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EDITORIAL

Arth Anvesan, a bi-annual referred journal from college of Management, Sri Mata Vaishno Devi University which follows a double blind peer-reviewed selection process to ensure originality, relevance and readability of the submitted papers, is now in its seventh year of outstanding publication. The focus remain as ever to incorporate the Empirical Studies, latest Case Researches, Policy Papers, etc. that are directly or indirectly linked to effective Management practices. We are extremely proud to come out with the present Volume i.e. Volume 7 Number 2. The present issue incorporates five Research Papers from the varied fields of Management. A brief summary of the articles is as highlighted below.

The first article by Anjali Ganesh lays emphasis upon the controlling employee attrition. She suggests, HR departments along with other departments must make a thorough diagnosis of the reasons for attrition, apart from creating a better work environment and improved job conditions. In the next article Arijit Das and Sambuddha Goswami have attempted to find out the linkages between food insecurity and climate change. According to this study, climate change constitutes a major threat to food security in India. This critical appraisal of the realities of the facts on the ground that come in the way of implementing critical government sponsored schemes, is followed by an article from Raunak Narayan. He attempts to analyze the need for proactive work-life balance measures and its increasing role in employees' motivation. Sanjeev Gupta and Jagdish Raj Saini depict the status of tourism and hospitality industry within Himachal Pradesh. They observe that in order to improve the brand visibility of Himachal tourism, a strong presence on internet and the ever expanding virtual world of social networking media is necessary. The study further highlights the fact that for attracting more foreign tourists, Himachal Pradesh may focus on increased participation in trade fairs and tourism events held across different parts of the world. The fifth article, by Syeda Shazia Bukhari and Meenakshi Gupta, identifies the impact of talent management initiatives on organization performance in service sector within both public and private organisations of Jammu region.

Arth Anvesan is an endeavour of College of Management, SMVDU to contribute to value addition in the field of Research, especially in the area of Business Management. The Journal covers an extensive range of fields including finance, human resources, marketing, supply chain, economics and other related subjects. All empirical works including qualitative, quantitative, and combination methods, contributing to the management area, are always welcome.

Dr. Kakali Majumdar

CONTENTS

Article	Author	Page
1 CONTROLLING ATTRITION BY REVIEWING PEOPLE PROCESSES- A CASE STUDY WITH REFERENCE TO SUZLON ENERGY BLADES LIMITED	Anjali Ganesh	3-23
2 LINKAGES BETWEEN FOOD INSECURITY AND CLIMATE CHANGE: AN INDIAN EXPERIENCE	Arijit Das and Sambuddha Goswami	24-35
3 NEED FOR STRESS MANAGEMENT IN THE ERA OF GLOBALISATION	Raunak Narayan	36-50
4 AN ASSESSMENT OF STATUS AND OPPORTUNITIES IN TOURISM & HOSPITALITY INDUSTRY OF HIMACHAL PRADESH	Sanjeev Gupta and Jagdish Raj Saini	51-64
5 IMPACT OF TALENT MANAGEMENT INITIATIVES ON ORGANIZATIONAL PERFORMANCE IN SERVICE SECTOR OF JAMMU REGION	Syeda Shazia Bukhari and Meenakshi Gupta	65-79

CONTROLLING ATTRITION BY REVIEWING PEOPLE PROCESSES- A CASE STUDY WITH REFERENCE TO SUZLON ENERGY BLADES LIMITED

Anjali Ganesh*

Abstract

Gone are those days when managers were concentrating only on recruitment of their staff but not bothered in retaining them. Retention of key employees and treating attrition troubles has never been so important to companies. A reduction in the number of employees through retirement, resignation or death is called attrition. Certain percentage of attrition is considered as healthy as it infuses fresh blood of knowledge and creativity in to the organizational system. However the organizations these days face the greatest challenge of above normal attrition that is not healthy. Attrition normally brings decreased productivity. Employee stays longer with the same organization the less likely he or she is to resign. Performing employees are less likely to resign than non-performing employees. Considering all these challenges a case study with reference to Suzlon Energy Blades Limited (SEBL) was taken up. The study makes a brief review of people processes that influence attrition at the middle cadre from M1 to M3 levels. It was noted that the turnover in these levels is pretty much high causing lot of challenges for SEBL to manage its costs for recruitment, selection, training, career planning and promotions. Thus the present study on the company throws lot of insights to SEBL as well as to the researchers to look in to the system from a different perspective to arrest the attrition in a smart way. Several employee- related issues and policies were studied from the angle of employees' preference or no preference for them. The aspects such as Interpersonal Relationships and Communication, Challenging and Interesting Work, Parity of personal goals with the organizational goals, Individual development and career prospects, Recognition, reward and respect, Company policies, Safe working environment, Work Life Balance, Stress at the work place and many other parameters were studied that have immense influence in retaining the employees at various levels in SEBL. The study suggested retention strategies to the company based on the findings. HR must take steps to be aware of employee problems and try to solve them, creatively. Timely interviews with the employees must be conducted to understand their pulse and wavelength so as to hold the attrition and reinforce the retention tactics.

Key words: Attrition, Retention strategies, Interpersonal Relationships, Work Life Balance, Recognition, Organizational goals.

JEL Classification J63, P17

INTRODUCTION

Gone are those days when managers were concentrating only on recruitment of their staff but not bothered in retaining them. Retention of key employees and treating attrition troubles has never been so important to companies. A reduction in the number of employees through retirement, resignation or death is called attrition.

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Certain percentage of attrition is considered as healthy as it infuses fresh blood of knowledge and creativity in to the organizational system. However the organizations these days face the greatest challenge of above normal attrition that is not healthy. Attrition normally brings decreased productivity. People leave causing others to work harder. Even though the poor performer is replaced by a more effective employee in case of attrition the demerits outweigh the merits of attrition.

CAUSES OF EMPLOYEE ATTRITION:

Following are some of the most important reasons as to why employees would like to dissociate themselves from their current organizations.

- *Job is not what the employee expected to be:* Sometimes the job responsibilities don't come out to be same as expected by the candidates. Unexpected job responsibilities lead to job dissatisfaction.
- *Job and person mismatch:* A candidate may be fit to do a certain type of job which matches his personality. If he is given a job which mismatches his personality, then he won't be able to perform it well and will try to find out reasons to leave the job.
- *No growth opportunities:* No or less learning and growth opportunities in the current job will make candidate's job and career stagnant. The organization cannot promote everyone but it can create some alternatives such creating a chance for the employees to continue their higher education in such a way helping the employees to build their career.
- *Lack of appreciation:* If the good work is not appreciated by the supervisor, the employee feels de-motivated and loses interest in job.
- *Commuting:* Commuting is a major concern for employees, especially if they are putting up in far off places. In such circumstances, employees are easily exhausted by spending long hours in journeys and tend to have lesser time for their families. Thus disturbs the work- life balance of employees and they soon start looking for a change.
- *Lack of trust and support in co-workers, seniors and management:* Trust is the most important factor that is required for an individual to stay in the job. Non-supportive co-workers, seniors and management can make office environment unfriendly and difficult to work in.
- *Stress from overwork and work life imbalance:* Job stress can lead to work life imbalance which ultimately many times lead to employee leaving the organization.
- *Compensation:* Better compensation packages being offered by other companies may attract employees towards themselves.
- *Cultural Conflict:* Every organization has its unique culture, which sometimes comes into conflict with employee's own cultural background and social values, norms and beliefs. Such Conflicts could be due to:
 - ✓ Dress codes: wearing of tie or suits every day is mandatory
 - ✓ Social prohibitions: restrictions on eating non- vegetarian food
 - ✓ Ethics: Unethical bosses or colleagues
- *Work Environment:* Work environment is a main reason to quit or continue because employees spend around 80% of their life in the work places. Various work environment causing employees to change their work are:
 - ✓ Poor working conditions: inadequate safety, health and welfare infrastructure and provisions;

- ✓ Hazardous manufacturing processes: hazardous manufacturing substances or dangerous machineries.
- ✓ Poor organizational climate: working relations are characterized by high politics, grapevine, favoritism and nepotism.
- ✓ Unavailability of working resources: unavailability of tools and resources to carryout work properly (Tapomoy, 2009).

The current average employee attrition of about 20-30 per cent across industries only testifies the fact that it's a critical challenge in India's growth (<http://www.indiaattritionstudy.com/>). It is said that people leave their bosses, not organizations. When employees are happy with their superiors they choose to stay. Employee stays longer with the same organization the less likely he/she is to resign. Performing employees are less likely to resign than non-performing employees. Considering all these challenges a case study with reference to Suzlon Energy Blades Limited (SEBL) was taken up. The study makes a brief review of people processes that influence attrition at the middle cadre from M1 to M3 levels. It was noted that the turnover in these levels is pretty much high causing lot of challenges for SEBL to manage its costs for recruitment, selection, training, career planning and promotions. Thus the present study on the company throws lot of insights to SEBL as well as to the researchers to look in to the system from a different perspective to arrest the attrition in a smart way.

Brief Profile of the Suzlon Energy Blades Limited (SEBL)

The beginning of SUZLON's wind energy business was unique. The company came into being with Mr. Tanti's ventures in the textile business. His attention was drawn to wind power by the dismally unreliable power scenario and the increasing impact of power costs on his business. With the help of some of his friends of Rajkot, he moved into wind energy production as a way to secure the textile company's energy needs, and founded Suzlon Energy. The idea took concrete shape on 25th October, 1995 when Suzlon entered into a technical collaboration with Sudwind Energy GmbH of Germany to source the latest technology for the production of wind turbines in India. The main motto of Suzlon is Powering a Greener Tomorrow. Suzlon is a very western sounding name for an Indian company. The origin of the name of this wind energy company is very much Indian. 'Suz' in Suzlon, comes from the Gujarati word meaning of the Suz is Vision of Intellectuals and Lon means Financial Support.

Currently, Suzlon is ranked as third leading wind turbine manufacturer in the world. Suzlon today is an integrated developer of wind turbines, focused on: Design, Engineering and Development of wind turbines and components like rotor blades for turbines, tubular towers, control panels and nacelle covers. Suzlon's main achievement is it's the number 1 in the Indian Market since 9 years. It was established in 1995 with just 20 people, Suzlon is now a leading wind power company with Head Office at Pune. It has more than 20,000 people in 21 countries. Suzlon started its journey with a small project to supply wind turbine generators for a 3.34 MW wind farm project in Gujarat, India.

In 2005 Suzlon takes a major vertical integration step by setting up Suzlon control system at Daman, India. In 2006 Suzlon Energy signed a turbine supply agreement with Edison Mission. Suzlon got Rs.620 crore Australia firm project order. They began producing the blades in Pipestone, Minnesota in the United States. Suzlon reached a definitive agreement for acquisition of Belgium firm Hansen Transmissions, specializing in gearboxes for wind

turbines, for \$565 million. In 2007, the company purchased a controlling stake in Germany's RE power which valued the firm at US\$ 1.6 billion. Suzlon Energy appointed Mr Andre Horbach as a Global CEO of the Suzlon group. SEL signed a major new order with ONGC, India's leading Oil and Gas exploration and Production Company of 51MW of wind turbine capacity. SEL wins the Best PEA/C backed company award from venture intelligence apex. In 2008 SEL has appointed Mr Sumanth Sinha as chief operating officer (COO) with effect from 1-8-2008. SEL enters Kerala with its first wind power project commission of 52-600 KW turbine at Agals. SEL signs up with Ayen Enerji company for 31.5 MW of wind turbine capacity. In June 2007, Suzlon had signed a contract with Edison Mission Energy (EME) of US for delivery of 150 wind turbines of 2.1 MW in 2008 and a similar volume to be delivered in 2009 (Suzlon- Annual Report 2009-10). In the year 2012, June, Suzlon had sold its Chinese manufacturing subsidiary to China Power New Energy Development Company for \$60 million (Rs. 340 crore). Since Suzlon has over Rs. 10000 crore debt burden the sale proceeds will help to reduce the long term burden (The Hindu Business Report, 2012).

Suzlon Energy Blades Limited, Padubidri:

Suzlon Energy Blades Limited (SEBL) was established in 2008 at Padubidri, a small and busy town in Udupi District of Karnataka state. The product manufactured here is Rotor Blades. The Annual Power capacity is 1500 MW. The plant has the workers around 1500 including contract and apprentice. The product lines are 11 and the branch undertakes two projects that is AE 43 V3 (S 88), RE45 (MM 92). Suzlon is a vertically integrated wind power company. Suzlon delivers end-to-end wind power solutions from assembly, installation to commissioning. The company manufactures blades, generators, panels, and towers in-house, as well as gearboxes through its partial ownership of Hansen Transmissions and state-of-the-art large or offshore turbines through its subsidiary RE power. The company is integrated downstream and delivers turnkey projects through its project management and installation consultancy, and operations & maintenance services. Suzlon is a multinational company with offices, R&D and technology centers, manufacturing facilities and service support centers spread across the globe. Suzlon has design and R&D teams and facilities in Germany, India and The Netherlands to retrofit blades for clients. The international sales business of Suzlon is managed out of Aarhus, Denmark, while its global management office is in Pune, India.

Amenities and Facilities

The organization is well equipped with all the requirements which provides for their effective functioning. The company has its office premise. The infrastructure facilities that are available in the company are:

- i. Training and Development Centre: It has well organized training and development centre. The department will conduct the induction to the candidates who are newly employed and also it works for the development of the employees on a continuous basis.
- ii. Fire Extinguishing Service: Fire extinguishing facility is there in order to meet the contingencies arising out of fire accidents. The main services provided are;
 - Monthly inspection of fire extinguishers in SECL plant premises.
 - Conducting fire fighting training to all categories of employees as per the training calendar.
 - Conducting mock drill about fire fighting.

Refilling and conducting of hydraulic test for all type of fire extinguishers.
Maintaining of all fire standing orders, fire extinguishers report hydrant irrespective report.

iii. Canteen: Two canteens are well established by the company for employees as well as to the guests. The objective of this facility is to provide the employees clean, hygienic and nutritious food at cheaper rate.

iv. Building: The Company has its own well structured building as a branch office at Padubidri. What is outstanding about this building is that it enhances the lives of the people who work here, and all of these factors count into the company's performance.

v. Transportation Facilities: All the employees are provided with to and from transportation facilities. The general managers and above are provided with separate vehicles.

vi. Communication Facilities: All managers and engineers working in the SE Blades Ltd are provided with the cell phones. The specific e-mail ids are provided to all engineers and managers to communicate with each other in the company.

Future Growth and Prospects

With sanction of Padubidri location as SEZ unit, the focus has been on the exports looking at the huge long orders in hand. The company has set up world class state of art manufacturing facility in four major SEZ's in India Kandla(Gujarat), Vadodara (Gujarat), Udupi (Karnataka), Coimbatore(TN).Udupi project spreads in 643 acres of land will have manufacturing facility for rotor blade and wind turbine generator. This project will employ at least 2000 employees in phase1 and has the capacity of production of five nacelles per day. Their main aim is to make the nacelle unit Padubidri a world class state of art manufacturing facility and making it a role model plant in the market (Suzlon- Annual Report, 2010-11).

Focus on staff and society welfare is being taken care of and several new proposals are coming up with recreation facilities for staff and family members, ownership of the village for development, education, medical amenities is being focused upon. By applying the lean manufacturing concepts and the quality tools the aim is reach the peak of production and cater to the global market requirements. With the focus on career planning and multi-skilling concepts their human resource are valued assets in the organization and society ever.

Brief literature review on employee attrition

Literature review aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. The literature is reviewed from the various fields on the topic attrition of employees that throw lot of insights in to the field of knowledge in the form of tackling labour turnover by strengthening retention strategies.

Pavesic and Brymer (1989) surveyed 442 graduates of the years 1983 through 1987 from 11 four- year hospitality programs dispersed across the United States to ascertain the rate of industry retention and attrition. Graduates were asked to rate the effectiveness of their academic training, satisfaction with their hospitality careers, and to assess their industry experience to date. The affect of named factors on job stability and career satisfaction was

explored. The main problem of attrition noted was lack of parity between the job and the individual attributes.

Breiter, et.al., (2004) conducted a 2002 survey of 143 meeting planners found that most signed contracts containing attrition provisions for the largest meeting they held in 2001, but only one-third of those who came up short on room-block guarantees were billed for attrition. Many planners negotiated some form of settlement. Rather than have attrition continue to be a point of contention for hotels and meeting planners, a better approach might be for hotel sales managers and meeting planners to work together to formulate reasonable attrition policies.

Nielsen and Nielsen (2010) explained the reason for the number of foreigners appointed to top management teams that has increased significantly over the past decade. However, the question of why some firms elect to employ foreign nationals in top executive positions remained unclear. This study tested competing explanations based on strategic fit, human capital and attraction, selection and attrition perspectives. Results from empirical tests utilizing a multi-level methodology on a sample of Swiss publicly listed companies suggested that degree of international diversification is positively associated with the likelihood of having a foreign executive, whereas human capital characteristics do not explain the propensity to employ a foreigner on the top management team. In addition, nationality diversity at the board level, as well as the international experience of the top management team, predict the probability of having a foreign top executive that helped to curb attrition at the top.

India has emerged as the top destination for global offshore outsourcing. According to the latest NASSCOM McKinsey Survey IT & ITES would add 7% to India's GDP by 2010 along with the creation of 8.8 million new jobs, and the number of professionals employed in IT & ITES sector is estimated at 1,045,000 as of March 2005. However, among the most complex problem faced by the IT & ITES industry is labour attrition. According to Shaikh (2007), employee attrition rate in this sector varied between 20% and 40%, while it was around 15 percent in top firms. As per the author, if these were any indications, the outsourcing industry is likely to face a shortage of 262,000 professionals by 2010.

In the global business scenario, BPO is on top of the list today. The new age workforce comprises mostly of knowledge workers, who are techno savvy, aware of market realities, materially focused and who have higher propensity to switch jobs. The challenge of acquiring new talent and retaining the existing talent is only going to intensify. Mishra (2007), attempted to explore the reality of attrition problem in the BPO sector and study how people are managed in BPOs. 100 employees who work in various BPOs of NCR, Delhi participated in the study. Data were collected by using both quantitative and qualitative scales of measurement. Focus group discussion (FGD) and personal interview method (PIM) were also used. Results were interpreted telling night shifts and inability to cope with different types of stress was the reasons of high attrition in the sector.

Within official and academic discourse natural attrition has been taken as the preferred way of dealing with redundancies, in part because it appears as equivalent to normal labour turnover and hence as a natural and normal process. Turner, (1988) sought to cast some doubt on this assumption by presenting a case study of natural attrition in a central Queensland open cut coal mine in 1983. It suggested that natural attrition was more complex than the running down of the workforce through normal labour turnover and that it was not necessarily the best redundancy

practice in that situation. However it was not advantageous for either the members of the workforce or for the supervisory staff in immediate contact with them.

Billingsley (1993) reviewed research findings related to teacher retention and attrition in special education. Major findings from general education retention studies were also reviewed to provide a context for understanding special educators' career decisions. Research findings were organized around a conceptual model of teachers' career decisions that included three major factors: (a) external (e.g., societal, economic, and institutional), (b) employment (e.g., professional qualifications, work conditions and rewards, commitment, and employability), and (c) personal (e.g., demographics, family, and cognitive/ affective). The three factors mentioned are responsible for attrition under different contexts for different individuals.

Borman and Dowling (2008) stated that personal characteristics of teachers are important predictors of turnover. Attributes of teachers' schools, including organizational characteristics, student body composition, and resources (instructional spending and teacher salaries), are also key moderators.

Thaden, et.al, (2010) examined factors related to employee attrition in a US state social service organization (SSSO) that administers welfare, food stamps, and Medicaid. Semi-structured telephone interviews were conducted with 132 former SSSO employees. Qualitative analyses found that informants reported insufficient resources to do their jobs, inconsistent or inadequate training experiences, negative perceptions of the organizational culture and management (e.g. minimal recognition and inadequate support for professional growth or innovation), and typically positive perceptions of co-worker relationships during their tenures at the SSSO. Findings suggested that organizational culture may be an important change target for retaining workers in SSSOs.

