



HR Rewired



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Diversity and Inclusion in Workplace

Diversity and Inclusion in Workplace

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Introduction:

Diversity is defined as being composed of different elements or the wide variety of something. In a workplace, this means that the workforce is composed of employees from different races, genders, sexual orientation, career backgrounds and skills. Apart from these, there are more factors that make an individual diverse; but, these broad categories can help companies identify the gaps in diversity. Identifying these gaps help companies set measurable goals and take concrete efforts in closing these gaps. Although, diversity and inclusion are often used interchangeably, inclusion is defined as the achievement of a corporate entity in which its entire workforce is treated fairly and respectfully and provided with equal opportunities and resources for growth irrespective of the diverse backgrounds namely race, gender, ethnicity, sexual orientation, etc. Efforts in inclusion help to give the traditionally marginalized groups like those based on gender, race, physical or mental disabilities, a means to feel equal and included. The immediate need of the hour in any organizational context is to ensure that voices from different backgrounds are heard and importance is given equally to everyone. This is a vital step in creating a more inclusive and equitable work environment. A diverse and inclusive workplace is one that makes everyone, regardless of who they are, feel equally involved in and supported in all areas of the workplace.

Diversity and inclusion in workplace is a social, ethical and moral responsibility, along with other serious benefits:

1. Ethnically diverse companies are 35% more likely and 15% more likely to yield higher revenue.

2. A recent Boston Consulting Group (BCG) study found a strong, statistically significant positive relationship between diversity and corporate innovation.
3. A study by Glassdoor found that 57% of employees and 67% of job seekers consider diversity an important element of their workplace.
4. When employees perceive their organisation to be more diverse and inclusive and they actually feel included, 80% of the employees are more likely to rate their employer as progressive and high performing.
5. A study published in the American Sociological Review found that companies have higher sales revenue, more customers, higher than market average share and profitability when they have the highest percent in racial or gender diversity and inclusion.

References:

1. Diversity + Inclusion. What is the meaning of Diversity and Inclusion in the Workplace in 2021? <https://builtin.com/diversity-inclusion>
2. Why is Diversity and Inclusion in the Workplace Important? By Matt Bush <https://www.greatplacetowork.com/resources/blog/why-is-diversity-inclusion-in-the-workplace-important>

Case Study:

1: Lenovo Case Study

A case study based on the 2018/19 Sustainability Report demonstrates Lenovo's approach to growing employees' diversity and inclusion capabilities. In order to do implement diversity and inclusion (D&I) in employee development, Lenovo took action to:

- a. Expand manager's global awareness: This is done by encouraging managers to lookout for diverse candidates when hiring. The participants are encouraged to expand their global awareness by becoming anthropologists.
- b. Implementing leadership development programmes: Women, under-represented groups, persons with disabilities, LGBT, and two or more races and veterans are members of this programme.
- c. Combatting Harassment: employees and managers are encouraged to take part in a biennial programme and anti-harassment course to promote healthy, safe and inclusive workplace behaviour.
- d. Operating Employee Resource Group: Lenovo's employee

resource groups include Women in Leadership Programme, Diversitas, New and Expectant Mothers Outreach, Black Leaders achieving Success in Technology and Hispanics of Lenovo Association.

To yet understand the prevailing gaps, wants and needs of employees in terms of diversity and inclusion, Lenovo conducted a comprehensive research study. The goal of the study was to allow the company to re-evaluate their practices to ensure that they are satisfying the needs and wants of the current and future generations entering the workplace.

Findings:

Employees in this study expressed their aspirations to see more representation in the leaders from diverse backgrounds. Employees have expressed that it is very important that the workforce should comprise of more women, followed by persons with disabilities, ethnic/racial minorities, LGBT and religious minorities and corporate managers/leaders are chosen from these diverse backgrounds as well.

Following is a tabular presentation of the response generated by the Employees based on certain parameters carried out in the survey.

SI. No.	Parameter	Country	% of Workforce providing an affirmative response
1.	D&I is an integral part of the Lenovo workforce to create a healthy impact on employees and their working abilities	USA	74%
		UK	64%
		Germany	53%
		Brazil	87%
		China	88%
2.	A job vacancy is advertised in a variety of locations to attract as wide an audience as possible	USA	79%
		UK	70%
		Germany	64%
		Brazil	90%

		China	87%
3.	Jobs are offered to candidates that best fit the role and not based on personal choices	USA	87%
		UK	81%
		Germany	73%
		Brazil	90%
		China	87%
4.	New employees go through the same on-boarding process irrespective of their gender, race, ethnicity, nationality, geographic area	USA	87%
		UK	82%
		Germany	74%
		Brazil	93%
		China	84%
5.	All employees are evaluated based on the same criteria irrespective of their gender, race, ethnicity, nationality, geographic area	USA	86%
		UK	81%
		Germany	74%
		Brazil	94%
		China	84%

References:

1. Case Study: How Lenovo embeds diversity and inclusion in employee development
<https://sustaincase.com/case-study-how-lenovo-embeds-diversity-and-inclusion-in-employee-development/>
2. Diversity + Inclusion in the Global Workplace Topline Findings

2: Wipro Case Study

India has a reasonable diversity in its workforce, especially in its global firms. Managing workplace diversity is a key challenge in the globalized world today. It is striving continuously to achieve an equitable workforce in terms of representation from diverse backgrounds. In order to manage workplace diversity and inclusion effectively, Wipro's diversity and inclusion program was officially launched in 2008. A case study of the same was conducted and highlights how through diversity and inclusion measures Wipro has attempted organizational sustainability. Wipro's diversity and inclusion program is based on four important pillars as provided below:

