural products in FY 22, India is among the top 10 countries for agricultural exporters. But this progress came at a cost.

In the era of 1947-1960, India was not self-sufficient in food production. Hunger, poverty, famine, landless farmers etc. were prevalent in a state which recently got its independence. Food availability was only 417 g per day per person (Frontiersin.org) Country relied heavily on imported food items - a ship to mouth system. To counter this in 1960 '**Green Revolution**' was launched. Under which INTENSIVE AGRICULTURAL PRACTICES - Extensive Tilling, Monoculture, use of pesticides & fertilizers was promoted with a focus upon high productivity, self-sufficiency ensuring food security & hunger along with rural upliftment. It transformed India from a food-deficit nation to a food-surplus, export-oriented country. However, now the country is facing second-generation problems, especially related to groundwater depletion, climate change, agrarian crisis and perhaps most importantly **Soil Degradation**.

62 % Indian Soil is turning to sand. Soil organic matter ideally must be at least 3 % but it is less than 0.5 % as per UNDP. A National Database on land degradation suggests 36.7% of India's arable & nonarable land suffers from various degradation with water erosion being chief contributor - 68.4 %

According to NAAS (National Academy of agricultural sciences) the annual soil loss ratio in country is about 15.35 tons per ha, resulting in loss of 5.37 to 8.4 million tons of nutrients. The Ideal N-P-K (nitrogen - phosphorus - potassium fertilizer ratio) is 4:2:1 which is 6:7.2:7.1 in India (2017 study by Fertilizers Association of India) which imbalances SOIL Ph (by making it



either acidic or alkaline in nature). Water Logging, which cause soil salinization leads to an annual loss of 1.2 to 6.0 million tones grain in India. (Down To Earth)

Need to Save Soil

Crop Yield & Fertile Lands are 2 important factors for determining farmer's income. If one is happening at the cost of other, then the income can't be sustained for longer period. In **Green Revolution** we already had seen high yields came at a cost of losing soil fertility. Because of this if farmer is not able to feed his / her own family, forget about paying debts. Then situation like Agrarian Crisis happens on larger level. How Soil can play an important role in maintaining Land Fertility along with ensuring sustainable environment, we will try to understand:

Water Scarcity - Depleted soil can't absorb and regulate water flows. If water is not retained drought and water scarcity would be common in areas receiving less rainfall. Meanwhile it will lead to flooding in areas having heavy rainfalls. Increasing soil carbon By 0.4% in a year can increase water stored in soil by 3.7 trillion liters across the world (IUCN, 2020)

Food Crisis - On one hand estimates show our population would be hitting 9.8 billion in 2050 (UN) On another hand we have only approximately 60 years of Cultivable Soil left (FAO) If we want to avoid this food distress resulting in civil strife, there is an immediate need to save soil.

Climate Change - Agricultural soils are among the planet's largest reservoirs of carbon. It is estimated that soils can sequester around 20 pg. C in 25 years, more than 10 % of the anthropogenic emissions. By Tilling, leaving soil exposed to sun without cover crops, absence of microbes to hold carbon in soil leads to release of carbon in the atmosphere. It is estimated agriculture is responsible for 1/3rd of Greenhouse contribution. (FAO)

Farmer's Suicide - Farmers taking debts for tools and implements & not been able to pay back the loan as well as not been able to produce food for their own family are 2 of the important factors for Farmer's Suicide. India recorded 1,53,052 suicides—an average 418 daily—in 2020, with 10,677 of them by persons engaged in farming sector, according to the latest central government data. The 2020 figures were more in comparison to 2019 when 139,123 suicides were recorded in the country, the National Crime Records Bureau (NCRB) stated in its annual report. The majority of suicides were reported from Maharashtra (19,909), followed by Tamil Nadu (16,883), Madhya Pradesh (14,578), West Bengal (13,103), Karnataka (12,259), accounting for 13 per cent, 11 per cent, 9.5 per cent, 8.6 per cent and 8 per cent of the total cases, respectively, the data showed (The Tribune) . This vicious cycle starts with taking debts for practices that are causing land degradation like tilling, excess use of fertilizers etc. and hence not being able to yield crops and again as a solution farmer using these practices resulting in more damage.