Hancock (2008) examined the effects of teacher characteristics, school conditions, teacher efficacy, external support, and remuneration on music educators' risk for attrition and migration. Data from the 1999–2000 Schools and Staffing Survey—a comprehensive, nationally representative survey of teachers, principals, and schools conducted by the National Center for Educational Statistics—were examined for 1,931 music teacher participants. Based on sequential logistic regression analysis, significant predictors included young age (less than 30 years; 30–39 years), teaching in a secondary or private school, extracurricular hours, school wide concerns, limited support from administrators and parents, lower salary, and dissatisfaction with salary.

Lucke, R, (2002) stated that communication was a critical factor in employee retention. The organization should provide the right kind of information and has to deliver the right kind of message to the employees clearly and in appropriate manner. Good communication is also about encouraging and having adequate mechanisms in place to allow employees to deliver information to management.

Armstrong et.al, (2007) stated that work- life balance has emerged as a factor in employee attrition. Long working hours, work overloads, limited leave and requirements for relocation all have the potential to interfere with employees home and lifestyle priorities. The consequence of this interference could either be work- family conflict or a work- lifestyle imbalance that eventually contributes to employee attrition.

Elangovan (2001) indicated that there were strong causal links between stress and satisfaction of the employees. The higher stress leads to lower satisfaction and between satisfaction and

commitment, the lower satisfaction leads to lower commitment. He further noted a reciprocal relationship between commitment and turnover intentions that is the lower commitment leads to greater intentions to quit, which in turn further lowers the commitment. Price et al., (2001) stated that unmanageable workloads and inadequate resources, as well as other job-related factors increase the amount of stress at work. Immediate superiors and co-workers are the social support pillars for employees of an organization. If the employees have an unsatisfactory relationship with supervisors or with peers it will negatively affect the individuals' performance and satisfaction and can push them to resign from their workplace. Bishop ((1997) stated that commitment had a positive effect on productivity, turnover and employees willingness to help co-workers. The increased employee commitment improves team performance and productivity and decreases absenteeism, turnover, and intentions to quit. Byrnes (2002) concluded that there are five essential steps for a company to develop an effective retention strategy. First, a corporate values system must be defined based upon the organization's values and vision. These values must guide the company and identify those employees desiring to move in the same direction. Next, trust must be established within all parts of the business. Security comes from trust and trust comes from honesty and communication. The bottom line is that employees expect that their employer should be straightforward with them and establish a process for sharing important information related to the business with the employees". Third, assess employee priorities through surveying. The answers will allow an organization to structure effective reward programs, thus increasing employee satisfaction. Fourth, he also recommends doing industry homework. Companies need to understand competitor's compensation and benefit programs. A clearer understanding of what is expected by employees within the industry provides the company the opportunity to increase satisfaction. Finally, the creation of a compensation and benefit package, supportive of company values and employee needs, is essential.

Mohan Thite and Bob Russell, (2010), highlighted the centrality of HR in stemming employee attrition by improving the retention strategies. In their empirical study of four large Indian call centers they examined specific aspects of HR practice for their effect on retention in the very different context of Indian labour markets. The relationship between HR practices and the realities of the call-centre labour processes operating within a buoyant labor market that offers plentiful job alternatives were explored. The findings suggested that the contribution of HR to employee retention is a necessary but not sufficient condition for retention in the context of Indian call centers.

Punia and Sharma (2008) stated that employee retention was the biggest challenge Human Resource Management was facing always. The uncertainties of a changing economy, increasing competition and diversity in the workplace have compelled the organizations to hold on to their top performers at whatever cost they have to pay. It is a very difficult task for the recruiters to hire professionals with right skills set all over again. Authors have stated that the focus has shifted from 'numbers' to 'quality' and from 'recruitment' to 'retention.' Out of the plentiful practices, the procurement practice facilitates the entry of an employee in an organization. Hence keeping in view the significance of this function, the researchers have ventured to investigate the influence of procurement practices on employees 'retention intentions in the Indian IT industry. This paper studied the influence of organizational procurement practices on employee retention intentions on the basis of personal and positional variables of employees. It also examined the variations in the corporate perception on the procurement practices as a retention tool for IT Personnel.

Smith and Lorrie A. Shepard (1988) explored issues concerning teachers' belief regarding use

of retention in a qualitative study. Clinical interviews with teachers, analysis of documents, and interviews with parents revealed that teachers' beliefs relate to their use of retention as a solution to un-readiness or incompetence, and that elements of the organization of the schools in which they teach may also account for beliefs and practices.

Hutchings, et al., (2011), presented findings from a survey conducted in the Australian resources sector in 2009 exploring human resource (HR) managers' perceptions of how their organizational practices and external contextual changes in industrial relations legislation present challenges for the sector and influence attraction and retention of highly skilled employees. The research made an important contribution to the literature on good employment and high involvement work practices by investigating organizational practices within the politico-legislative context of this economically significant sector. Their findings indicated that organizations have implemented a range of good employment practices, while dealing with concerns about skills shortages, employee turnover, an aging workforce and changes in legislation. They identified a need for employers to give greater attention to diversity and work life balance issues. Further, there was a need for strategies to increase the attractiveness of work in remote locations.

Reynolds, et al., (2004), suggested that high retention ratios result from positive work environments. For the majority of organizations with seasonal business, the employee retention issue is more complex. This exploratory study qualitatively examined various practices as identified by interviews with U.S.-based restaurant general managers that required a substantial number of seasonal employees. The objective was to formulate an organizing framework of approaches and to compare the various attributes with potential outcomes. The results allowed them to identify several commonly used practices. These approaches could be categorized as recruiting, orientation and training, separation management, and relationship maintenance and enhancement which were considered as the determinants of retention.

Gilliss, et al., (2010), reviewed the evidence that supported the impact of a diverse workforce on patient outcomes and delivery services in health care sector. Assuming a positive social value in the absence of the data, the authors reviewed the approaches that had been successful in diversifying the nursing workforce. The authors concluded with recommendations for research and policies, including best practices, for enhancing recruitment and retention of a diverse nursing workforce.

Theodore and Weber (2001) examined the growing literature on the changing employment practices of small and medium-sized manufacturers. The authors examined the literature in three areas: (a) hiring practices, (b) employment security and retention, and (c) career ladders. Authors disagreed about the extent to which restructuring had taken place in smaller firms, the nature of workplace change, and the impact of this change on employees and firms. The hosts of different strategies have been proposed to provide employment opportunities in manufacturing, particularly for low-income populations by concentrating on retention along with employment security.

One of the primary challenges the hospitality industry faces continues to be high levels of turnover. Walsh and Taylor, (2007), examined turnover intentions of one of the most critical groups of employees, management staff. Using a sample of Cornell University School of Hotel Administration graduates from 1987 through 2002, the authors identified the job features that enhance managers' commitment levels to their organizations and to the overall industry, as well

as reduce their likelihood of leaving both. Results suggested that hospitality managers were taking charge of their careers. They were looking for challenging jobs that offer growth opportunities, as well as competent leadership and fair compensation. To the degree these job features were in place, hospitality managers' commitment levels would increase. Managers' commitment to performing challenging work especially reduces their likelihood of leaving their companies and the industry.

Nonprofit organizations have played a major role in providing jobs for this population, along with the public and for-profit sectors. Perlmutter, et.al, (2005), stated what nonprofits and other employers, through their human resource (HR) practices, could do to enhance the job retention of former welfare clients. The authors conducted a large-scale empirical study that examined effects of a broad range of HR practices associated with the retention of welfare clients in the nonprofit, for-profit, and public sectors. Results indicated that job retention was higher in the nonprofit sector compared to the others, and that this retention might be a result of HR practices that emphasized investment in and commitment to employees.

Comparison of 2003 data with a 1997 dataset produces a unique longitudinal statistical picture of the industry over a period marked by the increasing influence of globalization. Webb,et.al., (2006), stated that total employment in the industry has decreased by 39 per cent from approximately 37 600 to 23 100 between 1997 and 2003. They stated that the interview results indicated that the loss of large company capacity might have strategic implications for future technological capability as they need to bother more on retention remedies.

Statement of the Problem

Attrition refers to reduction in the number of employees through retirement, resignation or death. The company is facing the problem of attrition in the M1-M2- M3 levels as trained people are cleaving the job. Attrition is a huge burden to the organization causing great cost in the form of recruitment and training to the organization. Higher the attrition lower will be the overall productivity and profitability of the organization. Keeping this view in mind study primarily focuses on parameters that influence employee retention with specific application from M1 to M3 level employees at Suzlon Energy Blades Limited, Padubidri.

Objectives of the study

Keeping the above problem areas in mind, the study is carried on with the following objectives.

- To understand the factors that cause attrition in the level M1 to M3 by reviewing people processes
- To know the level of satisfaction of employees with the benefits provided to them such as salary, incentives, career growth, learning opportunity.
- To suggest retention strategies based on the findings.
- To help reduce the recruitment, selection and training costs by improving retention of the employees.

Scope and Methodology

Research design adopted is descriptive as well as exploratory. Exploratory research design is used to analyze reasons of employees' quitting the job. Employees were selected by using stratified random sampling technique to make sample representative and to maintain

objectives. The stratified random sampling procedure is one in which simple random sub-samples are drawn from within different, that are, more or less equal on some characteristics.

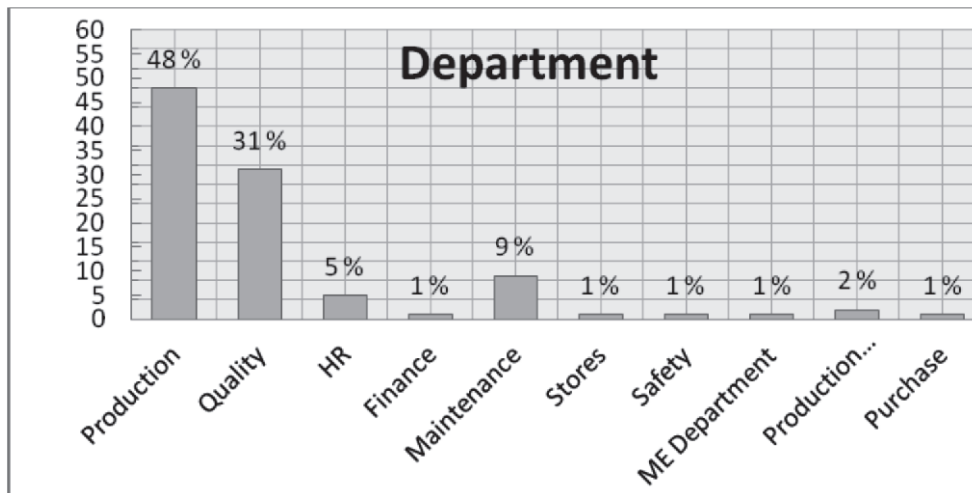
The study on the topic employee retention at Suzlon Energy Blades Ltd is an empirical study conducted to find out various factors that influence retention of the employees is confined to Padubidri unit. The target respondents are the permanent employees and survey is conducted only for M1 to M3 category employees who are aware of the conditions, policies. And facilities provided at Suzlon Energy Blades Ltd, Padubidri. The total permanent employees of the organization in the year 2011-12 were 758 starting from S4 level to AP. Since attrition rate is very high in the three levels, M1-M2-M3 compared to other levels, the study is mainly confined to these levels. It includes engineers, executives, junior engineers and junior executives of the company.

Table 1.1

Number of employees of Suzlon Energy Blades Ltd, Padubidri at different levels during the period 2011-12.

Level	Designation	No of Employees
S4	Senior General Manager	3
S3	General Manager	2
S2	Assistant General Manager/ Deputy General Manager	3
S1	Senior Manager	4
M7	Manager	9
M6	Deputy Manager	4
M5	Assistant Manager	9
M4	Senior Executives, Senior Engineers	17
M3	Engineers, Executives	68
M2	Junior Engineers, Junior Executives	8
M1	Junior Engineer, Junior Executives	30
M0	Junior Technician	50
T5	Senior Team Leader	8
T4	Team Leader	77
T3	Technician	5
T2	Technician	71
T1	Technician	273
T0	Term Apprentice -Production	4
TT	Term Trainee	63
AP	Term Apprentice - Production	50
Total		758

Chart 1.1
Department of the respondents



The chart 1.1 provides information about the people working in the different department from M1 to M3. The chart 1.1 indicates that Production and Quality Department employees are more in number than the employees of remaining department, the stores, safety, ME (Mechanical) and Purchase Department employees are less comparatively. The sample size taken is 100 respondents from M1 to M3 which represents 13 percent of the population that fulfills the requirements of efficiency, reliability and flexibility. Out of the total population of 108 employees from M1 to M3 level, eight engineers and executives from M3 level were on short leave. Thus they are excluded from the sample of 100 respondents who are chosen for the study. The primary data collected in the form of questionnaire was prepared in accordance with the requirements of SEBL, satisfying the objectives of the study. The data collected from the internal source were from company manuals and annual reports, company websites and magazines. Percentage analysis and Chi- Square test and ANOVA were applied for the data collected and series of observations were made.

Major Findings

On the receipt of questionnaire from employees and also by holding a one on one conversation, it can be inferred that SEBL, has maintained a fair relationship among employees. The following are the important findings of the study.

I. Profile of the respondents: The study shows that the employees who belong to the degree in engineering are more than the other various degree holders such as basic sciences and other streams. The study shows that male respondents are more than the females as the male ratio is 90 per cent and females are just 10 per cent. This is due to the fact that the nature of the work is more suitable to the males. 34 per cent of respondents have an experience of one to two years, 30 per cent of respondents have two to four years, 21 per cent of respondents have an experience of above 4 years and only 15 per cent of respondents have less than a year's experience.

2. *Communication flow and Interpersonal Relationships:* The study reveals that 40 per cent of the respondents are satisfied with the good interpersonal relationships exists among them. 40 per cent of respondents are neutral and 20 per cent of the respondents are disagreeing with the relationships. Good interpersonal relationships promote the team work not only in teams but among the different departments. The mentality and the traits of the people in developing and maintaining the relationship is the intervening variable here which might hamper the healthy relationship as well as communication in SEBL. On the other hand 19 per cent of employees are neutral about communication flow and 15 per cent of employees feel that they find it difficult to communicate with their superiors. However, 66 per cent of the respondents are satisfied with the communication system existing in the company. The employees can communicate and approach the superiors at any time without any hesitation. The can communicate the problems they are facing as well as the ideas which they want to share. Around 57 per cent of the respondents are happy with the freedom and autonomy to perform the work which indicates that the superiors have the trust and faith in them and the interpersonal relationship seems to be healthy.

3. *Nature of the Work:* The employees periodically rotated from one department to another department in order to gain the knowledge of all the departments and to learn the new work. The work should be interesting as well as challenging in order to remove the boredom and monotony of the employees as well as to enhance the productivity. 41 per cent of the respondents are happy and 31 per cent of the respondents are neutral with the challenges faced in the work place. Some people being neutral about the challenging work are due to the fact that people appreciate status quo and do not like job rotation as they not only feel insecure but also feel that their productivity level goes low.

4. *Autonomy and support of the management:* Employees responsibilities in the organization should help them to achieve the personal goals also. An attempt was made to understand whether the individual goals of the employees match the organizational goals. 37 per cent of the respondents feel that employee's goals matches with the organization goals whereas 31 per cent of respondents neither agree nor disagree with the above point and 32 per cent respondents disagree with this. The strong reason for 63 per cent of respondents' disagreement could be due to their contention that they are not encouraged to try out new things. Only 33 per cent of the respondents state that management comes forward and support them when they face the critical situations. This indicates that at times it becomes little difficult to find parity between the personal goals and organizational goals.

5. *Training and its inter-links:* The Company conducts the tests to all the employees to verify the training needs and an attempt is made to update the knowledge of the employees on a timely basis through training and development. The training provided by the company is related to the career development or growth of the employees and 52 per cent of the respondents agree with this. Respondents state that training is given to improve the skills and competencies of the employees. 52 per cent of employees feel that their encouraged to participate in training to improve their skills and competencies, whereas 23 per cent of employees are neutral regarding the above point, 25 per cent of respondents disagree that they are not encouraged to participate in training to improve their skills and competencies. Growth and development are the integral part of every individual's career. If an employee can not foresee his path of career development in his current organization, there are chances that he would leave the organization as he is not in dearth of opportunities. Only 23 per cent of the respondents state that they feel secured about

the growth and success in SEBL. The chance of not getting opportunity to participate in training and developmental activities as well as hazy career path could act as detrimental to the retention processes of the organization.

6. Rewards and recognition: Salary and wages represent the level of skill and experience an individual has. The study reveals that 36 per cent of the respondents showed their dissatisfaction towards the salary and the benefits provided. In order to retain the employees the three things are very important that is recognition, reward and respect. From the study it is obvious that the 19 per cent of the employees agree that they are given the recognition for their performance, 40 per cent of the respondents are neutral in this respect.

Respect for the individual is the basic energizing force in the organization. The manager has to involve the employees in the processes of the organization right from the beginning. 48 per cent of the respondents feel that they are treated with respect by the management. 51 per cent of the respondents are dissatisfied with the rewards. Rewards are tied with the achievement and encourage team work as some employees might find it stressful to cope with the reward systems. They feel that it creates unhealthy competition and difference of opinion amongst the employees. The study also found out that 41 per cent of the respondents were dissatisfied with the feedback given by the superiors while performing.

7. Employee related policies: The policies framed by the company should be clear and transparent so that each member of the company can easily understand them. It is understood from the study that only 28 per cent of the respondents agreed that they have understood the company policies whereas 33 per cent of the respondents disagreed with the clarity of the company policies. The majority of the respondents were not clear about the promotion policy followed in the organization. Around 47 per cent of the respondents were dissatisfied with the promotion policy. They felt that the promotion was given to the employees based on experience and seniority and the performance of the employees was completely ignored.

8. Work safety and conditions: An attempt was made to understand the safe working conditions. 25 per cent of the respondents agreed that the working conditions were safe, 51 per cent of the respondents disagreed with the safe working environment due to the dusty working environment. Though the management works its best to provide all the safety facilities to the employees due to the nature of products and the processes dust is a real challenge. From the study it is inferred that the 34 per cent of the respondents agree that their job is secured where as 34 per cent of the respondents are neutral. It means the employees are not sure of continuing in future periods.

9. Stress at the work place and Work Life Balance: SEBL is able to provide stress free environment to the employees. High stress at the work place is one of the strong reasons for employee attrition. 56 per cent of the respondents feel that they job is not stressful to them. It shows that the work environment does not create stress amongst the employees. The study has identified that 43 per cent of the respondents were able to manage their personal and work life where as 33 per cent of the respondents were neutral. Out of the 33 per cent of the respondents who expressed neutrality for work life balance, 95 per cent were women. This shows that women always find it difficult to balance work life due to the multiple roles played by them. If the employees fail to balance their work and personal life, it might become the reason for quitting.

10. Association between work experience and the freedom and autonomy given at the work place: The sample consisting of 100 respondents was selected. The data was mainly analyzed to find out the relationships between dependent and independent variable. Chi-square test has been used to cross tabulate and to understand the relationship between the dependent and independent variable. SPSS Software package was used for tabulation of Chi-Square analysis.

Independent Variable: Work Experience

Dependent Variable: Freedom and autonomy given at the work place.

H0: There is no association between the work experience and the freedom and autonomy given at the work place.

H1: There is association between the work experience and freedom and autonomy given at the work place.

Table 1.1a

-Crosstab: Employees are provided with the freedom and autonomy to work

Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Less than 1 year	1	4	6	2	2	15
1 year to 2 years	1	18	8	4	3	34
2 years to 4 years	2	17	10	1	0	30
Above 4 years	3	11	1	6	0	21
Total	7	50	25	13	5	100

Table 1.1b:

Chi-Square Test association between work experience and the freedom and autonomy given at the work place

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.777 ^a	12	.040
Likelihood Ratio	25.029	12	.015
Linear-by-Linear Association	3.780	1	.052
N of Valid Cases	100		

Interpretation: Significance level of 12 at 5% df= (r-1) (c-1). Calculated value is 21.777 and table Value is 21.02607

Since the calculated value is greater than the table value the null hypothesis is rejected. So it is proved that there is association between the work experience and the freedom and autonomy given at the work place.

