

# **NEW RESEARCH IN HUMAN RESOURCE MANAGEMENT & EMPLOYMENT WELFARE**

**VOLUME - 1**

**Chief Editor**

**Dr. Mohamad Imrozuddin**

Associate Professor, School of Management,  
Presidency University, Bangalore, Karnataka, India

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# Chapter - 1

## Jeopardy of Organisation Policies on Women's Career Prosperity: Veracious or Fallacious

Dr. K.Thriveni Kumari

Associate Professor, School of Management,  
Presidency University, Bangalore, Karanataka, India

### Abstract

Policies are not operated in a vacuum. With the use of polices implemented by the organisations would reduce the time spent in work and salve the symptoms of work-life issues but, at the same time their career prosperity is kept in jeopardy. The study explains a view point on the experience of families and work institute practitioners to assess the effect of these strategies on women's career. Present article aims to bring the need to understand the problem faced by the women employees by utilizing organisation policies provided by the companies. This can be identified as ongoing process or psychological belief among the female workers. So, a primary focuses has been examined to know about the opinion given in different studies. The paper focuses on the significant affect of organisation policies on career prosperity among women employees. It discuss about the jeopardy raised by female employees on career success by using the organisational support policies for balance their work and life.

**Keywords:** Organisation Policies, Women/female employees, Career prosperity, management level, family.

### Introduction

A general opinion among women an employee is of adopting organisation policies would influence their career prosperity. This might not be true and at the same time cannot be false. When women take career as primary goal, she is prepared to avoid the policies provided by the organisations. In contrast women who look both family and career would generally look for company which helps them to balance both. But many opined that though organisation policies result in slow down of careers, they would help to retain work.

## **Women in Management Level**

Today in the modern industrial or service sector, every woman is conscious about their career prosperity. As of many observations, it is noticed that most of the female workers are taking their career planning as a challenging variable despite of their family hurdles. The metamorphosis in demographics is one reason for expanded labour force involvement of female employees. Even though women had set her foot into the paid workforce at the early 60's, their career ladder in 21<sup>st</sup> is still lagging to rank in top management or senior management level. It looks to be plunged and concealed. As per the records that are placed by Fortune 2000 industrial and service corporations exposed that although many female employees are running into the workforce since 50 years, there were only 5% of women who were raised to be as senior managers.

## **Organisational Reinforcement for Female Employees**

A particular set of reason is that an employer is responsible for enforcing organisation policies to encourage women into the task force. Moreover, it is not surprising that there is a logical belief that the policies or procedures maintained by any organization would assist in reuniting the women employee's job roles and life roles and thereby enhancing their career prosperity to top management level. It is known fact that every women experience gestation period and they undergo for childbirth in their life. And beyond this, they have to continue their responsibility to take care of child and also household work. These include the assumption that women must take care of family and children as primary responsibility. For this reason, many organizations would work with a stand to support female workers by implementing organisation policies and assist them in overcoming their juggling multiple demands from their job and household tasks that would particularly help them to be favourable for women's career prosperity. At the best, these organisation policies would definitely affect women's career prosperity.

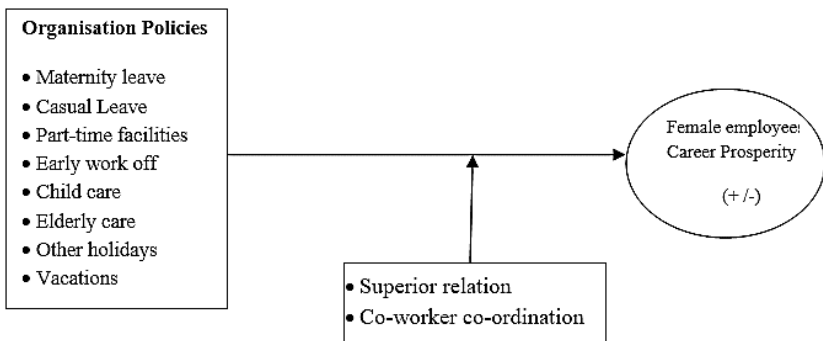
## **Effect of Organisation Policies on Women Career Prosperity**

Career prosperity is extremely predominant to both the employees and employer as well. It would constitute the economic and individual attainment for the former and go on with the progress of return on an organizational asset. These organisation policies would influence the female workers in a more significant way in their career prosperity. But, those who used these strategies have received scant attention in their career progress. Women employees who are using work-life approach would help them to lower the

time that is spent on the work and would be able to solve the problems of job and life issues but often believes that with using these options would pull down their career prosperity and place it in jeopardy. To what extent this can be reinforced? Is this truthful or fallacious? A strong case is needed to be done to bring out the fact.

Felice Schwartz, in her article published in Harvard Business Review, 1989, brought out an interesting fact about these questions. She examined and explored that "women who pursue to bring stability in parenthood and career with the use of organisation policies must give up their career development." Much of the female workers look to have a desire for career and family. But, for few career is the primary to bring same trade-offs that is traditionally done by men who focus on leadership positions. Such employees who wish to have a career and also family would depend upon these strategies. However, companies would seek to retain only the talented female workers who go with such mechanisms for maintaining the balance they desire or otherwise quit from work. The women who try to balance family and career with the help of organisation policies are necessarily detached from upward career mobility by emphasizing in way that employers should consider only those women who can contribute within the ranks of middle management. As a result, the employees who opt to be benefitted by these strategies would be willing to trade lesser career growth and compensation for freedom from regular stress in long working hours and weekends. Nevertheless making use of organisation policies is mutually exclusive option for female employees.

**Conceptual Framework of the study (Source: Based on Review Literature)**



A question which rose against the strategies is: "What could be the reason for low percentage of female employees acquiring organisation policies?"

## Jeopardy to use Organisational Policies

- Female employees believe that the possibility of risk to career is high if they use them.
- Employees perceived that there will not be notably appraised for promotions.
- With the use of organisation policies can support glass ceiling.
- Wall street journal confirmed that women who use organisation policies were held as a shortage of career commitment (Shellenbarger, S, 1992).
- A report worked on work-life directions in 1993 examined that “low usage of organisation policies would throw back the fear of negative consequences in employees and resistance of managers to unusual work filing.” (A Strategy for Doing Business, 1993).
- A survey done by conference board research advisory panel found that "women employees who are career-oriented does not feel free to use organisation policies due to their job devotion, their concern on values, superior disinclination hurting their chance for career prosperity.”
- A report by Harvard Business School identified that the majority of women believe that decrease hours of work would cause harm to their career prosperity.
- Few identified studies in the USA reported that companies that are providing organisation policies and the employees who forego with them continuously are ineligible for promotions.
- One reason they say is that employees are facing negative perceptions from their colleagues and supervisors, which is resulting in low career prosperity.
- Some employees have a fear for financial penalties. Compensation, where their pay increase would be subsequently, is penalized for using flexible timings.
- Another perception is that women feel that there will be deterioration in the conduct of peers and superiors, which would affect their promotions.
- Women employees who are working under part-time facilities are not able to utilize fringe benefits since they are unable meet number if working hours per week.



- When a women announces her pregnancy, her professional commitment and future productivity are called into question by her superiors and peers. There are instances with hurt women's career such as maternity leave and parental leave.

### **Beyond the Viewpoint**

These points scrutinize that use of organisation policies would widespread the concern of career damage. Many of them believe that there will be a decline in career success if they use any alternative work arrangements which lack confidence among the employees in long run career prosperity. In contrast, few workers say that these policies are helpful for promotion and career upward movement even though at a slower pace.

### **Conclusion**

In considering these struggles, women employees are still achieving the level of senior executives, senior managers, and other top levels. Another diagonal for career dearth is that employees having other disturbances like employed spouse, family errands would decrease their career success. To conclude, even though organisation policies result in slow down of careers, they would help to retain women employees and enforce them to maintain their career identity, work skills, and career momentum.

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# Chapter - 2

## A Study on Cause and Consequence of Work Stress and Coping Behavior of Employees in Hyson Motors Pvt. Ltd. Thrissur

**Dr. Mohamad Imrozuddin**

Associate Professor, School of Management, Presidency University,  
Bangalore, Karanataka, India

**Chandra Prasad**

School of Management, Presidency University,  
Bangalore, Karanataka, India

### Abstract

The present study has been carried out to find out the potentials and consequences of stress among the executives working in HYSON MOTORS PVT LTD. In this changing environment, participation, interaction, transaction, planning and regulation become key issues, each with its own frustrations attracted. People feel stress, as they no longer have complete control over what happens in life. There is no escape from stress in modern life. In today's context, stress is a costly business expense that affects both employee health and company profits, thus it becomes very important to understand the causes of stress, its impact and adopting strategies or minimizing its impact. Stress is a part of day-to-day life. The present study concentrates on to study potentials and consequences of stress among the executives of "HYSON MOTORS PVT LTD. It is believed that carrying out such a study can be of great use to the organization in understanding their employees and also becoming aware of facts that the organization is unaware of. This study can also pinpoint on what area it requires improvement. Further the study can pave way for further research.

**Keywords:** Environment, modern life, employee, company.

### Introduction

Stress is the general response of the body to environment and situations. In other words, it can be described as the changes in physical, emotional, or mental states while encountering various stimuli in an environment. It leaves mostly an adverse impact of the physical, emotional, and mental health of the individual, which reduces the ability to perform well in his/her duties and work in daily life. Stress is the reality of one's everyday life. Stress is a big

problem for employees and organizations. Research has identified several sources of employee's stress. Understanding what they are is the first step to avoiding them or designing work practices to reduce their influence but first, occupational health psychologists differentiate between the causes of stress-called stressors, and the various forms of stress that result, often called strains. The types of stressors are Physical stressors, Task-related stressors, Role stressors, Social stressors, Work-schedule-related stressors, Career-related stressors, Traumatic stressors, Organizational change-related stressors, Physiological responses.

### **Survey of Existing Literature**

The problems created because of workplace stress are not limited to a particular profession or a particular country; it has caused long-term effects everywhere in the world (Mark, 2008). There is proof that under certain situations work has positive effects on the health of an employee and it develops mental comfort (Baruch and Barnett, 1987). Work may have positive effect on the physical health of an employee (Repetti, Matthews & Waldron, 1989). Particular work components may be favorable for the health of an employee such as energy expenses (Fletcher, 1988).

### **Research Methodology**

**Primary Data Collection:** In the study survey method was used to collect the primary data. Through structured questionnaire the primary data was collected.

### **Secondary Source of Data Collection**

The secondary source of data collected through various case study, journals, publications, newspapers and selective websites which was already done by other individuals and researchers.

### **Sampling**

Random sampling method was used for data collection and the sample size was 50.

### **Findings**

#### **1. Role of Organization Training in Stress Relief**

S. No	Particulars	No of Respondents	Percentage (%)
1	Not beneficial	5	10%
2	Beneficial	5	10%
3	Highly beneficial	40	80%
Total		50	100%

## Interpretation

This table shows that training is highly beneficial to their employee and has a positive impact on their employees.

### 2. Influence of Job Stress on Family Life

S. No.	Particulars	No. of Respondents	Percentage (%)
1	Not effected	30	60%
2	Effected	12	24%
3	Highly effected	8	16%
Total		50	100%

**Interpretation:** Here we can see that there is no serious effect on family life due to job stress.

### 3. Effectiveness of Communication Channels

S. No.	Particulars	No. of Respondents	Percentage (%)
1	Sometimes	0	-
2	Almost	50	100%
3	Never	0	-
Total		50	100%

**Interpretation:** We can say that there exists a good communication channels which keeps good relation and it can act as an anti-stressor.

### 4. Functioning of Grievance Handling Procedure in the Organization

S. No.	Particulars	No. of Respondents	Percentage (%)
1	Excellent	26	52%
2	Good	17	34%
3	Ok	7	14%
Total		50	100%

**Interpretation:** Half of the respondents are satisfied with the grievance procedure provided by the company.

### 5. Influence of Working Environment on Employee Stress

S. No.	Particulars	No. of Respondents	Percentage (%)
1	Influenced	10	20%
2	Highly Influenced	7	14%
3	Not Influenced	33	66%
Total		50	100%

**Interpretation:** Most of the employee stress level is not highly influenced by working environment they are involved in.

## **Conclusion**

The goal of the research is to study the cause and consequence of work stress of managerial employees in HYSON MOTORS PVT LTD. in basis of various factors. And also study the stress coping behavior of individuals in that organization except some limitations the research helps to manage their stress level and increase the work efficiency if the employees.

## **Suggestions for Further Research**

Further research can be focussed on the areas other than automobiles that will ultimately lead to meet the organizational objectives.

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# Chapter - 3

## A Study on Employee Satisfaction at the Various Stages of Employee Life Cycle with Reference Automobile Industry

**Dr. Mohamad Imrozuddin**

Associate Professor, School of Management,  
Presidency University, Bangalore, Karnataka, India

**Khalid KA**

School of Management, Presidency University,  
Bangalore, Karnataka, India

### Abstract

Automotive enterprise is the key driver of any growing financial system because of Indian automobile mobile heritage deep ahead and backward reference to nearly every phase of the financial system, the industry has a strong and advantageous multiplier effect and as a result propels development of a nation. The automotive industry accommodates of the auto and the automobile element nine sectors. It consists of passenger r vehicles; mild, medium and heavy commercial vehicles; multi utility cars such as jeeps, scooters, motor cycles, three wheelers, tractors and so forth.; and car components like engine parts, force and transmission components, suspension and braking parts, electrical, body and chassis Parts; Etc. Some Automobile Players in India Are Mentioned Below: Audi, Ahresty India Pvt., Bajaj Auto Ltd., Bmw, Chevrolet, Daimler Chrysler (Mercedes), Escort Limited, Fiat, Ford, General Motors, Hero Moto Corp Ltd., Hindustan Motors, Hyundai Motors, Imperial Auto Industries Ltd., JBC India Ltd. FBD, Mahindra & Mahindra, Maruti Suzuki India Ltd., Maruti Udyog, New Holland Fiat, San Motors, Skoda, Tata Motors Limited and Yamaha Motors.

**Keywords:** Automotive enterprise, transmission components, financial.

### Introduction

In the ever-converting vehicle enterprise, with increasing opposition and continuous needs from the stakeholders, personnel are believed to be the maximum valuable asset in any organisation, able to meeting such uncertain needs. Employees carry the competencies, acquired understanding and abilities represented by every individual employee. It is, the employee's performance which contributes toward attainment of organizational desires.

It is, consequently, imperative to make use of the personnel' talents to the most feasible quantity, so one can obtain individual and organizational desires. In this context, it's been argued that, employees' performance, to a large quantity, is prompted by way of motivation and job satisfaction. The co-operation of people is important for the good health of any company. Job satisfaction amongst personnel is an important component of achieving favored productivity target and remaining sustainable. It may be said that, groups want to nurture both the extrinsic and intrinsic elements that are answerable for developing and preserving high-quality impact on the extent of process pride amongst employees. The gift challenge makes a try to investigate the idea of activity delight a few of the personnel within the automobile enterprise, that's one of the key drivers that raise the financial boom of the United States of America. Study on activity pleasure enables the management in collecting facts concerning activity, employee and paintings surroundings and so on.

### **Survey of Existing Literature**

Mirvis and Lawler (1984) (8) recommended that Quality of working life was related with fulfilment with compensation, hours and working conditions, portraying the "fundamental components of a decent nature of work life" as; safe work climate, fair wages, equivalent business openings and openings for headway. Baba and Jamal (1991) (9) recorded what they portrayed as common pointers of nature of working life, including: work fulfilment, work contribution, work job vagueness, work job struggle, work job over-burden, work pressure, hierarchical responsibility and turnover aims. Baba and Jamal likewise investigated reutilization of occupation content, recommending that this feature ought to be researched as a component of the idea of nature of working life. Heskett, Sasser and Schlesinger (1997) characterize QWL as the sentiments that workers have towards their positions, partners and associations that light a chain prompting the organizations' development and productivity. A nice sentiment towards their work implies the representatives feel cheerful doing work which will prompt a gainful workplace. This definition gives a knowledge that the fantastic workplace is considered to give better QWL.

### **Research Methodology**

Simple random sampling method has been followed in this project as most of the research has been done online with the available data,

### **Source of Data**

- **Secondary Data:** Secondary data is taken from other published and unpublished sources.



## Findings

In fact if the employees are motivated they do better job & got more satisfaction from their job.

In business world around us many things are converting, women are rocking in nearly all industries, therefore via the study the researcher recommends that the females with appropriate technical knowledge, competencies and mindset have to be employed in all kinds of production industries along with Automobile industries.

- The quantity of females studying in technical training in ITI, Diploma, undergraduate and publish-graduate in engineering schooling increases in widespread stage in current years, which suggests they are now not inferior in any manner whilst compared to males, so the policy makers in employer, politicians and authorities in state, and national stage must alternate their rules & rules, and amend appropriate business legal guidelines to accommodate ladies in production industries in all varieties of jobs with good enough education & development programs.
- The pinnacle and center degree executives inside the vehicle industries ought to make certain gender equality in all elements of expert life within the employer premises, which will enhance the perceived high-quality of work existence a few of the female employees and additionally definitely effect their performance in a significant level.
- Generally, the business enterprise makes a specialty of the core functions, and the assist capabilities are given relatively lesser important, but in an business enterprise context core and help functions are eyes of the business enterprise to view the prospering growth in near destiny, so those functions need to be equally handled, and the departments which does those capabilities inclusive of technical and non-technical departments ought to be focused on all factors to have not a higher, the nice first-class of labor-life inside the organization.
- The fullest pleasure of employees working in technical and now not in technical departments towards quality of labor life might also ends in the satisfactory performance in the industry and those are all the businesses which establishes the commercial excellence, in their tactics, merchandise, services, and fine standards via human excellence.

- Results of the take a look at additionally indicate that married personnel are perceiving relatively lesser pride in the direction of the best of work life.
- Every person existence undergoes lot of changes after the marriage, which brings the changes in their expectations toward work and work life also, so the businesses need to take into account that personnel are doing work for their livelihood in their life, existence isn't for paintings, so devising appropriate techniques for paintings and overall existence space, bringing social integration, and so forth. Can also result in the betterment of satisfactory of work life and bring about overall performance excellence within the selected car industries in Chennai town.
- Each and every worker inside the business enterprise in their all aspects of professional lifestyles they must understand maximum delight toward prevailing first rate of labor-existence within the organization, however it isn't smooth as we assume, due to the fact the personnel expectancies would trade from person to character and it's miles primarily based on their age institution, and demographic profile.

## **Conclusion**

The studies have a look at on quality of work life has engrossed the thoughtfulness of now not only one-of-a-kind organizations but also HR practitioners and diverse researchers in India and abroad. Quality of labor lifestyles (QWL) refers to the favorableness or unfavorableness of a process ecosystem for the employee's hired in an organization. Employees are the important thing drivers of the fulfillment of the any employer, whereas the consequences of the take a look at proved that the performances of employees are pushed by way of first-rate of work lifestyles they understand in their employer. Organization having satisfied personnel can acquire and maintain the gaining function in the aggressive marketplace thru the higher overall performance in their employees, because the pride on high-quality of work lifestyles generates high quality strength within the individuals and unfold across the personnel' community.

## **Suggestions for further research**

Further research can be focussed on 'leave transfer policy' to improve employees' flexibility.

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# Chapter - 4

## Analysis of the Export Taking Place in DN Global Logistics

**Dr. Anil B Gowda**

Associate Professor, School of Management, Presidency University,  
Bengaluru, Karnataka, India

**Abin George**

School of Management, Presidency University,  
Bengaluru, Karnataka, India

### Abstract

This paper is aimed at bringing out the logistics solution adopted at DN Global Logistics towards dealing with export issues. This work is related to export taking place at DN Global Logistics. The assigned place of work is at DN Global Logistics branch at Cochin All the related locations were visited that comes under DN Global Logistics. In each place various processes were observed with the help of the of the support staff at DN Global. The authors did a study about the activities in the firm, the export formalities and the process involved in exports. The report also investigates the fact that the analysis conducted has limitations. There were only few employees in the office and there was a lot of job in their Cochin branch which consumed a lot of time. Complete Information was not provided from higher officials. Another difficulty was very limited time-span of the project, and sources for collecting the data were very limited.