- a. **Gender:** The company has started a gender inclusiveness approach called the Women of Wipro, led by the senior management. This program enables women to channelize their passion for their personal and professional growth and provides opportunities for their long-lasting career. The members of the program undertake meetings twice a year to provide feedback and regulate its inclusion and diversity initiatives.
- b. **PwD:** Wipro's PwD inclusion system targets six chief policy areas such as Attainable Infrastructure, Accessible Information Systems, Recruitment, Education and Understanding. Wipro employed all of its employees based on their merit irrespective of their disabilities.
- c. **Nationality:** Wipro employs people around the globe. To increase sensitivity towards different cultures, the company has infused in advanced online tools, staff traveling overseas to participate in an "Online Readiness Program" which includes a cultural sensitivity module.

d. **Under-privileged and disadvantaged communities:**

The organisation aims to broaden the pool of candidates by employing people from the under-privileged communities and to add a highly devoted workforce to the organization. The organization does so by collaborating with colleges/ universities in small cities to propel recruitments, collaborating with NGOs which convey skills to the under-privileged and collaborating with state governments to impart expertise and training to trainers.

Findings:

The sustainability report of three years from 2016-2019 revealed an increasing trend in diversity and inclusion. The gender diversity increased from 33% in 2016-17 to 35% in 2017-18 and 35.2% in 2018-19. The percentage of women in management positions increased from 16% in 2017-18 to 16.9% in 2018-19. Employment of PwD increased from 334 employees in 2016-17 to 442 employees (with 8 different types of disabilities) in 2017-18 to 545 employees (with 15 different types of disabilities) in 2018-19.

References:

1. Krithi, & Pal, Ramesh. (2020). Diversity and Inclusion: Key to Improve Productivity- A Case Study on WIPRO. International Journal of Case Studies in Business, IT, and Education (IJCSBE), 4(2), 18-27. DOI: <http://doi.org/10.5281/zenodo.3977553>

3: HPCL Case Study

- HPCL as an employer strives to provide equal employment

opportunities for every individual regardless of their age, gender, geographical location, etc. They believe that a diverse workforce fosters innovation, creativity and enhances growth of not only the corporation but the individual as well. The recruitment at HPCL is a fair, objective and transparent process. The corporation employs individuals based on talent and interest. The recruitment process encourages diversity and inclusion by hiring individuals from different genders, transgender, different castes, communities, ethnicities, economic backgrounds, persons with disabilities.

- As of March 2021, HPCL has a total of 9,448 employees. Out of the total number of employees, 24% of employees are under the age of 30 mostly employed in junior management and non-management areas, 35% of employees are within the age range of 30-50 years of age and are employed in junior management, senior management and non-management and 41% are over the age of 50 years mostly working in the non-management sector followed by middle management, junior management and senior management.
- The corporation has 9:1 men to women ratio. Out of the total number of women employees, 0.7% of the women hold a position in the senior management, while 14% of the women hold positions in the middle management, 63% of the women are in the junior management and 23% of the women work in non-management.
- However, the top management of the corporation acknowledges the

fact that efforts should be put in for more representation of women especially in senior roles in the coming years.

References:

1. Hindustan Petroleum Corporation Limited Sustainability Report 2020-21.

4: HUL Case Study

Hindustan Unilever Limited is committed to becoming a diverse and inclusive company. The company has an established program for the inclusion of women in the workforce. The D&I Leadership Team of HUL led by the Executive Director and constituting senior leaders from across all functions have created a vision to expand its D&I program to focus on the inclusion of not only women but also LGBT, Persons with Disabilities (PwD), and Socioeconomically underprivileged people.

- **Gender Balance:** HUL's flagship programme for women returning from a career break called Career by Choice provides them an opportunity by providing them a platform for the transition back to mainstream work by allowing them to work on live projects but in flexible hours. The company thus saw an increase of women in managerial roles from 26% in 2012 to 40% in 2019.
- **Persons with Disabilities:** Unilever's Consumer Engagement Centre collaborates with non-profit organisations that work for Persons with Disabilities by providing them with an opportunity for employment. Consumer Engagement Centre (CEC) India, an initiative under the Unilever Sustainable Living Plan that

enhances livelihoods by creating employment opportunities for PwD. CEC India has provided employment to 5% of PwD as of 2019.

- **Socioeconomically underprivileged individuals:** CEC India further focuses on strategies that enhance the livelihoods by creating employment opportunities for socioeconomically underprivileged people. CEC India has provided employment to 31% of socioeconomically underprivileged people as of 2019.
- **LGBT Inclusion:** HUL is taking steps for inclusion of persons from LGBT spectrum into the workplace. They will now extend policies and benefits for same sex partners for all spousal benefits, extend gender transition support and invest in All Gender restrooms across its offices. The company has also launched interventions and campaigns with the aim to create awareness and reduce homophobia and make such persons feel included and valued.
- **Prayer Room:** For the purpose of inclusion of people from various religious backgrounds, HUL has launched multi-faith prayer rooms. These rooms provide people from different religious backgrounds a place to pray or indulge in quiet reflection.

References:

1. Diversity and Inclusion at Hindustan Unilever
<https://www.hul.co.in/news/news-and-features/2019/diversity-and-inclusion-at-hindustan-unilever.html>

5: Microsoft Case Study

- Microsoft continues to see a modest gain in the representation from under-represented population of women, people from different ethnicities and people with disabilities.
- **Women representation:** Out of the total workforce at Microsoft, 30.2% are women. In addition, out of the 12 members of the board of directors, 5 of them are women. 2 of the 4 board committees are chaired by women. The percentage of women in the workforce saw an increase of 25.5% in 2016, 27% in 2017, 28.1% in 2018, 29.2% in 2019 to 30.2% in 2020. 42% women held positions as company's leaders, 24% of the women held technical roles and 22.4% of women help roles as technical leaders.
- **People from different ethnicities:** Black or African American employees represented 4.9% of the total US workforce, while Asians represented 34.7% of the total US workforce and Hispanic & Latin employees combined represented around 6.6% of the total US workforce. In order to increase representation, the company is expanding their internal programs for mid-level and director level employees.
- **Persons with Disabilities:** 6.1% of the total workforce is represented by Persons with Disabilities.
- The company continues to accelerate leadership and talent development, systems of accountability and strengthening the culture of inclusion.