12. Association between the marital status and the work life balance: An attempt was made to find out an association between marital status and the work life balance of the employees with the help of chi square test.

Independent Variable: Marital Status

Dependent Variable: Work life balance

H0: There is no association between marital status and the work life balance of the respondents

H1: There is an association between the marital status and the work life balance of the respondents.

Table 1.2a
Crosstab: There is a healthy balance of work and personal life with the marital status

Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Married	0	7	7	4	0	18
Unmarried	4	32	26	15	5	82
Total	4	39	33	19	5	100

1.2b

Chi-Square Test association between the marital status and the work life balance of the employees

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.326 ^a	4	.676
Likelihood Ratio	3.908	4	.419
Linear-by-Linear Association	.004	1	.948
N of Valid Cases	100		

Interpretation: Significance level of 4 at 5% df (r-1) (c-1), Calculated Value is 2.326 and Table Value is 9.48773

Since the calculated value is lesser than the table value the null hypothesis is accepted. So it is proved that there is no association between the marital status and the work life balance of the respondents.

13. Relation between the age and encouragement given to experiment with new methods and creative ideas: An attempt was made to understand if there is any association between age and the support given to try out new methods and creative ideas with the help of Chi square test.

Independent Variable: Age

Dependent Variable: Support and encouragement

Table 1.3a

Crosstab: Employees are encouraged to experiment new methods and tryout creative ideas.

Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Below 25 years	1	21	18	10	7	57
25 to 35 Years	2	13	9	13	3	40
35 to 45 Years	2	13	9	13	3	40
Total	3	36	28	23	10	100

Table 1.3b

Chi-Square Test association between the age and encouragement given to experiment with new methods and creative ideas

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.416 ^a	8	.601
Likelihood Ratio	7.213	8	.514
Linear-by-Linear Association	.175	1	.676
N of Valid Cases	100		

Interpretation: Significance level of 8 at 5% df (r-1) (c-1), Calculated Value 6.416. Table Value= 15.5073

Since the calculated value is less than the table value, the null hypothesis is accepted. So it is proved that there is no association between the age and the encouragement given by the company to try out new methods and creative ideas.

14. Connection between the training provided and career growth of the employees: An attempt was made to understand whether the training provided is linked with career growth of the employees with the application of ANOVA.

H0: There is no significant difference between employee's growth and success and the training provided in the company.

H1: There is a significant difference between employee's growth and success and the training provided in the company.

Independent Variable: Training

Dependent Variable: Employee's Growth and Success

Table 1.4
Cross Tabulation for Employee's Growth and Success and the Training provided in the Company linked with the Career Growth.

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Square	Value of F
Between Groups	15.226	4	3.807	3.677
Within Groups	98.334	95	1.035	
Total	113.560	99		

F= Variance between varieties/ Variance within varieties. Tabulated F= 2.45 [for degrees of freedom V1=4, V2=99]

Inference: The calculated value of F is higher than the table value. Therefore the null hypothesis is rejected. This implies that there is significant difference between employees' growth and success and training provided by the company. The training provided by SEBL is not thoroughly linked with the career growth of the employees. It can also be inferred that the training provided and the job performed by the employees are not concretely linked.

15. Link between the employees' satisfaction and the salaries and perks: An attempt was made to find out the significant difference between the employees' satisfaction and intention to continue to work and the attention paid towards the salaries and perks paid to them through the application of ANOVA.

H0: There is no significant difference between the employee's satisfaction and intention to continue to work and the attention paid towards the salaries and perks paid to them.

H1: There is a significant difference between the employee's satisfaction and intention to continue to work and the attention paid towards the salaries and perks paid to them.

Independent variable: Salaries and perks offered

Dependent Variable: Employees' satisfaction and Intention to continue to work.

Table 1.5
 Cross tabulation for employee's satisfaction and intention to continue to work and the attention paid towards the salaries and perks paid to them.

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Square	Value of F
Between Groups	20.323	4	5.081	5.168
Within Groups	93.387	95	.983	
Total	113.710	99		

F= Variance between varieties/ Variance within varieties. Tabulated F= 2.45 [for degrees of freedom V1=4, V2=99]

Inference: The calculated value of F is higher than the table value. Therefore the null hypothesis is rejected. This implies that there is a significant difference between the employee's satisfaction and intention to continue to work and the attention paid towards the salaries and perks paid to them. This shows that the employee's satisfaction level determines the intention to continue to work which ultimately depends upon the salaries and perks paid to them.

SUGGESTIONS

Retention is a result of thinking strategically and doing many things well. There is no one tool or technique that alone will get results. Organizations should understand the cost of turnover. Costs include recruitment, selection, orientation, training, and lost productivity. By adopting appropriate strategies organization can overcome the burden of turnover costs. Based on the findings some strategies critical to successful retention can be scientific recruitment and selection, appropriate recognition and appreciation, need based training and development, timely management support and safe working conditions and feedback generating exit interviews. Retention begins with recruitment. SEBL must identify the kinds of people to attract and retain, those that will fit their culture, support their mission and enjoy their work. The candidates selected should match the organization requirements. The selection process should not only include the interviews but also the aptitude as well as attitude test to know the employees intelligence and emotional stability. Lack of recognition is also a major reason for increasing attrition rate. The recognition plays the major role in retaining the employees and if the employees are not recognized for their performance their satisfaction will decrease and also may have great impact on their future performance. Every employee should be given proper recognition for their performance. Employees should be trained and given chance to improve and enhance the skills. Training must have a strong positive link between the job performed and the career growth of the employees. This alone makes the training an asset to the organization in the long run.

Management should try to focus on its employees and support them in their difficult times at work and at the times of personal crisis. The Supervisors are supposed to extend their support to their subordinates in a way so that each one of them is able to align their individual goals and the organizational goals. Time to time increase in the salaries and wages of employees should be done. Employees should be provided with proper benefits including salary that should match up with their responsibilities. Reward programmes can be organized for the employees in order to motivate the employees to achieve the organizational goals. Working environment should be safe and employees should be provided with all the safety equipments to protect

them from dangers of dust. Employers should provide valuable feedback to employees and make them contribute value to the organization. The feedback from supervisor helps the employee to feel more responsible, confident and empowered. Exit interviews should be conducted to know the reasons for increasing employee turnover. This would also help the organization to frame proper retention strategies.

CONCLUSION

As the cost of attrition manifolds in terms of cost of advertising for new positions and also the cost and time involved in interviews, background checks, relocation costs of new employees and training and orientation costs. Thus, smart employers always realize the importance of retaining the best talent. The HR departments along with other departments must make a thorough diagnosis of the forthcoming attrition apart from creating a happy work place and a work force. If people are made happy then the retention gets easier and stronger reducing the attrition. The stimulant to make people happy is through clear cut friendly policies, recognition and reward systems, training and development systems, career planning and development systems and prompt appraisal and feedback systems. HR must take steps to be aware of employee problems and try to solve them, creatively. Timely interviews with the employees must be conducted to understand their pulse and wavelength so as to hold the attrition and reinforce the retention tactics.

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LINKAGES BETWEEN FOOD INSECURITY AND CLIMATE CHANGE: AN INDIAN EXPERIENCE

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Abstract

India is potentially vulnerable to adverse impacts in agriculture on account of climate change. Anticipated changes in water availability (surface, freshwater and ground water), temperature rise, soil degradation and the suggested increase in extreme events such as the drought, floods and cyclones will affect agricultural productivity and threaten countries food security. This paper aims to establish the causality of relationship between climate change and food availability in India through constructing index of food production security and linking it with various parameters of climate change such as the instability in rainfall, percentage of forest area encroached, percentage of land degraded and percentage of change in drought prone area etc. UNDP method has been used in constructing the food production security index. Data for the present paper has been collected from various sources like NSSO (50th round), Agricultural Census of India (1991, 2001), Central Water Commission (2000), IMD (2000), Forest Statistics of India ((2000) etc. Rank correlation has been done to see the nature of association between the food production and climate change. It also used the Least Square Regression Model to assess the individual impact of various parameter of climate change on food production. It also projects the sustenance of food availability by constructing the environmental sustainability index which is actually indicating the food availability in future.

Key words: Climate change, Food security, Index of Food availability, Index of Sustenance of Sustenance of food production

JEL Classification Q54, I14

INTRODUCTION

India is potentially vulnerable to adverse impacts on agriculture on account of climate change. Anticipated changes in water availability (surface, freshwater and ground water), temperature rise, soil degradation and the suggested increase in extreme events such as the drought, floods and cyclones will affect agricultural productivity and threaten countries food security. Indian agriculture is still heavily relied on rained. Therefore any changes in rainfall patterns poses serious threats to agriculture, and, therefore, to countries food availability.

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Rain-dependent agricultural area constitutes about 60% of the net shown area of 142mha (TERI, 2003) indicates that Indian agriculture is still heavily rain-dependent. Therefore any changes in the monsoon rainfall pattern poses a serious threats to agriculture and hence, countries food security. The picture of climate change in India is not crystal clear because it suffers from good estimates. Scientists at the Centre for science and Environment predict that the semi-arid regions of Western India are expected to receive higher than normal rainfall as the temperature soar, while central India will experience a decrease of between 10 to 20 percent in winter rainfall by 2050, Average surface temperature is likely to increase about 2-4°C by 2050, rainfall intensity is likely to increase by 1-4mm/day, frequency and intensity of the weather extreme events such as cyclone, drought, flood will increase. Although the direct temperature and CO₂ effects of climate change may lead to productivity increases for some irrigated crops (Aggarwal and Mall, 2002), there is general consensus that major agricultural production areas are likely to be adversely affected by climate change, particularly in areas that become increasingly water-stressed (Dinar, 1998; Kumar and Parikh, 2001; Lal et al., 1998; Gadgil, 1995).

The study on impact of predicted climate change on Indian agriculture is very limited due lack of understanding of the climate change at the regional and at the national level. A 2°C increase in temperature will lead to a reduction in rice yield by 0.75 ton/hectare in high yield areas and coastal regions. On the other hand a 0.5°C increase in winter temperature will lead to a reduction in wheat crop duration by seven days, which will intern reduce yield by 0.45 ton/hectare (Sinha and Swaminathan, 1991). An increase in temperature will lead to 10 percent reduction in wheat yield in high yielding states of Punjab, Haryana and Uttar Pradesh (Aggarwal and Sinha, 19993). The studies that has been carried forward has been highlighted the predicted changes in crop productivity and future location of crop but the causality of linkages between food availability at present and the visible form of the climate change is missing.

However the vulnerability of the food production and hence, the food security, is not only dependent on the physiological response of the effected plants but also on the ability of the effected socio-economic systems of production to cope with the changes. The present paper therefore first looks at the causality of relationship between food availability and then project the state food security in future.

Objectives:

The present study has set forth the underlying objectives,

1. To understand the causality of relationship between the agricultural production and variability climatic factors
2. To project level of vaiability of food in the near future given the present rate of limate change.

DATA SOURCE AND METHODOLOGY:

The present study is based on secondary data collected from various sources like-“Agriculture-2001” -Ministry of Agriculture, “Waste Land Atlas of India”- Ministry of Rural Development, Indian Meteorological Department (2000), Central Water Commission (2000), “State of Forest Report-2001”Forest Survey of India, NSS-55th Round etc.

To reach at the objective several methodologies has been used in the present study. Most important is the construction of the Food Availability Index and Food Sustenance Index. Food availability index has been constructed by considering five indicators, namely, *Weighted Net Shown Area (NSA, per capita Food grain production, Instability of cereal production, cropping intensity, irrigation intensity*. Modified UNDP method has been used in constructing the food availability index. The following procedure has been adopted in converting the indicators into normalized form. The indicators that have been used in the construction of the food availability index are both negative and positive in nature. First the Best and the Worst values in an indicator are identified. The Best and the Worst values are depends on the nature of the indicators. In case of a positive indicator, the highest value will be treated as the Best value and the lowest, will be considered as the Worst value. Similarly, if the indicator is Negative in nature, then the lowest value will be considered as the Best value and the Highest, the Worst value. Once the Best and Worst values are identified, the following formula is used to obtain normalize values:

$$NV_{ij} = 1 - \left(\frac{[Best \bar{X}_i - Observed \bar{X}_{ij}]}{[Best \bar{X}_i - Worst \bar{X}_i]} \right) \quad (\text{Shiva Kumar, A.K, 1990})$$

Normalized Values always lies between 0 and 1. As the value of a particular indicator inclined towards 1 indicates better performance and vice-versa. Then the food availability index has been developed by employing the following formula

$$D_i = \frac{\sum NV_{ij}}{n}$$

NV_{ij} = Sum of all normalized indicator

n = Total number of indicator used in calculating the indicator

D_i = Food availability index

The causality of relationship between the food security and climate change has been done by associating the food availability index with some indicators of climate change like Percentage of Degraded land to total Geographical Area and Changes in Instability of Rainfall through Rank correlation method.

The sustenance of food availability (future food security index) index has been developed by considering four indicators, namely, *Per capita forest cover, unexploited surface water available for future, unexploited surface water available for future, Percentage of leguminous crops to total gross cropped area*. The above mentioned normalized method and the final indexing method have been used in developing the sustenance of food availability index for different Indian states.

STATE OF FOOD AVAILABILITY IN INDIAN STATES:

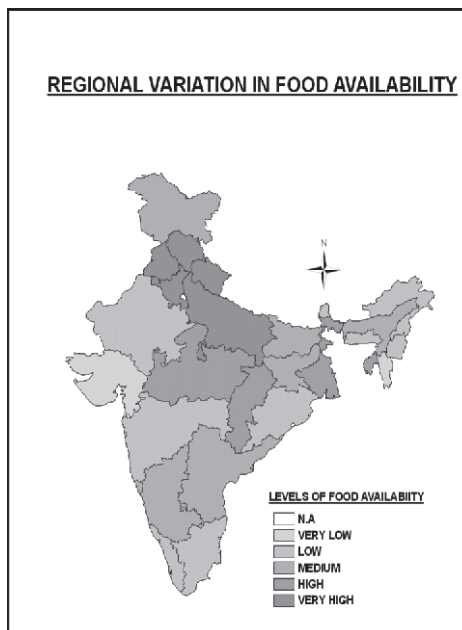
Indian agriculture is still heavily dependent on the climatic factors for the production. The climate change caused increased frequency of the extreme events like the drought, flood and cyclones which hampered the agricultural production and often leads to unsecure current availability of foods. The current status of food availability over the Indian states have been

mapped by considering indicator,

- *Weighted Net Shown Area (NSA)*- represents the comparable agricultural land base for food production
- *Per capita Food grain production* –represents the current level of assured food production
- *Instability of cereal production*- it represent the fluctuations in the food availability due drought, flood and many other forms natural disasters which leads to fluctuations in food production and hence current, food availability
- *cropping intensity*- it represents the proper utilization of the land and more assured levels of availability of food
- *irrigation intensity*- it represents levels of proper utilization of available water

To visualize the regional variation in food availability all states has been clubbed into five food availability category, viz, Very High (>0.50), High (0.41-0.50), Medium (0.31-0.40), Low (0.21-0.30), Very Low (<0.20).

Map-I



Source: Map prepared base on Composite index By Author

Table 1
Food availability in the era of global climate change

	Weighted Net Shown Area (NSA) ('000 hect) (2000-01)	Food grain production per capita (Kgs/mont h), 1997-2000	Instability of cereal production (%)	cropping intensity	irrigation intensity	FOOD AVAILABILITY INDEX	Rank
Andhra Pradesh	0.49	0.16	0.66	0.21	0.39	0.38	9
Arunachal Pradesh	0.00	0.17	0.73	0.34	0.00	0.25	19
Assam	0.10	0.12	0.96	0.47	0.00	0.33	13
Bihar	0.36	0.16	0.66	0.34	0.33	0.37	10
Goa	0.00	0.10	0.93	0.16	0.63	0.36	11
Gujarat	0.40	0.08	0.10	0.06	0.28	0.18	25
Haryana	0.21	0.60	0.90	0.79	0.89	0.68	2
Himachal Pradesh	0.02	0.23	0.83	0.83	0.90	0.56	4
Jammu & Kashmir	0.03	0.12	0.86	0.48	0.52	0.40	8
Karnataka	0.40	0.16	0.73	0.13	0.29	0.34	12
Kerala	0.08	0.00	0.59	0.27	0.14	0.21	23
Madhya Pradesh	0.83	0.32	0.76	0.29	0.05	0.45	7
Maharashtra	0.63	0.10	0.15	0.22	0.18	0.26	18
Manipur	0.00	0.14	0.36	0.56	0.17	0.25	20
Meghalaya	0.00	0.06	0.87	0.16	0.17	0.25	21
Mizoram	0.00	0.12	0.74	0.00	0.13	0.20	24
Nagaland	0.01	0.12	0.81	0.05	0.18	0.23	22
Orissa	0.25	0.15	0.40	0.38	0.15	0.27	17
Punjab	0.28	1.00	0.97	1.00	1.00	0.85	1
Rajasthan	0.68	0.21	0.00	0.31	0.28	0.30	14
Sikkim	0.00	0.17	0.88	0.33	0.00	0.28	15
Tamil Nadu	0.28	0.13	0.60	0.14	0.23	0.28	16
Tripura	0.01	0.14	0.77	0.63	0.82	0.47	6
Uttar Pradesh	1.00	0.25	1.00	0.52	0.45	0.64	3
West Bengal	0.23	0.18	0.93	0.76	0.34	0.49	5

Sources: Authors own calculation from various sources

It is clear from the above table (Table1) that the future availability of food considering the changes in the climate showing a marked regional variation. The states Haryana, Punjab, Uttar Pradesh and Himachal Pradesh have a very high food availability followed by states like West Bengal, Tripura and Madhya Pradesh registered high availability of food. The states like Karnataka, Bihar, Jammu & Kashmir, Andhra Pradesh, and Goa, Assam are showing medium

levels food availability. Low availability of food occurred in the states like Rajasthan, Sikkim, Tamil Nadu, Orissa, Maharashtra, Meghalaya, Arunachal Pradesh, Manipur, Nagaland, and Kerala while very low availability of food found in the states like Mizoram and Gujarat.

LINKAGES BETWEEN FOOD AVAILABILITY AND CLIMATE CHANGE

Climate change has both direct and indirect adverse impact on agriculture. Direct adverse impact through the increased frequency of the extreme events like drought, cyclones, flood which cause sudden severe damage of the crops and threats countries food security. Also long term impact induced through the increased variability of rainfall, increase/decrease of rainy days, increase in temperature which lead to the decline in crop yield and also changes in the boundary of crop production area. While indirect adverse impact through acceleration of the process like Salinization, water logging and desertification which result in land degradation and adversely effects agricultural production. But due to lack of development proper monitoring of forms and magnitude of climate change at the regional level, the linkages between climate change and food security in India is yet to be understood. The present piece made a modest attempt to develop the linkages between climate change and food security in India by taking two representative indicators of climate change at state level of India among which one is of input and another one is output type of indicator and correlate them with the food availability index.

Changes in instability of rainfall as measured by the Coefficient of Variation of rainfall is the output indicator and percentage of land degradation due to salinization, alkalinisation, waterlogged etc is considered as the input indicator.