**Keywords:** Global Logistics, export formalities, customers, employees.

### Introduction

The Shipping and Logistics industry is in the mature phase of its life cycle, and will continue growing in the coming years as the economy continues to expand. According to IBIS World, the industry is expected to increase at an annualized rate of 2.6% until 2022. As a whole, the industry has displayed a concerted effort to improve operating efficiencies- to flexibly and quickly deliver goods and services to customers; growth, therefore, is the result of larger firms acquiring and consolidating smaller players. In recent years, the trend of consolidation has increased due in large part to increasing external competition. Customer expectations are on the rise. As

businesses and individuals grow accustomed to today's on-demand culture, shipping and logistics companies face ever growing pressure to deliver goods and better service at lower costs. While the industry currently faces increased competition from new market entrants using similar business models, the sector has and will experience even greater pressure from the very firms that supply its demand: the manufacturing, wholesale, retail, and warehousing segments.

This project is to know about export and export documentation of shipping. This project focus more on to know the good that are being exported, what is the most exported good to where is it being exported etc. This project aims to know what are the documentation procedure done by DN Global Logistics in exporting goods and also to find out how DN Global Logistics could sustain in the competitive world by providing vast range of cargo handling through all instruments which flexible prompt and innovative in meeting the requirement of the customer. The purpose of the study was to know more about export taking place in DN Global logistics. Retailers and manufacturers looking to bring logistics in-house will need to acquire both the infrastructure and the technology to run processes efficiently. Both 3PL and in-house providers who intelligent use of technology to reduce costs via the automation of processes will succeed in tomorrow's marketplace. These firms need access to technological innovation to maintain a competitive edge. Sustaining innovations in technology could help firms manage their daily activities more efficiently, plan routes more effectively, and decrease costs.

### **Survey of Existing Literature**

Pradeep Agrawal (2014) in his paper entitled "The Role of Exports in India's Economic Growth" examines the relationship between export and economic growth. The results of the causality analysis and suggest that the rapid growth of exports has played a substantial role in increasing the growth rate in India following trade liberalization in 1991.

Rajwant Kaur, Amarjit Singh Sidhu (2016) in their paper "Trade Openness, Exports and Economic Growth Relationship in India" examine the validity of the export-led growth (ELG) hypothesis implemented in India during the Post WTO Period. The study is based upon quarterly time series data covering the period from 1996-97 to 2008-09. The results revealed that the existence of long-run equilibrium relationship between export growth and economic growth. The unidirectional causality has also been observed among trade openness and economic growth (GDP), which is running from

trade openness to GDP. In the light of above findings, the study supports the hypothesis that there is a positive correlation between export growth and economic growth in India during the post reforms.

Deepika Kumari and Neena Malhotra (2018) in their entitled paper “Export-Led Growth in India: Cointegration and Causality Analysis” explores the causal relationship between exports and economic growth by employing Johansen cointegration and Granger causality approach. Annual time series data from 1989 to 2016 have been used. Granger causality test exhibits bidirectional causality running from exports to GDP per capita and GDP per capita to exports.

Kaur & Sidhu (2019) examine the causality between Real GDP, real export, trade openness using annual data from 1996-97 to 2017-18. They found that unidirectional causality running from exports to GDP.

Ray S (2017) in his work “A Causality Analysis on the Empirical Nexus between Export and Economic Growth: Evidence from India” found that unidirectional causality running from exports to GDP.

Mishra P. K. (2015) study “The Dynamics of Relationship between exports and economic growth in India” found that no causality exist between exports and GDP.

Devi S. S. (2019) in paper “Export, Economic Growth and Causality- A Case for India” examines the relationship between Export and Economic Growth. The result revealed that uni directional causality running from exports to GDP.

G. Jayachandran (2021) investigates the impact of exchange rate volatility on the real exports and Imports in India using annual time series data for the period 1990 to 2020. He found that GDP has a positive and significant impact on India s real exports in the long-run, but the impact turns out to be insignificant in the short-run.

From the above study, it can be concluded that there is a long run co-integrating relationship between gross domestic products (GDP), Export and Import in India. We found evidence of unidirectional causality running from GDP to Export, it means in long term GDP lead to Export but Export does not lead to GDP. The result reveled that there no causality between GDP and Import, it means GDP does not lead to Import and Import does not lead to GDP. We also found evidence of unidirectional causality running from Export to Import, it means in long term Export lead to Import but Import does not lead to Export.

## **Research Methodology**

The aim of this project is to unfold stepwise all complexities involved in the export business and to analyze the most exported good of the firm. It gives a detail idea of what is the most exported well, to where the goods are being exported, how different departments in an apparel export house work in synchronization so that export order is processed. The project would be helpful to fulfil many loopholes of manufacturing processing and analyzing the export order as well as documentation.

### **Problem Statement**

1. What is the export performance of the company?
2. Top countries to where the export takes place?
3. What are the necessary documents needed for export?
4. What type of product are being exported in India?

### **The main objectives of the research are**

- To know what type of goods are being exported
- To know about the export process.
- To know what are the documents required before and after sailing the cargo.
- To know what are procedures or process done by a shipping and logistics company during export.
- To know the guidelines which have to be followed during the export and import of goods.
- To have a thought understanding about how logistic company works

Descriptive research is considered for this work. It is aimed at casting light on current issues or problems through a process of data collection that enables them to describe the situation more completely than was possible without employing this method. In its essence, descriptive studies are used to describe various aspects of the logistics and DN Global. An important characteristic of descriptive research relates to the fact that while descriptive research can employ a number of variables, only one variable is required to conduct a descriptive study.

A decision has to be taken concerning a sampling unit before selecting a sample, sampling unit must be a geographic alone such as state, district, village etc. So in this research sampling unit from Cochin, Kerala. This

refers to the number of items to be selected from the universe to constitute a sample. This is a major problem before the researcher. The size of sample should neither be excessively large nor too small, it should be optimum. Sample size in this research is 30 respondents. Finally, the researcher must decide about the technique to be used in selecting the items for the sample. This procedure stands for the sample design itself. In this we used the random sampling based on interaction and questioning of employees of the company.

### Limitations

- Time constraints, the study was limited to few days
- Non availability of proper data *i.e.*, employees were not willing to disclose department related information.

### Findings

Analysis was done mainly based on the secondary data collected through company reports. Various details about the Exporter and Commodity along with the port of unloading were collected through the company reports. A brief of the same is indicated in Table 1.

**Table 1.**

S. No.	Exporter	Commodity	Port Of Unloading
1	Neoteric Ventures	Adult Diapers	Dubai
2	Arundev Industries	Agricultural Products	Sousse
3	Classic Trading Company	Agricultural Products	Doha
4	Kashmir Fruit Bazar	Apple	Mersin
5	Kerala Taste	Palakkadan Matta Rice	Felixstow
6	Frozen	Skip Jack Tuna	Sousse
7	Panda	Frozen Vegetables	London
8	Frozen	Shrimps	London
9	Frozen	Vannamei Shrimps	Qingdao
10	Calicut Agro Link	Agricultural Products	Shanghai
11	Bakers Traders	Food Products	Berlin
12	Innovative Technologies	Car Washing Machine	Shanghai

Exports are the goods and services produced in one country and purchased by residents of another country. If it is produced domestically and sold to someone in a foreign country, it is an export. Exports are one component of international trade.

**Advantages of Exporting:** Companies export products and services for a variety of reasons. Exports can increase sales and profits if the goods create



new markets or expand existing ones, and they may even present an opportunity to capture significant global market share. Companies that export spread business risk by diversifying into multiple markets.

Overall exports up by 5.56% during april-march 2021. Based on the provisional data published by DGCI&S Cumulative value of exports for the period April-March 2017-18 was US \$ 302.84 Billion (Rs 1952168.79 crore) as against US \$.275.85 Billion (Rs 1849428.76 crore) registering a positive growth of 9.78 per cent in Dollar terms and 5.56 per cent in Rupee terms over the same period last year.

Performance of Engineering Sector in FY 2020-21:According to the provisional data available from DGCI&S up to March 2021, India's export of engineering goods have registered a growth of 16% in US \$ Mln during the financial year 2020-21 in comparison to the same period in the previous fiscal. The provisional data indicates that exports of engineering goods from India have reached US \$ 76204.42 Mln up to March 2021 in comparison to US \$ 65239.16Mln in the previous fiscal. This is the highest Engineering Export figure since Independence. In rupee terms India's export of engineering goods are valued at ` 453111.42 crores during April-March 2020-21 which is 3.58% higher than ` 437428.76 crores during April-March 2019-20. The engineering sector appears to retain its share around 25.16% in overall export from the country, which is maximum in terms of sectoral contribution.

**Primary data was analyzed and the details are given below**

### 1. Positive Working Environment

Particulars	Respondents
Yes	30
No	0

### 2. Satisfied with the Infrastructure Facility

Particulars	Respondent
Yes	25
No	5

### 3. Clear Logistics Strategic Plan

Particulars	Respondents
Yes	28
No	2

#### 4. Container Tracking and Tracing

Particulars	Respondents
Yes	24
No	6

#### 5. The Customer's Services Delivery has Improved Since Incorporation of Information Technology Within the Firm

Particulars	Respondents
Yes	27
No	3

#### 6. Quality Services for Customers

Particulars	Respondents
Yes	20
No	10

#### 7. Warehouse Efficiency

Particulars	Respondents
Yes	26
No	4

#### 8. Mprove Logistics

Particulars	Respondents
Yes	28
No	0
Future Plan	2

#### Summary of Findings

- DN Global Logistics has got a positive work environment
- The organisation has got separate state of the art warehouses for storing both Export and Import cargoes
- Some of the main imported cargoes stored in Import warehouse are Cocoa powder, Furniture, Aluminium Oxide
- Some of the major exported cargoes stored in export warehouse are Coconut, Pulses, Sea food, Frozen food Etc
- Most of the damaged cargoes are still stored at import warehouse
- This organisation consist of well trained and experienced stackers and fork lift operators

- Each group has got a team leader who motivates and supervises the group members
- In and out pass for vehicles are provided from the office which are collected by the truck drivers
- They have a well planned system for domestic transportation.
- Provides accurate tracking facility for customers

## **Conclusion**

After a detailed study on the export and import taking place in DN Global Logistics it can be said that these are costly procedures that involve monitoring of several influencing factors however through striking a balance between these factors a very effective and efficient storage and export of goods can be made possible which will in return increase the profitability and long-term goals of an organization.

Whether an organization should apply a regional or a global approach towards the export of certain goods depends completely on the scale of business activities and the market situation at present however proper and learned decisions are required to be made in order to prove these decisions worthwhile as any wrong move will only add to the cost of the overall logistic management procedure thus harming the reputation and stance of an organization.

## **Suggestions for Future Research**

**Based on the findings, the following suggestions are made for further research**

- The branch in cochin can appoint more employees in order to decrease the workload
- Improve the warehouse facility
- Better infrastrucre can be made for the branch in cochin
- Improve the safety measures.
- Warehouse shed can be extended to carry out operations during rainy season.
- Efficient arrangement of cargo inside the warehouse
- In and out pass should be provided at the entry point
- Proper markings can be drawn near the parking bay to avoid confusion

- Can maintain clean environment in the organisation premise
- Rubber lining can be made on the edge of warehouse building to avoid further damages

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## Appendix

### Questionnaire

1. Does your company have a positive working environment?  
Yes  
No
2. Are you satisfied with the infrastructure facility provided by the organisation?  
Yes  
No
3. Does your company have clear logistics strategic plan?  
Yes  
No
4. Are you satisfied with the container tracking and tracing facility?  
Yes  
No
5. The customer's services delivery has improved since incorporation of Information Technology within the firm  
Agree  
Strongly Agree  
Not sure  
Disagree  
Strongly disagree

6. Is the company providing quality service for its customers?

Yes

No

7. Is arrangement of cargo done efficiently in the warehouse?

Yes

No

8. Most exported goods from the Cochin branch are?

Food products and Agricultural products

9. To which countries are the goods mostly exported from the Cochin branch?

UAE, UK, China, Saudi Arabia

10. Is your company taking steps to improve the logistics?

Yes

No

Future Plan

# Chapter - 5

## A Study of Job Satisfaction in the Service Sector in India

**Dr. Jayakrishna Udupa H**

Associate Professor, School of Management, Presidency University,  
Bangalore, Karnataka, India

**Sijo George KC**

School of Management, Presidency University,  
Bangalore, Karnataka, India

### Abstract

The current study's goal is to determine the importance of job satisfaction in service sectors. The role of job happiness in service sectors is investigated in this study. Employees of service sector in India encounter a variety of issues. Descriptive research design is used in this study.

**Keywords:** Service sector, Employees, job satisfaction, industry.

### 1. Introduction

Job satisfaction is a complex concept that has been studied extensively over the years, with a variety of ideas and points of view. Over the years, a lot of research has been done on this complicated architecture. Job satisfaction in the service industry, on the other hand, has not been studied as thoroughly in South Africa. According to Levin, more research on job happiness among service industry representatives is needed since motivated individuals deliver better customer service than unmotivated ones. According to Tidmarsh, the key corporate goal for service sectors to compete successfully should be employee pleasure. Despite the fact that past studies have found conflicting associations between work satisfaction and absenteeism, evidence suggests that these two variables do have a relationship. According to research conducted by Muchinsky in the service sector, turnover is linked to work satisfaction. However, there are a lot of approaches to reduce call centre turnover, such as strengthening recruitment practises.

Another important component in service sectors is client happiness, which is linked to customer service. The level of job satisfaction and motivation of the service provider determine customer satisfaction,

according to Moshavim. Customer satisfaction is crucial to a company's long-term success.

We live in a worldwide society now. With information and communication technologies, distance has been overcome. Even though the planet isn't completely flat yet, it is flatter than it has ever been. And, on this equal playing field, possibilities abound for those with courage and skills. In the early twenty-first century, India's call centre and BPO industries arose. Developed-country multinational corporations relocated their operations to India solely to increase efficiency. With its huge reservoir of intellectual capital, human resources, and IT "infrastructure, the Indian industry outperformed all other competitors. Today's Indian entrepreneurs are fueling the industry's expansion. It has made India associated with offshore call centre services, and as a result, the country has the highest market share.

Call centre representatives' job satisfaction is a factor. Due to the relatively low skilled nature of their employment, contact centers are often associated with poor levels of satisfaction, according to Rose and Wright. Significant stress levels, high personnel turnover, and emotional burnout are all common factors linked with call centers. These elements have a negative impact on job satisfaction.

A factor affecting call centre agents is job happiness. Due to the relatively low skilled nature of their employment, call centers are often associated with poor levels of satisfaction. Significant stress levels, high personnel turnover, and emotional burnout are all common factors linked with call centers.

## **2. Literature Review**

Pekeryen, Y., Tugay, O (2020) determined the relationship between the reasons for workers employed in catering and kitchen departments leaving their jobs and their job satisfaction. In accordance with this purpose, data were collected by a convenience sampling method with 244 employees between 10.04.2019-24.04.2019 including food and beverage and kitchen departments in the three, four, and five-star hotels operating in Eskişehir. According to the data obtained, it is concluded that the majority of the hotel employees consider the fact that the wages paid in the enterprises are not satisfactory and that there is not a significant relationship between the reasons for hotel employees' ceasing of employment and their occupational satisfaction levels. It can be stated that employees have a great role in increasing the rate of profit, which is the main purpose of the hotel enterprises, to run the business smoothly, and to ensure customer satisfaction

and loyalty. Therefore, it is an important issue to focus on meeting the professional satisfaction levels of the employees and determining the possible factors that may lead to ceasing employment.

This research aims to study and analyze the effects of human resource flexibility, employee competencies, organizational culture adaptation, and job satisfaction on employee performance. The study also examines the indirect effect between human resource flexibility and employee performance with the mediation of organizational culture adaptation and the effect of competence on employee performance through job satisfaction as a mediator variable. Using certain criteria, 105 employees of PT Pos Indonesia were selected as the sample. SEM-PLS was used to test the hypotheses. The study finds that human resource flexibility, employee competencies, and job satisfaction significantly influenced employee performance, but organizational culture adaptation did not have any significant effect on employee performance. Therefore, organizational culture adaptation was unable to mediate the effect of human resource flexibility on employee performance. However, job satisfaction partially mediates the effect of employee competencies on employee performance. © 2020 by the authors; licensee Growing Science Rahmat Sabuharia *et al.* (2020)

This study was designed to identify the intricate associations among emotional rewards (compliment, opportunity, empowerment, and recognition), material rewards (promotion, certificate, incentive, and special leave), job satisfaction, burnout, affective commitment, job performance, and turnover intention in the hotel sector. A field survey method with a quantitative approach was used. Our results from multiple regression analysis revealed that emotional and material rewards and their dimensions are of importance in the formation of affective commitment, job performance, and turnover intention. In addition, findings from the series of mediation analysis revealed that job satisfaction and burnout played a complete/partial mediating role within the proposed theoretical framework. Overall, this research can help hotel researchers better understand the role of rewards and help practitioners develop an efficient reward system for hotel employees. Bonhak Koo. *et al.* (2020).

### **3. Objective of the Study**

- To determine the level of staff satisfaction in a service sector.
- To investigate the factors that have contributed to the rapid rise of service sector in India.
- To learn about the most common issues that call centre staff face.



- The purpose of this study was to see how work design affects job happiness.
- To determine the impact of career advancement on job satisfaction.

#### 4. Research Methodology

The approach used in the study is survey method. Research approach includes surveys through structured questionnaires. Sampling method used in this research is simple random sampling. Here the sample size taken for the study is 100

#### 5. Data Analysis

**Table 1:** Showing Age of Respondents

Options	No of respondents	Percentage
18-22	12	30%
22-28	20	50%
28-35	7	17.5%
35 and above	1	2.5%

**Table 2:** Satisfaction Level of Respondents

Options	No of respondents	Percentage
Satisfied	15	37.5%
Unsatisfied	15	37.5%
Consistent	10	25%

**Table 3:** Appreciation for Good Work

Options	No of respondents	Percentage
Yes	18	45%
No	9	22.5%
Maybe	13	32.5%

**Table 4:** Supervisor effectively and quickly communicates change in company policies

Options	No of respondents	Percentage
Yes	25	62.5%
No	7	17.5%
Maybe	8	20%

**Table 5:** Your job utilizes your skills and abilities to the fullest extent possible

Options	No of respondents	Percentage
Yes	19	47.5%

No	14	35%
Maybe	7	17.5%

## 6. Findings

- According to the findings of the study, the majority of respondents are satisfied with the work they're doing. It was discovered that a high percentage of respondents are satisfied on parameters such as salary, quality of work, peer group relationships, work autonomy, and boss behavior via democratic management style, as well as the capability of open articulation with the boss.
- It's believed that a significant number of responders were misled about task security, task status, operational hours, and operational condition.
- The majority of the respondents are dissatisfied with their own circle of family and social existence, according to the findings. These are ascribed to the fact that service sector employees' social behavior is influenced by long working hours, non-traditional lifestyles, and work stress.
- It's also been discovered that there's a significant negative association between the level of employee satisfaction and their trust in the task's security.

## 7. Conclusion

Employees in the decision Centre respond to or initiate a turn. They have a positive impact on customer satisfaction, but there is a rising controversy about the status of center personnel in the industry and their level of job satisfaction. The survey discovered that reasonable salary was the most important factor in deciding to work in a service sector. It is critical to maintain high levels of work satisfaction in order to reduce service sector turnover. The majority of the workers reported high levels of job satisfaction and stated that job happiness is unrelated to punctuality. Employee happiness was found to be influenced by characteristics such as the organization's contribution to employee growth, employee independence, work environment, balanced work, a stress-free setting, and peer-superior support.

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# Chapter - 6

## A Study on Factors Influencing Employee Satisfaction with reference to Automotive Industry

**Dr. P. Lakshmi Prasanna**

Associate Professor, School of Management,  
Presidency University, Bangalore, Karnataka, India

**Reena Richard**

School of Management, Presidency University,  
Bangalore, Karnataka, India

### Abstract

Manufacturing is the process of creating items using labour, equipment, and tools. It is in the nature of the economy's secondary sector. The term can be used to describe a variety of human occupations, from high-tech to crafts, although it is most often used to describe industrial patterns. Wherein primary sector raw resources are transformed into completed commodities by the secondary sector. Such products might be sold to another producer in order to develop other, more sophisticated results. Work satisfaction is influenced by a variety of elements, including salary satisfaction, chances for advancement, perks, job security, relationships with coworkers and managers, etc. As a result of fewer absences, mistakes made on the job, problems at work, and turnover, job satisfaction may result in cost savings. This study focus on the “Factors Influencing Employee Satisfaction Factors Influencing Employee Satisfaction with reference to Automotive Industry”.