References:

1. Microsoft's 2020 Diversity & Inclusion report: A commitment to accelerate progress amidst global change by Lindsay-Rae-McIntyre-Chief Diversity Officer, Microsoft. <https://blogs.microsoft.com/blog/2020/10/21/microsofts-2020-diversity-inclusion-report-a-commitment-to-accelerate-progress-amidst-global-change/>

Summary:

As important it is for an organization to be diverse and inclusive, it is of more importance the ways through which diversity and inclusion can be practiced in the workplace:

1. **Using the Inclusive Workplace Model:** Inclusive cultures make people feel valued and proud of their culture. Acknowledging the differences can allow the companies to consciously introduce inclusion efforts and diversity initiatives.
2. **Diversity in the Executive Team:** The top management of a company speaks about volumes of a culture. It is thus essential to have a diverse top management team. A survey report from Boston Consulting Group found among the Fortune 500 companies that only 24 CEOs are women, which represent only 5% of the total number of CEOs. The report also pointed out that out of the 500 CEOs, only 3 are black, 3 are openly gay and only 1 identifies as a lesbian.
3. **Acknowledging and Honouring Multiple religious and cultural practices:** The companies should introduce policies to honour the various cultures and religions/faiths.
4. **Fostering a company culture where every voice is welcome,**

heard and respected: Employees need to feel free to express their opinions and ideas. Companies must make sure employees feel included and respected regardless of their age, gender, race, religion, sexual orientation, etc. One way to ensure that is to introduce a common platform for people to voice their opinions and perspectives.

References:

1. 15 Ways to Improve Diversity and Inclusion in the Workplace.
<https://socialchorus.com/blog/15-ways-to-improve-diversity-and-inclusion-in-the-workplace/>

2

Canteen Outsourcing

CAN THE ACTIVITIES OF A STATUTORY CANTEEN BE OUTSOURCED IN A FACTORY UNDER THE FACTORIES ACT' 1948?

Section 46 of the Factories Act, 1948 provides that the State Government may make rules requiring that in any specified factory wherein more than 250 workers are ordinarily employed, a canteen or canteens shall be provided and maintained by the Occupier for the use of the workers.

Based on the above the State Governments frame rules relating to standards in respect to construction, accommodation, furniture and other equipment of the canteen, the foods to be served, and the charges for the foods, the constitution of a managing committee for the canteen and representation of the workers in the management of the canteen and the items of expenditure which cannot be charged from the workers and have to be borne by the employer.

Thus, it follows from the definition itself that the employer has a statutory obligation of providing and maintaining canteen or canteens in accordance with the prescribed rules. The Act is silent on how it is to be provided and maintained. By implication it would mean that the employer is free to run the canteen either departmentally or outsource it to an external agency/contractor. But carrying out a statutory obligation through a contractor has its inherent risks. Such risks have been addressed, analysed and settled by various court judgements, over a period of about two decades.

Question of running a statutory canteen through a contractor has always been a concern expressed by various HR professionals and has been the subject matter of many Court rulings.

I would therefore like to discuss in some details the judgement which have been the guiding principles in this subject.

In ***Parimal Chandra Raha Vs LIC of India (1995)***, the Hon'ble Supreme Court held that the employees of Canteens of LIC although non-statutory, and run and managed by contractors, are the employees of the Corporation and are entitled to relief of absorption by the corporation as its regular employees.

The Courts however changed their stand in their succeeding judgements. In ***RBI Vs Workmen, 1996***, a three-judge bench of the Supreme Court held that a workman of a statutory canteen would be a workman of the establishment for the purpose of Factories Act only and not for other purposes. The status of a workman under the Factories Act confine the relationship of employer and the employees to the requirement of Factories Act and does not extend for any other purpose which include continuity of service, seniority, pension and other benefits which a regular employee enjoys. The Factories Act does not govern the rights of employees with reference to recruitment, seniority, promotion, retirement benefit, etc.

These are governed by other statutes, rules, contract or policies. Therefore, the workmen's contention that the employees of a statutory canteen ipso facto becomes the employee of the establishment for all purposes cannot be accepted.

The Hon'ble Supreme Court once again in ***Indian Petro Chemical Corporation Vs. Shramik Sena & Ors , 1999*** held that the workmen working in the canteen becomes the worker of the establishment for the purposes of Factories Act only and not for any other purposes. They do not become the employees of the management for any other purposes entitling them for absorption into the service of the principal employer. The management does exercise effective control over the contractor on certain matters in regard to the running of the canteen but such control is being exercised to ensure that the canteen is run in an effective manner and to provide wholesome and healthy food to the workmen of the establishment. The following points are thereby kept in mind.

- (a) A free hand has been given to the contractor with regard to the engagement of the employees working in the canteen.
- (b) No power vests in the management to make the appointment.
- (c) No power vests in the management to take disciplinary action against the erring workmen and their dismissal or removal from service.

On the basis of the above, it cannot be said that the contractor was an agent or manager of the establishment working completely under the supervision and control of the management and the employees working under him have become the employees of the management.

In the case of ***Haldia Refinery Canteen Employees Union & Ors. Vs M/s. Indian Oil Corpn. Ltd.(2005)***, the Supreme Court has reiterated the view of the judgments passed in Reserve Bank of India and Indian Petro Chemicals Corporation. This judgement has

very clearly stated the area of control to be exercised by the contractor and the extent of control to be kept by the management to keep a check over the quality of service provided to its employees. This judgement could be a guideline while outsourcing the statutory obligation of running canteens u/s 46 of the Factories Act, 1948.