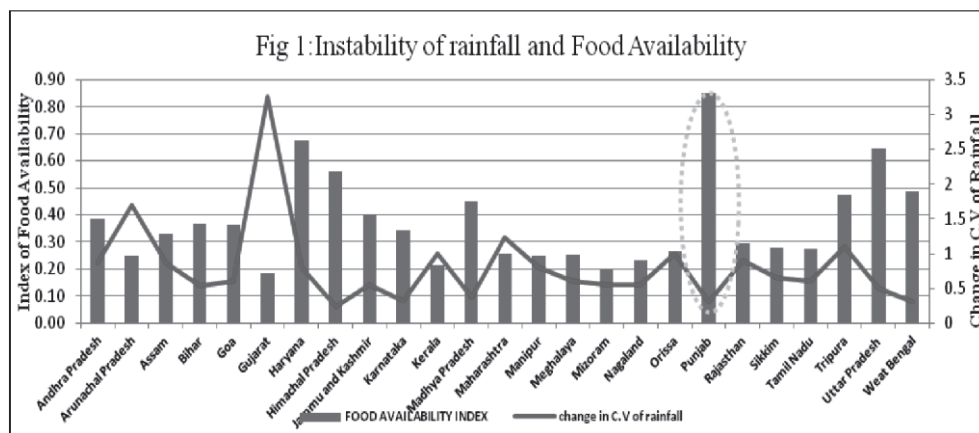
Instability of rainfall is the reason behind one part of the country is facing severe drought while the other is worst victim of flood. Both the flood and drought have adverse impact on the agricultural production and hence, countries food security. The increase instability of rainfall (as indicated by the positive changes of C.V and vice-versa) is reflective of the changes in the rainfall pattern and intensity is direct indication of climate change.

Table 2
Correlation between Climate Change and Food Availability

	Index of Food Availability	%-age of land degraded to TGA	Change in Instability of Rainfall
Index of Food Availability	1	-0.51**	-0.53**
%-age of land degraded to TGA	-0.51**	1	0.19
Change in Instability of Rainfall	-0.53**	0.19	1

** Correlation is significant at the 0.1 level (two tailed)

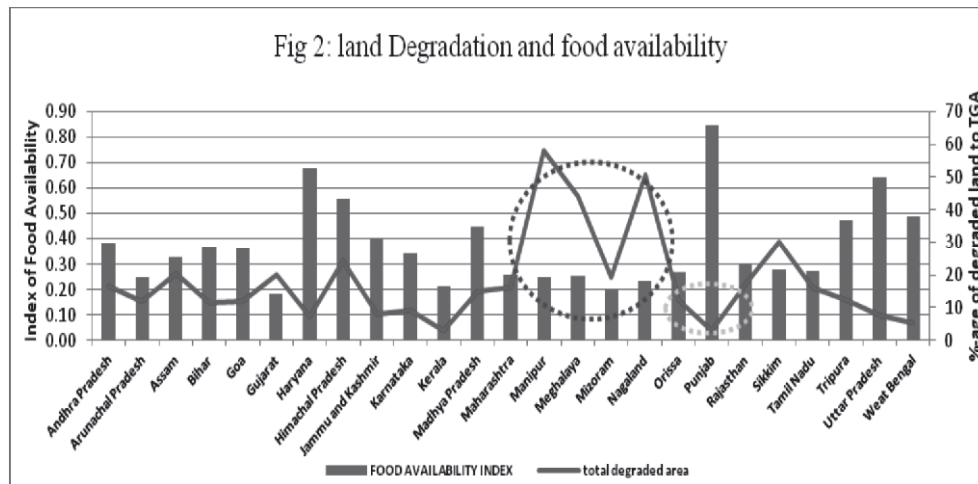
The correlation coefficient between the instability of rainfall and the Food availability is -0.51 and is significant at the 1 percent level of significance. The negative and statistically significant relationship between two clearly indicates that the states which are having higher instability of rainfall are experienced lower availability of food and vice-versa. It is also can be seen from the Fig1, the states like Arunachal Pradesh , Gujarat, Kerala, Orissa, Maharashtra where the instability of rainfall increases over the time the availability of food become lower and states like Bihar, Goa, West Bengal, Punjab, where the change is marginal or constant the availability of food is higher.



Source: Figure prepared based Author;s calculation

Climate change not only brings the visible changes in climatic factor like temperature changes, variability in rainfall, changes in the amount of potential amount of evapotranspiration but these changes in the climatic factor leads to acceleration of the various land degradation processes. Climate change accelerates the process like salinisation in the coastal area through inundation of sea water and through increased evaporation in the arid and semi-arid area. Excessive rainfall caused water logging in areas of poor natural drainage. In short increased land degradation due to climate change leads to loss of agricultural land both in quantity and quality and hampered the agricultural production.

The correlation coefficient between the land degradation and food availability is -0.53 and is significant at the 1 percent level of significance. The negative and statistically significant relationship between these two clearly demonstrates the fact the areas experienced higher lose of land due salinisation, water logging etc have lesser availability of food and vice versa. The process of land degradation is likely to be increased in future and might threaten the states food security. The states which are having higher share of degraded land are likely to effected more due to climate change and most vulnerable to food insecurity.



Source: Figure prepared based Author;s calculation

It can be also seen from the Fig2: which clearly shows that are states LIKE Manipur Meghalaya, Nagaland having higher percentage of degraded land have very low levels of food availability and vice versa.

In spite of paucity of availability of representative indicators of climate change at the state levels of India the present study successfully establish the close linkages between the climate change and food availability at the states levels of India by taking one input (%-age of Degraded land to total geographical area) and another one output (changes in instability of Rainfall) indicator. In short the most of the Indian states are over dependent on the climatic factor and the in a vast country like India where the there is projection of marked regional variation in climate change the food insecurity is also likely to be depicts a clear cut regional picture.

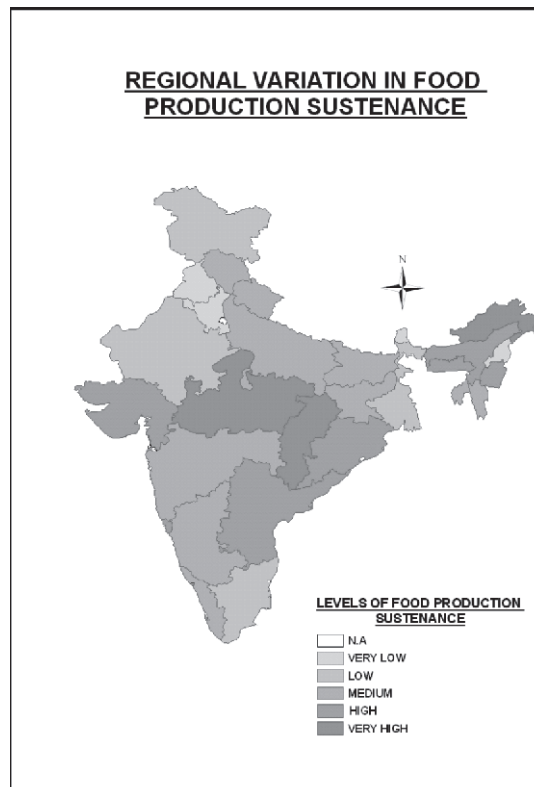
FUTURE SUSTENANCE OF FOOD AVAILABILITY

Climate change is the single biggest threats for food security in India. Indian agriculture is likely to maintain it's over dependency on climate in the near future. Hence, regional variation in the climate change is likely to bring regional variation in levels of food security. This part deals with the projection of regional variation of levels of food security in India by considering the availability of those resources that might minimize the adverse impact of the climate change on agriculture. There are various resources like forest, ground water, surface water which are over exploited and hence their availability is very low that might hamper the future availability of food. To reach at the objective it takes into account five representative indicators like,

- *Per capita forest cover*- represents the sustainability of watershed which has immense impact of future food production.

- *Unexploited surface water available for future*-it represents the future availability of the surface water which indicates potential availability of surface water for irrigation which can reduce the dependency on climate for water.
- *Unexploited surface water available for future*- it also represents the future availability of the ground water for irrigation which can reduce the dependency on climate for water.
- *Percentage of leguminous crops to total gross cropped area*- leguminous crops convert nitrogen gas from the air into soluble form of ammonia which can be readily used by the plants. Hence, it represents the sustainability of the soil fertility with the adaptation of viable crop pattern with the climate change

To visualize the regional variation in future sustenance of Food availability, Indian states has been divided into five food sustenance category, namely, Very High (<0.200), High (0.201-0.300), Medium (0.301-0.400), Low (0.401-0.500), Very Low (>0.500).



Source: Map prepared base on Composite index By Author

It is clear from the table below (Table 2) that the future availability of food considering the changes in the climate showing a marked regional variation. There are three states, namely, like Madhya Pradesh, Chhattisgarh and Arunachal Pradesh have a very high sustenance of food in future followed by states like Andhra Pradesh, Assam, Gujarat, Meghalaya, Manipur, Goa and Orissa having High level of sustenance. The states like Karnataka, Himachal Pradesh, Maharashtra, Bihar, Tripura, Mizoram, Kerala, and Uttar Pradesh showing medium levels of sustenance in food production. Low sustenance of food production occurred in the states like Jammu & Kashmir, Tamil Nadu, West Bengal and Rajasthan while very low sustenance of food production registered over the Sikkim, Haryana, Punjab and Nagaland.

Table: 3
Future sustenance of food availability in the era of global climate change

	Per capita forest cover (Hect/person)	Future availability of Surface water	Future availability of ground water	%-age of leguminous crops to total crops	Food production sustenance index	Rank
Andhra Pradesh	0.01	0.40	0.74	0.69	0.458	3
Arunachal Pradesh	1.00	0.47	1.00	0.00	0.619	2
Assam	0.01	0.78	0.93	0.08	0.452	4
Bihar	0.00	0.56	0.67	0.24	0.368	13
Goa	0.02	0.75	0.92	0.00	0.423	7
Gujarat	0.00	0.59	0.51	0.70	0.449	5
Haryana	0.00	0.28	0.24	0.18	0.177	23
Himachal Pradesh	0.04	0.52	0.83	0.10	0.373	11
Jammu & Kashmir	0.03	0.09	0.99	0.08	0.297	18
Karnataka	0.01	0.24	0.67	0.67	0.398	10
Kerala	0.01	0.46	0.81	0.04	0.328	16
Madhya Pradesh	0.02	0.65	0.81	1.00	0.621	1
Maharashtra	0.01	0.34	0.65	0.48	0.372	12
Manipur	0.11	0.51	1.00	0.00	0.406	9
Meghalaya	0.11	0.69	0.96	0.00	0.440	6
Mizoram	0.31	1.00	0.00	0.00	0.328	15
Nagaland	0.11	0.15	0.00	0.00	0.063	24
Orissa	0.02	0.52	0.85	0.25	0.409	8
Punjab	0.00	0.07	0.02	0.03	0.030	25
Rajasthan	0.00	0.07	0.27	0.70	0.263	20
Sikkim	0.09	0.66	0.00	0.00	0.189	22
Tamil Nadu	0.00	0.00	0.37	0.69	0.267	19
Tripura	0.03	0.70	0.67	0.00	0.349	14
Uttar Pradesh	0.00	0.41	0.58	0.30	0.324	17
West Bengal	0.00	0.14	0.68	0.07	0.221	21

Source: Authors own calculation from various sources

MAJOR FINDINGS

- The projected climate change leads to changes in the crop pattern and crop boundary in India
- The states where the direct change in the climatic factor and the change in the forcing agencies is rapid suffer from the inconsistency in food availability and vice versa
- The lack of availability of indicators of climate change at the regional level made it difficult to associate the changes in the climatic factor and the availability of food at present.
- Indian agriculture is heavily dependent on the climatic factor hence the adverse changes in soil fertility, water availability, intensity of sunshine will heavily effect the food security of Indian States
- The states like Madhya Pradesh, Chhattisgarh and Arunachal Pradesh where the rate of Land degradation is low, forest cover is high, natural resources are exploited in limited extent are much more capable of cope with the changes in climate and have more sustenance of food availability in future and vice versa.
- The projected climate change predict more than normal rainfall in the Western Semi-Arid and in the Central part which in fact showing higher future sustainability of food production and winter rainfall likely to decrease by about 10-20 percent in the North-Western India where the future sustenance of food is very low.

CONCLUSION AND POLICY SUGGESTION

The effect on agricultural crops in India governs by the timing of physiological process, the rate of spreading out and survival reproductive structures and evaporation function due to climate change. Increases in warmth affect the moisture availability through effects on evaporation; in general evaporation increases by about 5% for each 1oC increase in main annual temperature. Climate change is expected to result in long-term water and other resource shortages also which would be worsening soil condition, disease and pest outbreaks on crops and livestock, sea-level rise, and so on. Vulnerable areas are expected to experience losses in agricultural productivity, primarily due to reductions in crop yields. So, climate change is a major threat for food security in India.

Based on the primary projections and impacts; proper and appropriate policies are required to aim at improving adaptation to climate change that are likely indicate alteration from more priority measures such as through the identification of climate risk hot spots and prioritization loom. The two components are to be clear to any prioritization approach: (i) evaluate the current vulnerable regions for food availability and future food security map due to climatic factors and (ii) adaptation alteration by the governing body (i.e. Govt.) based on the future agricultural sustainability, rainfall fluctuation, temperature, and crop yield critical issues. As climate is continuously changing and affecting the agriculture in diversified ways, a good measurement of its impacts on sustainable agriculture and smooth adaptation are needed to

ensure long run food security in India

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NEED FOR STRESS MANAGEMENT IN THE ERA OF GLOBALISATION

Raunak Narayan*

Abstract

Stress is a mixture of psychological and physiological reactions of human body. It is a universal element and almost every man irrespective of their demographic differences have the experiences of stressful situation. It may occur due to a simple problem or a complex one in life. Not all individuals interpret the same event as stressful; what may seem stressful to one may not be the same for the other. It depends on the personal attributes of the individuals. Stress may occur due to problem in personal life or professional life. Various survey reports reveal that the stress due to problem in professional life is escalating in India. As a matter of fact, with the ongoing and impending liberalization of the Indian Economy, the domestic industries are facing an ever increasing competition for their survival. Virtually, this changing environment brings stressful situations for the professional employees. They have to work more for the companies and have little time for their families. Stressed employees ultimately become less efficient leading to less productivity.

As such, today's HR executives are becoming much more proactive in employees' stress management which deals with the amelioration of stress often for the purpose of improving everyday functioning. Against this backdrop, nowadays work-life balance has become a burning issue for adaptation in the corporate sector. Work-life balance is a broad concept including properly prioritizing "work" (career and ambition) on one hand; and "life" (pleasure, leisure, family and spiritual development) on the other. Achieving work-life balance is not as simple as it sounds because it is found that corporate professionals often have to make a tough choice between their professional and personal life as it is nowhere close to equilibrium. This paper attempts to analyze the need for proactive work-life balance measures and its increasing role in employees' motivation. Paper concludes with the assumption that the work-life balance is emerging as a key strategic element in organizations for attracting and retaining talents.

Key words: Work-life balance, Stress Management, Strategy, Motivation, Liberalisation

JEL Classification I10, J28

INTRODUCTION

Stress management starts with identifying the sources of stress in your life. This isn't as easy as it sounds. Your true sources of stress aren't always obvious, and it's all too easy to overlook your own stress-inducing thoughts, feelings, and behaviors. Sure, you may know that you're constantly worried about work deadlines. But maybe it's your procrastination, rather than the actual job demands, that leads to deadline stress.

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To identify your true sources of stress, look closely at your habits, attitude, and excuses:

- Do you explain away stress as temporary (“I just have a million things going on right now”) even though you can’t remember the last time you took a breather?
- Do you define stress as an integral part of your work or home life (“Things are always crazy around here”) or as a part of your personality (“I have a lot of nervous energy, that’s all”).
- Do you blame your stress on other people or outside events, or view it as entirely normal and unexceptional?

Until you accept responsibility for the role you play in creating or maintaining it, your stress level will remain outside your control. Think about the ways you currently manage and cope with stress in your life. Your stress journal can help you identify them. Are your coping strategies healthy or unhealthy, helpful or unproductive? Unfortunately, many people cope with stress in ways that compound the problem. Work-life balance is a broad concept including properly prioritizing “work” (career and ambition) on one hand; and “life” (pleasure, leisure, family and spiritual development) on the other. Achieving work-life balance is not as simple as it sounds because it is found that corporate professionals often have to make a tough choice between their professional and personal life as it is nowhere close to equilibrium.

Now let’s take a look at some of the unhealthy ways of coping with stress:

These coping strategies may temporarily reduce stress, but they cause more damage in the long run:

- | | |
|---|--|
| ▪ Smoking | ▪ Using pills or drugs to relax |
| ▪ Drinking too much | ▪ Sleeping too much |
| ▪ Overeating or under reacting | ▪ Procrastinating |
| ▪ Zoning out for hours in front of the TV or computer | ▪ Filling up every minute of the day to avoid facing problems |
| ▪ Withdrawing from friends, family, and activities | ▪ Taking out your stress on others (lashing out, angry outbursts, physical violence) |

Stress has become a common phenomenon of our daily common life. The Encyclopedia of stress Flick (2000) defines stress as “real or interpreted threat to physiological or psychological integrity of an individual that results in physiological and/or behavioral response.” In other words, stress is a response of the body to the challenging events or any other events that places a demand on an individual.

Globalization is at the center of this. It is one of the big reasons for the stress related to work. Working global means that managers and employees have to work in quite an uncertain environment; have a global mindset and be able with the unexpected. Globalization has also presented the managers and employees of organizations with many challenges.

Some of the key ones include the ability to work better in limited resources, accepting the

mobility, and the ability to cope up with the stress levels. Apart from these the management styles have to be completely dynamic and flexible to changes. Moreover the concept of globalization has affected both the public and private sectors. Therefore, organizations treat this phenomenon very seriously as it directly affects their performance and ultimately their existence.

Stress develops when there is a mix of demands and pressures on the person on one hand and knowledge and abilities on the other. Researchers on medical science have identified three components that cause stress. These are job and organization, social sector and intra-psychic sector.

Businesses today are always on the change and therefore organizations are constantly on the way out looking for new ways of doing business. The literature of management also shows that companies that have been adaptive to changing cultures have been more successful (Kotler, 1992). A new age of technology, the advent of digital age has brought about geographical boundaries seemingly closer and which has become some of the main reasons for the increase in the work related stress. Apparently with lives moving as fast as a click of the mouse, work stress is increasing.

Work Stress

According to researchers like Ivancivich (2001) and Hebard (1996), amongst all other required skills like overseas experience, desire to go overseas, knowledge of specific areas, international managers need to be well averse with the idea of stress management. Work related stress has become the top agenda for many government agencies nowadays. This is primarily due to the financial and psychological implications it puts on the country. Work related stress can be defined as any level of mental or physical strain that is gained due to pressures in the profession. Work stress is given much impetus since it directly affects the government in the public sectors and the business in the private sectors. A number of factors are held responsible in the study of stress. These are the multi dimensionality of the subject, the definition of stress, its direct relationship on the changing behavior of individuals and the increasing negative effects of stress on productivity.

Work stress is further defined by Beeher and Newman (1978) as “a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning.” There is a change in perception of the effects of stress on an individual. Some researchers like Spielberger (1979) suggest that work stress works positively within the organization and is one of the most important factors in improving productivity within the organization. Stress is therefore multi-dimensional and depends upon the organization whether they see it as a problem or as a solution.

However, all one can suggest that medically, stress acts on the negative side of all individuals. It leads to frustration and haste and most importantly decreases the employee's job satisfaction. On the flipside, lack of work may cause complacency within the organization. Therefore it is important for managers to know where to draw the line between work and stress. Growing

globalization has increased the needs of managers and under immense pressure they find it difficult to draw the line between work and stress. In simple words, managers should know exactly how much they can yield out of their employees by keeping them satisfied with the work.

LITERATURE REVIEW

It has been identified that globalization has been the primary cause of concern for the work related stress. Globalization is broadly defined as the idea by which we understand the transition of human society into the third millennium (Waters, 2002). It is also defined as a strategic effort to treat the world or a significant part of it as a single market in which to do business in (Tallman and Fladmore-Lindquist, 2002). A research conducted by (Madeline, W) suggested that there are concerns over the impact of stress on the IS manager's health and productivity. The rapid growth in information technology and communication has caused and awareness of the global economy amongst the minds of the people.