**Keywords:** Employee, Employee Satisfaction, Job Satisfaction, Organization.

### Introduction

Manufacturing is the producing of products through the utilize of labour, instrument & tools. It is the nature of secondary sector of the economy. The word may refer to a range human occupation from craftwork to high-tech. but it is the most frequently applied industrial pattern. In which raw materials from the primary sector are convert into finished goods on large sector. Such goods possibly sold to other producer for the production other more complex outcomes.

Globalization of individual organization & financial market above the past two decade has modified the business landscape to respond international competition, business using new technologies gives better low cost clarification for their consumer, but these technological changes have led to sustained fluctuation customer & challenger. At the matching time international financial market influence business to inventive & lower costs not an easy achievement.

Lean, a procedure absorbed on recognizes & removes waste, at present is part of discussion among the HR group. Worldwide it includes anything from extra prepare & layers of acceptance level to a misaligned human skill & talent applying lean to human resources role has proven helpful only to HR company but also the foot line, workers that are fulfilment with their work. Are extra productive loyal make happy consumer & positively affect the organisation benefit fulfil that need lot of focus from organisation human resources category.

A company must also have a set buyer metrics that exhibit how well it is serving that batch, addition further operational metrics can assist evaluate the productiveness of business procedure.

### **Manufacturing Sector in Global**

The worldwide manufacturing division has experienced tumultuous era huge growing economies jumped into the 1st level manufacturing country, simple decline overcome off demand and manufacturing work clear cut at an accelerate degree in progressive economies. Still manufacturing residue fundamentally significant to the two the growing & advanced world. manufacturing sector is most critical area on this planet as it is the backbone of the world economy & has the highest multiplier impact comparative with various areas as per UN, the gross annual income generated by the global manufacturing sector is about \$12 trillion. It is an industry where function of automation, machinery technology, workforce, administration, government inter face with each other to produce the final good from raw material & commodities, & hence directly or indirectly it is one of the highest contributors to the national GDP of any In 2018, the industry accounted for 16% of global GDP & around 23% of the gross employment are engaged in the manufacturing sector around the globe, Terms of employment, around 54% of the of the employed population of Qatar is occupied with the manufacturing area with china having 28.2% & US 20% as far as absolute work in a specific country in manufacturing sector.

### **Manufacturing Sector in India**

The manufacturing business in India has appeared rapid-developing

division owing to the quickly growing population in the nation. Investment division has remained on the increasing & inventiveness similar make in India are pointing to turning the south Asian nation into a world-wide manufacturing center. Yearly development degree of manufacture in manufacturing sector was around 3.9% throughout in the 2019 financial year. 15% of country's GDP were contributed by Indian manufacturing sector under the policy of national manufacturing 2015, in future 2022 determined to rises 25% & also from this sector total output is \$1 trillion by 2022. International trade of manufactured are value over \$180 billion or 45% total trade of country chemical & related goods, & leather products are biggest export. Manufacturing sector is 30% of the economy it provide employment opportunity to 6 million people it contribute 15.24% of country's GDP the major manufacturing sectors are metals, tools, food, cement, automotive, textiles machinery etc.,

It sharing GDP of 15% it having a capacity at the moment to share 25% of GDP it is ninth biggest manufacturing country and estimated to arise fifth in place Indian manufacturing & administration areas extended in excess of china February 2013 the second favour worldwide investment objective India at present fares manufacturing items worth about \$50 billion. The economy has reveal powerful indication of reveal as Indian witnessed the quick extension of manufacturing activity is nearly 8years in January. The grow in new business & production is saw in the 1st month of 2020.

The strong extension in production & manufacturing give a improve in the workers as factories recruit new employees at the fastest rate in greater than 7 years since august 2012, the main reason for increases in job formation is new business extension & projects in the pipeline were cited.

The index has tracked new supplies & revealed the market demand to its highest level from December 2014 & expanded output & its early pace in 7 & half years. The growth was maintained intermediate goods also but report reveals that more growth contributed by consumer products sectors. The capital goods showed growth in the earlier months. The survey created huge demand for outside markets, the high demand in export orders where form November 2018 the higher sales & exchange rate to clients where contributed to the growth from the countries North America, Europe, Asia.

## **Literature Review**

Dr. R. Gopinath (2020) focused on the relationship & influence of job satisfaction on organizational commitment among the Academic leaders, has said without quality human resources nothing can ever be accomplished.

Data collection is done by using purposive stratified random technique from the academic leaders. The collected data was analysed with the tools like ANNOVA, correlation and Regression. Result showed positive and significant relationship between job satisfaction & organizational commitment.

Vimolwan yukongdi *et al.* (2020) Analyzed the impact of emotional responsibility, work fulfilment and occupation stress on aim to leave among bank workers, job fulfilment had the most strongest impact on turnover goal Data collection is done by using a survey of 282 bank employees was conducted using questionnaires. Data was analysed multiple regression analysis is used. Results that affective dedication & work fulfilment took a negative impact.

Djoemadi *et al.* (2019) presented effect of work fulfilment on employee engagement. Quantitative method using to conduct the study & the research sample of hundred respondents were chosen using multistage-random sampling. The result is implication of telecommunication network which is that worker commitment was predominantly determined by employee fulfilment work condition, work relationship.

Tri Wikaningrum *et al.* (2018) presented to attempted to analyze the relationship between leadership style, employee satisfaction, communication skill, it also examined the potential women in leadership to support the equal opportunity in firm, Data collected is done by two hundred self-administered survey using questionnaires, to test the hypotheses regression analysis was used. The outcome showed that authority style & communication ability have a significant effect on employee fulfilment. 30 | Page

Maria Dalkrani (2018) examined the level of employee satisfaction on the various influences that ideally effect fulfilment on job, further the relationship between organisational commitment & job satisfaction, on private employees is examined, in this research they used structured questionnaire the second part of questionnaire includes evaluate employee satisfaction of private employees a 5-point likert scale was used (1-SD through 5-SA)

Prof. B.Sudhir *et al.* (2017) presented work fulfilment stands favourable or else un- favourable by which worker opinions his effort, data was gathered using self- administrated questionnaires it include multiple choices questions & open-ended questions, “random sampling” in this analysis, the sampling technique was used the two survey instrument are used in this study are 1) percentage analysis 2) chi-square analysis

Rukaiza *et al.* (2016) examined the of worker fulfilment is influenced by commitment. The data gathered using organized questionnaire for measurement likert-type scale was used, with indicating 1-SD &7-SA. The result indicated that firm suspicion has adverse relationship by worker occupation fulfillment furthermore, around a huge connection present between worker work fulfillment & continuance commitment.

## **Research Gap**

By studying the above literature review there are different researcher conducted research is same to other studies done by different researchers but it is dissimilar form certain aspect after examine the different literature review of various researcher indicates that the gap in the study consider that majority of the study were made on the personal fulfillment, educational back ground & motivation within the organisation, but in my study I consider salary, incentive & bonus, employee recognition leads to more satisfaction of employee.

## **Statement of the Problem**

One of the fundamental part of human resources division is to secure are sufficiently fulfilled with their job. Generally study has presented that fulfilled workers are believed to be extra efficient moreover if workers are unhappy with their work they are understood to be fewer efficient, & increased absenteeism in firm Hence the study helps address the various question such as 1. Why employee's satisfaction is important? 2. What makes an employee satisfied? 3. What are the result can be expected from satisfied employee? 4. How to make employees of the organisation to be satisfied? Human resources division require estimate employee job satisfaction check the relationship between these variable (efficient, absenteeism).

## **Need for the Study**

Definitely employee satisfaction play a important part in organisation success. Without employees satisfied towards their work not a one employee will perform well & it is highly hard reach the organisational goals & target therefore employee satisfaction help yield maximum production from the employees, so that this study engage to estimate satisfaction level of employees towards their job

## **Objectives**

### **To understand the importance of employee satisfaction**

- To determine perception of employees on the organization.



- To analyse impact of key factors on employee satisfaction.
- To suggest ways to improve employee satisfaction.

### **Scope of the Study**

This project focuses on the employees in Automotive industry, it helps to know the employee satisfaction & working condition in the automotive industry, employee satisfaction means person's feeling of satisfaction on the job, which acts as a motivation to work. Hence, this helps in retaining the employees in an organization for the successful attainment of the organizational goals.

### **Research Methodology**

#### **Sample Size**

This means to the total items to be choose from the population to establish a sample, size of sample taken here is 100 respondents.

#### **Data Collection**

It is the procedure to collect information about the relevant topic

#### **Primary Data**

Which are collected a fresh & first time, It gather through questionnaires

#### **Secondary Data**

Which have already collected by someone, it gather through article, text book, magazines, & websites.

### **Analysis and Interpretation**

Data collection is done by questionnaires analysed & interpreted using statistical tool such as percentage analysis, chi square test & ANOVA.

### **Hypothesis**

**Null hypothesis (H<sub>0</sub>):** The recognized factors does not influence on the employee satisfaction.

**Alternative hypothesis (H<sub>1</sub>):** The recognized factors does influence on the employee satisfaction.

### **Findings**

The study shows that 72% of the employees are male it understood that male employees are more productive. Majority of the respondents not involved in decision making process. Most of the respondents are satisfied about the work time. Most of the respondents are agree about organization

organize counselling programs to employees regularly. Majority of the respondents agree about appraisals for the good performance in the organization. Most of the respondents are agree about enjoy the company culture. Larger part of the respondents are satisfied the bonus and incentive given in the organization.

### **Suggestions**

It is suggested that administration should give promotion to the employee on the basis of performance rather than other basis & should not be any favoritism or influence for promotion. Greater part of the employees are married, it is suggested that organization hire unmarried employees it helps productive in the work because they don't have a family issue. Management have one to one interaction between the employees. As per the study only few employees are involved in decision making, organization should encourage employees participate in decision making, employee feel that they are important in the organization. Most of the employees satisfied with the bonus facility provided in the organization it helps the employees to satisfied their work and stay in the organization.

### **Conclusion**

Employees are the key asset to the organization, without employees in the organization we can't do anything in the organization to satisfied the employees is one of the important element in the organization, this study helps to find the factors of employee satisfaction the organization still concentrate on specific areas which are involved from this study in order to employees satisfaction more effective.

In the present day's it is important that organizations must satisfy and retain the talented one to achieve the organizational objectives, organization cannot achieve its objectives without employees satisfaction, motivation and retain, they should value the opinions of employees in the organization & give more attention to their problems for the organizational growth.

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# Chapter - 7

## A Study on Employee Relationship Management at Rays Technologies Pvt Ltd.

**Dr. Vijaya Vardhan Manchala**

Assistant Professor, School of Management, Presidency University,  
Bangalore, Karnataka, India

**Aisha Parveen**

School of Management, Presidency University,  
Bangalore, Karnataka, India

### Abstract

The focus of this study is to gain an insight about the effect of Employee Relationship Management (ERM) on the employee's performance at Rays technologies private company. For conducting this study 85 full time employees were selected from the organization. The questionnaire was developed by using a five-point Likert scale. In this study some statistical measures such as correlation and regression analysis are used to examine employee's performance. This study reveals that all ERM components such as Human Resources Practices, Leadership Styles and Share Goals /Values have more significant impact on employee's performance on the other hand Communication and Trust have the moderate impact on employee's performance of the bank. So, these ERM components should be properly addressed and practiced by the banks for improving its employee's performance.

**Keywords:** Employee Relationship Management, Employee performance, IT Sector

### 1. Introduction

Building a good relationship with an employee is the best way to close the employee's productivity gap. It also promotes the employee personal effectiveness and productivity because when the manager takes the time to develop these relationships and guide employees in their work it will be able to produce more quality work. Only through good relationships combined with strong, sensitive leadership can a cohesive department be built (Chapman & Goodwin, 2001, p. 68). On the pattern of customer relationship

management (CRM), the concept of ERM has developed. While CRM is the external response to ‘why’ an organization does business, ERM is the internal response to ‘how’ an organization does business. ERM is a wider set of functions that encompasses learning performance and incentive guidance, workforce analysis, and a host of other operational issues related to managing human resources. (Swarnalatha & Prasanna, 2013, p. 8).

The need for an ERM within the enterprise is sine quo non for every enterprise operating in a competitive environment. ERM aims to produce successful, world class organization through relationship building with and among its employees (Singh & Kumar, 2011, p. 126). Indeed, in large companies, “keeping in touch” with tens or hundreds of thousands of employees can be a daunting task. Of course, employees have personal contact with their immediate supervisors, but does that always give the employee a warm feeling that the company cares about them as an individual, and having a loyal workforce can be as important to a company as having a loyal customer base (Gillenson & Sanders, 2005, p. 46).

ERM strives to build long-term relationships with valued employees. ERMs two main internal user groups are employees and managers. Managers can use ERM to help them with a number of people management tasks: recruitment, training, performance management and remuneration. ERM enables managers to communicate with their teams, align employees with the overall goals of the business, share information and build a common understanding. ERM also offers support to employees through workflow modelling that depicts how tasks should be performed, provision of job-related information and collaboration with colleagues (Buttle, 2009, p. 358).

ERM provides employees with support, such as information about the organization’s products, technologies, and processes. ERM assist the employees in their daily work towards the customer (Thorzen, 2011, p. 38). It also increases employee satisfaction, commitment, and retention due to better alignment of employees to individual career goals and aspirations (Prouse, 2004, p. 3).

## **2. Review of Literature**

Dumisani Xesha (2014), explored the business owners’ opinions about relationship and their believed these play a significant role towards the success of their business. The business owners are avoided a destructive relationship to employee. The result shows the critical role played by positive employee relationship. Dr. B. Devamaindhan (2014) established a good relationship is the best running of any business. It improves the work

performance; an employee's feedback is must to analyse the both positive and negative. This research paper shows the employee involvement is important for changing employee's attitude.

The concept of employee relations is dynamic and evolving in the modern-day organizations. The emphasis on employees and their relations by man-agers in organizations could be traced to the human relations approach in management. The human relations approach can be attributed to the re-search studies of Mayo (1880-1949) who has been considered as one of the pioneers of the human relations school of thought.

According to Tonwe (2009b), Mayo started the first intensive human relations study known as the Hawthorne Experiments conducted at the Hawthorne Plant of the Western Electric Company between 1924 and 1932. This experiment was also regarded as the clinical approach to employee behavior in the organization. It attempts to focus attention on the behavior of the employees and their pro-duction capacity keeping in view their psychological, physical, economic and physiological aspect. Crainer (1998, p. 111) opine that the Hawthorne studies were important because they showed that the behavior and attitudes of managers were a vital aspect of motivation and improved performance of employees in the organization.

According to Akrani (2011) the human relations approach viewed organization as a social system of interpersonal and inter group relationships, which shows that having a work environment that stimulates healthy and sustainable relationships amongst employees plays a vital role in enhancing efficiency and effectiveness of the organization. The human relations approach arose as a reaction to Taylor's Scientific Management approach which suggested the development of standard methods for performing tasks. Emphasis was only placed on the work element at the expense of the hu-man beings who are merely seen as machines without emotions and psychological need. The human relations approach as propounded by Elton Mayo (1880-1949) demonstrated that employees go to work to satisfy a complexity of needs and not for monetary reward only. To buttress the human relations school of thought, Hallowell <sup>[10]</sup> assert that scientific research conducted by neuroscientists have discovered that approaching management by placing emphasis on the human element in an organization produces a high level of connection that brings about productivity in the organization. The Neuroscientists discovery shows that positive human relation has a physiological effect on the employees, this reduces the blood levels of the stress hormones epinephrine, norepinephrine, and cortisol and in addition it increases the neurotransmitter dopamine, which enhances attention and

pleasure, and serotonin, which eases fear and worry. According to Hallowell (1999) further discovery also shows that positive employee relations increase the level of oxytocin and vasopressin that brings about mutual trust and bonding among individuals in organizations.

Pareek and Rai (2012) maintained that effective employee relations management in an organization enhances confidence, trust and loyalty amongst employees. To buttress the assertion, it is noted that trust and loyalty are earned by an employer through open communication, regular feedback system and the delegation of duties to the staff (Janssens *et al.*, 2003). The inability of an employer to build trust and respect in their employees will eventually affect the relationship negatively. According to Nikoloski *et al.* (2014) employer-employee relations is concerned with the provision of information to employees with regards to the objectives of the organization so that they have a clear understanding of the direction of management. Effective employee relations focuses also on creating an open-door system in the organization where employees can freely express their grievances, initiate ideas, suggestions without fear of intimidation and suppression. Ultimately, the sense of belonging and a high self-esteem is built in the employees. According to Janssen *et al.* (2003) research has shown that every employee has innate desire to be treated with respect, dignity and with fairness. Bhattacharya *et al.* (2008) posits that the expectation of employers to effectively manage employee relations is to enhance employee morale and productivity.

Applying of ERM within an enterprise is now a critical success factor for strategic HR policy. ERM is not technology, or software product, but a concept that focuses on new forms of communication within a company (aedem.nl, 2008). Like any other new management concept, ERM is viewed as an advantageous approach that offers mutual values for employees and employers. Major values promised to employees are the greatest possible satisfaction of their individual needs, while the increased attraction, retention, motivation and performance of employees are values promised to employers

(Stormier, 2013, p. 13). Generally speaking, ERM means that the administrative staff at all levels of enterprises and the administrative staff of human resource realizes the organizational goal through working out and implementing various human resource policies and administration behaviors, and regulating the connection and influence among enterprise and staff.

Specially ERM refers to the communication management between enterprise and the staff, this kind of communication adopts flexibility,

encouraging and non-compulsory means to improve staff's satisfaction, support enterprise to realize the goal. ERM runs through every aspect in human resource management, which begins from the first day employing the staff in (Yongcai, 2010, p. 940).

It includes all the matters between employers and managers that rose everyday between these associations and hence ERM includes relations which are collective including managers and workers. It promotes Commitment, facilitates employees in achievement of organizational objectives minimizes workplace conflict and increases trust (Bajaj *et al.*, 2013, p. 90).

Seeking to create a positive employee relations environment must be a part of every manager's performance objectives. Supervisors and managers are the key link between employees and their company. If these relationships are strong, then employees are more likely to be satisfied with their jobs and more productive as a result (Daniel, 2003, p. 56).

Employers should take care of the needs of the employees and this can be understood by HRM practices like Training, Job satisfaction, Job Rotation, Participative Management, Performance Appraisal and Career Planning for their employees. Satisfied employees can contribute more towards Employee Relations and hence ERM status can be understood by equating ERM to satisfaction of employees where satisfaction is taken as proxy variable (Sinha& Bajaj, 2013, p. 32).

### **Statement of the Problem**

In recent organizations, HRM plays an important role. Employees are treated as assets of the company employee contribution in various dimensions for the success of the organization. Therefore, the management must maintain a good industrial relation inside the organization. In that ERM is crucial and plays a major role therefore today the organization is contributed both time and money for a good relationship in organization. It is challenging for the company today to retain the employee for the long term. Therefore, it is completely important to have a look at worker relationship management.

### **Objectives of Study**

1. Developing and maintaining harmonious relations between management and employees is crucial for employee productivity and industrial development in the country.
2. Ensuring a great level of mutual understanding and goodwill in all



sectors of the industry to safeguard the interests of both employees and management.

3. Establish and maintain an industrial democracy based on employee participation in industry and revenue management so that the individuality of everyone is fully recognized and developed.

### 3. Research Methodology

Target Population and Sample Size Population of this study is full time employees of Rays technologies private company located in Bangalore. Data has been collected in between January, 2020 to March, 2020. Due to time and budget constraints, authors have selected 85 male and female employees as respondents according to random sampling technique. So the sample size of this study is 85 employees of Rays technologies private company.

**Data Collection:** Both primary and secondary data have been collected for this study. In this study, more importance has been given on primary data rather than secondary data. Analysis of secondary data helped a lot to develop a theoretical framework for the study. Primary data have been collected by a structured questionnaire, where respondents had to give their opinion on the following 5-point Likert Scale.

**Analytical Tools:** Descriptive statistics have been used to analyze data to get an overall situation. For the purpose of in-depth analysis, statistical tools, inter-correlation matrix and multiple regression techniques had been used. For data analysis, SPSS (Version: 20) has been used.