Thus the apex court has established that the employees and workmen employed in statutory canteen should be workmen only for the Factories Act and not for all other purposes even if they are engaged by the contractors. The contention that the employees of a statutory canteen ipso facto become the employees of the establishment for all purposes cannot be accepted.

In another judgement namely, the ***General Manager Vs Canteen Workers of BHEL, 2010***, the Supreme Court has stated that where BHEL was providing canteen to its employees in accordance with Section 46 of the Factories Act, the canteen was originally managed by independent contractor and subsequently it was managed by a society formed by the workmen of the contractor. It cannot be said that the workers of the canteen are in effect the workers of the company. The accounts of the Society clearly shows that it was having a budget and provisions were made for payment of salary and dividend to its members. Therefore, the society was managing its affairs independently without the control of BHEL. The Court further held that the obligation to provide a canteen has to be distinguished from the obligation to provide facilities to run the canteen. The canteen that runs pursuant to the obligation does not become a part of the establishment.

From the foregoing judgements of Apex Court, we find that the judicial interpretation has undergone a major shift in their approach to running of statutory canteens through contractors and the present trend of judgements does not cast an obligation upon the principal

employer to absorb the employees of contractor.

Therefore, summing up, the take away from the judgements above can be stated as below:

1. There is no such absolute proposition in law that the employer has to engage his own employees for running the canteen activities.
2. It is the discretion of the employer on how to discharge his statutory obligation of providing and maintaining a canteen for his employees.
3. The engagement of contract labour does not establish employer-employee relationship automatically under Section 46 of the Factories Act.
4. If the contract is a 'sham' one (not genuine), i.e. when administration, supervision, disbursement of wages, attendance, sanctioning of leave, etc. for the contract labour are directly done by the principal

employer, it may amount to unfair labour practice by the principal employer and in that event the demand for absorption may be sustainable.

5. However, the Supreme Court has held that even in such cases, the contract labours are to be treated as employees of the establishment only for the purpose of Factories Act. In other words, they are to be governed under the provisions of the Factories Act as stated for other employees like health, safety, welfare, hours of work, engagement of female employees, etc.

In view of this position of law, being sufficiently clear, outsourcing of canteen activities does not appear to be posing issues subject to the guidelines, which have been stated in the above mentioned Supreme Court's judgements.

JOSEPH ANTHONY KUJUR

3

Workman Under the Industrial Disputes Act, 1947

A “Workman” under the Industrial Disputes Act, 1947



Whether an employee is workman or not a workman under the Industrial Disputes Act, 1947.

Name: Kundansingh Purohit

Designation: Sr. HR Officer

Location: Western Region Pipelines – HQ

WORKMAN UNDER INDUSTRIAL DISPUTES ACT, 1947

The Industrial Disputes Act, 1947 (Act) means any business, trade, manufacture or calling of employers and includes any calling, service, employment, handicraft, or industrial occupation or avocation of workmen is the governing legislation that provides the machinery and procedure for the amicable settlement of conflicts between an employer and employee so that industrial peace is maintained. This Act applies to all industries and establishments which employ workers, irrespective of the number employed. Under Section 2(j) of the Act, the definition of "industry". The term "industry" has evolved, and at present it covers even establishments run without any profit motive, such as government undertakings, statutory bodies and corporations, clubs, chambers of commerce, educational institutions, co-operatives, research institutions, charitable projects and other kindred activities.

To determine if an employee is a workman or not under the Act is a subject of intractable controversy. When an employee is involved in a dispute with the employer or in a situation where his employment is terminated and such individual wants to avail the protective umbrella of the Act, the employer contests by raising an objection that the employee is not a workman within the definition of the Act. This article discusses various factors which determine the circumstances when an employee will be considered a workman.

The Industrial Disputes Act under Section 2(s) defines a "Workman" as–

Any person (including an apprentice) employed in any industry to do any manual, unskilled, skilled technical, operational, clerical or supervisory work for hire or reward, whether the terms of employment be expressed or implied, and for the purpose of any proceeding under this Act in relation to an industrial dispute, includes any such person who has been dismissed, discharged or retrenched in connection with, or as a consequence of, that dispute, or whose dismissal, discharge or retrenchment has led to that dispute, but does not include any such person–

- Who is subject to the Air Force Act, 1950 (45 of 1950), or the Army Act, 1950 (46 of 1950), or the Navy Act, 1957 (62 of 1957); or
- Who is employed in the police service or as an officer or other employee of a prison; or
- Who is employed mainly in a managerial or administrative capacity; or
- Who, being employed in a supervisory capacity, draws wages exceeding ten thousand rupees per mensem or exercises, either by nature of duties attached to the office or by reason of the powers vested in him, functions mainly of a managerial nature.

STATUTORY DEFINITION & ITS ANALYSIS

The definition can be split into three parts:

The **first part** envisages that for any person employed in an industry to qualify as a workman, he must be engaged in a type of work mentioned in the definition. The **second part gives an extended meaning** to the word workman as it includes employees dismissed, discharged or retrenched in connection with an industrial dispute or whose dismissal, discharge or retrenchment has led to an industrial dispute. The **third part is exclusionary** in nature.

Therefore, it is clear that **all workmen are employees but all employees may not be workmen** for the purpose of the Act. In order to be a workman it is not necessary that a person must be employed in a substantive capacity. This means every person employed in an industry, regardless of his status of an apprentice (considered as a trainee), permanent or probationer will be treated as a workman. Not all apprentices will fall within the four corners of the definition; Indian jurisprudence has made it clear that an apprentice be treated as a workman provided he performs duties of a workman.