El Sayed and Westup (2003) have said that the recent developments of technology and information have led to the formation of new and complex networks between national and global organizations. Stress in organizations has been deeply studied by many researchers (Robbins and Sanghi, 2006). There are various causes of stress that have been reasoned out by these researchers. Amongst them is the belief that problems in roles depend on job characteristics and their individual perception. It becomes vital therefore that job characteristics and personal factors would influence role stress. Various researchers have found out the different factors which affect work stress. Age, hierarchical level, and functional assignments are some of the factors researched by Srivastav (2005, 2007). Other researchers have stated the relationships of length of service and role stress. Many, on the other hand have denied any significant relationship of role stress and length of service (Sen (1981), Surti (1982)).

Gupta (1988) and Kumar (1997) have found out a positive relationship between the length of service and organizational role stress. This shows that there is no continuity in the outcomes of the research. Researchers are themselves confused about the exact causes of work related stress. Given the fact that work stress depends on individual perception, we can say that the researchers did a fairly good job of determining some factors. Non-agreement on certain points can be considered since the whole concept of stress is perceived differently by different individuals. In this paper, the author tries to assess the difference in the levels of stress experienced by the public and private sectors of India. The effects of stress are varying. Some researchers suggest that stress plays an important role in motivating the employees and for the overall business while a majority of researchers say that stress in organizations lead to various problems. Other than the healthy concerns, stress causes false decision making, haste and frustration.

Since stress has multiple dimensions to it, it is studied in different disciplines such as Clinical

and Applied Psychology, Anthropology, Sociology, Psychosomatic Medicine, Industrial Relations and Epidemiology. There are various negative effects on stress with regards to the business of any organization. As researched by (Maslach and Jackson, 1981; Matteson and Ivancovich, 1987), stress can cause staff turnover and absenteeism (Warshaw, 1979). They also concluded that it can negatively effect productivity and employee health (Cooper and Payne, 1988). Work stress is a major factor as it influences human functioning in emotional, mental and psychological ways (Arroba and James, 1987). Kinney (1985) stated that biological changes affect the way we think while Speilberger (1979) said that work stress is one of the most important factors affecting work productivity. Deneen (1998) noted that the stress level of employees have increased twice the number of times from 1985 to 1990 and have cost the US economy more than \$200 billion. Job stress as stated by Turner (1998) that effects of stress ranges from traumatic experiences such as fire or bombings, to injury or violence. There have been a innumerable studies carried out on the effects of work related stress in United States which have all shown a fall in the overall turnover of the organization facing stress problems. In fact, work stress has been taken so seriously in the United states that once it was named as the “disease of 20th century” (Krohe, 1999).

Wages is one factor which seriously affects job satisfaction. The problem is a bit too serious for a country like India. India being a predominantly rural country with a population of more than 1 billion people has access to cheap labor. Looking back at the Indian population and labor literature, India has grown at an annual rate of 2.27 percent in urban areas and 0.66 per cent in rural areas (Chaddha, 2001). The public and private sectors account for majority of the employment in India. Out of the total employment, the public sector has enjoyed about 70% of the organized employment which is seen as a decrease from the year 1991.

A diverse literature is still lacking in some parts. The literature does not have the particular distinction between the public and private sectors of India. The work stress level in these sectors is undetermined. In this paper, we seek to find out the major differences between the stress level of public and private sectors of India. We shall first take a look at the Indian market and the employment ratio's and then look at two different sectors separately to make a distinction. We conclude by highlighting the key differences in both the sectors.

KEY FACTORS AFFECTING STRESS LEVELS

Stress levels have been long related to job satisfaction (Singh, 2009). Job satisfaction is connected strongly to wages and salary. Therefore, wages and monetary gains have an important part to play in the assessment of stress levels. While assessing the remuneration and monetary levels in India, it must be noted that India has mostly expatriate labor.

Within the unorganized sector, the most robust relationship is between earnings and productivity (Patel and Gandhi, 1998; Mitra, 2001). However, there is hardly an evidence of the wage differentials of the India labor market since there is scarcity of data. Data supplied from the annual report of OCCI in 2009 suggested that there was higher remuneration of

workers in the public sector as compared to the private sector. People employed in the public sector owned by the government have nearly twice as high the number of salary as their counterparts in the private sector (of course taking average into consideration). Authors who have tried to account for the differences in human capital in the public and private sectors in India and investigating wage differentials have all relied upon the Degree Holders and Technical Personnel (DHTP) conducted by the 1981 Census of India. Madheswaran (1998) have decomposed the DHTP and showed that the average ratio of the public and private wage was divided to 0.85 superior to the private sector. Blinder and Oxaca (1973) also found that the private sector employees are much highly paid than the public sector ones and the reason for that goes to the fact that private sector pays a much higher premium than the public sector. Thus, there is a strong discrimination in terms of the wages and ultimately the job satisfaction in the public and private sectors.

COMPARISON OF WORK STRESS

The organizational work stress is dependent on various factors. Managers as well as employees are facing the problems of stress despite changing technologies that have made lives easy. Many studies conducted over the years have accounted the stress levels of employees in various organizations. Amongst the public sector genre, banks are studied deeply. Studies conducted by Kumar et al (2009) concluded that women in the private sector banks are more susceptible to high stress levels than the men. Public sector banks have more room for development and a low attraction in the eyes of the employees. Therefore, the study depicts results suggesting that the stress levels in private banks are more than those in public banks. In India, public sector is also blamed for being lazy in their tasks. Private sectors cannot afford to be complacent and therefore experience higher levels of stress. Women prefer jobs in public sector and government organizations as compared to men due to reasons of low workload and preference in organizations. In India, most of the government aided educational institutes have a majority of women employees.

There is a wide preference in terms of job timings in public sector as compared to the private ones. Aziz (2003) conducted a research on the Indian IT industry and found out that men were more stressed out than women in the industry. This is contradictory to the results of the public sector bank. Therefore, the gender differences in stress levels vary from one industry to another. Public sectors generally differ in the perks and wages they offer to their employees. India especially being a poor country, jobs are not preferred by public sectors. In the urban market, workers are generally younger in the private sector than in the public sector. In terms of other factors, the educational level of employees is more or less same in both the sectors although the public sector again enjoys a slight edge over the private sector. In the formal private sector, there is still a high proportion of illiterate women. In the un-organized private sector, comprising of home based businesses there is almost 40% illiterate population. Private sectors have a majority of production related jobs. Technicians and professional applicants are a majority in the public sector.

Stress Avoidance strategies

Not all stress can be avoided, and it's not healthy to avoid a situation that needs to be addressed. You may be surprised, however, by the number of stressors in your life that you can eliminate.

Learn how to say “no” – Know your limits and stick to them. Whether in your personal or professional life, refuse to accept added responsibilities when you're close to reaching them. Taking on more than you can handle is a surefire recipe for stress.

Avoid people who stress you out – If someone consistently causes stress in your life and you can't turn the relationship around, limit the amount of time you spend with that person or end the relationship entirely.

Take control of your environment – If the evening news makes you anxious, turn the TV off. If traffic's got you tense, take a longer but less-traveled route. If going to the market is an unpleasant chore, do your grocery shopping online.

Avoid hot-button topics – If you get upset over religion or politics, cross them off your conversation list. If you repeatedly argue about the same subject with the same people, stop bringing it up or excuse yourself when it's the topic of discussion.

Pare down your to-do list – Analyze your schedule, responsibilities, and daily tasks. If you've got too much on your plate, distinguish between the “should” and the “musts.” Drop tasks that aren't truly necessary to the bottom of the list or eliminate them entirely.

If you can't avoid a stressful situation, try to alter it. Figure out what you can do to change things so the problem doesn't present itself in the future. Often, this involves changing the way you communicate and operate in your daily life.

Express your feelings instead of bottling them up: If something or someone is bothering you, communicate your concerns in an open and respectful way. If you don't voice your feelings, resentment will build and the situation will likely remain the same.

Be willing to compromise. When you ask someone to change their behavior, be willing to do the same. If you both are willing to bend at least a little, you'll have a good chance of finding a happy middle ground.

Be more assertive. Don't take a backseat in your own life. Deal with problems head on, doing your best to anticipate and prevent them. If you've got an exam to study for and your chatty roommate just got home, say up front that you only have five minutes to talk.

Manage your time better. Poor time management can cause a lot of stress. When you're

stretched too thin and running behind, it's hard to stay calm and focused. But if you plan ahead and make sure you don't overextend yourself, you can alter the amount of stress you're under. If you can't change the stressor, change yourself. You can adapt to stressful situations and regain your sense of control by changing your expectations and attitude.

Reframe problems. Try to view stressful situations from a more positive perspective. Rather than fuming about a traffic jam, look at it as an opportunity to pause and regroup, listen to your favorite radio station, or enjoy some alone time.

Look at the big picture. Take perspective of the stressful situation. Ask yourself how important it will be in the long run. Will it matter in a month? A year? Is it really worth getting upset over? If the answer is no, focus your time and energy elsewhere.

Adjust your standards. Perfectionism is a major source of avoidable stress. Stop setting yourself up for failure by demanding perfection. Set reasonable standards for yourself and others, and learn to be okay with “good enough.”

Focus on the positive. When stress is getting you down, take a moment to reflect on all the things you appreciate in your life, including your own positive qualities and gifts. This simple strategy can help you keep things in perspective.

Some sources of stress are unavoidable. You can't prevent or change stressors such as the death of a loved one, a serious illness, or a national recession. In such cases, the best way to cope with stress is to accept things as they are. Acceptance may be difficult, but in the long run, it's easier than railing against a situation you can't change.

Don't try to control the uncontrollable. Many things in life are beyond our control—particularly the behavior of other people. Rather than stressing out over them, focus on the things you can control such as the way you choose to react to problems.

Look for the upside. As the saying goes, “What doesn't kill us makes us stronger.” When facing major challenges, try to look at them as opportunities for personal growth. If your own poor choices contributed to a stressful situation, reflect on them and learn from your mistakes.

Share your feelings. Talk to a trusted friend or make an appointment with a therapist. Expressing what you're going through can be very cathartic, even if there's nothing you can do to alter the stressful situation.

Learn to forgive. Accept the fact that we live in an imperfect world and that people make mistakes. Let go of anger and resentments. Free yourself from negative energy by forgiving and moving on.

Beyond a take-charge approach and a positive attitude, you can reduce stress in your life by nurturing yourself. If you regularly make time for fun and relaxation, you'll be in a better place to handle life's stressors when they inevitably come.

- Go for a walk.
- Spend time in nature.
- Call a good friend.
- Sweat out tension with a good workout.
- Write in your journal.
- Take a long bath.
- Light scented candles
- Savor a warm cup of coffee or tea
- Play with a pet.
- Work in your garden.
- Get a massage.
- Curl up with a good book.
- Listen to music.
- Watch a comedy

Don't get so caught up in the hustle and bustle of life that you forget to take care of your own needs. Nurturing yourself is a necessity, not a luxury.

Set aside relaxation time. Include rest and relaxation in your daily schedule. Don't allow other obligations to encroach. This is your time to take a break from all responsibilities and recharge your batteries.

Connect with others. Spend time with positive people who enhance your life. A strong support system will buffer you from the negative effects of stress.

Do something you enjoy every day. Make time for leisure activities that bring you joy, whether it be stargazing, playing the piano, or working on your bike.

Keep your sense of humor. This includes the ability to laugh at yourself. The act of laughing helps your body fight stress in a number of ways.

You can increase your resistance to stress by strengthening your physical health.

Exercise regularly. Physical activity plays a key role in reducing and preventing the effects of stress. Make time for at least 30 minutes of exercise, three times per week. Nothing beats aerobic exercise for releasing pent-up stress and tension.

Eat a healthy diet. Well-nourished bodies are better prepared to cope with stress, so be mindful of what you eat. Start your day right with breakfast, and keep your energy up and your mind clear with balanced, nutritious meals throughout the day.

Reduce caffeine and sugar. The temporary "highs" caffeine and sugar provide often end in with a crash in mood and energy. By reducing the amount of coffee, soft drinks, chocolate, and sugar snacks in your diet, you'll feel more relaxed and you'll sleep better.

Avoid alcohol, cigarettes, and drugs. Self-medicating with alcohol or drugs may provide an easy escape from stress, but the relief is only temporary. Don't avoid or mask the issue at hand; deal with problems head on and with a clear mind.

Get enough sleep. Adequate sleep fuels your mind, as well as your body. Feeling tired will increase your stress because it may cause you to think irrationally.

OBJECTIVES OF THE STUDY

- To identify the sources of stress
- To find out affiliation of the respondents with the negative stress busters
- To identify the time spent by the respondents in coping with stress
- To identify influence of Rabindra Sangeet in handling stress
- To find out whether Rabindra Sangeet is helpful in shaping their work-life balance.

Rabindranath Tagore composed several songs (Rabindrasangeet) filled with several stress reducing postulates. Aim of this study is to explore work values in the Rabindrasangeet. Method: Some songs of Rabindranath Tagore were selected where in the word ' Karma' or 'Kaaj' is depicted as they reflect the meaning of work.

Scope of the Study

The study is limited to the various bus-conductors, drivers of public & private buses in the South region of Kolkata city. The respondents were conversant in Bengali.

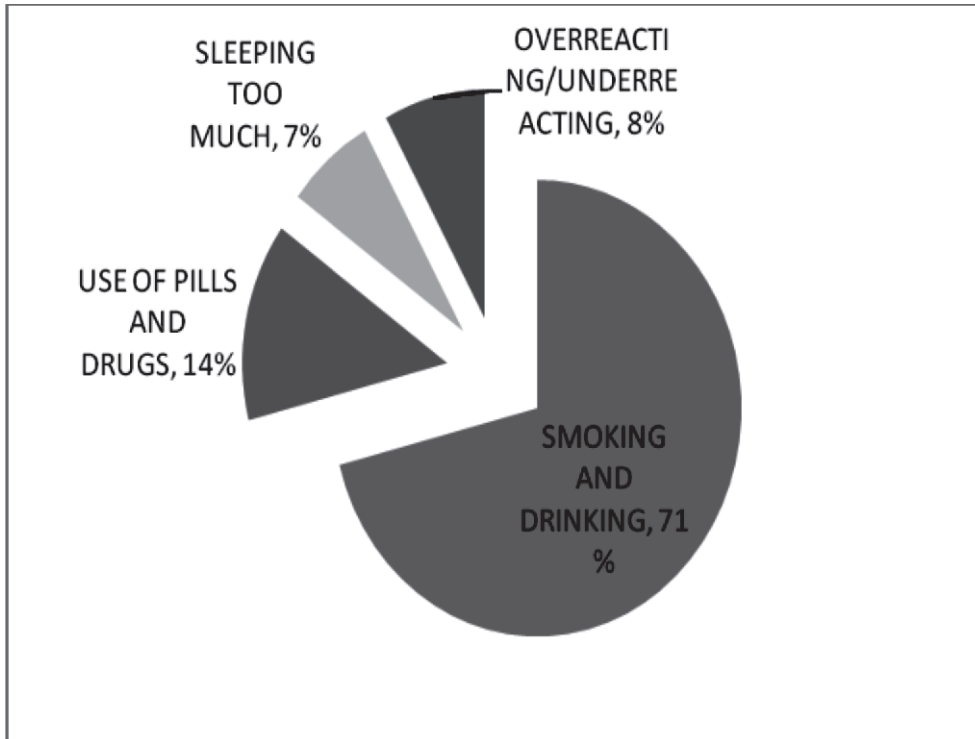
METHODOLOGY

In this descriptive Research design, a structured questionnaire has been used as the data collection instrument from a convenience sample of bus-conductors, drivers of public & private buses of age ranging from 24 to 65. The sample size of 50 is taken for the purpose of research. Four songs have been selected and used for the purpose of Research. They are: "Shakti Roop Herota", "Shada thaka Anande", "Jini Shokol Kaji", "Shankhachero Birborota". Technique used for analyzing first three objectives is frequency distribution and analysis of close & open ended questions. While the last two objectives are tested through hypothesis testing with the use of Chi-square technique for interpretation of data.

FINDINGS

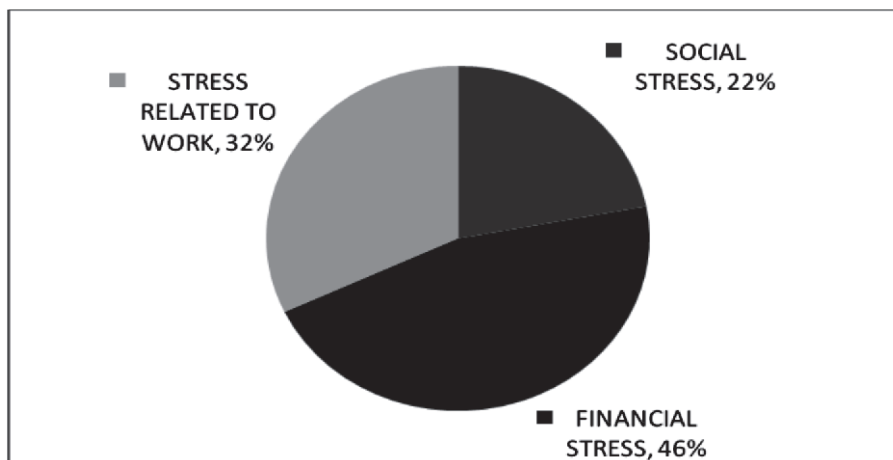
Most common unhealthy ways of coping with stress

Smoking and drinking	71%
Use of pills and drugs	14%
Sleeping too much	7%
Overreacting/underreacting	8%



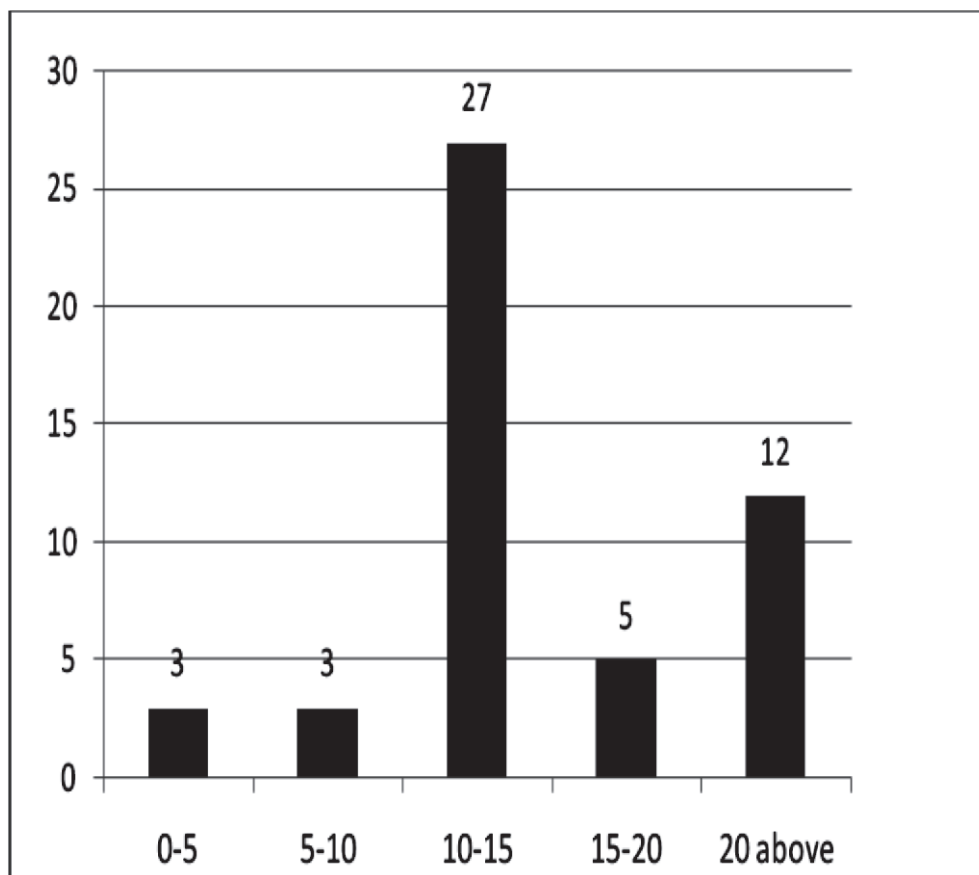
Common sources of stress

Social stress	22%
Financial stress	46%
stress related to work	32%



Time (hours)	Frequency
0-5	3
5-10	3
10-15	27
15-20	5
20 above	12

TIME SPENT IN COPING WITH STRESS



HYPOTHESIS

To check the Objective:

(I) To identify influence of Rabindra Sangeet in handling stress, I have used the method of hypothesis testing which is chi-square hypothesis testing. A null hypothesis is proposed

Ho-There is no relationship between Rabindra Sangeet and handling stress

Description	Increase in the stress (Observed) (B)	No Increase in the stress (Observed) (b)	Total
Using Rabindra Sangeet (A)	(AB)44	(Aa)01	45
Not Using Rabindra Sangeet (a)	(aB)03	(ab)02	05
Total	47	03	50

Expected frequency AB=47*45/50=42.3

Description	Increase in the stress (Expected) (B)	No Increase in the stress (Expected) (b)	Total
Using Rabindra Sangeet (A)	(AB)42.3	(Aa)2.7	45
Not Using Rabindra Sangeet (a)	(aB)4.7	(ab)0.3	05
Total	47	03	50

Group	Observed Frequency (O _{ij})	Expected Frequency (E _{ij})	(O _{ij} -E _{ij})	(O _{ij} -E _{ij}) ²	(O _{ij} -E _{ij}) ² /E _{ij}
AB	44	42.3	+1.7	2.89	0.0683
Ab	01	2.7	-1.7	2.89	1.0703
aB	03	4.7	-1.7	2.89	0.6149
Ab	02	0.3	+1.7	2.89	9.6333

Chi square value= $\sum (O_{ij}-E_{ij})^2/E_{ij} = 11.387$

The calculated value for above data is 11.387 Degrees of freedom (d.f.) for above data is 1. The table value for d.f. 1 and significance level of 5% is 3.841 The Calculated value is higher than table value so we do not accept the null hypothesis that there is no relationship.