#### Regression Coefficients

From the following table below, Unstandardized coefficients indicated how much the dependent variable varies with an independent variable, when all other independent variables are held constant. The beta coefficients indicated that how and to what extent Employee Relationship Management dimensions such as HR Practices, Corporate Communication, Trust, Shared Goals and Leadership Style influence on employee performance of a bank. It has been found that, Employee Relationships (beta =.591,  $t=4.261$ ,  $p<0.05$ ), Employee Participation (beta=.564,  $t=7.618$ ,  $p<0.05$ ) and Reciprocity (beta =.510,  $t=6.927$ ,  $p<0.05$ ), have the highest impact or significant impact on employee performance, whereas, Employee Goodwill (beta =.329,  $t=5.955$ ,  $p<0.05$ ), Corporate Communication (beta =.242,  $t=5.095$ ,  $p<0.05$ ), have a relatively lower impact on employee performance.

Dependent Variable	Independent Variable	P Value	Significant Level	t	Implications
Employee Productivity		.000	.05	4.261	Accepted
	Harmonious relationship	.000	.05	5.095	Accepted
	Goodwill	.000	.05	5.955	Accepted
	Reciprocity	.000	.05	6.927	Accepted
	Employee Participation	.000	.05	7.618	Accepted

## Limitations

Unpaid to the boundaries of time and possessions the study has been restricted. This study concerns only the Bangalore unit. The authenticity of the research conclusion depends on the accuracy of the data provided by the employee. Though enough care would be taken while designing the questionnaire and the interview schedule the undertaking of the same by the respondent in different services would give a different response.

## Suggestions

The organization should focus on improving the relationship that is maintained between employees & employees. The organization should take necessary measures to make employees have a good relationship. The organization should provide some amount of autonomy to its employee to perform their work effectively. The organization should build good relations with management within the workplace. The organization should increase training programs for its employees. The organization should take time out to get to know employees personally. The organization should take care of the conflict between the employees and between the management. The authenticity of the research conclusion depends on the accuracy of the data provided by the employee. Though enough care would be taken while designing the questionnaire and the interview schedule the undertaking of the same by the respondent in different services would give a different response

## Conclusion

The result obtained from the study concludes that the organization provided on-the-job training to the employees. The management has not given sufficient time to know the employees personally, i.e.; the higher officials. Communication is the key factor that built workplace relations. The job assigned to the employees is very less and they finish the work assigned to them early in a day. The employees are satisfied with the opportunity

given to them to build their skills. Moreover, it is noticed that employee transfer or the changes in staffing is good.

Thus, the organization Rays technologies, Bangalore needs to build necessary strategies to make employees satisfied in the workplace and focus on recognizing the employees so that it would increase productivity. It would be suitable that employees would be laid off terminated so that the job allocation given to them would fulfil the day.

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# Chapter - 8

## A Study on Talent Management and Employee Engagement Practice during Pandemic Situation with It Sector

Bangalore

**Dr. Vijaya Vardhan Manchala**

Assistant Professor, School of Management, Presidency University,  
Bangalore, Karnataka, India

**Shwetha SJ**

School of Management, Presidency University,  
Bangalore, Karnataka, India

### Abstract

Talent control is set the systematic enchantment, identification, improvement, engagement, retention, and development of proficient individuals who are of specific cost to an organization and professional practices. The essential cause of this program is to assist managers in improving the preparation and improvement of talent control within the IT subject. The data for the study was collected from the primary sources and Secondary sources. The structured questionnaire was developed to satisfy the study objectives. The convenient sampling has been opted to circulate the questionnaire among the employees. Nearly 100 samples were collected. Descriptive statistics was used to analyze the collected data. The organization business display exemplifies that in expertise control there are numerous techniques, workflows, and user experiences that a couple of additives, sharing information and employee expertise profiles. Engaging employees has grown to be very critical in today's pandemic situation due to covid 19. Thinking of seizing the top function devoid of the help of the employees would simply be a dream in this current situation of lockdown.

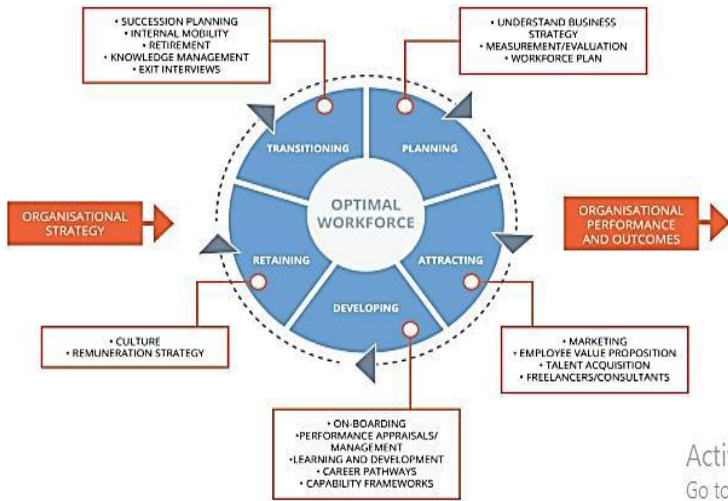
**Keywords:** Talent Management, Employee Engagement, IT Sector

### Introduction

Talent control encompasses all human resource methods aimed at attracting, onboarding, developing, motivating, and preserving high-acting individuals. It's a human resource control strategy. It permits the employer to are expecting and guide long term overall performance by way of relying on

the highest-ability workforce or potentialities. Attracting and retaining super personnel, expanding their capabilities, and continually motivating them to decorate their performance are all a part of talent Management. The predominant goal of employee control is to develop a stimulated group of workers so one can live with the employer for a long term. The specifics of ways to perform this may range from company to employer.

### Talent Management Model



#### a) Planning

Planning aligns the talent management model with the overall goals of the organization. Only the right planning can ensure that you seek the right skills and experience. In addition it evaluates existing employees to see what works best in the company. For example, if qualified employees are accustomed to staying in the organization for a long time, they should plan to hire as many employees as they do.

#### b) Attracting

It is not always easy when one person leaves the company and starts looking for another person to take part. Talent management ensures that there are always enough staff to do all the work and protect the heavy burden that can lead to downsizing. Hire someone with a certain position you need to create a good feeling. This will provide an opportunity to recruit candidates or use them as agents to gain more talent.

#### c) Developing

Part of the model development involves taking steps to help talent grow

within the company. Talent management also looks at what will keep employees in the company motivated and determined to do more. It is necessary to provide employees with value. Motivation also requires the right ride to give new employers a positive view of the company from the start. This will increase the chances of them staying with the company and working hard.

#### **d) Retaining**

Another intention of talent control is to hold people within the business enterprise longer. Employees want to maintain to feel that the agency is a happy and purposeful vicinity to work. With training and other types of engagement personnel they have got the possibility to do the paintings without leaving the corporation to gain awareness on reimbursement and company lifestyle.

#### **e) Transitioning**

After hiring and growing their abilities they need to plot for workforce modifications. The reason of this section is to shop records in the enterprise. Arrange in location to promote staff or upload to any other branch or workplace. If an worker comes to a decision to leave we want to know why.

### **Talent Management of Employee during Post Covid-19**

The Covid-19 epidemic has delivered with it a bunch of demanding situations for HR expertise teams. In the early days of the disaster, HR leaders focused on running with workforce to make them feel secure from all uncertainty. At gift, it has end up increasingly more critical for businesses to don't forget expertise control practices in strengthening using. While making plans and redesigning new expertise control approaches to Covid-19, it's far essential to understand that far off work has grown to be a surprisingly new phenomenon. HR leaders should suppose past product renovation and study how and once they reimburse personnel who paintings remotely inside the physical machine whilst growing their individual. They advanced strategies that make contributions to skills control within the submit-epidemic duration.

### **Employee Engagement Practice**

Integrity work is carried out to assist their corporation succeed by way of directing their satisfactory efforts into their work. They agree with inside the agency, and they'll work to make certain that the organization is successful. Staff participation measures how glad and motivated the team is at paintings. When personnel feel dedicated and glad with their paintings,

their involvement is excessive, main to higher overall performance and productiveness. It is vital to be aware that employee involvement isn't the same as worker pride. A satisfied worker will no longer spend a lot of effort and time at the fulfillment of the business enterprise, but will do his process efficiently without wasting much effort. Satisfaction with paintings is usually a transaction, followed with the aid of revenue and advantages. Staff engagement does now not paintings; the best paid activity will no longer be the work involved.

## **Employee Engagement Practice during Post Covid-19**

Employee involvement has been one of the maximum vital signs and symptoms of control and personnel in organizations because of lockout. Staff participation with the aid of various agencies all through the outbreak of the coronavirus. Organizations are continuously growing new and effective ways to have interaction employees all through this hard time. In the aftermath of the epidemic, groups are changing many engagement activities which include online circle of relatives engagement practices, progressive studying and viewing, on line organization constructing sports, webinars and enterprise specialists, carrying out weekly on line meetings, group conferences at a video convention, brief on line periods, visible challenges and competitions, online publications, shows, verbal exchange exams, live abilities training sessions, on-line counseling sessions, popularity and confession times, anxiety and pressure webinars, imparting steerage on online exercise and meditation, social media office, virtual school room training modules, e-studying modules, and many creative getting to know programs. The sports worried in domestic work have a profound impact on employees and corporations. Those corporations that do those forms of jobs that contain their personnel research new capabilities and expand themselves. The workforce felt devoted to the organization and remained enthusiastic during this difficult time of the 19th disorder.

## **Theoretical Background of the Study**

The evolution of management thought has had an effect at the improvement and path of human useful resource control. Historical trends changed the perspectives of the way people are viewed in the place of work. Scientific management assessed the workers as a fee and the human element was left out whilst formal transaction fee and disciplinary problems were controlled by means of the characteristic of personnel control.

## **Statement of the Problem**

The essential cause of this program is to assist managers in improving



the preparation and improvement of talent control within the IT subject. It also offers a blueprint for all aspects of planning, creating and evaluating talent preparation applications to have interaction their employee and affords guidelines for making the education process more sustainable and facilitates to achieve the enterprise objective. Research unearths project education and the way it contributes to the improvement of consultant abilities and how it is adequately carried out within the company. It in addition shows that if enforcement and development packages may be successfully carried out.

### **Objectives of the Study**

- To know the complete procedure of talent management and its effect on employee engagement practice in a firm.
- To find out the effectiveness of talent management and active engagement practices of the employees on the better work performance during this pandemic.
- Aligning employee practice in the firm and plan to increase productivity and evaluate the employee performance.
- To understand the need of the talent management and it suggest possible improvement intalent management process to improve the employee practices.
- To determine the employee engagement practices during pandemic period and how it will effect on the employees work.

### **Review of Literature**

Nair (2020) looks at how many employee engagement programs are being run by Capgemini during this difficult time. Capgemini introduces structured employee engagement programs such as consistent communication with employees via video messages from company leadership, creating and maintaining social media in visible communities, creating a sense of belonging, staff counseling services, running anxiety and stress webinars, sharing healthy and hygienic habits and providing exercise and hygiene and meditation.

Barreiro and Treglown (2020) stated that employee engagement is critical to the organization in order to retain its valued employees. It is very important that the organization is able to make good use of the staff in the organization. Without the involvement of employees the organization cannot survive long.

Pawan S Budhwar, Jyotsna Bhatnagar (2007) pointed out that talent management became a major concern in literature, investigating talent

management and its relationships and levels of staff engagement using a mixed research approach.

## Research Methodology

The data for the study was collected from the primary sources and Secondary sources. The structured questionnaire was developed to satisfy the study objectives. The convenient sampling has been opted to circulate the questionnaire among the employees. Nearly 100 samples were collected. Descriptive statistics was used to analyze the collected data.

## Data Analysis and Interpretation

### Profile of the Respondents

**Table 1:** Profile of the Respondents

Variables	Particulars	No of respondents	Percentage
Gender	Female	48	48%
	Male	52	52%
	Total	100	100%
Education	Up to matric	8	8%
	B.E	11	11%
	Under graduate	40	40%
	Post graduate	35	35%
	Professional qualification	6	6%
	Total	100	100%
Age	18-20	04	04%
	21-30	53	53%
	31-40	35	35%
	41-50	07	07%
	51-60	01	01%
	Total	100	100%
Marital Status	Single	34	34%
	Married	58	58%
	Widowed	07	07%
	Divorced	01	01%
	Total	100	100%
Company	IBM	45	45%
	Huawei	18	18%
	Cisco	25	25%
	Other	12	12%
	Total	100	100%

Experience	Less than a year	13	13%
	1-2 year	34	34%
	3-5 years	33	33%
	6-10 years	12	12%
	More than 10 years	08	08%
	Total	100	100%

The above information indicates that 52% of the employees are male. Remaining 48% of the work force are female. If the organization entire workforce is taken into account, the number of male workers is greater than female employees. It is obvious that male employee force high in IT sector. Therefore the majority of the male workers work for the IT companies.

The above information shows that the education level of the employees. Who are working in the IT sector Bangalore. There are 8% of the workers are done their education up to matric, 11% of employees done with B.E, 40% of workers are under graduate, 35% of the employees are post graduate and the remaining 6% of workers are done with professional qualification. Maximum number of employees are under graduated employees. The above information indicates that 4% of respondents are between the age of 18-20, 53% of respondents are 21-30, 35% of respondents are 31-40, 7% of respondents are 41-50 and the remaining 1% are 51-60. Therefore, the number of workers employed in this IT sector is 18 to 60.

The above data shows that the 34% of the employees who are working in the IT sector there are single, 58% are married, 7% are widow and remaining 1% of employees are divorced. Therefore, the maximum number of worked in IT sector employees are married. From the above data we can get to know the 45% of employees are working in the IBM Company, 18% of the employees from Huawei, 25% of the employees are from cisco and remaining 12% of the employees are working in other IT Sector Company. Most of the respondents are working in IBM Company. 13 % of the employees are the having less than a year of work experience, 34% of the employees having working experience 1-3 years, 33% of the employees are having 3-5 years of experience, 12% of the employees are having 6-10 years and remaining 8% of the employees are having more than 10 year of experience.

**Table 2:** Challenges faced by employees during pandemic situation

Particulars	No of respondents	Percentage
Communication with co-worker is harder	19	19%
Too many distraction at home	36	36%
Internet connectivity	31	31%
Team co-ordination	08	08%
Other	06	06%
Total	100	100%

The above information shows that biggest challenges faced by employees during this pandemic situation. 19% of employee are responding communication with co-worker is harder, 36% of the workers are responding too many distractions at home, 31% of the employees are responding internet connectivity, 8% of the response is team connection and remaining 6% of response is other problem. So that more than employees are faced too many distractions at home in this pandemic situation.

**Table 3:** Area talent management needs to be improved

Particulars	No of respondents	Percentage
Vision	25	25%
Employees work	40	40%
Company growth and development	30	30%
Bonding of employees	05	05%
Total	100	100%

The above information shows the talent management needs to be improved in the organization. 25% of employees are response vision, 40% of workers are response employee work, 30% of employees are response company growth and development and the remaining 4% of workers are react to employees bonding. Therefore compare to other employees work is more than that.

**Table 4:** Does talent management helps to improve the employee engagement practice to achieve their goal

Particulars	No of respondents	Percentage
Strongly agree	17	17%
Agree	42	42%
Neutral	29	29%
Dis agree	10	10%
Strongly dis agree	02	02%
Total	100	100%

The above information indicates the talent management is helps to improve the achieving goal. 17% of workers are strongly agree, 42% of respondents are agree, 29% of respondents are neutral, 10% of workers are disagree and the remaining 2% response are strongly disagree. So that more number of workers are agree for this statement.

**What are the Best Strategies Works for Retaining Talent?**

Particulars	No of respondents	Percentage
Focus on wellness	21	21%
Attending competitive sprit	47	47%
Care of well being	28	28%
Attracting employees	04	04%
Total	100	100%

**Suggestions**

- Recognize and reward valuable contributions and to develop domesticated strong co-worker relationship.
- To embrace and encourage worker autonomy and to take solicit normal comments from client.
- IT sector it allows to worker work nicely and risk less to the control for employees’ higher paintings for these pandemic days.
- It advocates that the corporation must talk with the employees and deliver appropriate facility to work hard for the enterprise cause.
- Fulfill the worker’s expectation for the IT quarter is good for accomplishing the goal of the company.
- The places of work given by the organisation are desirable and the representatives are update it and might advise the organisation to maintain doing excellent.
- Identify skills management the expertise talent personnel are required for the organisation to continue the paintings and supply better schooling for his or her personnel.
- IT region create an excellent wholesome paintings surroundings for the personnel, it gain for individual employees and organisation also.
- Offer carrier development applications in the agency and customize the advantages of employee packages.
- To measures and improve worker delight degrees, to enforce a tangible employee popularity program.

## Conclusion

Talent control is set the systematic enchantment, identification, improvement, engagement, retention and development of proficient individuals who are of specific cost to an organization and professional practices. The organization business display exemplifies that in expertise control there are numerous techniques, workflows and user experiences that a couple of additives, sharing information and employee expertise profiles. Engaging employees has grown to be very critical in today's pandemic state of affairs due to covid-19. Thinking of seizing the top function devoid of the help of the employees would simply be a dream in this current situation of lockdown.

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# Chapter - 9

## The Effect of Training and Motivational Factors on Employee Performance

**Dr. Vijaya Vardhan Manchala**

Assistant Professor, School of Management, Presidency University,  
Bangalore, Karnataka, India

**Ananya M**

School of Management, Presidency University,  
Bangalore, Karnataka, India

### Abstract

The objective of the study is to empirically examine the effect of training and motivation on overall performance of the employees. There are different training and motivational factors contributes to the standard performance of the workers in the organizations. Highly contributing elements are the ones having relative significance given with the aid of using personnel. Employee motivation is taken into consideration as a pressure that drives the personnel towards reaching precise dreams and targets of the company. Organizations can achieve their objectives when they effectively and efficiently utilize its resources like men, machines, materials, and money. Among all these, human resources are the most important, because they use the other assets of the organization to realize the goals and objectives set by the organization. Therefore, the purpose of this thesis was to explore the impact of training and motivations on employees' performance in the context of a public university environment. Finally, the findings of the study revealed that training of employees will first boost their motivation and confidence to perform their work perfectly. Based on the findings, some recommendations were made to the effect that, the type of training that should be organized for the lecturers should be directly related to the core work of the lecturers in order to motivate them to transfer the skills and knowledge acquired during the training into effective and improved work performance.

**Keywords:** Employee's performance, Training, Motivation



## **1. Introduction**

Human resources are regarded as the key asset of every organization and businesses need to invest in that asset to ensure their survival and growth. This means taking steps to assess and manage to enhance and develop the inherent capacities of employees- their contributions, potential and capabilities- by providing learning and continuous development opportunities. Managing the human resources to get the best out of them has become the greatest goal of every efficient and high performing organizations. This is because the overall achievement or failure of every firm is highly dependent on the performance of the employees. An organization can maximize their profit and grow with employees who are highly trained and motivated to give highest level of performance to the organization. Many strategies have been implemented to increase the productivity of employees, such as job and organization design, public relations, staffing, motivation, rewards and training & development.

However, among these, training and motivation are the most significant factors that influence employees to perform at their very best (Raja, Furqan & Muhammad, 2011). Training is a systematic restructuring of behaviour, attitude and skills through learning, education, instruction and planned experience. Training is designed to change or improve the behaviour of employees in the work place so as to stimulate efficiency. By offering the training opportunities, employers help employees develop their own competitive advantage, Jackson (2008).

## **2. Review of Literature**

According to Silberman and Phillips (2006), there is the need for managers as well as policy makers to recognise the importance of investing in manpower training for the sake of motivating and improving employees' performance thereby, helping the industries to achieve its goal of survival and growth. According to Raja, Furqan and Muhammad (2011: P. 7), training is the most important factor that increases the efficiency and the effectiveness of both employees and the organization in the business world today. Elnaga and Imran (2013) emphasised that employees need effective and regular training to develop the required knowledge, skills and abilities to perform well on the job and influence their motivation and commitment. Similarly, Falola *et al.* (2014) posit that for any organisation to achieve its stated goals and objective in this competitive world, adequate and relevance training of staff cannot be over-emphasized.

Sharma and Shirsath (2014) added that training contributes greatly to employee's motivation and improved performance. Abbah (2014) argues that an effective organization is the one that effectively motivates its employees to achieve its goals at various levels in an organization. Sahinidis and Bouris (2008) notes that directly the role of training programs is seen as a measure of improving employee capabilities and organizational capabilities i.e. when the organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees. Recently there has been large strand of the empirical studies in the literature that examine the link between employee training and motivation and employees' performance based on various organizations

### **Aim and Objectives of the Study**

The purpose of the study was to explore the impact of training and motivations on employees' performance in the context of public university environment. Specifically, the study seeks to achieve the following objectives:

1. To assess the influence of training on employees' work motivation.
2. To identify the relationship between training and employees' job performance.
3. To identify the mediating effects of motivation on the relationship between training and employees' job performance.