Soil Biodiversity - There are more living organisms in 1 tablespoon of soil than the organisms living above soil. It accounts for approximately 87% of life on earth. Decrease in organic matter in soil leads to starvation of these organisms. These organisms are responsible for maintaining the nutrient cycle - lack of these organisms results in lowering of NUTRITIONAL CONTENT of food, trapping carbon from the atmosphere, holding important minerals like nitrogen in the soil - nitrogen fixation, providing us with antibiotics - example penicillin etc. But to our surprise, About 80 % of insect biomass is lost.



In context of such large degradation, India has vowed to restore 26 mha of degraded land by 2030 at the 2019 meeting of the United Nations Convention to Combat Desertification in New Delhi. This can be achieved if we address degraded soil. Not only this, 12 out of 17 SDGs can be targeted through Saving Soil.

Sustainable Agriculture is the way Forward

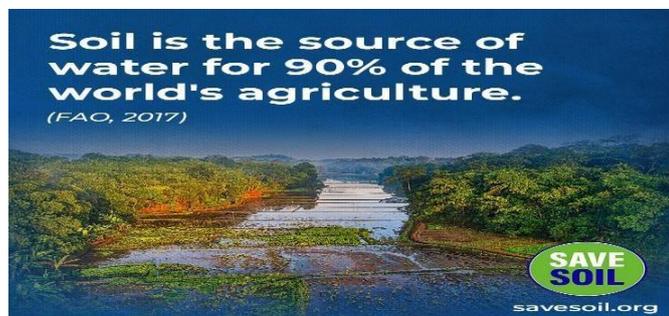


1. **Tillage** - Physical manipulation of soil to place seeds with the help of tools & implements

iscalled Tillage. It helps to aerate the soil, incorporate manure and fertilizers, lose the earth for future fragile seedling roots, to destroy pests, eradicate weeds. However, this agriculture technique has ill consequences such as, an imbalance in micro-communities disturbing nutrient cycling, decomposition & loss of organic matter resulting in carbon emissions, change in soil structure leading to reduced water holding capacity in soil and compaction making less space available to roots & soil to have air, water, and space. A study in Germany found that tilling in farms reduces Earthworm population in the soil by 25% in just 10 years compared to NO Till **(European Union)**