There exists a relationship between Rabindra Sangeet and stress.

(II) To find out whether Rabindra Sangeet is helpful in shaping their work-life balance.

Ho—there is no relationship between Rabindra Sangeet and work-life balance

Description	Increase in work-life balance (Observed) (B)	No Increase in work-life balance (Observed) (b)	Total
Using Rabindra Sangeet (A)	(AB)38	(Aa)06	44
Not Using Rabindra Sangeet (a)	(aB)02	(ab)04	06
Total	40	10	50

Expected frequency AB= 44*40/50= 35.2

Description	Increase in work-life balance (Expected) (B)	No Increase in work-life balance (Expected) (b)	Total
Using Rabindra Sangeet (A)	(AB)35.2	(Aa)8.8	44
Not Using Rabindra Sangeet (a)	(aB)4.8	(ab)1.2	06
Total	40	10	50

Group	Observed Frequency (O _{ij})	Expected Frequency (E _{ij})	(O _{ij} -E _{ij})	(O _{ij} -E _{ij}) ²	(O _{ij} -E _{ij}) ² /E _{ij}
AB	38	35.2	2.8	7.84	0.2227
Ab	06	8.8	-2.8	7.84	0.8909
aB	02	4.8	-2.8	7.84	1.6333
Ab	04	1.2	2.8	7.84	6.5333

$$\text{Chi square value} = \sum (O_{ij} - E_{ij})^2 / E_{ij} = 9.2802$$

The calculated value for the above data is 9.2802 Degrees of freedom (d.f) for above data is 1. The table value for d.f. 1 and significance level of 5% is 3.841 The calculated value is higher than table value so we do not accept the null hypothesis that there is no relationship.

There exists relationship between Rabindra Sangeet and work-life balance. It implies that respondents anticipate Rabindra Sangeet as a tool for work-life balance.

Content analysis revealed a set of work values imbibed in the songs. These values are freedom, self-understanding, self-power, advancement, sacrifice, inquisitiveness, significance and harmony. Finally some postulates were framed to frame new theory of work values. The study has several implications in analysis of performing art for development of theories in management. Second, the extracted values will give new direction of research in shaping quality of life of people at work.

CONCLUSION

It may seem that there's nothing you can do about your stress level. The bills aren't going to stop coming, there will never be more hours in the day for all your errands, and your career or family responsibilities will always be demanding. But you have a lot more control than you might think. In fact, the simple realization that you're in control of your life is the foundation of stress management.

Managing stress is all about taking charge: taking charge of your thoughts, your emotions, your schedule, your environment, and the way you deal with problems. The ultimate goal is a balanced life, with time for work, relationships, relaxation, and fun – plus the resilience to hold up under pressure and meet challenges head on.

With the increasing complexity and industrialization of society work for many people has become more and more simply a means towards the end of earning a living. However, we are in danger of over-generalizing this trend and pushing it to its logical conclusion, expecting that working serves only a means function. Work value contingent upon tangible rewards induces dissonance in the Quality of working life in the organization. It is embedded dimension within the cultural fabric of society. One can understand the culture by analysis of performing arts like songs, music, drama, scriptures and drawing. Rabindranath Tagore composed several songs (Rabindrasangeet) filled with several stress reducing postulates (Dutta Roy, 2010). Therefore, work-life balance is emerging as a key strategic element in organizations for attracting and retaining talents

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AN ASSESSMENT OF STATUS AND OPPORTUNITIES IN TOURISM & HOSPITALITY INDUSTRY OF HIMACHAL PRADESH

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Abstract

The Indian Tourism sector is one of the largest service industries in the country in terms of its contribution to the Gross Domestic Product and Foreign Exchange Earnings, as well as for providing employment to millions. Therefore, Ministry of Tourism has made consistent efforts to develop quality tourism infrastructure at tourist destinations and circuits. Further by looking at the potentials that Indian tourism sector possess the government has also allowed 100 per cent foreign investment under the automatic route in the Hotel and Tourism related industry. This paper demonstrates the diversity and identifies the tourism opportunities and infrastructural gaps that cause impediments to tourism in Himachal Pradesh. Data collected from government websites has been analysed in detail to provide suggestive measures are provided for policy makers and planners to develop tourism in Himachal Pradesh.

Key words: United Nations World Tourism Organization, Gross Domestic Product, Foreign Exchange Earnings, Tourism and Compound Annual Growth Rates.

JEL Classification L83, L89

INTRODUCTION

Tourism is the act of travel for the purposes of leisure, pleasure or business, and the provision of services for this act. As per WTO, "Tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes". The term "usual environment" is intended to exclude trips within the place of residence, trip to the usual place of work or education and daily shopping and other local day-to-day activities. The threshold of twelve months is intended to exclude long-term migration. For the distance travelled there is no consensus. It varies from at least 40 kilometres to at least 160 kilometres away from home one way for any purpose other than commuting to work. WTO has classified tourism into inbound tourism, outbound tourism, domestic tourism, internal tourism, international tourism.

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Indian tourism

Bounded by the majestic Himalayan ranges in the north and edged by an endless stretch of golden beaches, India is a vivid kaleidoscope of landscapes, magnificent historical sites and royal cities, misty mountain retreats, colourful people, rich cultures and festivities. Modern India is home alike to the tribal with his anachronistic lifestyle and to the sophisticated urban jet-setter. It is a land where temple elephants exist amicably with the microchip. Its ancient monuments are the backdrop for the world's largest democracy.

The vast geography and cultural diversity of India provides it with a bounty of attractions to draw both domestic and international tourists. The Aircraft Traffic Movement (ATM) in India has increased by 62% from 6.3 lakhs in 2006 to 10.3 lakhs in 2010.

Tourism in Himachal Pradesh

Himachal Pradesh is one of the attractive tourist place in Northern India. It is spread over 21,495 sq mi (55,673 km²) and is bordered by the states of Jammu and Kashmir on the north, Punjab on the west and south-west, Haryana and Uttar Pradesh on the south, Uttarakhand on the south-east and by the Tibet autonomous region on the east. The literal meaning of Himachal Pradesh is region of snowy mountains.

Himachal Pradesh was anciently known as Dev Bhumi (the land of the gods). Hima means snow in Sanskrit. It was named by one of the great Sanskrit scholars of Himachal Pradesh, Acharya Diwakar Datt Sharma. Himachal Pradesh has one of the highest per capita incomes of any state in India. Due to the abundance of perennial rivers, Himachal also sells hydro electricity to other states such as Delhi, Punjab & Rajasthan. The economy of the state is highly dependent on three sources: hydroelectric power, tourism and agriculture. The capital city of Himachal Pradesh, Shimla, boasts of its picturesque beauty. It is one of the most popular hill stations of northern India, which is often known by 'Queen of Hill Stations'.

Hindus make up 95% of the state population, making it the most Hindu state (proportionally), in India. According to a 2005 Transparency International survey, Himachal Pradesh is ranked the second-least corrupt state in the country after Kerala. The state stands apart from its neighbours in terms of its sheer topographic diversity. From vast tracts of high-altitude Trans-Himalayan desert to dense green deodar forests, from apple orchards to cultivated terraces, from snow capped high Himalayan mountain ranges to snow fed lakes and gushing rivers, Himachal Pradesh offers breath taking pristine beauty.

LITERATURE REVIEW

There are quite a few and noteworthy attempts made by researchers to identify the tourist potential of the country and state. Notable amongst them are: Gardner (2002), Kamra (2002), Jafari (2003), Kanjilal (2004), Kanjilal (2005), Nicolau & Mas (2006), Singh (2009), Rakesh Kapoor in his article 'Measures to Promote Tourism in Himachal' gives various methods and suggestions to improve tourism in Himachal.

The survey of the literature revealed that voluminous research has been conducted over time on the tourism in India but most of the studies have focused on status of tourism at all India level only a few researches have conducted SWOT analysis of tourism in Himachal Pradesh without emphasizing on empirical aspects. So the present study is an endeavour to fill these gaps.

OBJECTIVES OF THE STUDY

The specific objectives of the study were:

1. To analyse the growth and variation in the national and international tourist arrivals to Himachal Pradesh over the period of 2004 to 2011.
2. To ascertain infrastructure gaps that causes impediments to tourism in Himachal Pradesh.
3. To highlight the various initiatives undertaken by Himachal government to boost tourism in the state.
4. To suggest measures for policy makers and planners to develop tourism in Himachal Pradesh.

DATA BASE AND ANALYTICAL TOOLS

The present study is descriptive in nature and it is based on secondary data collected from various journals, news paper reports, research articles and websites (www.tourism.gov.in, www.tourisminindia.com, www.wttc.org). Data pertaining to the arrivals of tourists in India were collected and compiled from the different issues of India Tourism Statistics published by the Ministry of Tourism and Culture, Government of India and Himachal Tourism website (www.himachaltourism.gov.in, www.hptdc.nic.in and www.himachaltourism.net).

In the given research tool for analysis used were percentages and data have been represented by tables, graphs, pie charts and summated scores. Data was analysed using Ms-Excel intensively.

DATA ANALYSIS AND INTERPRETATION

The present section deals with data analysis and interpretation. This section is divided in four sub headings.

Major Tourist Destinations

Himachal Pradesh is paradise on earth. Tourist not only from India but from every nook and corner visit Himachal. The major Tourist Destinations in Himachal Pradesh are shown in Table 5.1

Table 5.1
Major Tourist Destinations

District	Tourist destinations	Pilgrimages	Other places of interest
Bilaspur	New Bilaspur Town, Swarghat, Salasi village	Naina Devi	Bhakra Dam, Gobind Sagar Lake, Deoli Fish Farm
Chamba	Dalhousie, Khajiar Chambatown, Saho village	Laxmi Narayan Temple, Vajreshwari Devi Temple	Manimahesh Lake, Chamera Lake
Hamirpur	Hamirpur town, Bela village	Baba BalakNath, Deotsidh Temple, Markanda	Sujanpur Tira
Kangra	Dharamshala, Mcleodganj, Palampur, Nerti village	Jwalaji, Chamunda Devi, Bajinath Temple	Tibet Museum, Kangra Fort, Kangra Valley, Pong Dam
Kinnaur	Rekongpeo, Pooh, Chhitkul, Sangla, Brua Village	KinnarKailash	
Kullu	Kullu, ManaliManikaran, NaggarVashishth, Shamshar Village	Hadimba Temple	Museum of Himachal Culture & Folk Art, Gu Chu Sum Movement Gallery, Rorrich Art Gallery, Great Himalayan National Park, Majathal Sanctuary
Lahaul & Spiti	Spiti, Kaza, Keylong, Udaipur village	TrilokNath Temple	Kunzam pass, Kye Monastery, Rohtang Pass, Godhla Fort, Pin Valley National Park
Mandi	Sundernagar, Sh Bagi Village	Shikari Devi Temple	Rewalsar Lake, Prashar Lake, Shikari Devi Wildlife Sanctuary
Shimla	Shimla, Kufri, Hattu Peak, Narkanda, Hiun Village	Kalibari Temple, Jakhoo Temple, Tara Devi,	Shimla state Museum, Prospect Hill, Chadwick Falls, Chail Sanctuary
Sirmour	Paonta Sahib, Rajgarh, Trilokpur, Nahar, Renuka, Sangdah Village	Paonta Sahib Gurudwara, Renukaji Temple	Jaitak Fort, Churdhar Peak, Shivalik Fossil Park, Simbalbara Sanctuary, Churdahar Sanctuary, Renuka Sanctuary
Solan	Kasauli, Parwanoo, Barog, Chail, Baniya Devi Village	Jatoli Temple	Gorkha Fort, Karol Tibba and Meteol Tibba, Sadhu Pul
Una	Una Town, Nari Village	Chintpurni Devi, Shiv Bari Temple	Dera Baba RudruNandji Ashram

Source: Himachal Tourism website (www.himachaltourism.gov.in)

Table 5.1 exhibits district wise major tourism destinations including pilgrimages and wildlife sanctuaries. Being a state full of isolated valleys and high ranges, several different styles of temple architecture developed and there are temples with carved stone shikharas, pagoda style shrines, temples that look like Buddhist Gompas or Sikh Gurudwaras etc. Several of them are important places of pilgrimage and each year attract thousands of devotees from all over the country. Its terrain also provides innumerable opportunities to promote adventure tourism. Given the climate and topography of Himachal Pradesh, adventure sport activities like river rafting, para-gliding and trekking are popular in the state. The rural regions and pilgrimages can be used in promoting rural tourism and pilgrimage tourism respectively. Hence, opportunities are plenty for Himachal Pradesh to provide the necessary infrastructure to attract higher tourist inflows.

District Wise Domestic and Foreign Tourist Arrival in Himachal Pradesh

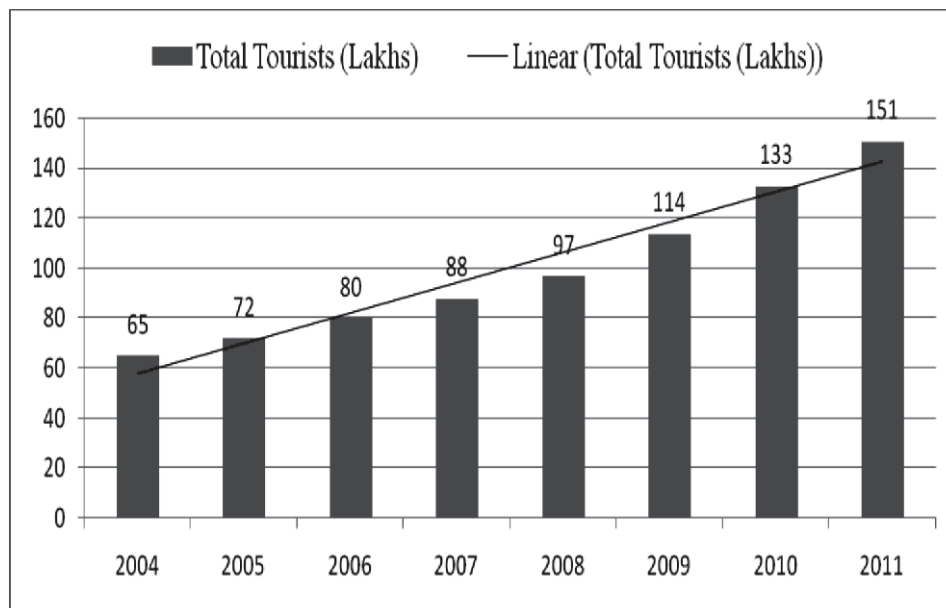
For assessment of Himachal Pradesh as a tourist destination table 5.3 explains the growth and variation in the national and international tourist arrivals to Himachal Pradesh over the period of 2004 to 2011.

Table 5.2
District Wise Compound Annual Growth Rates of Domestic and Foreign Tourist Arrival in Himachal Pradesh

District	I: Indian F: Foreigner	2004	2005	2006	2007	2008	2009	2010	2011	CAGR
		Bilaspur	I 584706 F 87	634781 128	682353 126	728666 325	683761 190	886495 170	962061 86	1093317 104
Chamba	I 450803 F 1466	448473 1617	493567 1952	559831 2504	644309 3953	686136 3353	786163 3253	817477 2191	8.87 5.91	
Hamirpur	I 41532 F 92	42670 0	47454 28	124244 41	279745 53	432433 34	554970 12	630108 4	47.48 -36.1	
Kangra	I 1012567 F 38713	1080520 40923	1133314 47412	1245088 60377	1275155 70819	1403963 75549	1631232 91709	1813686 98962	8.68 14.35	
Kinnaur	I 14219 F 4609	10098 2059	23128 12212	55158 24258	147754 20773	271287 13811	384936 18742	467186 17860	64.69 21.35	
Kullu	I 1477324 F 69649	1641007 67933	1867984 89751	1962424 102654	2001674 112910	2224649 119514	2395990 133707	2659527 138488	8.76 10.32	
Lahaul & Spiti	I 40897 F 28615	44148 22997	52107 31525	85749 40080	172931 41398	251415 65101	362660 59125	470815 73040	41.77 14.32	
Mandi	I 269479 F 3581	337105 5122	375438 5417	465137 6815	603086 9154	869904 8070	1006418 10485	1184335 9813	23.55 15.49	
Shimla	I 1597246 F 55382	1757307 64752	1971417 90407	2095946 98839	2061539 112917	2175314 108981	2485564 127737	2818270 134167	8.45 13.47	
Sirmour	I 393596 F 726	428859 779	470926 750	514752 1048	575798 1785	653668 2090	748599 2712	872597 3142	12.05 23.28	
Solan	I 288546 F 1424	314595 1490	346856 1947	373447 2419	480125 2693	586388 3811	673932 5780	801234 6464	15.71 24.12	
Una	I 174154 F 0	188179 0	207358 42	271546 49	446820 91	594920 99	819461 268	976336 283	27.92 n.a	
Total	I F	6345069 204344	6927742 207790	7671902 493567	8481988 339409	9372697 376736	11036572 400583	12811986 453616	14604888 484518	12.65 13.13

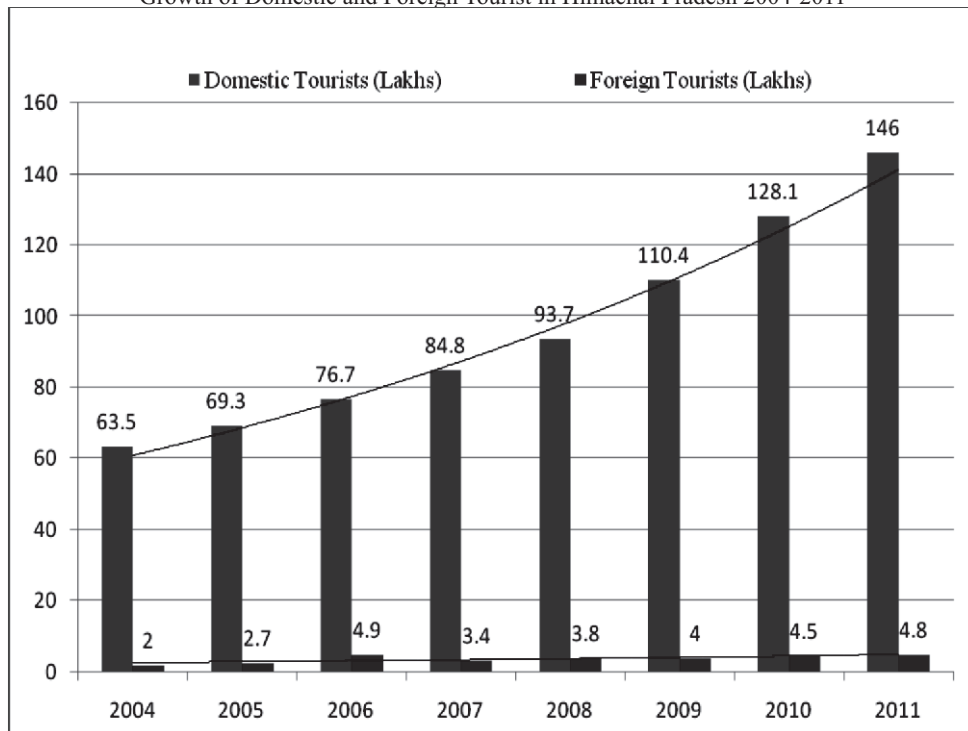
The number of domestic tourists in Himachal Pradesh has grown at a Compound Annual Growth Rate (CAGR) of 12.65 % during the period 2004-11. Kinnaur district has shown highest CAGR of 64.69% followed by Hamirpur with 47.48%, Lahaul & Spiti with 41.77% and Una with 27.92%. The CAGR of foreign tourists has been estimated at 13.13%. In terms of CAGR Solan and Sirmour have recorded highest growth in foreign tourists with 24.12% and 23.28% followed by Kinnaur with 21.35% and Shimla with 13.47%. Hamirpur district has shown a negative CAGR of 36.1% in terms of attracting foreign tourists. In absolute terms highest number of domestic tourist arrivals in 2011 were reported by Shimla, Lullu and Mandi with 28.18 lakhs, 26.59 lakhs and 11.8 lakhs respectively. Kullu with 1.38 lakhs foreign tourists in 2011 has scored first rank, Shimla with 1.34 lakhs second and Kangra with 0.98 lakhs achieved third place.