### **Research Questions**

The present empirical study was conducted to answer the following research questions.

1. How does training programs influence employees' work motivation?
2. What is the direct relationship between training and employees' job performance?
3. What is the mediating role of motivation in the relationship between training and employees' job performance?

### **Research Hypotheses**

Based on the literature reviewed, the following hypotheses and conceptual framework are proposed.

### **Framework**

The figure below represents the research hypothesis conducted to determine the result of the work.

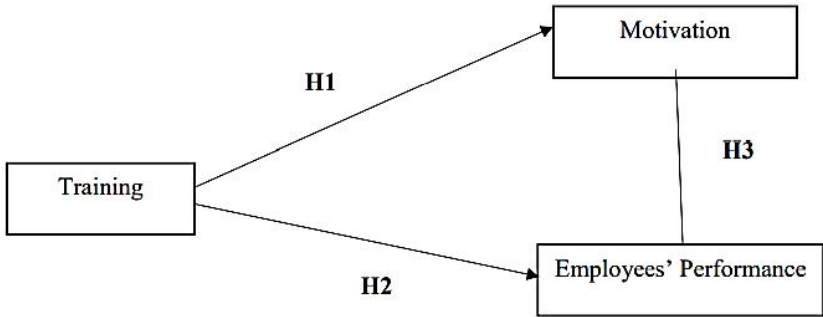


Figure 1. Linkage between training, motivation, and employees' performance.

**H1:** There is a statistical positive relationship between training and motivation.

**H2:** There is a statistical positive relationship between training and job performance.

**H3:** Motivation mediates the relationship between training and employees' job performance

**3. Research Methodology**

**Research Design:**

The research design is descriptive in nature. Descriptive studies attempt to obtain a clear, complete and accurate description. The study is necessary when the research is interested in knowing the characteristic of a certain group. The data were collected through a field survey using questionnaires. Descriptive research, mainly involves surveys and fact findings enquires of different kinds.

- Data Source** : Primary and secondary data
- Research Approach** : Survey method
- Research Design** : Descriptive research
- Research Method** : Survey method
- Research Instrument** : Questionnaire
- Sampling Size** : 99

**4. Data Analysis and Interpretation**

Classification and tabulation transform the raw data collected into useful information i.e., observation and responses are converted into

understandable and orderly statistics are used to organize and analyse the data. The mean and standard deviation of the variables are given below.

**Table 1:** Descriptive statistics of sample respondents

	Mean	Std. Deviation	N
Training	2.4354	.56030	99
Motivation	2.2394	.51623	99
Employee performance	2.6909	.76386	99

### Interpretation

In descriptive statistics, the mean value of training is 2.435, motivation is 2.2394 and employee performance is 2.6909. The sample size is 99. The standard deviation of training is 0.56030, motivation is 0.51623 and employee performance is 0.76386.

**Table 2:** Table showing correlation of sample respondents

		Training	Motivation	Employee performance
Training	Pearson Correlation	1	.730**	.707**
	Sig. (2-tailed)		.000	.000
	N	99	99	99
Motivation	Pearson Correlation	.730**	1	.666**
	Sig. (2-tailed)	.000		.000
	N	99	99	99
Employee performance	Pearson Correlation	.707**	.666**	1
	Sig. (2-tailed)	.000	.000	
	N	99	99	99
**. Correlation is significant at the 0.01 level (2-tailed).				

### Correlation Interpretation

There are statistically significant correlations between variables. That means increases or decreases in one variable do significant relate to increases or decreases in opposite variable. The sig. (2-ailed) value is less than 0.05. So that, it having good relation with one another variable. s inter-correlation matrix of training, motivation and employee performance. The results showed initial support for all the first two hypothesis (H1 and H2). Training was found to be related positively and statistically significant with lecturers' motivation to work ( $r = .730, p < .01$ ). Also, training related statistically positive and significant with employees or lecturers work performance ( $r = .707, p < .01$ ). Finally, motivation related statistically significant and positively with employee performance ( $r = .666, p < .01$ ). The above results

indicate that there is a positive and statistically significant relationship between employee training and motivation and employee performance. This means that the results of the study confirmed and support all the first two predicted hypotheses.

## **5. Summary and Conclusion**

The study confirmed all the three hypotheses (H1, H2 and H3) predicted in the study. The results show that there is a positive relationship between training and motivation and employee performance. The purpose of the study was to explore the impact of training and motivations on employees' performance. The findings of the study revealed that regular training of employee boost their motivation to show great commitment to the work. That is there is a significant relationship between training and motivation of employees in the industry. Secondly, the study revealed that there is a significant statistical positive relationship between training and employee work performance. This is because training will equip and empower employees to perform their jobs better. The findings of the study revealed that training of employees will first boost their motivation and confidence to perform their work perfectly.

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# Chapter - 10

## Performance Appraisal: A Study to Understand Job Satisfaction and Motivation of Employees

**Dr. S. Fakruddin Ali Ahmed**

Associate Professor, School of Management,  
Presidency University, Bangalore, Karnataka, India

**Mohammed Saadath**

II<sup>nd</sup> Year MBA, School of Management,  
Presidency University, Bangalore, Karnataka, India

### Abstract

Drawing upon existing literature, this study investigated the relationship between Job satisfaction and Motivation of personnel through the system of Performance Appraisal (PA). A study of 50 personnel from various infrastructure industries found a positive correlation between job satisfaction and motivation with the performance appraisal system of the organization. The results of the study indicate positive constructs related to PA as objectivity and transparency, PA culture and system, feedback, performance impact, attrition, and compensation. Furthermore, it strengthens the argument that organizations must design and administer their performance appraisals with care, frequency and use it more as a development tool to enhance its effectiveness for generating productivity. Findings from this study would seem to have many practical implications for enhancing the motivation and Job satisfaction of employees at the workplace. PA as an instrument needs to be designed and administered effectively and judiciously. The above research study depicts the positive constructs related to PA as objectivity and transparency.

**Keywords:** PA, HRM

### Introduction

Performance appraisal is an integral part of HRM and HRM deals with personnel is people. “People” is the important and valuable resource that every organization or institution has in the form of its employees. Dynamic people can build dynamic organization. Effective employees can contribute to the effectiveness of the organization. HRM has multiple goals, which



include employee's competency development, employee motivation development and organization development. Employees require a variety of competencies, knowledge, attitude, skills in technical area; Managerial areas, behavioral and human relations areas, conceptual area to perform different tasks or functions required by their jobs. HRM aim at constantly the competency requirements of different individual to perform the job assigned to them, effectively and provides opportunities for developing these competencies. As HRM deals with humans it is necessary to keep a check on their performance after regular interval of time given jobs, it is necessary to corrective actions term or there is need to appraisal their performance. The process of appraising for doing their work effectively is known as performance appraisal system. It is very essential to understand and improve the employee's performance appraisal is the basis for HRD. It was viewed that performance appraisal was useful to decide upon employee promotion/transfer, salary determination and the like. Its roots in the early 20th century can be traced to Taylor's pioneering Time and motion studies. As a distinct and formal management procedure used in the evaluation of work performance, "There is a basic human tendency to make judgments about those one is working with, as well as about oneself." Appraisal, it seems, is both inevitable and universal. In the absence of a carefully structured system of appraisal, people will tend to judge the work performance of others, including subordinates, naturally, informally and arbitrarily. The human inclination to judge can create serious motivational, ethical and legal problems in the workplace. Without a structured appraisal system, there is little chance of ensuring that the judgments made will be lawful, fair, defensible and accurate. Performance appraisal systems began as simple methods of income justification. That is, appraisal was used to decide whether or not the salary or wage of an individual employee was justified. The process was firmly linked to material outcomes. If an employee's performance was found to be less than ideal, a cut in pay would follow. On the other hand, if their performance was better than the supervisor expected, a pay rise was in order. Little consideration, if any, was given to the developmental possibilities of appraisal. If was felt that a cut in pay, or a rise, should provide the only required impetus for an employee to either improve or continue to perform well. Sometimes this basic system succeeded in getting the results that were intended; but more often than not, it fail.

The technique of Performance Appraisal has been widely adopted in organizations to measure and evaluate performance of employees across all levels. Both public and private sector have been known to employ formal employee appraisal systems increasingly. Performance Appraisal has been

the focus of a flurry of research activity in the past several decades (Bretz, Milkoviln and Read, 1992). There has also been a continued use of performance appraisal systems by business and industry, with recent surveys indicating that Between 74 per cent to 89 per cent of firms having a formal system. (Murphy and Cleveland, 1991). Formal PA systems arose for a number of different purposes, including human resource decisions, feedback and program evaluation (Cleveland, Murphy and Williams, 1989). PA is among the most important HR practices and it is one of the most heavily researched topics (Fletcher, 2002). According to Fletcher, the PA must be viewed as a mechanism for developing and motivating people. The study was designed to learn the impact of PA on Job Satisfaction and Motivation of Personnel in various occupations and firms respectively.

### **Statement of the Problem**

Much of literature dealing with Human Resource Management and its issues recognize the importance of performance appraisal system which occurs in the organization. All organization faces the problem of directing the energies of their staff to the task of achieving business goals and objectives. In doing so, organization need to devise means to influence and channel the behaviours“ of their employees so as to optimize their contributions. Performance appraisals constitute one of the major management tools employed in this process.

### **Objectives of the Study**

The main objective of the study was to analyses the impact of a Performance Appraisal on personnel in terms of their job satisfaction and motivation for undertaking work, and to exercise social control and predict changes in behaviour.

Performance Appraisal System implemented in various Organizations varies according to the need and suitability.

### **Review of Literature**

Alford and Beatty "It is the evaluation or appraisal of the relative worth to the company of a man's service on the job". FLIPPER "Performance Appraisal is a systematic, periodic and so far as humanly possible and impartial rating of employee's excellence of matters pertaining to his potentialities for a better job". Performance Appraisal (PA) usually involves —evaluating performance based on the judgements and opinions of subordinates, peers, supervisors, other managers and even workers themselves (Jackson & Schuler, 2003). Historically information from PA has

been used as a basis for administrative decisions (Boleman *et al.* 2009). Several service institutions are using a PA system that was developed at a time when organizations were typically large and hierarchically arranged, as organizational environments were relatively stable, when employees were homogeneous and relatively well qualified and when long term employment was the norm. (Cleveland, Murphy, 1995) Job performance is a broad and complex construct comprising two fundamentally different aspects, namely, in role job performance mandated by an organization and more spontaneous innovative work behaviours. (Katz, 1964). Researchers have noted that job satisfaction is directly related to employee turnover, retention rates, absenteeism and indirectly to job performance and productivity. (Shore, Newton *et al.* 1990). Higher job satisfaction has been linked with employees who are able to exercise autonomy (Sekharan, 1989) and with those who have a higher level of job involvement. Job satisfaction refers to the employee's pleasurable or positive emotional state as a result of appraisal of one's job and job experience. (Bartlett & Keng, 2004, Schmidt, 2007).

## **Research Methodology**

The hypothesis proposed is as follows: The variables associated with Job satisfaction and Motivation is significantly related to Performance Appraisal. The study significantly used primary data. Some sources for secondary data were also browsed in order to deeply understand the phenomenon of Performance Appraisal as a basis for Job Satisfaction and Motivation to work. The primary data was collected as responses from a judgement sample of 50 respondents working in infra industries. The rationale for choosing the respondents was a minimum of a two-year work experience in the same organization and being subjected to an annual Performance Appraisal.

## **Data Collection Method**

Collection of data is the first step in statistics. The data collection process follows the formulation for research design including the sample plan. The data can be secondary or primary.

Collection of Primary Data during the course of the study or research can be through observations or through direct communication with respondents on one form or another or through personal interviews. Collected primary data by the means of a Questionnaire. The Questionnaire was formulated keeping in mind the objectives of the research study.

Secondary data means data that is already available i.e., they refer to data, which has already been collected and analyzed by someone else. When

a secondary data is used, the researcher has to look into various sources from where he can obtain data. This includes information from various books, periodicals, magazines etc.

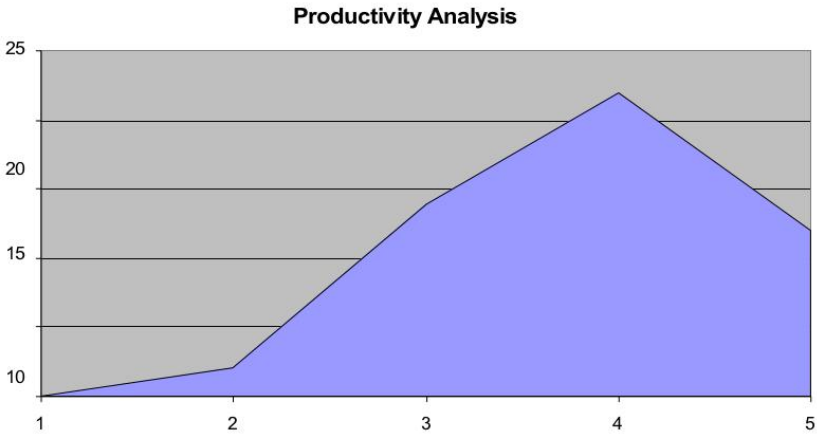
## **Results and Analysis**

The Personal Characteristics of the respondents for this study included age, gender and education status. These were necessary to be included for analysis as institutional studies have shown the impact of such characteristics on employee performance. (Anderson, 1976; Gibbons, 1997; World, 2001). From the collected data is a logarithmic representation of the employee age data and clearly shows the median age of the sample population taken for the survey as 29. The sample was carefully chosen to ensure that the study gave an equal opportunity to both the sections to voice their opinion and there gain a truer picture of the conclusions derived by the study. The balance of both the genders in the Organization also gives rise to a good work atmosphere and better understanding between the employees. This helps to remove many barriers that may exist due to various reasons. Most of the employees in the Organization are relatively new because a majority of them (i.e., 66%) have between one and two years of experience in the Organization. This is mainly due to the fact that the Organization is in a constant mode of growth and is therefore recruiting in a big way. The expansion plans are done keeping in mind the proposed growth in business in the near future. a majority of the sample respondents have found the Appraisal Model to be simple and efficient on one hand but also subjective on the other hand. The Appraisal model has been thoroughly dealt with during the training so the employees know exactly what is expected of them. The HR department follows an open-door policy which ensures that any queries regarding the policy can be clarified to the employee s satisfaction. But the employees are of the opinion that the subjective nature of the Appraisal system is one of the main disadvantages. About 54% of the respondents say that the Performance Appraisal System does give a true and fair view of their contribution to the Organization. This does include employees who think that their rating does not always turn up to be correct as per their opinion.

## **Effective Communication**

One function of performance appraisals is to help employees develop so they can contribute more effectively. In order for the employees to develop and learn they need to know what they need to change, where (specifically) they have fallen short, and what they need to do. If a manager assigns a 1

(unsatisfactory) on a scale of 5, it does not convey much information to an employee. It just says the manager is dissatisfied with something. In order to make it meaningful and promote growth, far more information must be added to the appraisal process and the related information should be transparently shared with the employee.



A vast majority of the respondents (i.e. 68% which includes ratings of very important or most important) affirm that their performance is directly influenced by recognitions of their performance by the appraisal system. None of the respondents have stated that the appraisal system had no effect on their productivity.

**Table 1:** The age distribution of respondents.

Age Group (years)	No. of respondents	% of respondents
21 - 25	24	48
26 - 50	26	52

**Table 2:** Factor Analysis for performance appraisal.

Question No	Score		Communalities	
	Mean	SD	Initial	After Extraction
Q1				
Q2	1.81	.826	1.000	.608
Q3	2.20	.929	1.000	.620
Q4	2.11	1.190	1.000	.678
Q5	2.14	1.050	1.000	.622
Q6	2.15	1.037	1.000	.546
Q7	2.19	1.042	1.000	.636
Q8	3.05	1.426	1.000	.647

<b>Q9</b>	2.86	.990	1.000	.746
<b>Q10</b>	2.72	1.218	1.000	.665
<b>Q11</b>	2.40	.998	1.000	.734

**Conclusion and Recommendations**

Findings from this study would seem to have many practical implications for enhancing the motivation and Job satisfaction of employees at the workplace. PA as an instrument need to be designed and administered effectively and judiciously. The above research study depicts the positive constructs related to PA as objectivity and transparency, PA culture and system, feedback, performance impact, attrition, and compensation. All these constructs are positively related to job satisfaction and motivation of employees at the workplace.

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# Chapter - 11

## Focus on Building a Culture

**Yashovaats Karnani**

School of Commerce, Bangalore, Karnataka, India

**Dr. D. Vijayasree**

Assistant Professor, School of Commerce, Bangalore, Karnataka, India

### Abstract

Leaders of the future are paying attention. As we head into 2022, we must create culture where employee wellbeing comes first. Change like this starts at the top and leaders must set an example. Every Person on a company's executive team must be committed to work place wellbeing, modeling a holistic lifestyle where top priorities are physical, mental, emotional and spiritual health.

Second, leaders must build a supportive environment that focuses on the whole person, not just on the working portion. A supportive environment offers resources for depression and other mental health issues and incentives for exercise and healthy eating behaviors. Companies must offer EAP services that address mental health and financial, spiritual and social well-being.

And finally, keep the lines of communication consistent and open. The best way to help employees stay on track is to discuss their progress and setbacks openly. Leaders should regularly check in with their employees to see how things are going and have meaningful conversations about well-being every week.

**Keywords:** Culture, work place well being

### Introduction

Organizations have understood and agreed in 2022 that the key to winning big lies in robust company culture. It is seen in the recent trends in leadership. Culture's vital role in facilitating your team's growth needs no repetition. Cultures hold immense influence on teams. The activity of culture building is a crucial and often challenging one. In comparison to the offline mode of work, the challenges increase substantially when the team's go

hybrid or fully remote. Due to the disruptions caused by the pandemic, many teams have had to reimagine and recreate their culture. Often, it also brought forth the weak aspects that critically affected outcomes. In recent months, as the situation has become routine, many companies are returning to traditional office spaces. However, many managers were in for a shock when they learnt that their culture may not have survived the upheaval. Moreover, as work is turning to remote with a focus on DEI, many teams will need to rethink several parts of their cultures. By smartly building a culture that centers around your core ethos, you can bring your team's vision to reality.

### **Statement of problem**

Common organizational culture problems can include ambiguity, poor communication, and inconsistency. These can contribute to the experience of a hostile and unpleasant workplace, which can make workers less loyal and may contribute to issues like harassment, bullying, and high turnover. Companies with concerns about their structure and organization can use outside consultants to get a fresh look at their culture, and may also want to consider the use of employee evaluations to get feedback from their personnel. These tools can help companies identify and address problems with organizational culture.

### **Literature review**

Syntheses of existing literature provide a framework for a broader understanding of the current state of the organizational culture. This literature review synthesized the relevant literature pertaining to the role of organizational culture on business performance in a perspective of the corporate group. The literature review comprised various published sources on the role of organizational culture, such as journals, periodicals, seminal books, and other published materials. The review focused on the conceptualization, measurement and examines various dimensions of organizational culture on corporate performance. After analysis of a wide range of renowned literature, it was found that organizational culture has a strong impact on the organizational performance. Empirical evidences further showed that lack of cultural integration between member companies was a primary cause of failure in corporate groups. Therefore, it is ascertained that cultural enhancing would result performance enhancement. Business managers are recommended to establish an effective organizational culture in order to enhance corporate performance. Therefore, how an effective organizational culture is established to enhance the corporate performance can be recognized as a needed research scope. Moreover, this



paper highlighted the prevailing theoretical and empirical gaps in the area of organizational culture towards corporate performance, and hence the findings may be useful for future similar studies.

### **Research methodology**

Leaders can reinforce organizational values by helping their people grow and develop through goal setting, opportunities, and recognition. Elevate employees through frequent one-on-ones and regular two-way feedback. When employees have open and ongoing dialogue about their work, their trust in their leader strengthens. The culture of an organization is minted through attraction- selection- attrition, new employee onboarding, leadership and organizational Reward system. Signs of the company's culture include the organization's mission's statements, stories, physical layout, rules and policies and rituals.