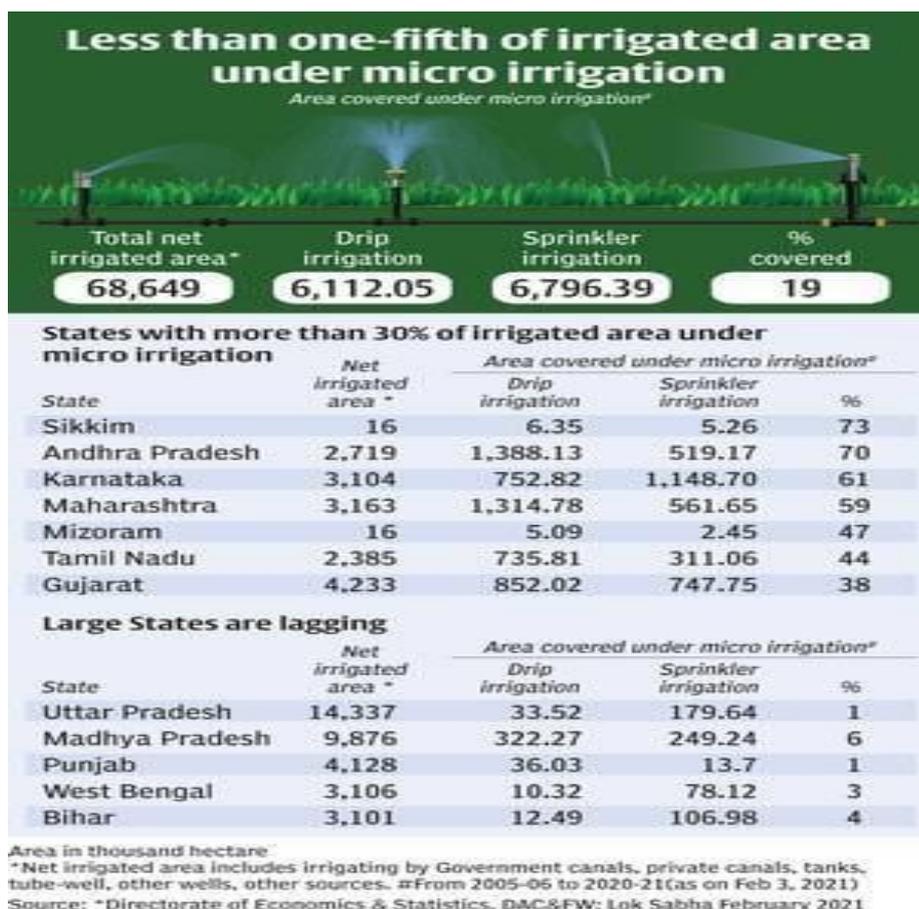
To counter these harmful effects of tilling, No-Till Farming, also called zero tillage farming is required. This NO Till practice leads to economic gain by saving fuels used by tools & implements, maintenance costs of equipment. As per USDA **(US Department of Agriculture)** ,In a study 282 million gallons of diesel fuel is saved annually by farmers practicing continuous No TILL compared to conventional tilling. Fields managed using no till for multiple years generally have higher water holding capacity than conventionally tilled farms. It also helps in increasing Soil biological activity & organic matter. An increase of 1 % in organic matter in the top 6 inches of soil can increase soil's water holding capacity by 20, 000 gallons per acre **(USDA NRCS, 2016)** . This shows that the practice will be significantly beneficial in the drought prone area.

2. **Micro Irrigation** - With 4 % of world's fresh water & 18 % of world's population, The agricultural sector remains the largest consumer of water in India - accounting for 80 % annual freshwater withdrawals in the country. With an evidently visible impact of climate change in India & majority of Indian farmers dependent over monsoon, a sustainable & sound irrigation other than ongoing prevalent irrigation practices is the need of the hour. The impact of practices under the Green Revolution were disappointing. To name a few - Groundwater depletion, water logging, soil salinity, uprooting, decrease in crop productivity & high cost of economics etc. An alternative to this problem is Micro Irrigation wherein Water is applied directly to root zones, leading to increasing yields with decreased water consumption, less labor requirements, 20-50% Reduction in irrigation cost with an avg. of 32.3 %, reduced electricity consumption by 31%,also making vertical farming possible. Drip irrigation is the most effective practice with water efficiency of 85 - 90 %. A leading example is Israel - a desert nation, now a water surplus country by adapting micro irrigation especially drip irrigation and saving 3/4th of the water used for



irrigation.(Down To Earth)

Potential - The data provided by the Ministry of Agriculture and Farmers Welfare to the Lok Sabha shows that the net irrigated area in the country is 68,649 thousand ha. The agricultural land covered under micro-irrigation is 12,908.44 thousand ha in which drip irrigation is 6,112.05 thousand ha and sprinkler irrigation is 6,796.39 thousand ha. This means that out of total irrigated land in the country only 19 per cent is under micro-irrigation. These figures are from 2005-06 to 2020-21 (as on February 3, 2021).