The important question is what does it mean to be a workman? The answer lies in the fact that every employee covered in the definition can avail various benefits under the Act. A workman can raise an industrial dispute with the employer regarding discharge, dismissal, retrenchment or termination of his services. Section 25F of the Act provides mandatory conditions for retrenchment of workers.

In Purandaran vs Hindustan Lever Limited the petitioner adopted the Voluntary Retirement Scheme (VRS) introduced by the respondent and, subsequently, left employment. Thereafter, he learned that there was a change of terms in the VRS under which 15% in excess of what the petitioner got was payable. The petitioner claimed the payment of the enhanced amount from the respondent and raised an industrial dispute. The Court held that the petitioner had adopted the VRS, which amounted to his resignation, and, as a result thereof he is not entitled to claim the status of a workman and so cannot raise any industrial dispute. Clearly, the prerequisite for an industrial dispute is that the person raising it must fulfil the criteria of a workman.

IMPORTANT POINTS

- The **object of Industrial Disputes Act, 1947** is to **make provisions for the investigation and settlement of industrial disputes**, and for certain other purposes between employer and workers. Therefore it is necessary to give an elaborate definition explaining what sort of persons come under the purview of 'workman'. **The approach of Section 2(s) is a positive one and not a negative one.**
- The word '**workman**' means **any person employed in any industry etc.** It is a very exhaustive term, including any person, apprentice employed in any industry to do any manual, skilled, unskilled, technical, operational, clerical or supervisory work for hire or reward etc.
- Certain categories of persons viz the persons having managerial or administrative capacity are excluded from the definition of workman. There is a difference between 'supervisory', 'managerial' or 'administrative' capacity.
- Whether the piece-rated workers are to be treated as workmen?

This is the most important question raised before the Courts on several occasions. In the leading **case Silver Jubilee Tailoring House vs. Chief Inspector of Shops and Establishments and Shining Tailors vs. Industrial Tribunal**, the Supreme Court gave judgments in favour of piece-rated workers holding them as workmen within the meaning of Section 2(s) of the Industrial disputes Act, 1947.

In Arkal Govind Raj Rao vs Ciba Geigy of India Ltd it was observed that: where an employee has multifarious duties and a question is raised whether he is a workman or some other than a workman the Court must find out what are the primary and basic duties of the person concerned and if he is incidentally asked to do some other work, which may not be necessarily in tune with basic duties, these additional duties cannot change the character and status of the person concerned. In other words, dominant purpose of the employment must first be taken into consideration and gloss of some additional duties must be rejected while determining the status and character of a person. Therefore, in determining which of the employees in various categories are covered by the definition of a workman one has to see what is the main or substantial work which he is employed to do.

In **R.G. Makwana vs. Gujarat State Road Transport Corporation** (The High Court of Gujarat) has held that any person who has been dismissed, discharged or retrenched in connection with or as a consequence of a dispute is also included within the definition of the workman under Section 2(s). What is important and relevant is the date of reference. As on that date requisite conditions of the definition of the term 'workman' as per Section 2(s) have to be satisfied. In this case the workman was a dismissed workman and his salary on the date of reference was clearly covered by the main definition of the term workman and did not fall within the accepted category of clause (iv).

FACTORS WHICH DETERMINE WHEN AN EMPLOYEE WILL BE A WORKMAN

- **Contract of employment:** The first essential condition for a person to be a workman is that there must be a contract of employment between the parties and a relationship of employer-employee or master-servant must exist. Indian courts have ruled that the prima facie test to determine the relationship between master and servant is the existence of the right in the master to supervise and control the work done. It is important to be able to direct not only the work to be performed but also the manner in which it shall be done.

An employment contract also establishes an employer-employee relationship, and in the absence of which no person can claim to be a workman. For instance, professionals like doctors, lawyers, physicians who render part-time services in various institutions can claim the status of workman only when it is established that they render services to an employer who owns an industry.

Additionally, the employee must be paid some remuneration irrespective whether the terms of his employment are express or implied.

- **Contract labour:** At this stage, it is pertinent to discuss an important and a growing segment of the workforce - contract labour. Large industrial operations increasingly use the services of an independent contractor who, in turn, supplies people to an enterprise. Where a contractor employs a workman to do the work which he contracted with a third person (a company), the workman of the contractor will not become the workman of the management. For instance, employees engaged by a contractor running the canteen of a factory cannot be the employees of the company.

The contractor is responsible for payment of remuneration to the employees and not the management. However, under Indian law, the contract workers are legally bound to the contractor, but if the contractor defaults in providing any benefits that a

contract labour is entitled under the law, the principal employer is liable. The principal employer will be the company where the workers work. Contract labourers under the law are eligible to receive, from the contractor, benefits such as provident fund and employee state insurance.

There is ambiguity whether a contract worker will qualify as a workman. There have been situations where such workers have come within the ambit of the definition of a workman.

The terms of the contract between the contractor and the Company govern the employment of the contract labour. The triggers for creation of a potential industrial dispute for contract and temporary/casual employees may arise when there is: (i) a tendency/frequency to hire workers who are engaged in the activities that are contrary to any local notification prohibiting employment of contract labour, (ii) non-compliance with provisions of legislations which require employers to provide benefits to its employees including contract labour, and (iii) excessive control/check on the activities of contract labour. The Courts have held that if the principal employer keeps control on contract labour, including granting them leave or extending any salary advance, then the contract between the contractor and principal employer is a sham. In *Ram Singh & Others v. U.T. of Chandigarh*; both the contractor and contract labours were held to be direct employees of the principal employer.

- **Employment in an industry:** Another essential condition for a person to be a workman is employment in an "industry" as defined in Section 2(j) of the Act.