Make connections within your organization with people who share common interests, passions and challenges. When you come together with others, your influence on the culture is multiplied. In addition, connect people from within your company to external organizations with perspectives or ideas that enhance the culture.

Anthropologists are more likely to conduct indigenous (ethnographic) studies. In this type of research, the scientist spends time observing a culture and conducting interviews. In this way, anthropologists often attempt to understand and appreciate culture from the point of view of the people within it.

Researching organizational culture using the grounded theory method is intuitively logical, given the ease of conceptualizing organizational culture as a basic social process. In spite of its intuitive appeal, there are numerous challenges along the research voyage that could facilitate or jeopardize the unsuspecting researcher's investigation. The aim of this paper is to alert prospective researchers, to some of the critical considerations that arise when designing and conducting research of this nature. The paper first tackles issues that are related to the conceptualization of organizational culture as the phenomenon of interest, before turning to the research design implications. Research considerations that are related to the conceptualization of organizational culture and the formulation of the research, include the school of thought that the researcher embraces and the implications of its research traditions; the assumptions made about the nature of organizational culture (such as its degree of uniformity or variation, its definition and construction, and its stability and development over time) and

the implications for its investigation; the contextual characteristics of the study (such as the size of the organization being investigated) and their implications for the manifestation of organizational culture; and the researcher's values and interests and their implications for accessing credible data. Other than the implications of conceptualization of organizational culture on the formulation of the research problem, further research design considerations discussed include aligning the researcher's ontological and epistemological assumptions with the assumptions made about organizational culture; identifying sources of data and techniques for its collection, that are appropriate to the conceptualization of culture and its temporal characteristics in particular; and reconciling the level of data collection with its level of analysis in order to aggregate and reconcile various individual perspectives of a collective social construct.

### **Objectives of study**

This research aims to examine the role of leadership values in creating culture, with the focus on training and development support. The research is conducted with case studies of Indian BPO organization. The research attempts to achieve following objectives:

- To examine leadership role in creating culture in organizations.
- To make out and assess the various leadership role in creating culture in organizations.
- To examine how training and development support as role of leadership values in creating culture in organizations.

**Conceptualizing and operationalizing studies of organizational culture:** When embarking on a research enquiry, it is generally accepted that the phenomenon being investigated has a bearing on the formulation of the research problem, the consequent design of the research, and its implementation. Here, four considerations are discussed, namely: the theoretical position or school of thought assumed by the researcher; the nature of the organization culture phenomenon itself; the context within which the phenomenon is manifested; and the researcher's value position and area of interest in relation to the phenomenon.

### **Method of Survey**

The method used for survey on focusing on building of culture in organization are is by using cultural survey method. A culture survey measures employees' perceptions of company culture and is designed to assess whether it aligns with that of the organization. Measuring, or even

quantifying a company culture is tough but necessary. Culture surveys – to review the unique beliefs, behaviors, and practices of your company against how they're perceived by your employees. Climate surveys – to identify what makes that team tick and Pulse checks – which provide a snapshot in time, on the engagement within an organization.

A work culture survey is a tool to collect insights from employees associated with the organization to assess and improve the business and make enhancements in leadership strategies, future investments, and overall changes in the organization. It is a survey that evaluates how well-aligned is an organization's culture with its propagated values and ethics. An organization should understand what its employees think about their culture and what can be improved to make it a better place to work. Every cultural aspect of a workplace directly or indirectly impacts business.

Organizations that intend to create a workplace primarily driven by specific behaviors and focus on developing a conducive culture, often rely on culture surveys. Gaining insights into current workplace culture and analyzing the degree of alignment it has with the ideal set workplace culture will benefit the organization in terms of better planning, increase performance standards, employee engagement, etc. Forbes magazine emphasizes how crucial it is to ensure the organization maintains healthy culture and improves its status quo.

Internal hierarchy, technologies, skills, and qualities that influence actions and assumptions, the entire system is measured with a workplace culture survey. With the inputs provided by each employee, an organization can work towards improving their vision for culture, job roles, and structure, manage the performance of company-wide teams, and enhance managerial techniques.

## **Data Analysis**

Peter Drucker, the legendary management consultant, once famously said, "Culture eats strategy for breakfast." What is culture though exactly? It has many different definitions based on who you ask, but the value in making it part of your strategy and decision-making is undeniable. According to Culture IQ: 94% of executives and 88% of employees believe a distinct workplace culture is important to business success.

Employees' overall ratings of their company's qualities - like collaboration, work environment, and mission and value alignment - are 20% higher at companies with strong cultures. These qualities help winning cultures keep employees aligned and motivated.

13 companies that have appeared on Fortune's annual 100 Best Companies to Work For list every year also see higher average annual returns, with cumulative returns as high as 495% instead of 170% (Russel 3000) and 156% (S&P 500).

Companies with strong cultures saw a 4x increase in revenue growth. Being named a Best Place to Work is associated with a .75% stock jump.

People analytics is a must-have in every organization, and it is increasingly being used to measure and understand the abstract concept of culture: What levers in the employee lifecycle improve our productivity levels? How do we prioritize the feedback from our engagement surveys? What do we need to do to tangibly demonstrate the impact of culture on our revenue?

The answers to these strategic business questions can't be found by using intuition or hallway conversations. HR needs fact-based evidence to accurately measure organizational culture and build the right solutions to maximize it.

## **Conclusion**

Both organizational culture and leadership are important in building a healthy organization. There is an argue about what of these concepts comes first, there is no consensus about it but of sure organizational culture impact the leadership style and also leadership impact and foster the performance of the organization where both embodies all the values in building, controlling and enhancing organizational performance. The article discussed that the transformational and transactional leadership are the leadership styles that best suit organizational culture. Because one is focusing on motivating and enhancing employees to act for the shared organizational vision and the other play on the contingency reward, where an employee will be rewarded once accomplishing the task, in which both raise the employees' commitment and the organizational productivity. There are several characteristics a leader should play or act to foster subordinates and to gain their trust, for example, a leader should have empathy and should heal the personal well-being of their followers. A leader response is based on the situation, where an effective leadership style could be ineffective in some other situations. Whatever the leadership style or the situation or the targeted goal, an organization, and a leader should always act ethically in building strategies because ethics always comes first, and if an organization loses ethics this may lead off losing the trust of followers.

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# Chapter - 12

## Employee Motivation

Ryth Panda

Student, School of Management, Presidency University,  
Bengaluru, Karnataka, India

### Abstract:

The level of dedication, vigour, and innovation exhibited by a company's employees while they are at work is known as employee motivation. Due to the fact that not every task will be engaging, it can be challenging for many businesses to maintain and improve worker motivation. Providing exceptional performers with an extra day of paid time off. Giving team members or employees a catered or complimentary lunch. Figuring out a team member's preferences or interests with regard to particular duties or projects enabling top-performing workers to take a day off early. This study discusses the role of employee motivation

**Keywords:** Corporate world, employee, employee motivation, organisation.

### Introduction

While bridging the gap between best to excellence in the cooperate world there are humungous factors that an organisation has to take care of. In this world of rapid growth where opportunity are at the footsteps of an individual no wonder it's difficult to retain the best talent in an organisation. With changing speed the demand, vision, expectation and wants of an employee changes with a swift. When an organisation hires an employee the employee becomes the major factor through which the organisations achieves its goal. Hence their wouldn't be any mistake if we make the statement that productivity of an organisation is directly proportional to success of an organisation. Which can otherwise be expressed as, when an employee of an organisation is well motivated and is putting the right amount of effort with higher skillset then the outcome can meet the desirable result. But when the employees or work force of an organisation doesn't behave in a systematic, productive and in a motivated manner then no matter how grater the input be the output may not be satisfactory. Meeting success greatly comes with managing the employees in a right way. World class

organisation always focus on employees satisfaction and motivation because for them it's always a highlighted point that when the workforce of an organisation is motivated then there is a unwavering success waiting for them in the virtual future. In result they spend thousands of dollars in building the factors that will open doors towards employee's motivation. Therefore we can learn the very importance of employee motivation. It becomes very imperative to understand the well definition of what employee motivation means. Employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs. Whether the economy is growing or shrinking, finding ways to motivate employees is always a management concern. Employee motivation has to deal with the factors that uplifted the sprites of employees at the workforce. Employee motivation is also about how empowered an employee feels in an organisation and how engaged an employee feels in tandem to the organisation goals. When employees of an. organisation are motivated they act as asset to an organisation. Motivation is intangible. It's not easy to measure and most difficult to control, but its very easy to facilitate is done right. While discussing about motivation of employee we also have to keep in mind that there are two types of employee motivation.

- Intrinsic motivation
- Extrinsic motivation

Every individual comes with different traits, thus effectively, motivating your employee will require you to understand the types of motivation which will help in a better way to perform the task of motivation. With understanding you will be able to categorise your employee better and apply the right type of motivation to increase the level of employee engagement and employee satisfaction. Some employees respond to intrinsic motivation while others to extrinsic motivation. Intrinsic motivation means that an individual is motivated from within while extrinsic motivation means an individuals motivation is stimulated by external actors- rewards, recognition and bonus. Motivation is important because for attracting employees, retaining employee and general level of productivity in a business. Motivated employees are more likely to be willing to work, rather than staying off. Motivation leads to the stability in the work force, it helps to build confidence among. Subordinates, improves work performance, secures their loyalty, and reduces absenteeism and labour turnover. When there is motivation it improves level of efficiency of employees. The level of subordinate or a employee does not only depend upon his qualification and abilities. For getting best of his work performance, for getting best of his

work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates. This will result into.

1. Increase into productivity
  2. Reducing cost of operations, and
  3. Improving overall efficiency
1. While employee motivation is hierarchical, it tends to improve the relationship between the superiors and subordinates. On achieving a goal or a target, the employees feel satisfied, but once they get proper recognition and appreciation from their managers and superiors, they feel like they have a supportive back. Getting support at workplace makes the co-operation and co-ordination even better in the organisation and incorporates team spirit attitude in the employees. The motivation inculcated in the employees by the senior management helps to boost the confidence of employees, while keeping them and their needs satisfied in the organisation. Motivated employees will always choose the alternative to stay back and work towards increasing their pay scale rather than switching between jobs. This not only helps reduce the employee turnover in organisations but also keeps the work environment satisfied and stress-free. Word of mouth is really important to make an organisation successful. If the employees are not satisfied at the workplace, it not only damages the brand image of the business but also weakens the recruitment in the organisation. Employees who are motivated tend to enjoy their talk about work with others, indirectly promoting word of mouth improving the brand reputation of the business. As a result, it is easier for the firm to recruit leading talent because of the good reputation. While the motivated employees are more satisfied and engaged with their work at the workplace, it increases their self-confidence which helps them in figuring out how to handle difficult and uncertain situations. Such skills help them become the problem-solvers of the organisation. To solve the problems, a motivated employee can go to any extent to solve it and challenge the problem with a better solution. Fews counting tips on employees motivation are
  2. **Employee Motivation Surveys:** Use an online survey software or platform to conduct employee motivation surveys. Let them give candid and genuine feedback about their experience, ideas, and



suggestions. This will help you identify areas that need your attention.

3. **Employee Satisfaction Surveys:** Employee satisfaction depends on a ton of factors such as work environment, infrastructure, roles and responsibilities, etc. Conducting employee satisfaction survey will help Managers understand dissatisfaction factors and act on them. Frequent surveys will help addressing dissatisfaction issues faster.
4. Job well done-recognise it! Recognition plays a huge role in increasing the motivation levels of the employees. It helps create a healthy bond between the employer and employees. It not only fulfils our basic need of esteem but also facilitates belonging.
5. **Focus on Intrinsic Rewards:** It is true some people need rewards to get tasks done, but extrinsic rewards fade very quickly. Focus on motivating your employees from within. Some may even say, “yeah this is all good but we gotta eat and pay rent”... well, that’s true, for that you compensate your employees well, but make sure you create values for your organisation that are long-lasting.
6. **Autonomy Not Bureaucracy:** Micromangement is the worst thing you can do as a manager. It is not only time consuming, but also really unwanted. If you have hired people with certain skillset let them do their job, be a facilitator, not a dictator. Human beings value autonomy, give them the freedom to get things done in ways acceptable and see the changes.
7. **Create An Amazing Work Environment:** No, it’s not Fuss-ball, or free snacks or a coffee machine. According to a study conducted by Ohio State University, your work environment seriously impacts your mood. So it does make sense to invest in the work environment where people actually spend 60 hours a week. Creating a good atmosphere will motivate your staff. Just go ahead and do it.
8. **Be A Visionary:** Lead with vision. Employees need to know their efforts are driving something important. They need to know their destination and more importantly the path that will take them there. If as a leader you lack the vision for your own organisation, how do you expect them to own up to your vision? Make a visual reminder of your organisation’s road map, encourage your employees to add to that. You will be surprised how innovative they can get.
9. **Solicit Ideas and Suggestions, Act on Them:** Now that you have

conducted surveys, you have received feedback from your employees. Ensure that the ideas, suggestions, grievances that they have put forth will be looked into and addressed in a timely fashion.

- 10. Career-Pathing:** Having a career growth plan with clearly mentioned roles and responsibilities is crucial to employees. It helps them focus, and direct their efforts to an achievable goal. Make sure that you sit down with every employee and come up with a career plan that is transparent and communicated clearly.
- 11. Provide Flexibility:** Not all employees are alike. Some prefer 9-5, others not much; some like coming to work daily, others not much. For some, commuting to work might be long and challenging. Allow some flexibility within reason and your employees will be happy and motivated.

Harvard Business Review has reported that more than nine in 10 of us would be willing to earn less money for the opportunity to do more meaningful work – showing just how important a person’s purpose really is to them. As illustrated by productivity and leadership expert Bryan Collins, “A skilled employee might quit a company if he or she can’t see how their work affects the final product.”

Various research findings point to just how crucial it is to give your employees a sense that their roles are meaningful and purposeful if they are to feel motivated. 57 per cent of Millennials, for instance, have said it’s very important for their work to have a positive impact on the world. And a 2017 study from Globoforce Work Human Research Institute and IBM’s Smarter Workforce Institute concluded that meaningful work was the single biggest contributor to a positive employee experience.

So, you now know just how important meaning and purpose are to your people – but what can you actually do to ensure they perceive their work to be more meaningful and purposeful? In his aforementioned blog, Alistair Cox outlines how leaders need to work with their teams to help them craft their roles in a way that delivers meaning for them; “bring your team together to discuss in an open forum which tasks they each enjoy and derive the most personal meaning from. Once you have that information, work with them to reassign, redesign or redistribute key tasks in a way that ensures every member of your team remains consistently productive and fulfilled.” Dan Cable, Professor of Organisational Behaviour at London Business School, also has some useful advice for helping your team to feel the purpose in their work in this article, including making their and your company’s work feel personal, authentic and perpetual. It’s important that

your employees understand the role they play within your business and feel like a vital cog. After all, the more impact an employee has in your business, the more likely they are to feel connected to it, and to aggregate the business's success with their own.

## **1. Working in a Positive Company Culture**

Company culture can play a major role in driving employee motivation – as shown by research conducted by Deloitte which found a strong correlation between employees who claim to feel happy and valued at work, and those who regard their organisation as having a strong culture. And as our CEO, Alistair Cox said, “The culture of your organisation is its personality. It’s what makes it different from all the others. It’s what attracts talent and makes that talent want to stay with you for the long-haul, no matter what challenges they face along the way.”

Improving your company culture has certainly become more challenging as a result of the crisis – however, we should see this change in ‘normality’ as the perfect opportunity to revisit, reboot and revive our company cultures. After all, we’re going to have to work hard to ensure they are sustained with the rise of hybrid working patterns, whereby a portion of employees are based remotely, and others are based in-office.

### **Here are Three Areas you Should Consider Examining in Order to Improve your Company Culture, and Therefore the Motivation of Your People**

- **Wellbeing.** As our CEO has urged, it’s important to build a culture that prioritises wellbeing and care, being mindful of the risk of burnout in your team. Measures to tackle workaholic tendencies in your employees may include introducing wellness programmes, which could even help to give your firm a competitive advantage – Experian, for example, have recently started offering virtual yoga classes. Mental health support should be a key focus in such programmes, so that your workers never feel overwhelmed, but still feel motivated to give their best. Gallup found that 53 per cent of employees say greater work-life balance and better personal wellbeing is “very important” to them – so it should be very important to you, too.
- **Compassion.** Research has suggested that as many as four in five leaders misunderstand the concept of compassionate leadership, thinking it means “being soft” or “loving everyone”. But as our German Chief Operating Officer, Christoph Niewerth,

has explained, compassionate leadership can actually be the opposite of this. You don't necessarily have to be an authoritarian, ruthless taskmaster to effectively motivate your employees; compassionate qualities such as self-awareness, an ability to put yourself in the shoes of others and giving every member of your team the support they need to thrive, can be just as important. Niewerth has additionally detailed eight steps to take to become a more compassionate leader and ultimately build a more compassionate culture – a blog I would highly recommend reading if you want to ensure your employees feel fully supported and motivated.

- Diversity, inclusion and equality. While diversity in the workplace has often been encouraged as a way of ensuring a company's workforce reflects wider society, Standard Life Aberdeen's chief executive Keith Skeoch says that committing your organisation to a diverse workforce is much more than simply "the right thing to do". Remember that building an inclusive workforce is important for making everyone feel comfortable being their true, authentic selves. The more diverse and inclusive your organisation is, the less afraid your employees will be to share their perspectives and insights, in a positive company culture that actually values the contributions of those from a wide range of demographics and backgrounds. This, in turn, will motivate them to give their best, in the knowledge that they will be seen in the company and able to make a difference. You can find practical and realistic advice for ensuring diversity and inclusion remains high on your agenda as we transition to a new era of work from Charlotte Sweeney OBE – Diversity, Inclusion and Equality Specialist – in this podcast.

## **2. Being recognised for their hard work**

Employees must be acknowledged and thanked equally for all of their contributions and achievements. The influential U.S. Clinical Psychologist Frederick Herzberg would have defined this as a 'hygiene factor'; something which will demotivate employees if it is not offered. As outlined by our UK&I Director of People and Culture, Trisha Brookes, it is human nature to want others to acknowledge and recognise you for your contributions, and recognising your employees helps to create an emotional connection between yourselves and the wider organisation. However, you can do far more than just the minimum of financially remunerating an employee for their efforts and giving them the occasional proverbial 'pat on

the back'. Indeed, it's in your own interests to praise your employees for a job well done. This is because there are various powerful effects that employee praise has, including setting a standard of success, encouraging people to believe in themselves more, and improving your chances of retaining and attracting talent. But recognition also comes in many forms and should be tailored to each individual. It's largely up to you – your good people management skills – how well you execute it. Some employees would feel greatly encouraged by formal recognition in front of other colleagues, such as a certificate or a shout-out on a group video call, while others would prefer more personal and private praise. What's certain is that we all get a kick out of being acknowledged for a job well done. Bear in mind, though, that this recognition might be different in a hybrid working world than it was in the pre-crisis world; you may not physically see some of your team members regularly. Therefore, you need to ensure your methods of recognition are inclusive of, and resonate as deeply with, your remote workers as well as your office-based workers. For instance, before you call a remote worker to personally thank them, think about whether you could instead organise a quick team meeting, and publicly recognise them there? Sadly, only 24 per cent of people say their leader always encourages them and recognises suggestions for improvement. This is a surprisingly low figure, considering it doesn't always take a lot of effort from you, but it really can make their day. After all, as our CEO, Alistair Cox said, "You don't need to send 30,000 handwritten, personalised thank you notes as Doug Conant, CEO of Campbell Soup Company did, but you do need to show gratitude in your own way. You don't need to say thank you every day, to everyone – do it only when it's earned, and when you really mean it. Try to personalise it too – it'll be much more powerful, even human if you do."

### **3. Opportunities for Learning and Development in the Workplace**

By upskill your employees, you're showing them that they matter to the business, that you see their potential and that there is room for progression within their role. What's more motivating than being encouraged and supported to become a better version of you? Sure enough, according to research from LinkedIn last year, 94 per cent of employees said they would stay at their companies longer if their employers took an active role in their learning and development. Not only that, but our own study at the end of 2019 also found that 22 per cent of people would leave their current job if they were offered better training opportunities elsewhere.