Fig. 5.1
Total Tourist Arrival in Himachal Pradesh 2004-2011



As Compared to national average growth rate of 12.5 %, the number of tourists in Himachal Pradesh has grown at a CAGR of 14 % during the 2006 – 2010 periods. The total number of tourists (foreign as well as domestic) visiting Himachal Pradesh has consistently increased over the last 8 years from 65 lakhs in 2004 to 151 lakhs in 2011 with CAGR of 12.66%

Fig. 5.2
Growth of Domestic and Foreign Tourist in Himachal Pradesh 2004-2011



parameters such as concentration of road network, rail and air connectivity etc. The major infrastructural parameters in Himachal Pradesh are:

Road: Roads are the lifeline and major means of communication in the predominantly hilly State of Himachal Pradesh. When the Pradesh came into existence in 1948, there were 288 km of roads, which has gone up to 23,788 kilometres. The State has 8 National Highways having a total road length of 1,235 kilometres. The government has constructed 29,329 kilometres of motor able roads by September 2006. The road sector has been given high priority. Eight national highways (NH) pass through the state with a total length of 1235 km. Most tourist spots in Himachal Pradesh such as Shimla, Manali, Dharamsala etc. are well connected by roads. Some of the roads in Himachal are seasonal and get closed during winters and monsoons

due to heavy snowfall, landslides and washouts. The Manali-Leh road, for example, remains closed for most part of the winters. The government-owned Himachal Road Transport Corporation runs a network of buses across the state and Himachal Pradesh being a major tourist destination, there is no dearth of private buses and taxis. Since much of the state is hilly, roads play a vital role in transportation.

Rail: Owing to the hilly terrain of the region, rail connectivity is a constraint. Himachal has two narrow-gauge rail tracks. The Kalka-Shimla Railway track has a length of 96 kilometres. It passes through 102 tunnels and crosses 864 bridges. The track has been in existence for over a century now. Panoramic Kalka-Shimla Railway known to be an engineering marvel of British India. The Pathankot – Joginder nagar track has a length of about 113 kilometres. A broad gauge line exists which connects Nangal Dam in Punjab to Una. Currently this line is being extended till Talwara (Punjab) with track operational till Churutakarla. Una is connected to New Delhi by Jan Shatabdi express and Himachal Express. Himachal Pradesh falls under the Northern Railways network. Two narrow gauge lines connect Kalka with Shimla and Jogindernagar with Pathankot; with a route length of 96 km and 113 km, respectively. A 33 km broad-gauge line connects the Nangal Dam to Charuru.

Air: Air connectivity to Himachal Pradesh is limited but is helped by nearby airport at Chandigarh and Delhi with excellent road connectivity. The three airports in Himachal Pradesh are: Shimla Airport near Shimla, Gaggal Airport near Kangra and Bhuntar Airport near Kullu. The flights operate only seasonally due to extreme weather conditions, especially during winters. All these airports have runways shorter than 4000 ft and therefore allow the operation of only the smaller aircraft such as the 18-seater Dornier & 42 seater ATR, which is the most common aircraft operating on these runways. There are three airports – at Kullu (Bhuntar), Kangra (Gaggal) and Shimla (Jubbar Hatti). In addition, there are 57 operational helipads and another 12 new helipads being planned. An airport has been proposed for Sunder nagar, to match international standards (which can accommodate landing of an Airbus A-320 or a Boeing 747 aircraft). Night landing facilities are proposed to be given for all the three existing airports.

Accommodation: Himachal Pradesh offers a vast range of accommodation facilities to tourists to choose from depending on his preference and budget. The number of hotels in Himachal Pradesh has increased from 1,500 in 2003 to 2,150 in 2010 with the total number of beds rising from 34,000 to 51,000 in the same period. Majority of these hotels are located in major tourist hubs of Kullu, Manali and Shimla. However, the accommodation facilities in smaller or lesser visited places may need to be improved.

Table 5.3
No. of Hotels, Guest Houses and Restaurants as on 31.12.2010

Sr. No.	District	No. of Hotels/ Guest Houses	No. of Restaurants	Travel Agencies	Tourist Guides
1.	Bilaspur	60	16	11	5
2.	Chamba	150	20	24	4
3.	Hamirpur	30	8	0	0
4.	Kangra	357	112	119	89
5.	Kinnaur	71	7	19	8
6.	Kullu	580	54	510	116
7.	Lahaul & Spiti	84	7	11	4
8.	Mandi	142	25	39	5
9.	Shimla	388	90	367	281
10.	Sirmour	59	29	2	4
11.	Solan	185	59	23	6
12.	Una	44	10	4	0
	Total	2150	437	1129	522

Source: <http://himachaltourism.gov.in>

Himachal Pradesh has a good network of tour operators and guides. These private tour operators provide travel related services, such as transport vehicles (tourist coaches and taxis), hotel reservations, local sightseeing, air and rail bookings, airport and railway pickups, guide services, etc. The total number of travel agencies in the state has increased from about 405 travel agents in 2003 to 1,129 in 2010. Along with this, there are about 522 guides to assist the tourists and providing them with the details of the places they visit.

Tourist information kiosks: The state government invested INR 22.50 lakhs in setting up IT enabled tourist information kiosks in Himachal Pradesh in 2011. The funding was provided by the Union Ministry of Tourism. Tourist related information such as important tourist destinations; weather, hotel, railway and bus bookings and other related facilities will be provided to the tourists through these kiosks.

Urban infrastructure: Urban infrastructure in Himachal Pradesh has been identified as a key focus area under the central government Jawaharlal Nehru Urban Renewal Mission (JNNURM). Shimla is one of the 65 cities that have been identified under JNNURM for local infrastructure development. Under this mission, four projects worth USD 33 million have been sanctioned and are currently under implementation to improve the urban infrastructure in the city. These include – widening of tunnels, solid waste management etc. which shall help

improve tourists' experience in Shimla. The government policy to ban the usage of plastic bags has also helped in improving the sanitation issues and preventing the environment. Overall these initiatives have had a positive impact on the growth of tourism in the state.

Key initiatives taken and planned by Himachal Pradesh Government

Some of the key initiatives taken by the government at the policy formulation and implementation level during the recent years are:

Division into circuits: Himachal Pradesh Tourism Development Corporation has divided the State into four interesting circuits:

- Dhauladhar circuit, which covers Dalhousie, Chamba valley, Dharamsala, etc,
- Beas Circuit, which is the KulluManali and surrounding region,
- Tribal Circuit, which mainly includes the LahaulSpiti region,
- Sutlej Circuit, which is the region around Shimla, Kasuali and Chail.

These circuits not only have a distinctive feel about it but also make one feel as if trekking through ages at different times. The different circuits through their unique characteristic and nature leave a deep impression on the minds of the travellers.

Tourism policy: The Department of Tourism and Civil Aviation came out with a forward looking tourism policy of Himachal Pradesh in 2005. It showcased the importance of tourism to the state economy and identified several thrust areas to promote tourism in the state.

Home stay scheme: This scheme was launched in 2008 by Himachal Pradesh government with an aim to provide clean, comfortable and affordable supplementary accommodation to tourists in rural areas in the vicinity of famous tourist destinations when hotels and guest houses are packed to capacity. The state government has provided several incentives to promote this scheme by exempting the home stay units from luxury and sales tax and charging domestic rates of water and electricity from these units.

New Schemes: High priority has also been accorded to Tourism Industry, which has also emerged as a major sector in the development of economy of the State. A 428 crore project with the assistance of World Bank has been implemented to create infrastructure for tourism development in the State. The Govt. has also developed appropriate infrastructure for the growth of tourism in new areas where private sector may be reluctant to undertake such

activities initially. Two new ambitious schemes “Har Ghar Kuch Kahata Hai” and “Har Gaon Ki Kahani” has been initiated in 2010 to give boost to Nature, Adventure, Historic, Religious and Rural tourism.

The state government highlighted the potential of adventure tourism in Himachal Pradesh Tourism Policy published in 2005. Since then, to promote Himachal Pradesh as an adventure sport destination, adventure tourism activities like trekking, mountain biking and para-gliding; ice skating, skiing, river rafting, heli-skiing, car rallies are being organised in different areas of the state for tourists.

Tourism Promotion: The Himachal Pradesh Tourism Development Corporation (HPTDC) has been using print media to promote tourism in the state. These include advertisements in newspapers and publishing books like Unforgettable Himachal. The department has also used TV channels, primarily news channels to advertise tourism. It participates in various national level tourist festivals across the country and also conducts road shows to draw more tourist attention.

Policy Incentives: To encourage private sector participation in tourism and create employment in the state, the state declared a 10 year tax holiday for entertainment units and deferred payment of luxury tax by hotels and tourism units⁸. This has provided a major boost for development of tourism infrastructure in the state.

Inauguration of Shimla Heritage Museum: In 2011, Himachal Pradesh government inaugurated a heritage museum which showcases the heritage of Shimla. It provides visitors a glimpse of heritage building of British Raj and is aimed at attracting more domestic and foreign tourists to the state. The government is also investing in restoring The US Club building which houses the Shimla Heritage Museum.

Organise international events to promote adventure tourism: Himachal government currently organizes a few international events like Ice Skating Festival, International Paragliding competitions, etc. Aggressive promotion of adventure tourism sites in the state and holding international events at different locations in the state can give a major boost to tourism. Dharamshala hosts some matches of Indian Premier League.

RECOMMENDATIONS

Himachal Pradesh has the potential to promote various forms of tourism like wellness tourism,

corporate tourism and ecotourism etc. The state needs to develop new circuits to tap the potential of these upcoming forms of tourism. Wellness or Health circuits covering regions like Dharamshala and Mcleodganj may be promoted. Similarly corporate circuits in regions having good connectivity and other amenities may be set up to offset the seasonality in tourist inflow.

Himachal Pradesh receives a fair share of foreign visitors. A significant number of these foreign visitors belong to non-English speaking countries like Germany, France, Italy, etc. Hence, the service provided to these visitors may be improved by providing information in their local language at the tourist information centres. The website of Himachal tourism may also be translated into different languages. Apart from this, different language trainings to guides may also help in ensuring more pleasant experience to these guests. With the growing number of tourists visiting Himachal Pradesh year after year, there is immense potential for hoteliers/investors to build good quality budget and luxury hotels in the state.

Himachal Pradesh needs significant trained personnel to achieve its targeted growth in tourism. This would require training programs for Entrepreneur Development, Hotel Management, Adventure sports, Front office tasks, etc. With the number of tourists visiting the hills of Himachal Pradesh increasing consistently every year, the state offers growing potential to the investors in retail and entertainment space. The potential areas of investment may be shopping malls, multiplexes, amusement parks, etc.

CONCLUSION

With this conviction and resolve, the Ministry of Tourism is undertaking several studies in important tourist destinations in the country. They all relate to various aspects of tourism with a goal of increasing volume of tourist traffic in India. To achieve this, apart from all the infrastructural requirements, the state will need a lot of skilled labour to provide services to the visitors. The past initiatives undertaken by the Union and Himachal Pradesh government have yielded a strong impact on the tourism market in the state. Tourism is a highly competitive industry as multitudes of tourism destination options are available to the potential traveller. So to promote its distinct image the state needs to catch the traveller's attention, thereby influencing one's decision. Himachal Pradesh government therefore should focus on advertising in print media and television advertising. In order to improve the brand visibility of Himachal tourism a strong presence on internet and in the social networking media is necessary. For attracting more foreign tourists Himachal Pradesh may focus on increased participation in trade fairs and tourism events held in different parts of the world.

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IMPACT OF TALENT MANAGEMENT INITIATIVES ON ORGANIZATIONAL PERFORMANCE IN SERVICE SECTOR OF JAMMU REGION

Syeda Shazia Bukhari* and Meenakshi Gupta**

Abstract

The organisations these days can only have a competitive advantage and sustain in this globalised world if they are able to enrich their talent pools. Recruiting and retaining talented employees has become a challenge these days. Organisations are spending billions on recruiting, training and retaining talented staff because it can lead to increased organisation performance.

This research was conducted to identify the impact of talent management initiatives on organization performance in service sector in both public and private organisations of Jammu region. As talent management initiatives taken by the organization helps them to increase the performance and help them to retain the largely skilled employees to meet current and future business objectives, so most of the companies are taking these initiatives. In research, primary data was used by collecting data from 150 employees of 6 selected organisations through pre-tested questionnaires and it was analysed in SPSS using techniques like Mean, Regression analysis etc.

Key Words: Talent Management, Organizational Performance, Flexible working hours, Organizational Culture

JEL Classification Z13, J24

INTRODUCTION

Talent Management in organizations is not just limited to attracting the best people from the industry but it is a continuous process that involves sourcing, hiring, developing, retaining and promoting them while meeting the organization's requirements simultaneously. For instance, if an organization wants the best talent of its competitor to work with it, it needs to attract that person and offer him something that is far beyond his imagination to come and join and then stick to the organization. Only hiring him does not solve the purpose but getting the things done from him is the main task. Therefore, it can be said that talent management is a full-fledged process that not only controls the entry of an employee but also his or her exit.

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Talent management is the proven practice of using interconnected human resources processes to provide a simple fundamental benefit for any organization. With the help of talent in the organisation the management is driving business performance, as we all know that teams with the best people can perform at a higher level and to deliver topline growth even the best people need to be engaged, developed, and rewarded. Leading organizations know that exceptional business performance is driven by superior talent that's managed with consistent processes.

Workforce cost is the largest category of spend for most organizations. Optimization of our talent management processes provides the immediate workforce visibility and insights our company needs to significantly improve our bottom line.

Nowadays Leading organizations rely on talent management solutions and services to acquire, onboard, manage, engage, develop, and reward talent while significantly reducing process costs, improving quality of hire, reducing risk, and achieving higher levels of performance. This is how talent management systems and processes with talent intelligence provide the insights managers need to have the right talent doing the right work at the right time. That's how talent truly drives better business performance.

The motive of this research is to justify the huge money and efforts involved of organisations adopting talent management initiatives by investigating the impact of these initiatives on organisation performance.

LITERATURE REVIEW

As we know that Talent management refers to the skills of attracting highly skilled workers, of integrating new workers, and developing and retaining current workers to meet current and future business objectives. A detailed survey of the concerned literature has been carried out based on various research papers.

No subject in the past 15 years has received as much attention in the human resource management literature as 'talent management'. There is a cavalcade of literature produced by eminent scholars and experts like Ulrich (1989, 1996, 2005), Pfeffer (1998), Woodruffe (1999), Barner (2000), Michaels, Handfield- Jones and Axelrod (2001), Pucik (1996, 2005.) Sullivan (2004a), Meisinger (2009), Berger and Berger (2004), Rothwell (2005), Lawler III (2008) and Cappelli (2008) on what organizations should do to attract, hire and retain talent. Based on his wealth of experience, Welch in his book, *Winning* (2005), has also written about the practical approach to hiring, developing and retaining great people. All the literature recognizes that talent provides companies with a competitive advantage, and it shares a common concern not only that talent is scarce, but also that most companies are not doing enough to manage and retain what they have. As the greatest source of competitive advantage for any organization, (Pfeffer, 1998), human resources deserve the attention and time of managers more than any other organizational resource or asset. This study attempts to define the scope of the war for talent, explains what talent and talent management actually mean and identifies the cause of the talent scarcity, particularly in Africa despite its high rate of unemployment.

The concern about the scarcity of talent is almost universal. In 2005 the Aberdeen Group and

Human Capital Institute carried out a research survey which covered '170 human capital management professionals and executives' who are members of the Aberdeen Group and Human Capital Institute's global online communities (2005: 11), as well as executives in human capital management in North America. According to the survey's findings, 57 per cent of companies cited the inability to both get the talent needed and address talent requirements over the next five years as their top overall challenge. In addition, 79 per cent of the companies stated that their chief concern was continuity in executive leadership for the future, while 61 per cent were concerned about the potential cost of disruptive succession from one leader to another. The study also revealed that 71 per cent and 65 per cent of organizations had formal retention plans for executive and mid-level management staff respectively, but 60 per cent of respondents viewed their retention programme as 'haphazard at best, and heavily reliant on paper files and manual efforts' (Aberdeen Group and Human Capital Institute, 2005: 5–7). Another survey conducted in 2005 of human resources executives from 40 countries around the world revealed that virtually all the executives indicated that they had 'an insufficient pipeline of high potential employees to fill strategic management roles' (Ready and Conger, 2005: 69).

Barner (2000: 337) cited a study conducted by Elizabeth Chambers and Associates, which found that only 10 per cent of the 6,000 respondents reported an ability to retain the large majority of their high performers. Clearly, the number one people-related issue is the retention of high performers. Dychtwald, Erickson and Morison (2006) noted that there were too few young workforce entrants to replace the labour, skills and talent of baby-boomer retirees. The loss of skills and experience threatens the performance of many corporations.

Work span, a magazine of World at Work, corroborated this view by stating that finding talent during the years ahead would continue to be difficult particularly in highly specialized areas such as finance and accounting. It noted that a worldwide survey conducted by Deloitte with the Economic Intelligence Unit revealed that 67 per cent of respondents from the Asia-Pacific region claimed that the current supply of finance talent was either limited or inadequate. This view was supported in the same survey by 54 per cent of CFOs from Eastern Europe, 53 per cent from Asia-Pacific, 52 per cent from Western Europe and 47 per cent from North America (News Notes, 2007: 11). The challenge is global and has been compounded by the fact that companies are currently facing the departure of the baby boomers from the workforce. High rates of turnover attest to the challenge in retaining talent in various occupations.