It is not essential that the employment in the industry should have direct nexus with the main industrial activity; the employees who are employed in connection with operations incidental to the main industry will also be treated as workmen. For instance, if workers are employed by a sugar factory to remove press-mud from the sugar factory, the workers will be considered workmen, as removing press-mud is an activity which is the part of the sugar factory.

- **Nature of work:** Another determinative factor is the nature of duties and functions enumerated in the definition of workman. This means that in order to become a workman, an employee must be engaged in mainly seven types of work i.e. manual, unskilled, skilled, technical, operational, clerical and supervisory work. However, under modern industrial conditions large numbers of employees are often required to do more than one work. In such a scenario, it becomes necessary to determine under which of the seven classifications the employee will fall in order to determine whether he qualifies as a workman. The scope of the present discussion is limited to the people who are engaged in doing technical, supervisory and managerial activities.

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- **Technical work:** Any person who is engaged in doing any technical work which involves special mental training or scientific or technical knowledge, will fall under the definition of workman. However, every work of technical nature which involves technical skill does not necessarily give rise to the relationship of employer and employee. Technical work requires training or knowledge or expertise of a particular art or science to which that work pertains.

In Bombay Dyeing and Manufacturing Co Ltd v RA Bidoo it was held that a person is said to be employed in a technical capacity if he possess some special skills. In the present case, the respondent was employed as a camera operator in the company. He was working in the screen-making department of textile mills and was responsible for testing new chemicals and graphite films and, accordingly, advise the management of their suitability. The company terminated the employment of the respondent without assigning any reason. The respondent raised an industrial dispute contending that his termination was not justified. The Court considered the nature of his work and held that the work done by him was not of a technical nature as it did not require application of any special knowledge which would result in the creation of a work peculiar to the talent of the respondent. Hence, the petition was dismissed.

For example, a doctor performing the duties of examining patients, diagnosing diseases and prescribing medicines is considered to possess specialized skills required for performing the job. As a result, he will qualify as a workman doing technical work only when it is established that he is employed in an industry, and where the condition of an employer-employee relationship is fulfilled. Doctors rendering professional services to various establishments or engaged in private practice where no relationship of employment is created will not be entitled to claim the status of workmen.

Therefore, it is pertinent to note here that there are two guiding factors which determine whether a technically qualified person is a workman or not. He will become a workman only when it is established that he is employed in an industry and performing work of a technical nature. However, in order to determine whether the nature of duties performed by a workman will fall under the technical category, the court has to consider the facts and circumstances of each case.

Supervisor's predominant function is to see that work is done by workers under him in accordance with the norms laid down by the management: he has no power to take any disciplinary action (G. M. Pillai v. A.P. Lakhmika Judge, III Labour Court, 1998 LLR 310). In determining disputes regarding the nature of work performed by an employee and whether it was supervisory in nature or otherwise, the court considers the primary duties of an employee and functions assigned to him. An important consideration for this section is that it deals with persons doing supervisory work and earning below Rs10, 000 a month. An employee working in a supervisory capacity whose monthly salary is above the aforesaid limit will not qualify as a workman. In practice, very few people will earn the sum mentioned, and yet be supervisors. Therefore, the legislators need to evaluate the wisdom of retaining this amount.

- **Supervisory work:** Where the employee possess the power of assigning duties and distribution of work such authority of employee may be indicative of his being supervisor doing supervision. In a broad sense Supervisor is one who has authority over others: someone who superintends and directs others. An employee who in the interest of the employer has responsibility to directly control the work done by the other workers and if the work is not done correctly to guide them to do it correctly in accordance with norms shall certainly be a Supervisor. A supervisory work may be contra-distinguished from managerial and administrative work and, so also a supervisor from manager and administrator. In any event, Indian courts have ruled that where an employee has multifarious duties and a question is raised whether he is a workman or not, the court should consider the primary and basic duties of the person concerned. The determinative factor is the main duties of the concerned employee and not some work done incidentally. For instance, where an employee is mainly engaged in supervisory work and if he is asked incidentally to do some clerical work, these additional duties cannot change the character and status of the person and he will be considered as a workman doing supervisory work. Moreover, if the workman is mainly engaged in work which is of manual, clerical or technical nature, the mere fact that some supervisory or other work is also done by him incidentally or as a small fraction of his work, will not take him out of the purview of the definition of a workman. In other words, the dominant purpose of employment must be first taken into consideration and the gloss of some additional duties must be rejected while determining the status and character of a person.

In Management of Sonepat Cooperative Sugar Mills Ltd. vs Ajit Singh, the respondent was appointed as a legal assistant by the appellant to prepare written statement and notices and draft legal opinions. He also used to perform some quasi-judicial functions like conducting departmental enquiries against the workmen employed in the industrial undertaking of the appellant. While he was employed by the appellant in that capacity, it was decided to abolish the position. The respondent raised an industrial dispute raising his contention that his termination was not justified. However, the appellant opposed the respondent's contention and pleaded that he was not performing any managerial or supervisory duties and, therefore, would not be a workman. The Supreme Court held that the job performed by the respondent was of "legal clerical nature" which involves creativity of mind. Further, merely because the respondent had not performed any managerial or supervisory duties did not disqualify him as a workman.

- **Managerial or administrative work:** The definition of workman specifically excludes a person working in a managerial or administrative capacity. The mere designation of a person as a manager or an administrator of an industry is not sufficient to conclude that he is not a workman. To ascertain his status as a workman the nature of duties assigned to him are relevant. For instance, while considering whether a software engineer is a workman or not it is essential to see whether his position has administrative or managerial powers. If he is working only in a managerial or administrative capacity he will not be a workman.
Principal Nature of Duties and Functions: Whether or not an employee is a "workman" under Section 2(s) of the Industrial Disputes Act is required to be determined with reference to his principal nature of duties and functions. Such question is determined with reference to the facts and circumstances of the case and materials on record and it is not possible to lay down any strait-jacket formula which can decide the dispute as to the real nature of duties and functions being performed by an employee in all cases (S. K. Maini v. M/s. Carona Sahu Company Ltd. & Ors., reported in 1994 2 CLR 359).