As Jane McNeill, Director of Hays Australia, recommends, you should first conduct a skills assessment before deciding on what training you're

going to organise for each employee; “This will enable you to identify any skills gaps and consider what skills – such as agile working, resilience or adaptability – will be important going forward.” The employee will better appreciate, and be more motivated by, a sensible and well-considered plan of training for them. And remember, it doesn’t matter if your business or department has no budget for learning and development right now, many of us have faced cuts in these areas in recent months. There are plenty of free and relevant training opportunities your employees can attend, such as webinars and online conferences – you just need to spend some time searching for them. Employers should want to develop their employees. After all, research published in the International Journal of Hospitality Management found that training in hospitality organisations was associated with several benefits, including more consistent job performance, heightened job satisfaction, and lower business costs. So, employee up skilling brings just as many positives for employers as it does employees – something, therefore, well worth investing in. I know you will have many pressing demands and responsibilities at the moment, but, as our CEO recently discussed, “It might not feel like a priority right now, but it’s those companies that spend time and resource in investing in the training and development of their people now, will likely emerge at the other end [of the COVID-19 crisis] in the best possible situation. And as a leader, it’s your responsibility to be doing everything you can do to ensure your organisation is in the best shape possible to thrive when this all passes. Your employees will thank you for it”.

4. A clear path of career progression it’s not enough just to enrol employees on training courses and webinars, though. What’s even more motivating for most professionals is being shown that there are more rungs on the career ladder that they can climb to within your business. A recent Addison Group report, for example, found that three quarters of jobseekers considered being passed over for a promotion as a reason to go job hunting. Other research from LinkedIn, meanwhile, has indicated that 45 per cent of people left their old job at least partly due to concern about a lack of opportunities for advancement, ahead of other potential reasons such as “I was unsatisfied with the leadership of senior management” and “I was unsatisfied with the work environment culture. All of these grievances can be fairly easily resolved by clearly articulating a plan of progression for your employees. Make sure that you regularly have meetings to discuss the employee’s ambitions and their promotion prospects within the business. This is especially important given the current circumstances, as Nick Deligiannis, our

Australia and New Zealand Managing Director, has explained, “in today’s world of work, where change is the only constant, being open and honest with your staff about their career ambitions, and working together to achieve them, can give you a strong retention advantage. So, it’s worthwhile taking a deep breath and making time to sit with your staff to have this important conversation. ”As for if an employee’s promotion aspirations can’t currently be realised because of a lack of financial resource or that position currently being filled, then giving them increased autonomy or say within the business could be a satisfactory compromise. Hays UK Director, Karen Young, has previously described how a horizontal career move – for example, moving across into a more technical position within the same organisation – can be just as good as a more obviously upward one for an employee’s long-term career prospects. It’s well worth exploring these possibilities for any workers of yours, then, who may feel re-invigorated by the opportunity to explore a new area and fill skills gaps. This, in turn, could put them in a better position to make big career strides in the future. That real sense of effort being rewarded with wider opportunities, whether it’s a promotion or horizontal move within the same department, another area of the business, or working in a new role in another country altogether, will fuel the motivational drive. However you chose to communicate and organise your people’s progression opportunities, it’s essential this remains a priority for you right now, as our CEO, Alistair Cox said, “don’t neglect or put any pre-crisis promotion plans on hold. Revamp your traditional performance metrics and what ‘good looks like’ in a post-COVID world.”

## **Research gap**

Lot of research has been done in the field of employee motivation but the scope and the field that can be explored or given more focus are

1. Employee motivation and expectancy theory.
2. Reward and recognition programs: their influence on employees’ performance
3. Influence of employee motivation on the quality of production

## **Conclusion**

Employees motivation is a vast field to study upon. Also employee motivation is a very crucial area to conduct research and understand the factors that influence and leads to the growth of employee motivation. Hence

this paper will focus on less focused area or the areas that's yet to be researched on, the untouched and unexplored areas.

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# Chapter - 13

## The Role of Leadership Style in Organisational Change Management

Dr. D. Vijayasree

Assistant Professor, School of Commerce, Bangalore, Karnataka, India

### Abstract

The role of leadership style in organisational change management has been investigated considerably in this article. Authors have made efforts to cover and present wide-ranging literature on the role of leadership style in organisational change. It was discovered in various literature reviewed that there are several leadership styles that can act as promoter in change management processes; ranging from authoritarian leadership, transformational leadership, laissez-faire leadership, servant leader, transactional leadership, democratic leadership, strategic leadership, bureaucratic leadership, to consultative and participative leadership. It was learnt further that leadership is one of the leading factors in bringing affirmative change in organizations. For instance, leadership is when the leader guides employees towards the direction they desire them in order to achieve organizational goals. It was also discovered that leadership has become an essential component for a successful change in any organization in order to face the ever contentious market competitiveness. In addition, the review as well, covered the concepts of leadership and organisational change management and their types in detail.

**Keywords:** Leadership style, Organizational change management

### Introduction

The globalization has transformed the world into a global village where organizations are always antagonistic and compete with each other. As a result, organization have to create new beneficial operational ways in conducting their businesses. In this situation, “Leadership” has become an essential component for a successful change in any organization in order to face the ever contentious competition in the global market. As, leaders in organisations are recognized as “Champions of Change,” it is therefore, the

responsibilities of top management of any organization to keep the process of change on going in order to sustain the operational trustworthiness of the organization <sup>[1]</sup>. Besides, change is certain and a topmost main concern across all kinds of organizations. Nevertheless, studies have constantly indicate that ‘between 50% and 70% of planned change efforts fail’. This may not augur well for an organization which desires, is to carry out serious change as the best way to succeed. Studies have also discovered that lots of organizations have become proficient at the ‘operational or structural side of change’, however, offer minute effort to the people side of change. In order organisations to achieve the outcomes needed from a ‘new direction system, or initiative, they have to get the assistance of change leadership alongside the change management philosophy. Since, change leadership is all about directing and managing the stages of change as well as the sentiments connected with those stages. Therefore, people are oblige to move along when change is unbroken. Change leadership needs leaders, and the cooperation of the organization all together, to discourse on beliefs and mindsets that will help people to develop the practices and behaviors that can support them to become accustomed to change. On the contrary to change management (which is considered to be an outside-in process with a concentration on structures, systems and processes); change leadership is the inside-out component of meeting the change challenge. This is about conscripting people in the change process and making them to be committed all through ‘the face of uncertainties, fears, and distractions’ <sup>[2]</sup>. Moreover, İkinci <sup>[3]</sup> underlined the significance of change which İkinci term as an actuality of our time and the real fact of the problem is emphasized through the saying “the only thing that does not change is change itself?”. Besides, when there is persistent change, people and organization just have to change so as to get used to the change. Organizations are dynamic and are open systems that are frequently in business and in communication with their environments <sup>[4]</sup>. When looked at from this angle, it is understood that it befits extremely significant for organizations to adjust to the changes in their course of their operational activities in order to conserve their existence <sup>[5]</sup>. It is worth noting that it is important and powerful for organisations to have the ability and know-how to change in the process of adjusting to and creating a change. As reinforced by Achitsa <sup>[6]</sup> that nearly all organizations work in vibrant environments and experience change in numerous ways, such as the carrying out of new business strategies, streamlining, outlining of novel policies, acquisitions, mergers, relocations or the carrying out of new technology among others. Thus, to enhance organizational performance, companies must be skilled at planning, implementing and managing change

not just as a strange event but on a continuing manner. It has been acknowledged the role leaders normally play in the management of strategic change in organisations in addition, how they navigate the organisation towards the accomplishment of their goals through the use of their leadership skills. Ganta & Manukond [7] further noted that a leader ought to be the person in control or as a 'change agent that can manage an organization or manage the process of organizational change more effectively and successfully'. Organizations nowadays have been obligated because of the rapid technological improvements, high anticipations of customers, and ever changing market situations to continually reexamine and have another look at how they work and to comprehend, embrace and carry out changes in their business in reaction to the changing trends in the market. Organizational change is a call of the day, and a necessity for survival of organizations. Organizations these days, soundly know the prominence of the problem, and are always in preparedness for now and the future in order to get the level of maintainable success.

### **Statement of Problem**

One of the problems observed by the researcher is the inflexibility of the leadership style by most organization managers. They fail to adjust their style of leading to the changing situations and business environment. This failure is as a result of the lack of understanding of the fact that no one particular style of leadership can fit all conditions and must be flexible to give room for change.

Another problem is close to the first. Manager's failure to consider the prevailing situation when leading their subordinates. They fail to allow the situation dictate the particular style of leadership to adopt.

Also is the problem of absence of an effective line of communication between the manager and their employees. The communication gap between leaders and their subordinate poses a big problem for several organization as effective leadership is predicated on communication pattern of both the managers and their subjects.

This study was conducted to determine whether a statistically significant relationship exists between the leadership styles of managers and employee psychological contracts, as perceived by the employees. The findings indicated that the employees' perception of leadership style significantly affected satisfaction levels of employee psychological contract. It is worthy to note that initiating leadership behavior was found to be related most positively to employee psychological contract, even though the managers demonstrated little consideration to the employees.

They fail to adjust their style of leading to the changing situations and business environment. This failure is as a result of the lack of understanding of the fact that no one particular style of leadership can fit all conditions and must be flexible to give room for change.

Providing inspiration. As a leader, your team is looking to you to provide inspiration and motivation to complete their work. This can feel tough in a challenging work environment or if you're not feeling motivated yourself.

To inspire others, help your colleagues to focus on the value their work creates. Share the vision for the team and make sure each of them can connect to how their piece of work makes a difference.

Helping your team find purpose in their work is critical for employee engagement. In fact, 90% of employees said they would trade traditional reward mechanisms — such as extra pay — for greater meaning within their work.

## **Literature Review**

Change is becoming a way of life for organizations, employees and manager's alike (Leanna & Barry, 2000). With organizational change occurring at a more rapid pace than ever before (Wanberg & Banas, 2000), the ability to identify, cope with, Role of Leadership. Abasyn and capitalize on organizational change is becoming a requirement of effective managers.

According to Ajay (2002), change is an illogical and emotional process. Being a leader of change, one has to focus more on human aspects of change as individuals are the main actors in sphere of intellectual capital. Organizational change is a multifaceted and long term task. A change management is actually a vital plan in designing how the organization is to move from its current state to a desired future state. Organizational change is a planned activity as it serves as a linkage between the different parts of a change process, setup priorities and timelines, assigning responsibilities, establishing mechanisms for review and revision where necessary. For an effective change management process, it is required to be properly planned. Effective planning for change must begin well before changes are to take effect and consultation should be done (Smith, 2006).

For successful completion of any change management plan, it needs to be properly planned and fully budgeted. Along with these important constraints, leadership is also a spirit for the manager to capture employee back into work and to produce maximum benefits from change. This

concludes that leaders are more effective than managers during the process of change (Bejestani, 2011).

Change as a process was being firstly conceptualized by Lewin in 1947. He segmented the change as a process with three phases: (1) unfreezing it is about readiness to change means it involves getting a point of an understanding that change is necessary and to be prepare for leaving the current state of comfort for the sake of future benefits; (2) moving at this stage, people have to move forward to adopt a new changed setup. Most fearful from this stage of change process as they have to leave their current comfort zone; and (3) refreezing at last, change is accepted as a new norm in an organization and now the change is a part of routine process. Lewin also suggested that although common sense might bend toward increasing powerful forces to persuade change, in many illustrations this might arouse an equal and opposite increase in resisting forces, the net effect being no change and greater tension than before.

### **Leaders as Change Agent**

Leader means someone who has the authority or power to control a group of people and get it organized for a particular task or goal. Leader has a clear vision for the welfare of his organization and development of his organization. Leadership is that quality of leader by which he leads the team or his group (Bass, 1985). Leadership has six basic personality traits named as; self-confidence, ambition, drive and tenacity, realism, psychological openness, appetite for learning, creativity, fairness, dedication. To involve other members of team in decision making is also the part of leadership.

Senge (1990) illustrates three foundation characteristics for a person to be in a leadership role in the modern day organizations and they are of an architect, a teacher, and a steward. These three qualities assist in clarifying mission, vision and values; identifying strategies, structure and policies; generating efficient learning processes; and facilitating subordinates to develop their mental model continuously and think systematically. A well-developed leader Steve Jobs leadership style revolves around main two concerns; (i) Persistence is the key, (ii) Innovation brings leadership. Steve Jobs believes that persistence is the key towards the successfulness of any leader. His attitude towards his work, related Jobs leadership style as task oriented leadership. Whereas his second belief indicates that his leadership style is also comprised of people oriented leadership. Innovation brings leadership means that the leader engages his team to be an important part of decision making. This developed attitude of the leaders creates a sense of

belongingness in the members of team and motivates them towards their assigned work.

## **Research Methodology**

Methodology is the part of research that shows the ways and approaches of collecting the data (Oliver, 2004). Our research is primarily qualitative and case based. The reason for choosing the case study strategy is the exploratory and the qualitative nature of study. Since the case studies have become one of the most common ways to do qualitative inquiry” (Stake, 2000, p.435). One of the reasons to use case studies in our research is its quality of flexibility which allows the researchers to use multiple data collection methods (Yin 1989; Merriam, 1998). According to Robson (1993), flexibility is always the main strength of the case study strategy in terms of interpretation and getting access to the specified places, or organizations. The research is based on secondary data. We used document analysis/content analysis as main method of data collection. Document analysis/content analysis also called “textual analysis” (Travers, 2001: 5) in the study will include all kinds of academic articles, textual and multimedia products, ranging from television programmes to web sites on the internet. Significant data was collected through telephonic and online interviews as well. The main purpose of interviews was to link the cases with the concepts identified in the literature searched through content analysis and to arrive at a model. The other reason for using interviews was to supplement document analysis and stimulate further questions for analysis. It was also helpful to make this thesis more systematic, as well. The stages of our data collection are as follows. 2.1 Preliminary and exploratory phase: We reviewed a wide range of literature in the form of academic articles in electronic data bases about change management and innovation broadly. Those searches helped us in identifying the links between the leadership qualities and organizational change, which further helped us in refining and narrowing down our topic and research question. The main themes identified in academic articles were certain leadership qualities resulting in change and innovative strategies. We tried to search for some real cases during that time as well where the visionary and innovative practices have led to successful outcomes. Our interest was more towards the developing countries firms experiences due to the reason that socio political environment of developing countries doesn’t facilitate vision based innovative ideas and practices. We also wanted to see the applicability of the concepts and models used in the Western context to the developing countries context. Besides we conduct a few telephonic interviews with people with relevant background to identify the critical

factors of phenomenon. In formally we tried to know about the phenomenon through chartrooms of MSN/YAHOO/SKYPE. Due to the reason that managing organizational change itself is a broad phenomenon and is defined differently in various settings, we have to conduct this preliminary and exploratory research.

### **Objectives of Study**

Leadership is the process of leading individuals as a group to achieve a common objective. The objectives of leadership are geared toward bringing out the best in employees by communicating effectively about what needs to be done and why it matters. In addition, effective leaders strive to bring out the best in employees through careful instruction as well as management practices aimed at motivating workers to do their best. Successful leaders achieve these objectives through a mixture of natural ability and commitment to improving their leadership skills.

### **Organizing Employees**

Employees tend to be diverse groups of individuals with differing agendas. Some might simply be interested in earning a paycheck, while others strive for promotions and expanded responsibilities. Although individuals are, by nature, unique, an effective leader will pursue the objective of bringing them together for the sake of a common goal, at least during the time they spend at work.

### **Pursuing a Common Goal**

Organizing employees depends on clearly communicating both the big picture objective, such as growing a business, as well as the concrete, immediate goal such as meeting a sales goal for a particular item or service. An effective leader will help team leaders understand how each part of the picture fits into a larger whole. In addition, it is the objective of a leader to present goals in ways that are actionable and achievable.

### **Method of Survey**

Leadership survey questions are defined as a set of survey questions that help employees assess leadership in an organization which is a direct reflection of the abilities of an individual to oversee the growth and progress of an organization.

For any business to succeed and flourish it is essential to recognize the best person for the job. It doesn't necessarily mean that someone who has been in the organization for a period of time or has the longest resume is a great fit for the position. Leadership is a skill that develops over a period of

time and today, most organizations focus on investing their time and effort in systems for employee training to inculcate the habits and attitude to become a leader.

There are many people who will invariably argue this statement and would say, leaders, are born and not made. But again, it is as debatable as, “which came first, the hen or the egg”? Therefore, let us not leave any scope for argument and stick to facts and absolute basics.

### **Data Analysis**

We employed content analysis approach here by counting the number of times that, any particular leadership property was linked to organizational change and innovation, accepting the fact that innovation and successful organizational are closely related things (Schunpeter, 1971). We reviewed those three forth articles and identified the instances of the visionary leadership. We reviewed that the visionary leadership and innovative approach are two of those important factors for bringing change in any organization, so we come to conclusion after content analysis that the role of leadership is central for the change and innovation as well. At the same time we did in-depth within and across analysis of 2 case studies to identify the constructs that we identified in literature and its relation to organizational change and innovation in the cases. We analyzed all the interviews to identify the constructs and the relationship we identified theoretically in the literature in the case studies. We in one way matched the patterns (words) in the literature with the words of the interview. It's called pattern matching in case study approach. We reviewed different books and article and literature in order to build a model, though the primary objective of this study was not to arrive at a model.

### **Conclusion**

As a result, which we conclude under the light of scientific articles, journals and books, we believe that organizational change which are based on leader's vision and then followed by h/her innovative approach to get this vision, has a relatively strong and closer relation with improved organizational performance and leads to possible innovation. Though our case study is limited to two cases only and more case studies can prove beneficial to our work, yet the results of case studies are sufficiently helpful to increase the credibility of our stance, and we can see that how leaders come to the scenes and convert the local manufacturing units into multinational companies by their vision and innovative steps. We can see the results of our research question, along with the proposed model. In the model



below red lines show, that the organizational changes which are perceived, initiated and implemented by a visionary and innovative leadership, seems to have a relatively strong relation with success.

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# Chapter - 14

## A Study on Employee Retention

Sekhar Chowdary Challa

Student, School of Commerce, Presidency University,  
Bengaluru, Karnataka, India

### Abstract

The ability of an organisation to retain its employees is referred to as employee retention. A straightforward statistic can be used to illustrate employee retention. Yet, many people relate employee retention to the efforts made by employees to keep workers in their employment. This study gives the overview on employee retention.

**Keywords:** Employee, Employment Employee Retention, Organization.

### Introduction

Employee retention refers to the ability of an organization to retain its employee. Employee retention can be represented by a simple statistic.

However, many consider employee retention as relating to the efforts by which employee attempt to retain the employees in their workforce.

### Example of Employee Retention

Employee turnover is a symptom of deeper issues that have not been resolved, which may (Allen, 2013) employee manager relationships or many other issues.

### Different Types of Employee Retention (Basumallick, 2021)

In a competitive hiring climate, employee retention can often be a challenge.

#### 1. Challenging Work

By continually giving your top performers a new target to work towards, you can keep them engaged. This strategy also helps them to acquire new skills and achievements.

#### 2. Training in Cross Disciplinary Skills

Once an employee become an expert in one area, can open them up to cross skilling opportunities.

This will ensure that the employee doesn't jump ship in search of their dream job and has a chance to transition to a similar role within company.

### **3. Social Recognition System to Recognize**

The contributions of average-performing employees shouldn't be ignored. By adopting a social reward and recognition platform, you can make them feel appreciated in the workplace and thereby less likely to quit.

### **Retention Strategies for Poor Performers**

Low-performing employees might have hidden potential that is not being utilized correctly. They could be working in the wrong department, while their aptitude lies elsewhere. Or they simply might require additional training. A wave of turnover among poor performers can negatively impact your culture, not to mention lead to high rehiring costs.

### **Ideas to Improve Employee Retention**

Leading employers across the world have made employee retention a business priority.

#### **1. Design a Progression Track for every Field**

Not every employee will be interested in taking on managerial roles. Some may want to become specialists in their current area of expertise and grow within the same function.

#### **2. Support Employees**

Employees might want to leave the job in pursuit of further education. Traditionally, this has been a case of unavoidable turnover but hugely regretted by the company, as they lose out on motivated and future-focused talent.

Employees can opt for a discounted college course as long as they pursue an education track relevant to their current or a future role at Walmart. As a result, its employees benefit from increased employability at a subsidized rate and Walmart gains access to a skilled and loyal workforce.

#### **3. Realistic Job Preview (RJP) Tool**

Employees who enter the job with incorrect expectations are most likely to leave in the first few months. Or, if your company offers a competitive pay scale and benefits package, they might try to stay on, but at below-average performance rates.