Data Analysis - only four States — Sikkim, Andhra Pradesh, Karnataka and Maharashtra — have more than half of the net cultivated farmlands under micro-irrigation. 27 States (including UTs) in India have less than 30 per cent micro-irrigation system out of which 23 have less than 15 per cent micro-irrigation. Interestingly Uttar Pradesh, the largest sugarcane grower, has only

1.5 per cent while Punjab, the major wheat grower, has 1.2 per cent land under micro-irrigation. Bihar and West Bengal are among the States that have less than 5 per cent micro irrigated land. Up to 60 per cent of water used for sugarcane, banana, okra, papaya, bitter gourd and few other crops could be saved if a drip irrigation system is employed for cultivation. (The Hindu Business Line)

Way Ahead: According to the Indian Council of Food and Agriculture, the growth of micro irrigation in India has risen strongly with a CAGR of 9.6%, accounting for an acreage of 7.73 million hectares. Most micro irrigation systems in India are sprinkler irrigation systems, followed by drip irrigation alternatives clearly indicating scope of growth.

4. Bio Fertilizers - Bio Fertilizers are the agriculturally useful living organisms like nitrogen fixers, phosphorus solubilizers etc. Which are good for soil. These microbes fix carbon in the soil, decomposes waste and turn it into nutrients - maintaining nutrient cycle. As Govt. is focusing on Natural Farming more, Production of biofertilizers in India is increasing indicating there is certainly a market which needs attention.

5. Agroforestry – It is a farming system where trees are grown along with crops. With growing high value trees like sandalwood, timber, bamboo etc., an alternative source of farmers is ensured. These trees will not only ensure organic matter (food for microorganisms) and soil fertility but can lead to high profits for farmers in longer period.

A study by the International Union of Forest Research Organization in 2016 reported India is the 3rd largest importer of Illegally Logged Timber . Between 2010 and 2018, country imported Rs. 388 Billion worth of wood and wood products. World Bank says this is expected to grow at 20 % every year next few years.

Think about growing this in our own country. Many secondary & Tertiary sectors startups Can come up post that.

6. Carbon Credits – This will be a Disruptive Technology in Agriculture, if implemented. As a signatory to Kyoto Protocol India is committed to lower carbon emissions. Because of which, there is a set carbon limit for business, industries to emit. In case they want to exceed they buy Carbon Credits from other corporates who save Carbon. If agricultural farms are encouraged to adopt natural farming, Carbon sequestration will take place which will help the environment. But the major concern faced with natural farming is, it takes 3-4 years to generate income source but post that it becomes a beautiful ecosystem. If Farmers are provided incentives and facilities of carbon credit to be sold to businesses, then there is a win - win for everybody. **Many startups for carbon audit, providing a third-party platform to farmers and businesses are expected in near future.**

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Conscious Planet : <https://www.consciousplanet.org/>

SELF-CONTROL AND ITS RELATION WITH HOPE AND FORGIVENESS**Suman, G.T.***PhD Scholar, Karnatak University, Dharwad***Kamble, S.V.***Professor, Karnatak University, Dharwad***Sobiya, K.***M.Phil. Scholar, Karnatak University, Dharwad***ABSTRACT**

The main purpose of the study is to find out if self-control has any relation with hope and forgiveness among the University Students in India. A total of 254 students were randomly selected for the study and the measures used were Self-control scale by Tangney, Baumeister and Boon (2004), The Trait Hope Scale (Snyder, Harris, Anderson, Holleran, Irving, Sigmon, et al, 1991) and The Heartland Forgiveness Scale (Thompson & Snyder, 2003). The findings of the study revealed that there exists a significant positive relationship between self-control and hope and between self-control and forgiveness.

Key words: *Self-Control, Hope, Forgiveness, University Students*

Self-control is perhaps one among the most sought after and studied topics in the branch of psychology. It is considered as the ability to manage and regulate an individual's thoughts, behaviors and beliefs in order to attain and secure future benefits (Bandura, 1989; Rothbaum et al., 1982; Vohs & Baumeister, 2004; Ridder, Adriaanse & Fujita, 2018). Self-control is one of the most central functions of self and researchers consider it as a key component to life success. Self-control helps a person to override or restrict a response, thus making another response or a different response possible (Baumeister, Vohs & Tice, 2007). Delay of gratification – is another definition given to self-control by the researchers (Mischel, 1974, 1981) which indicates the ability of individuals to abstain from a more immediate goal or outcome in order to gain a more preferred goal in a later time.