In Central Bank of India, Lucknow vs. Assistant Labour Commissioner, Kanpur and others, respondent was a bank manager performing managerial and administrative function as an executive officer of the branch. On account of his suspension, he raised an industrial dispute contending that his suspension is illegal. The court held that the role of a branch manager essentially consists of ensuring business development by continuously educating his customers along with his staff on various services the bank can offer. Therefore, on account of the nature of his duties which are purely of managerial and administrative nature like planning and organizing branch's performance, staff administration and development etc. he cannot come under the definition of workman. Hence, the petition was dismissed.

- **The meaning of Workman Held:** A person to be a workman under the IDA must be employed to do the work of any of the categories as mentioned under the Section 2(s). The same must be established even if a does not perform managerial or supervisory duties. It must be established that he performs skilled or unskilled, manual, supervisory, technical or clerical work for hire or reward. It is not enough that he is not covered by any of the four exceptions to the definitions (*Mukesh K. Tripathi v. LIC*, (2004) 8 SCC 387).
- **Full Time or Part Time:** What is also important to note is that the definition of workmen doesn't make any distinction between fulltime or part time employee or a person employed on contract basis. Labour/Industrial Court must determine whether a person is employed in an industry for hire or reward for doing manual/skilled/unskilled/operational/technical/or clerical work in an industry (*New India Assurance Co Ltd. v A Sankaralingam*, (2008) 10 SCC 698).
- **In Case the person regarding whom the dispute is raised is not a Workman?** Where the Workmen raise a dispute as against their employer, the person regarding whose employment, non-employment, terms of employment or conditions of labor the dispute is raised, need not be, strictly speaking, a 'workman' within the meaning of the Act, but must be one in whose employment, non-employment, terms of employment or conditions of labor the workmen as a class have a direct or substantial interest. The expression 'any person' in section 2(k) of the ID Act must be read subject to limitations and qualifications.

The Section 2(k) of the ID Act states that:

Means any dispute or difference between employers and employees, or between employers and workmen, or between workmen and workmen, which is connected with the employment or non-employment or the terms of employment or with the conditions of labor, of *any persons*;

The two crucial limitations are (1) the dispute must be a real dispute between the parties to the dispute so as to be capable of settlement or adjudication by one party to the dispute giving necessary relief to the other; and (2) the person regarding whom the dispute is raised must be one in whose employment, non-employment terms of employment, or conditions of labor, the parties to the dispute have a direct or substantial interest (*Workmen of Dimakatch Tea Estate v. Management of D.T.E.*, AIR 1958 SC 353).

THINGS TO BE CONSIDERED WHILE DETERMINING WHETHER AN EMPLOYEE IS A WORKMAN OR NOT?



CASE LAWS: WHO IS A WORKMAN UNDER I. D. ACT 1947?

- **In Chintaman rao vs. state of Madhya Pradesh AIR (1958) SC 358**

It was held that there should be a contractual relationship between master and servant i.e. the workman is under the supervision, direction and control of his master.

- **In Atam prakash & ors vs. state of Haryana & ors 1997 (2) LLJ (P & H)**

It was held that to be a workman within section 2(s) of this Act he should be employed in an industry and there should be master servant relationship.

- **In John joseph khokar vs. bhadange B. S. & ors 1998 (1) LLJ 447 (bom)**

It was held that in determining that whether a person is a workman or not the court has to principally see main or substantial work for which he is employed. Neither designation nor any incidental work done by him will get him outside the purview of this Act.

- **In Physical Research Laboratory vs. K.G. Sharma (SUPREME COURT OF INDIA)**

It was held that Laboratory Ahmadabad, would come within the definition of "workmen" under the Industrial Disputes Act and other similar legislation in the field of relations between employers and employees."

In Arun Kumar Ramkrishna Datta vs. Gujarat Co-operative Oilseeds Growers Federation Ltd., 2004 (100) FLR 7 (IT Ahmedabad) (Sum) the following test have been laid down :

1. It is the dominant purpose of the employment that is relevant and not some additional duties which may be performed by the employee.
2. It is not the designation of the post held by the employee which is relevant, but what is relevant is the nature of duties performed by the employee.
3. The Court has to find out whether the employee can bind the company in the matter of some decision taken on behalf of the company.
4. What is the nature of the supervisory duties performed by the employee? Do they include directing the subordinates to do their work and/or to oversee their performance?
5. Does the employee have power either to recommend or sanction leave of the workman working under him?
6. Does he have the power to take any disciplinary action against the workmen working under him?
7. Does he have the power to assign duties and distribute the work?
8. Does the employee have the authority to indent material and to distribute the same amongst the workmen?

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9. Does the employee have power to supervise the work of men or does he supervise only machines and not the work of men?
 10. Does the employee have any workmen working under him and does he write their confidential report?