#### **4. Environment Where Every Employee Can Flourish**

For a truly sustainable retention strategy, you need a work environment that is conducive to every employee. For example, new parents may need days off frequently.

Take a leaf from Siemens playbook, a company that has its own employee-led flexibility (ELF) policy.

Siemens found that 16% of women and 2.5% of men often choose part-time work.

#### **5. Employees for any Wave**

Economic downswing or a dramatic dip in profitability is a major cause of turnover. Employees feel that they don't want to be on a sinking ship, and they leave the company in a hurry.

Take a leaf from Guccis playbook, where the companys CEO told its retail employees to not worry about a slowdown

### **Role OF Leaders IN Employee Retention (Allen, 2013)**

#### **Importance of Leadership styles in Employee Retention**

According to Caldwell and Dixon (2010), trust, support and forgiveness are critical values used by leaders. The individual in leadership roles within an organisation who treat employees with respect and dignity can improve the work performance of the employees. The study on leadership continues to grow germinating in to more managed disciplines in the present business environment.

Responsibility and accountability for retaining talent need to move out to the front lines and into the hands of leaders. Leaders and their skill in building a climate of retention, a culture that speaks to employees in a way that encourages them to stay, will be an organization's best defence against unwanted turnover. Leaders are therefore the secret weapon in keeping valued talent longer.

Employees are more likely to stay with an organization when they strongly feel that their immediate boss shows interest and concern for them, if they know what is expected of them, if they are given a role that fits their capabilities and if they receive regular positive feedback and recognition. The quality of relationship an employee has with his or her immediate managers elongates employee stay in an organization.

#### **Leadership and Leadership Styles**

It is the process by which an executive or manager imaginatively directs,

guides and influences the work of others in choosing and attaining specified goals by mediating between the individual and organisation in such a manner that both will obtain the maximum satisfaction. Furthermore leadership is something very important for any organisation or a group of people, in addition leadership has three important roles to play with, a) Leadership is accomplishing task through others b) Leadership means dominating power over the people c) leadership is directed to change to a better journey.

### **Benefits of Employee Retention for Businesses (holiday, 2021)**

Employee retention is not just about minimizing damage to the organization when employees leave. It also offers opportunities to improve company performance across a number of key metrics. The following are 10 ways effective employee retention strategies and processes benefit organizations.

#### **1. Cost Reduction**

Large U.S. employers spend upwards of \$1 trillion on finding and recruiting replacement workers annually. Costs include advertising, interviewing and screening. Onboarding expenses, like training and management oversight, also add up.

Other issues include lost productivity, lower engagement, customer service problems and company culture impact, all of which compounds the cost of turnover.

#### **2. Morale Improvement**

A revolving door environment can dampen employee morale. Aside from lost connections, employees who remain may have to take on heavier workloads or responsibilities. As a result, their motivation and satisfaction can also nosedive.

Just as concerning is the contagious nature of turnover. Employees may decide to leave because they notice others are job hunting, talking about quitting or actually leaving the company.

Organizations with successful employee retention programs can lift employee morale, enable greater connectedness and engagement, and create contagions of positive emotions in the workplace.

#### **3. Experienced Employees**

One crippling cost of high turnover is the loss of institutional knowledge, skills and relationships — within the organization and with customers and partners — that disappear when an employee exits. The organization also loses the potential value the employee could have

delivered, also known as the opportunity cost. When senior employees depart, the loss can impact succession planning as well. These employees — particularly top performers or those with in-demand skills — are often at risk for turnover even in times of high unemployment. Organizations that focus on retaining more senior or experienced employees see significant returns as these professionals are apt to solve complex issues on their own, which benefits the organization.

#### **4. Recruitment and Training Efficiency**

Replacing an employee carries significant costs. After an organization finds qualified employees and successfully recruits and on boards them, they have to be trained. Should a new hire leave, all that money goes down the drain.

By focusing on employee retention, recruiting costs can be dramatically reduced. Another consideration is to recruit from within the organization. The cost to train and reskill an employee from within can save an organization tens of thousands of dollars per person.

#### **5. Increased Productivity**

Persistent turnover causes a host of issues for employers. The most immediate impact is loss of productivity. On average, it can take a new hire one to two years to reach the productivity of an existing employee. In addition, new hires need time to build relationships with co-workers and customers. An understaffed environment also causes problems of its own — among them, employee overtime and burnout, lower work quality and delays.

Effective employee retention can save an organization from productivity losses. High-retention workplaces tend to employ more engaged workers who, in turn, get more done. Engaged employees are more likely to improve customer relationships, and teams that have had time to coalesce also tend to be more productive.

#### **6. Better Customer Experience**

Customer experience is a customer's perception or opinion about their interactions with a business, from their first interaction to post-sale support. These interactions depend on employees whose own experiences can impact how they engage with customers.

This is where turnover can take a toll. For example, new employees might take longer to get things done, may be less adept at problem-solving and are more prone to customer service mistakes — all of which can damage

the customer experience. In turn, customers might share their negative experiences, putting the organization's reputation at risk. On the other hand, satisfied employees typically have higher morale and capabilities that shine through when working with customers.

## **7. Improved Corporate Culture**

The perceptions, preferences and behaviors of people who work at a company form its corporate culture, which plays an indisputable role in recruiting and retaining the right people. When an employee leaves, others will often wonder why and perhaps start to question their own loyalty to the organization. Conversely, when engaged employees who are aligned with an organization's culture stay, they strengthen the organizational ethos and environment.

## **8. Better Employee Experience**

Employee experience is an employee's perception of their interactions within an organization — from when they first applied for a position to when they leave. It also takes into consideration each person's relationships with co-workers, managers and customers. A positive employee experience often fuels productivity and fosters more positive customer experiences, which can lead to greater customer loyalty.

Many factors impacting employee experience are outside HR's control. However, by focusing on what employees want and keeping more of their best talent on board, organizations can build a better employee experience, which in turn drives retention.

## **9. Increased Revenue**

Revenue gains stem from reduced hiring costs, increases in productivity, and the delivery of better customer experiences, among others. Tracking revenue increases from retention policies can be an important HR metric to demonstrate the return on investment of those initiatives.

## **10. Improved Employee Engagement and Satisfaction**

A positive employee experience can boost employee engagement, defined as the level of connection and dedication a person has to their role and organization. Engaged employees feel motivated and care about their work and company; they feel they have proverbial skin in the game and are more likely to stay. The level of engagement is closely tied to employee satisfaction and morale, all of which are critical to an organization's success.

## **Disadvantages of Employee Retention**

When employees who do not deserve the post are retained by an

organization it creates a situation of loss. Here are a few situations when retaining an employee becomes disadvantageous.

### **1. Non Performing Employees are Retained**

Who to retain is an important decision that every organization has to make. Retention works adversely when employees who are non-performing are retained.

There are times when employees are not ready to grow and they are a liability to the organization. These employees do not add value to the team and should not be retained.

This however calls for a good policy to ensure that these employees are identified.

### **2. Groupism in Workplace**

Retention many times makes the power to move in wrong hands. This happens when employees take it their head when they are retained over estimating their worth and create a negative group and influence others.

This groupism eventually starts affecting the quality and flow of work which might have been the major reason why they were retained at the first place.

This should be attended immediately to ensure that such groups do not grow strong.

### **3. Bad Working Environment**

Culture is an important reason why retention policies are needed, when retention starts destructing the culture then it is time to rethink.

Many times retention makes employees under performing and they demand more than they deserve. They even create a negative work environment.

The trick is to ensure that the one who is being retained has an intention to add to the positive environment and not create a negative environment at work.

### **Why Employee Retention is Important**

1. The process of hiring is not so easy.
2. A firm invests money and time in training a person and prepare him/her to ready to work and view culture of corporate.
3. When an individual resigns from his present firm, it is more likely that he/she would join the rivalry.



4. Employees working for a longer period of time are more familiar with the firm's policies, guidelines and thus they adjust better.
5. It has been observed that individuals sticking to an organization for a longer span are more loyal towards management and the organization

## **Conclusion**

1. The role of senior management is really important in employee engagement programs as they have to act as the spencer of the scheme and ensure that the commitment level remains high through the organization towards these schemes.
2. Employees likes challenging assignments rather routine, highly structured jobs as the element of learning and growth is missing in their work which hampers their overall output. The response of employs of the company indicates that they can certainly improve the engagement level in their organization by adopting a more challenging and exciting work culture. The feeling of working on a useful and challenging assignment does help in ensuring proper engagement.
3. Employees like to feel that there is someone to whom they can turn for advice, if they need it. The workplace environment should have a culture where prople are working more as a team and the supervisor is to act as a helping hand rather than being a taskmaster.
4. There is a lot of scope for improvement in the engagement service of reliance which could be helpful in retaining the best talent.

# Chapter - 15

## Shifting in Leadership Styles

Dr. D. Vijayasree

School of Commerce, Bangalore, Karnataka, India

### Abstract

To overcome of the covid crisis, leaders must emphasize its leadership practices and inquire about their existing leadership style drawbacks. The business world now needs a flat culture with democratic leadership practices. A Flatter culture helps organizations to build internal communication of the employees and boost their morale. It gives everyone the ability to make quick decisions and adapt to cultural changes within the organization. With democratic leadership, leaders give their employees the voice to put forward their ideas and opinions. It helps build a collaborative and creative work environment, builds employee productivity, and fosters mutual respect for all.

**Keywords:** Leadership styles, employee productivity

### Introduction

A leadership style is a leader's method of providing direction, implementing plans, and motivating people. Various authors have proposed identifying many different leadership styles as exhibited by leaders in the political, business or other fields. Studies on leadership style are conducted in the military field, expressing an approach that stresses a holistic view of leadership, including how a leader's physical presence determines how others perceive that leader. The factors of physical presence in this context include military bearing, physical fitness, confidence, and resilience. A leader's conceptual abilities include agility, judgment, innovation, interpersonal tact, and domain knowledge. Leaders are characterized as individuals who have differential influence over the setting of goals, logistics for coordination, monitoring of effort, and rewards and punishment of group members. Domain knowledge encompasses tactical and technical knowledge as well as cultural and geopolitical awareness. One of the key reasons why certain leadership styles are blocked with positive outcomes for employees and organizations is the extent to which they build follower trust in leaders. Trust in the leader has been linked to a range of leadership styles and evidence

suggests that when followers trust their leaders, they are more willing and able to go the extra mile to help their colleagues and organization. Trust also enables them to feel safe to speak up and share their ideas. In contrast, when a leader does not inspire trust, a follower's performance may suffer as they must spend time and energy watching their backs. During the Covid-19, leadership styles are further developed through remote work. The development of leadership styles has led to increased efficiency and virtual team spirit in virtual teams. Every company has a president, board chairman or leader. For the most ways we agree that someone individually needs to head our businesses and social institutions. The leader of any organization expectedly completes his role which is given by communicating the values of the organization he or she represents. Leadership skills are required by a manager to operate effectively at a strategic level and a successful manager will be able to identify personal skills to achieve strategic ambitions as well manage personal leadership development to support achievement of strategic ambitions. Where he will be able to evaluate the effectiveness of the leadership plan and promote a healthy and safe environment that supports a culture of quality. Leaders have good impact in our daily lives and futures. In good times and bad, there is always need for strong leadership. The success of a business or an industry is determined by the leaders it chooses or inherits. How does someone earn the designation of being a great leader? History and current experiences provide guidance on how one might develop the abilities demonstrated by respected leaders. This case study examines the characteristics of and need for leaders in business, health, politics, education, sports and communities. Leadership is the most important role in the organization and is the most frequently researched area of organizational behavior and management. As it became evident that all leaders do not possess the same traits or attributes, the study of leadership began to focus on the behavior of leaders. The transformational leader was defined as one who serves as a role model, demonstrates an ability to motivate, inspire, and stimulate followers to be creative and innovative, and shows genuine concern for everyone.

## **Statement of Problems**

- 1. Providing Inspiration:** As a leader, your team is looking to you to provide inspiration and motivation to complete their work. This can feel tough in a challenging work environment or if you're not feeling motivated yourself. To inspire others, help your colleagues to focus on the value their work creates. Share the vision for the team and make sure each of them can connect to how their piece of

work makes a difference. Helping your team find purpose in their work is critical for employee engagement.

2. **Developing Others:** A key part of your role as a leader is talent and employee development. It's important to search out the potential in your team members and encourage their growth. You'll need to understand their hopes for the future and find ways to help challenge and stretch them. Make sure you take the time to listen to your team. Create formal and informal opportunities to talk about how they want to progress in their career and support them to take those steps.
3. **Leading Change:** Change can often feel scary or uncertain and leading a team through it is a significant challenge for today's leaders. How we work is changing like never before and employees will look to leadership for guidance and reassurance. It's important to validate the feelings of your team and help them to feel their fears are heard. Helping them to find the positives of the change can lower resistance towards it.
4. **Handling Different Perspectives:** Workplace conflict can be extremely detrimental when handled poorly, causing stress to almost half (48%) of employees. There will be times as a leader when you must manage conflict between team members or between yourself and an employee. Conflict can feel uncomfortable, but you need to solve it before it upsets the team. If the conflict is between two employees, try and facilitate them in solving the issue themselves by encouraging listening and compromise. If one of your employees disagrees with you, make sure you consider their point of view, and don't be afraid to change your approach if theirs is better.
5. **Dealing with Imposter Syndrome:** It's common, especially for new leaders, to lack confidence or feel like they don't deserve to be in a leadership position. There are several different types of imposter syndrome. You might question your own skills or judgment which could lead to indecisiveness. Or you might feel like you must tackle everything alone which could prevent you from asking for the help you.
6. **Managing a Team:** When you become a leader, you're either new to the team or you've been promoted from within it. Both things can be tricky. You'll have to build trust with new colleagues or manage

a new dynamic with old ones. In collaboration at work and with your new team, take the time to set expectations with each other. Agree on how you're going to work together, and how you prefer to communicate. If you've been promoted above your peers, don't just ignore that. Talk to them about how that feels and work through any frustrations they might have.

## **Literature Review**

In this present era leadership is a multidisciplinary academic and business field of research which emphasizes on the life of humans and organizations. Leadership is originated from various fields; social sciences. Leadership is strongly linked with organizational management. Various leadership definitions have emerged with the passage of time. Hence, most researchers tried to explain it but still there exist scope for further studies. Leadership is a process of "influencing others to understand and to agree about what needs to be done and how it can be done effectively, and the process of facilitating individuals and collective efforts to accomplish a shared objective. In another definition, leadership is a procedure of shaping firm from present stage to the height that a leader aspires. The gurus of the executive management and leadership mention that 'today's leaders are those who produce the leaders. In fact, there is still a deficiency of clear and comprehensive definition of leadership Burns stated that leadership is an art of utilization of individuals for definite purposes, standards and approach to resources in a rivalry perspective and there may be disputes in chasing the objectives. Evidences show that comprehensive and clear description of what actually the leader is and distinguishing between an effective leadership and a poor leadership in the literature is not defined. In addition, it is beyond the scope of this study to define leadership. These attempts to define leadership led to significant organizational and social studies on leadership styles and behaviors (. Previous studies created ambiguities for top management of the organizations to pursue an appropriate style of leadership. Nevertheless, this research work contributes in assessing and reviewing the various leadership theories and presents the leadership style which is required to successfully fit in current dynamic business environment. This study is divided into different segments. First part highlights the historical development of leadership theories. Second segment discusses the contemporary business environment and the appropriate leadership style to deal with the current challenges and emerging trends in business world. The final part presents analysis of all possible leadership theories and current business environment.

## **Research Methodology**

The purpose of this research is to bring out the relationship between MBTI and situational leadership, importance of knowing the MBTI type for a leader, thereby develop an instrument around this which would enable the leaders to understand their leadership style better.

## **Research Design**

The design used for this study was experimental where the results were observed for a predicted outcome. It is an attempt made to test the hypothesis and arrive with the conclusion explaining the relationship between the dependent and independent variables of the study.

**Research Area:** Studying the Impact of Psychological Type and Leadership.

The research was based on the qualitative and quantitative methodology. An instrument was developed based on preferences of individuals and their leadership styles at consideration of leaders at various situations. This questionnaire focused on the factors like leadership style, MBTI preference of leaders, readiness levels of followers, situations and followers' perception about the leaders.

Demographic data. The research was based on the qualitative and quantitative methodology. An instrument was developed based on preferences of individuals and their leadership styles at consideration of leaders at various situations. This questionnaire focused on the factors like leadership style, MBTI preference of leaders, readiness levels of followers, situations and followers perception about the leaders. In the quantitative approach, the key instrument is a structured questionnaire. It consisted of the following

Likert scale was used to measure the leadership styles.

Pilot testing was conducted for fifty respondents and appropriate changes were made in the layout and content for easy readability and comprehension. Based on extensive literature review, the variables for the questionnaire were identified.

## **Findings**

As a leader hold a major responsibility of leading others. This becomes a biggest challenge as the end result or the output depends on the performance of their follower.

## **Objectives of Study**

Leadership styles refer to the behavioral approach employed by leaders to influence, motivate, and direct their followers. A leadership style determines how leaders implement plans and strategies to accomplish given objectives while accounting for stakeholder expectations and the wellbeing and soundness of their team. Leadership styles have been studied in various fora to establish the appropriate or most effective leadership style that motivates and influences others to accomplish set goals. The major tenet of effective leadership style is the degree to which it builds follower trust. Studies carried out indicate that followers who trust in their leader are more likely to follow through with the leader's instructions over and above the expected. In turn, they will accomplish set goals while being allowed to speak freely to air their ideas and suggestions on the direction of the projects at hand. The leadership styles discussed in this article are based on studies and findings by several accomplished leadership researchers

A leadership style adopted by any leader is usually a combination of their personality, life experiences, level of emotional intelligence, family dynamics, and way of thinking. Thus, leaders should be able to understand their leadership style in relation to a combination of traits listed above and determine how best they can be more effective.

## **Method of Survey**

The purpose of this survey research is to explore the leadership styles of public elementary school principals in Turkey as perceived by principals themselves and teachers. The subjects of this study include 350 public elementary school principals and 700 public elementary school teachers. The questionnaire has two parallel forms, one for the principals to rate themselves and another in which teachers can rate the principals. According to Section I and Section II, the principals rated themselves the highest on the human resource frame. In addition to this, most of the principals consider themselves as being effective leaders and managers. As to teacher ratings of the principals in relation to leadership frames, the principals were rated the highest on the human resource frame in Section I and Section II. Moreover, most of the teachers think that the principals that they work with are effective managers and leaders. Leadership is in fact a process of influencing followers. Characteristics of leadership are functions of time and situation and differ in different cultures and countries. Managers of international organizations should obtain enough knowledge of these cultural characteristics and differences and should have the utmost versatility while

executing their leadership tasks. In this paper we have conducted a survey of the relation between cultures and styles of leadership in different countries. At first characteristics of leadership are discussed in work-oriented leadership paradigm and management regimes, in a few different regions, including China, Japan, U.S.A, Europe, and Arab countries. We also discuss about cross-cultural leadership concept and its challenges. At the end, a comparative analysis is made over the various leadership styles.

## **Data Analysis**

The aim of this study to determine the effect of leadership style and motivation on employee performance in PT. The population and sample in this study consisted of 42 employees. Methods of data collection using questionnaires, observations, and interviews. Data analysis techniques with regression analysis that explains the influence of leadership style and motivation on employee performance. The results showed that leadership has a positive impact on employee performance in PT RCS. A better leadership style will give a better performance of the employee. And motivation has a positive impact on employee performance. An employee who has a great motivation will show a good performance. Both variables have an impact on performance, and all of them have be good in all organizations, so employee's performance will increase along with organization operational. But, from this analysis, results mean that the leadership style variable is more significant in influencing employee performance than the motivation variable.

## **Conclusion**

In summation, the role of leadership can work in different capacities yet be the same when developing an organization. Leadership is nothing if it doesn't build a systems'-based management structure, and management would have no support without the work of leadership as the backbone of ideals. Being ethically sound and sacrificing comforts for goals and objectives make leaders strive for innovation and the improvement of society. Essentially, the iceberg below the surface is not just made in one day, it is shaped and cultivated throughout life through natural and social occurrences, assumptions, and inherent beliefs. It is very important for leaders to find their own icebergs and self-reflect on what their beliefs mean to their leadership styles and how they develop their management strategies. As prospective leaders and managers in society, it is highly important to locate and cultivate a personal leadership style to become successful in a future society.



## References

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