Researchers have noticed that high self-control has many beneficial effects for individuals ranging from a better control on their emotions to engagement in goal directed behaviors. Also, self-control has been identified to be associated with most sort of behaviors helpful for a happy and successful life; which includes academic, health and interpersonal realms (De Ridder, Lensvelt-Mulders, Finkenauer, Stok & Baumeister, 2012; Tangney, Baumeister, & Boone, 2004; De Ridder, Adriaanse & Fujita, 2018). Furthermore, it has been found that a low self-control is associated to many issues that is a concern for society, including substance abuse, procrastination, impulsive buying, obesity, criminality etc. (Baumeister & Heatherton, 1996; Gottfredson & Hirschi, 1990; steel, 2007; Vohs & Faber, 2007; De Ridder, Adriaanse & Fujita, 2018). In this study we try to find out how self-control is related to hope and forgiveness.

Hope, according to Snyder (2000); is “a positive motivational state that is based on an interactively derived sense of successful (1) agency (goal-directed energy) and (2) pathways (planning to meet goals)” (Snyder, Irving, & Anderson, 1991). The agency subcomponent of hope helps the individuals to attain their goals with determination whereas the pathway subcomponent helps the individuals to identify the alternate ways to accomplish their goals, when the originally decided pathway gets blocked (Youssef & Luthens, 2007). Researchers have identified many positive outcomes of having hope, especially among college students. In one study it has been reported that hope improves the life satisfaction and self-esteem, thereby the overall mental health of college students (Rezaei, Bayani &

Shariatnia, 2015). Researchers also noticed that hope predicted higher well-being among college students (Micheal & Snyder, 2007) and is consistently related with optimism and among students who practice hope, they have attained better academic success (Feldman, Davidson & Margalit, 2015). Considering the positive effects of hope and self-control on college students, we try to explore how self-control is related to hope among the students, especially in the Indian context.

Forgiveness is considered as the prosocial motivational changes that occurs in an individual after the person has undergone a transgression (McCullough, 2001). Researchers have identified that a higher level of forgiveness results in lowered aggression (Webb, Dula & Brewer, 2012), and a failure to forgive is accompanied by scores on personality and general health that reflected individual psychopathology (Maltby, Macaskill & Day, 2001). Also students who are high in self-forgiveness have reported reduced procrastination (Wohl, Pychyl & Bennett, 2010). In a meta-analytic study, it has been revealed that a robust relationship existed between self-control and forgiveness (Burnette et al., 2013). We try to explore whether such a relationship between exist between self-control and forgiveness among the Indian University students.

Methodology

Objectives

1. To find out the significant relationship of self-control of the University students with their hope
2. To find out the significant relationship of self-control of the University students with their forgiveness

Hypotheses

1. Self-control of the University students are significantly and positively related to their hope
2. Self-control of the University students are significantly and positively related to their forgiveness

Sampling Design

A random sampling method was utilised where data was collected from 254 students from various departments of Karnatak University, Dharwad such as Arts, Social Science, Science and Commerce & Management

Procedure

The study was conducted to determine if there exist any relationship between self-control of the university students with their hope and forgiveness. The participants of the study were randomly selected from various departments of Karntak University, Dharwad. All the participants were assured that their details would only be used for research purpose and would be kept confidential. A total of 254 responses data was collected. The measures used were Self-control scale by Tangney, Baumeister and Boon (2004), The Trait Hope Scale (Snyder, Harris, Anderson, Holleran, Irving, Sigmon, et al, 1991) and The Heartland Forgiveness Scale (Thompson & Snyder, 2003).