According to Axelrod, Handfield-Jones and Welsh (2001: 1) of McKinsey, a study of 4,500 senior managers and corporate officers revealed that 89 per cent of those surveyed thought it was more difficult now than in the past to attract talented people, and 90 per cent thought it was more difficult to retain those hired. A survey conducted by Howard, Scott and Bruce (2007: 1) revealed that competition for talent had increased since 2005, and that 79 per cent of the survey respondents expected it to heat up even more in 2007. It said the war for talent was hot and getting hotter. The same report showed that the toughest competition was for executives followed by mid-level managers and professionals. The Newsline of World at Work (2008a)

noted that 86 per cent of British organizations were finding it difficult to fill their vacancies. The demographics, especially in the United States, reveal a compelling reason why organizations must strive to retain their good people. According to Lebovits (2005), the US Bureau of Labor Statistics estimated that, by 2010, the United States would have a shortage of 10,033,000 workers. Cadrain (2008:23) noted that the Bureau of Labor Statistics had indicated that, in 2005, one in four US workers was over 50 years old, but, by 2012, it would be nearly one in three. The situation might be further complicated by the fact that with the growing economies in Asia – India and China in particular – large numbers of immigrants may be returning to their homelands where salaries are becoming very competitive and the cost of living is comparatively lower than in the United States. The attraction to their countries is further reinforced by the natural desire to return to their cultural roots and contribute to the development of their homelands.

Unlike other writers and commentators on the war for talent, who are concerned about shortages of local talent within a particular country or region, Sullivan (2004b) is concerned about a truly global talent war. He calls it worldwide. Sullivan believes that instead of fighting for talent primarily within the home country, firms will in future fight to attract and retain the very best in every region around the globe. Global competition is increasing because firms are becoming larger due to mergers and acquisitions.

As firms expand their operations into foreign countries they naturally seek and hire experienced people working in other firms. Telberg (2007) also notes that all businesses which operate on a global scale face a talent shortage and that a survey of 32,000 employees across 26 countries, conducted by Manpower, found that the shortage in professional talent was undermining opportunities for growth worldwide.

Certain conclusions may be drawn from this literature review on talent scarcity. First, there is a high demand for, but a low supply of, talent in the labour market. In the information age there is an exponential demand for knowledge workers. Second, all organizations are seeking the same kind of talent very aggressively, and are employing a variety of strategies to attract and hire, or even poach, great people from competitors. Organizations must therefore develop counterstrategies for dealing not only with external 'pull factors' which attract organizations' talent, but also with internal 'push factors.

Third, the war for talent is becoming global and is no longer localized in individual countries. Managing talent is a challenge to all organizations in the context of globalization irrespective of the country. Fourth, it is fatal to assume that the recruitment drivers that enable an organization to attract and hire talent will also enable it to engage and retain the talent. Recruitment drivers are very different from the drivers that keep employees motivated, committed and highly engaged in an organization. Finally, talent management is a business imperative. It is a process and not a product; a journey and not a destination. It is strategic, dynamic and must be driven by top management but owned by all levels of management. It must be holistic and inclusive in the sense of encompassing all functions and levels of the

organizational hierarchy.

RESEARCH METHODOLOGY

Objectives of the study

- 1 .To discern the existing talent management practices followed in the public and private sector organizations of Jammu
- 2 .To analyse the impact of talent management initiatives(viz., Flexible working Hours, Fringe Benefits, Higher allowances, Promotion policies and Social Security Measures) on the organizational performance.

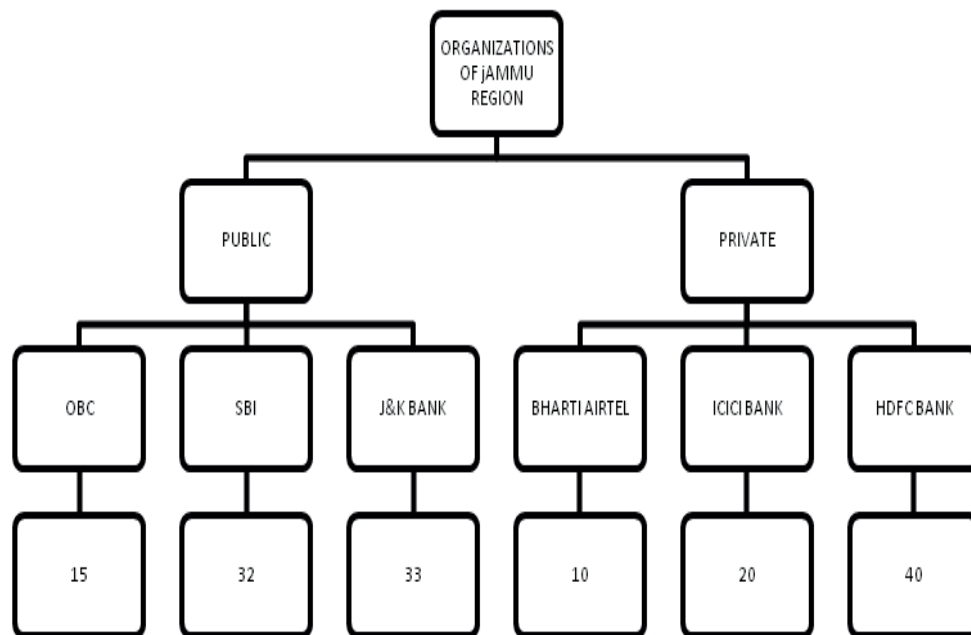
Hypothesis

There is positive impact of talent management initiatives on organizational performance

Sampling Plan

The universe of the study included all those employees who were working in different public sector and private sector organizations of Jammu region. For the selection of sample, a multistage approach of sampling was followed. At the first stage a list of all the public and private sector organizations was prepared and of these organizations, the following five organizations were selected as per our convenience. At the next stage, a list of all employees working in these organizations was prepared with the help of the administrative staff of the organization. At the third stage, the number of employees from each organization was selected in proportion to employees working in the organization. Thus the total sample of 150 employees was finally selected and the distribution of sample has been presented in following table:

Name of the organization	No. of employees
HDFC Bank	15
Oriental Bank of Commerce	32
State bank of India	33
Bharti Airtel	10
ICICI Bank	20
J&K Bank	40



Method of Data Collection

The study is based mainly on the primary data and was carried out in June 2012. Data were collected from the sample respondents on the pre-structured and pre-tested questionnaire and personal interview method. Questionnaire consisting of four sections were used to collect the data.

The first section contained the questions designed to extract the demographic profile of the selected respondents such as age, income, sex, occupation, marital status, education, family size and family composition, Job experience etc. The second section extracted the information regarding the talent management practices followed in the organization. The third section consisted of the questions on talent management initiatives taken by the organizations under study to attract and retain the best talent and the fourth section consisted of the questions on the attributes of organizational performance. The attributes used in this study includes productivity, profitability, customer satisfaction and market share. The private sector gives more weightage to profitability while the public sector gives more weightage to market share. These attributes were identified through discussion with knowledgeable people in the group, professional advice from academicians and from the available literature. Respondents were asked to rate their perceived satisfaction level toward each of the attribute on a Five point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree).

Tools used for Analysis

The existing practices adopted by the organizations under study were compared through tabular analysis .Mean scores were used to analyse respondents' perception towards the twenty one attributes accessing organizational performance from different talent management practices. To access the organizational performance from different talent management practices, twenty one attributes were identified and a model was developed with organizational performance as dependent variable and these twenty one attributes as independent variables i.e.

$$Y(\text{organizational performance})=f(x_1, x_2, x_3, \dots, x_{21}, U)$$

Where

x ₁ =	I am given flexibility in my work hours by my supervisor	x ₁₂	This organization provides facility for the self improvement of their employees.
x ₂ =	I can change my shifts if I have a personal problem	x ₁₃	Get opportunities to improve my job.
x ₃	I am satisfied with my income from work	x ₁₄	Provision of ongoing feedback to maximize performance
x ₄	Receive equal treatment in all matters like employee compensation, job security etc.	x ₁₅	Conduction of regular employee reviews exist in the organisation
x ₅	Safe & healthy working conditions exist in the organization	x ₁₆	Alignment of Individual and organization goals
x ₆	Top management is concerned about talent management initiatives in the organization	x ₁₇	My organization provides me medical benefits and other social security benefits(pension, provident fund ,gratuity etc.
x ₇ =	The promotion policy is transparent in my organisation	x ₁₈ =	Information passed from one person to another person in this organization is accurate.
x ₈ =	The working conditions of my job is free from risk of illness & injury	x ₁₉ =	Members of senior staff pay attention to grievances of junior staff.
x ₉ =	Have freedom of taking decision for my job & implement them.	x ₂₀ =	Working life in this organization is satisfactory.
x ₁₀ =	Get an opportunity to participate in the planning of my work.	x ₂₁ =	Organization takes care for the welfare of persons of all age.

x₁₁= Idea that brings changes in the organization is appreciated
 Y(organizational performance) Average values of all four attributes viz., productivity, profitability, customer satisfaction and market share.

The attributes of perceived performance used in this study includes productivity, profitability, customer satisfaction and market share. The private sector gives more weightage to profitability followed by market share, customer satisfaction and productivity respectively while the public sector gives more weightage to market share followed by customer satisfaction, productivity and profitability. The average of these attributes were used to get the descriptives for organizational performance as dependent variable

Attributes of perceived performance	Public sector				Private sector			
	Oriental Bank of Commerce	J&K Bank	State bank of India	Overall	Bharti Airtel	ICICI Bank	HDFC Bank	Overall
Productivity	1.41	1.45	1.45	4.31	1.33	1.34	1.34	4.01
Profitability	1.32	1.34	1.32	3.98	1.62	1.60	1.60	4.82
Customer satisfaction	1.55	1.56	1.56	4.67	1.37	1.38	1.37	4.12
Market share	1.65	1.65	1.66	4.96	1.42	1.42	1.43	4.27

Principal component method of factor analysis with varimax rotation was employed to reduce the twenty one attributes of talent management into a few, correlated and meaningful dimensions. Only items with factor loading of (0.50) or above and Eigen values greater than (1) were extracted.. Before applying the factor analysis Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity was used to test correlation matrix

Multiple regression analysis was used to study the impact of talent management initiatives(independent variables) on organization performance (dependent variable). Coefficient of determination (R²) was used to work out the strength of association between these dependent and independent variables.

RESULTS AND DISCUSSIONS

Table I shows the demographic profile of the respondents and it included sex, marital status, age, education and job experience. A perusal of the Table I reveals that largest majority of the sample respondents (73.33%) were male and nearly 65.33% were married. The largest majority of the sample respondents i.e. 45.33 % were in the age group of 31-40 years .The above figure indicated that majority of the sample employees were in middle age group who

had sufficient experience of working with that organization. Education- wise it was discernible that the largest majority of the employees were graduates and post graduates. As far as employees experience was concerned, it was found that the largest majority of the sample employees (56 %) had employee experience of 16 -20 years indicating that employees had longer attachment with their workplaces.

Table1:
Demographic Profile of the respondents

Category	Number	Percentage
Sex		
Female	40	26.67
Male	110	73.33
Marital status		
Married	98	65.33
Unmarried	52	34.67
Age (in Years)		
Below 30	30	20.00
31- 40	68	45.33
41- 50	42	28.00
Above 50	10	6.67
Education		
Under Graduate	10	8.33
Graduation	89	74.17
Post graduation	45	37.50
Technical	6	5.00
Job Experience in Years)		
Below 5	22	14.70
6 – 10	13	8.70
as11 – 15	8	5.30
16 – 20	84	56.00
Above 20	23	15.30

Table 2 shows the mean ratings of the respondents' perception towards the twenty one attributes accessing organizational performance from different talent management practices. These twenty one attributes can be broadly classified into three segments according to their perceived scores. Attributes of higher perceived level of talent management initiatives in private sector organizations as HDFC, ICICI Bank, Bharti Airtel included such aspects as Flexibility in working hours, Top management involvement, Favourable working conditions, Appreciation of Ideas of Change, support from senior staff, Alignment of individual and organizational goals, opportunity to learn etc. with mean score ranging from 2.22- 4.61, lower mean score (2.22) indicating that there is less equity in rewards, compensation, job security etc. in private sector and higher mean score value (4.61) indicating that top management in

private sector is more concerned about the talent management initiatives being adopted in their organisations. However in case of public sector organizations such as Oriental Bank of Commerce, J&K Bank and State Bank of India the attributes of talent management initiatives had moderate and lower perceived mean scores ranging from 1.12 -4.66, lower mean score (1.12) indicating that public sector is not providing flexibility in work to its employees and higher mean score value(4.66) indicating that public sector employees are provided more social security measures.

Table 2
Perceived Mean ratings of the respondents'

Variable	Public sector				Private sector			
	Oriental Bank of Commerce	J&K Bank	State bank of India	Overall	Bharti Airtel	ICICI Bank	HDFC Bank	Overall
x ₁	1.31	1.02	1.02	1.12	4.35	3.82	4.01	4.06
x ₂	1.32	2.34	1.12	1.59	4.65	3.98	4.03	4.22
x ₃	2.35	3.09	2.78	2.74	3.21	3.09	3.76	3.35
x ₄	4.67	4.23	4.32	4.41	2.21	2.13	2.31	2.22
x ₅	3.65	3.21	3.43	3.43	3.62	3.45	3.43	3.5
x ₆	2.31	3.67	2.89	2.96	4.53	4.62	4.67	4.61
x ₇	3.67	3.31	3.31	3.43	3.28	3.51	3.62	3.47
x ₈	4.56	4	4	4.19	4	4	4.57	4.19
x ₉	2.31	3.31	2.89	2.84	3.67	3.51	3.62	3.6
x ₁₀	2.31	3.28	2.51	2.70	3.67	3.62	3.51	3.6
x ₁₁	2.51	2.56	2.31	2.46	4.27	4.40	4.57	4.41
x ₁₂	3.68	3.48	3.50	3.55	3.64	3.62	3.51	3.59
x ₁₃	3.21	3.92	3.28	3.47	3.69	3.72	4.01	3.81
x ₁₄	2.13	2.67	2.48	2.43	4.56	3.76	4.28	4.2
x ₁₅	2.05	2.54	2.34	2.31	3.96	3.97	3.98	3.97
x ₁₆	4.42	4.89	4.35	4.55	4.56	4.78	4.07	4.47
x ₁₇	4.67	4.34	4.98	4.66	2.50	2.60	2.30	2.47
x ₁₈	4.50	4.56	4.28	4.45	2.78	3.26	2.30	2.78
x ₁₉	3.00	3.09	3.45	3.18	4.65	4.78	4.80	4.74
x ₂₀	3.45	3.87	3.78	3.7	3.78	3.98	3.56	3.77
x ₂₁	4.67	4.53	4.56	4.59	4.43	4.34	4.56	4.44

Principal component method of factor analysis with varimax rotation was employed to reduce these twenty one attributes into a few, correlated and meaningful dimensions. Only items with factor

loading of (0.50) or above and Eigen values greater than (1) were extracted.. Before applying the factor analysis Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity was used to test correlation matrix.

Nineteen out of twenty one attributes from the factor analysis resulted in six factor groupings explaining 60.1%of the total variance.

Now after the data reduction, the attributes were reduced and were loaded into six factors and the resultant model is:

$$Y(\text{organizational performance})=f(X_1, X_2, X_3, \dots, X_{21})$$

$$Y(\text{organizational performance})=f(X_1, X_2, X_3, \dots, X_6)$$

Where X_1 = Factor 1 Flexible working hours (x_1, x_2)

X_2 = Factor 2 Reward (x_3, x_4)

X_3 = Factor 3 Promotional policies (x_7, x_{15})

X_4 = Factor 4 Opportunities for social encouragement ($x_6, x_9, x_{10}, x_{11}, x_{12}, x_{13}$)

X_5 = Factor 5 Social security measures(x_{17}, x_{21})

X_6 = Factor 6 Working culture ($x_5, x_8, x_{16}, x_{18}, x_{20}$)

Multiple regression analysis was used to examine the relative importance of the overall organization performance (dependent variable) and different factors (independent variables).As shown in Table 5, in predicting goodness of fit in Regression Model, the multiple correlation coefficient (R), coefficient of determination (R^2) and F-ratio were examined. Firstly, the R was 0.521, meaning that there was a moderate correlation between independent and dependent variables. Secondly, the R^2 was 0.260 suggesting that 26% of the Variation of the overall satisfaction was explained by six factors. Lastly, an F-ratio of 39.353(significant at 0.000) meant that the results of the regression model could hardly have occurred by chance. Except for the relatively low %age of R^2 , the data fit the model well in predicting the variance of organizational performance in relation to six factors. In order to explain the relative importance of the six factors in contributing to the variance in organizational performance standardized coefficients, or betas, were examined. The table clearly indicates that as these factors will increase, the organization performance will definitely increase. The most important factors that have more impact on organizational performance were flexible working hours and rewards.

Table 5
Regression Analysis Results of Overall Satisfaction levels in relation to different factors

Dependent variable: Organizational Performance				
Independent variable: Six factors: Flexible working hours, Rewards, Promotional policies, Social Security measures, Working Culture				
Prediction: Goodness-of-fit				
Multiple R	.521			
R Square	.260			
Adjusted R Square	.241			
Standard error	.725			
F	39.313(Sig.F=.000)			
Independent Variable	Un standardized Coefficients(Beta)	Standardized Coefficients(Beta)	T-value	Sig.
Flexible working Hours	.341	.265	6.085	.000
Rewards	.267	.209	4.903	.000
Promotional policies	.219	.191	4.166	.000
Opportunities for Personal encouragement	.207	.176	3.841	.000
Social Security Measures	.189	.161	3.618	.000
Working Culture	.130	.108	2.523	.000
Constant	.964			

The regression result justifies the positive relationship between the organisation performance and the independent variables i.e. factors leading to talent management initiatives. Thus there is a positive impact of talent management initiatives on organizational performance which proves our hypothesis.

IMPLICATIONS OF THE STUDY

1. The findings clearly imply that talent management initiatives are definitely being adopted by all the organisations under study, whether public or private but private organisations are adopting it at a faster pace as compared to public organisations.
2. The analysis shows a clear relationship between factors of talent management and organisation performance i.e. if these factors are there in an organisation, the performance of organisations would increase. The most critical factors impacting performance came out to be flexible working hours and rewards.
3. In public sector organisations, the provisions of flexible working hours, opportunities for personal encouragement , rewards and promotions based on performance and good work culture are less as compared to private sector, so if these organisations have to attract and retain best talent and hence increase their performance, they have to adopt these initiatives.

4. However social security measures and promotion policies based on time thus leading to more equity is seen more in public sector companies as compared to private ones which is acting as motivation for some of the talented employees to join public sector.

POLICY OPTIONS

1. The organisations have to provide more flexible working hours as there is huge demand from talented employees to maintain a work-life balance. More sick leaves, more paid maternity and paternity leaves are to be provided especially in case of private sector.
2. The public sector has to adopt a more flexible reward structure based on performance as well as time bound to motivate employees to perform more and also maintain their traditional equity.
3. Opportunities for personal encouragement can be increased through trainings, skill development etc. and both public and private companies should adopt such measures as these would increase their innovation and flexibility , ultimately increasing performance.
4. Private sector companies should especially frame new policies for social security as most of the talented pool feels insecure in these organisations especially at the time of recession.
5. All the organisations whether public or private should establish a good work culture as it is the key to retain and attract talented people across the globe.

CONCLUSION

It is clear from the study that private organization continue to pursue high performance and improved results through TM practices, they are taking a holistic approach to talent management from attracting and selecting wisely, to retain and develop leaders to placing employees in positions of great impact. Though the public sector is lacking far behind in this initiatives but they are also moving ahead towards it. The mandate is clear: for organizations to succeed in today's rapidly changing and increasingly competitive marketplace, intense focus must be applied to aligning human capital with corporate strategy and objectives. It starts with recruiting and retaining talented people and continues by sustaining the knowledge and competencies across the entire workforce. with rapidly changing skill sets and job requirements, this becomes an increasingly difficult challenge for organisations. Meeting this organisational supply and demand requires the right talent .By implementing an effective talent management strategy, including integrated data, processes and analytics ,organisations can help ensure that the right people are in the right place at the right time, as well as organisation readiness for the future.

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One Year Rs.500
Five Years Rs. 2000

Demand draft or Cheque should be drawn in favour of Registrar, Shri Mata Vaishno Devi University, payable at Jammu.

ARTH ANVESAN