Tools

The following tools were employed to assess the variables self-control, hope and forgiveness among the university students, each of which with acceptable reliability and validity:

1. Self-control scale by Tangney, Baumeister and Boon (2004), which consisted of 36 items.
2. The Trait Hope Scale (Snyder, Harris, Anderson, Holleran, Irving, Sigmon, et al, 1991). This scale consists of 12 items. The scale contains four items denoting an Agency subscale and four items forming a Pathways subscale. The remaining four items are fillers.
3. The Heartland Forgiveness Scale (Thompson & Snyder, 2003). This scale was used to measure dispositional forgiveness. The scale contains 18 items.

Statistical Analysis

Pearson's product moment correlation was used to analyse the relationship between self-control and hope and self-control and forgiveness.

Result And Discussion

Table 1 shows the correlation between self-control and hope among the University students

	Agency	Pathway	Total Hope
Self-Control	0.24**	0.46**	0.31**

**Significant at 0.01 level

Table 1 reveals that self-control of the University students is significantly correlated with the 2 dimensions of hope and total hope. Specifically, it can be noticed that self-control of the students is highly significantly correlated with agency ($r=0.24$; $P<0.01$), then pathway ($r=0.46$, $P<0.01$) and overall hope ($r=0.31$; $P<0.01$). The result of the present study can be substantiated by quoting the research evidence given by Sulaiman, Ismail and Kawangit (2021) that the dimensions of self-control are significantly correlated with hope. Also, in another study conducted on children, the authors have reported that the dimensions of hope were positively associated with self-control, zest, grit, curiosity and social intelligence (Hellmann & Gwinn, 2016). Furthermore, researchers have observed that self-control heightens the impact of hope across two different behavioral dimensions (Winterich & Haws, 2010). So, from these previous research evidences, it can be concluded that self-control of University students have a highly significant positive correlation with their hope.

Table 2 shows the correlation between self-control and forgiveness among the University students

	Forgiveness of self	Forgiveness of others	Forgiveness of situation	Total forgiveness
Self-Control	0.56**	0.18**	0.37**	0.52**

Table 2 shows that self-control of the University students is significantly correlated with the 3 dimensions of forgiveness and total forgiveness. Self-control is highly significantly correlated with dimensions of forgiveness, namely- forgiveness with self ($r=0.56$; $P<0.01$), forgiveness with others ($r=0.18$, $P<0.01$) and forgiveness with situations ($r=0.37$, $P<0.01$) and with the overall forgiveness ($r=0.52$; $p<0.01$). The above results can be supported by the meta-analysis done by Burnette et al. (2013) which conveyed a strong statistical relationship between self-control and forgiveness. Also, it has been identified by some researchers that people low in self-control practised less forgiveness related behaviours than when compared to people high in self-control (Righetti, Finkenauer & Finkel, 2013).

Conclusion

We conducted this study to identify if there exist any relationship between University students' self-control with their hope and forgiveness. From the results of the study it was revealed there exists a strong and positive correlation between self-control and hope and between self-control and forgiveness among University students. Previous literature has very clearly stated the beneficial aspects of self-control and our study confirms the same in the Indian Context. As there exist a significant positive relationship between self-control with both forgiveness and hope, Universities should devise methods enhance the self-control among the university students.

Implications

Instilling hopeful thinking is likely to raise self-control abilities. We suggest that high hoppers may also have a better awareness of their self-regulatory capabilities, which would indicate that they know when to persist at a goal and when to quit. The ability to overcome the desire to retaliate may require even more self-control than benevolence may help to explain why self-control is such an important predictor of relationship well-being.

Limitations

1. The sample was restricted to only students of Karnatak University, Dharwad.
2. Only Pearson Product Moment Correlation was utilised in this study. Further in-depth statistical exploration is required in order to identify the cause and effect relationships.

Suggestions

Future study can include Personality factors, the Intensity of the Transgression and duration of the transgression.

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