WHO IS NOT A WORKMAN UNDER I.D. ACT 1947

There are certain employees who cannot be considered as workmen by the statute as per section 2 (s)

- **In Ved prakash gupta vs. m/s delton cable India (p) ltd., AIR 1984 SC 914**
It was held that a person employed in managerial capacity or administrative capacity is not a workman.
- **In Bhaskaram vs. kerela state electricity board 1986 LLN 869**
It was held that an apprentice cannot claim any privilege as workman.
- **In Vimal kumar Jain vs. labour court, Kanpur & anrs. , AIR 1988 SC 384**
It was held that maintenance engineer supervising the work of maintenance with the power to grant leave, to initiate disciplinary proceedings and to make temporary appointments is not a workman.
- **In State of Maharashtra & ors vs. shaligram, s/o dhondbaji charjan & ors, 1998(2) LLR 1012 (bom)**
The above view regarding medical officers was confirmed. It was held that empowered with administrative work and supervisory work over the staff working under him cannot be regarded as workman.
- **In Mar Baselius Medical Mission Hospital v. Joseph Babu 2007 II LLJ 925 (Ker)**
It was held that a doctor examining patients, diagnosing diseases and prescribing medicines as a full-time employee of hospital cannot be a "workman", irrespective of his designation.

RECENT DISPUTES OVER STATUS OF WORKMAN

No more strikes: Govt may take away workmen status from pilots

SHARMISTHA MUKHERJEE
NEW DELHI, APRIL 28

THE government has set the ball rolling on a proposal to remove pilots from the 'workmen' category under the Industrial Disputes Act — a move that will take away their rights to go on strikes.

The proposal, which has been approved by civil aviation minister Ashok Gajapati Raju Puspapati, will now be taken up with the labour ministry.

A senior official in the ministry of civil aviation said, "We are going to ask the labour ministry to remove pilots from the workmen category. Pilots are highly paid and should not be clubbed with other workmen. Removal of pilots from this category will mean they cannot go on strikes."

AT PRESENT, PILOTS CAN GO ON STRIKE ON 15-DAY NOTICE



Currently, employees in the 'workmen' category which includes pilots can go on a strike by giving 15-day prior notice to the management.

The official added that Raju has already asked civil aviation secretary V Somasundaran to take up the matter with the labour ministry.

Employees in the 'workmen' category which includes pilots can go on a strike by giving 15-day prior notice to the management. The official added that Raju has asked civil aviation secretary V Somasundaran to take up the matter with labour ministry.

This is the first time that the government has moved this proposal requesting labour ministry to remove pilots from the 'workmen' category.

The proposal to remove commanders from the 'workmen' category was first proposed in 2009 when 650 pilots in Jet Airways disrupted operations for five days.

The Indian EXPRESS Wed, 29 April 2015
epaper editions epaper.indianexpress.com/c/6578294

Pilots removed from workman category.

Govt says they perform managerial and administrative work.

As pilots flex muscles, Air India CMD Lohani cracks the whip

SHARMISTHA MUKHERJEE
NEW DELHI, SEPTEMBER 11

AT A time when a section of pilots in national carrier Air India have been agitating against being removed from the 'workmen' category which essentially prevents them from participating in strikes, newly appointed chairman and managing director Ashwani Lohani, in his first message to employees has said that the organisation will always maintain a 'zero tolerance' policy towards indiscipline.

In a letter dated September 11, 2015, Lohani has said that while Air India will take care of its 'workforce' and the management will take pro-active steps to ensure that staff grievances are resolved, "the organisation shall always maintain zero tolerance to indiscipline".

The message comes at a time when the 660-member Indian Commercial Pilots' Association (ICPA) undertook a secret ballot to decide whether they would go on strike to protest against the management's decision to remove pilots-in-command from the 'workmen' category.

Lohani, who took charge last week in his message to employees, also highlighted the need to enhance passenger service in the airline. "This can be done through high stan-



Lohani, who took charge last week, in his message to employees, also highlighted the need to enhance passenger service in the airline

dards of cleanliness of the aircraft cabin, improvements to the cabin, working IFE (in-flight entertainment) system, audible announcements, courteous behaviour and above all a happy smile on the face of every employee of Air India," Lohani has written in his letter. He elaborated that while maintaining highest standards of cleanliness and upkeep of all establishments, employees of Air India should remember that they are in the service industry and demonstrate an eager-

ness to serve customers from the heart with a smile as symbolised by the airline's mascot 'the Maharaja'.

He stressed the need to improve efficiency of the entire engineering set-up for reliable and timely availability of aircraft. This would help achieve the CMD's objective of attaining over time 100 per cent on-time performance. Lohani in his letter has written, "It is absolutely paramount to ensure very high levels of OTP. While the target will always remain 100 per cent, at this initial stage, we should guarantee at least 90 per cent." Interestingly, as per data available with the national carrier, the airline has been clocking 99 per cent OTP over the last six days.

In its bid to achieve the desired OTP, the CMD has asked all employees to ensure that there is no compromise on safety related matters. An Air India spokesperson said, "With the continuous effort and team work at Air India, its India region On Time Performance has jumped significantly in the last six days to reach maximum at 99 per cent... Air India will continue to work towards it with same zeal."

Lohani added, given the "grave crisis" the airline is going through, it is pertinent that at this critical juncture all employees maintain integrity, not "seek and serve petty personal interests" but work with total commitment so that the brand may "soar the skies" again.

Pilots of AI agitates for being removed from the workman category

The Indian EXPRESS Sat, 12 September 2015
epaper editions epaper.indianexpress.com/c/6516444

CONCLUSION

Courts and scholars have been grappling with the question of 'who is a workmen' for centuries. A single uniform definition for 'workman' is the need of the hour, considering all the confusion of the courts on the subject as to who is workman and who is not, under the various legislations. While determining an employee is workman or not we have to assess the dominant nature of work, disciplinary powers, employer- employee relationship, supervision, power to assign leaves and other important things discussed above and it also varies from situation to situation.

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Health and wellness- From benefits to necessity

Article by Mr. Rajdeep Goswami,
Mgr(HRD), ERO

Health and wellness- From benefits to necessity:

-Rajdeep Goswami

"Physical fitness is not only one of the most important keys to a healthy body, it is the basis of dynamic and creative intellectual activity." ~John F. Kennedy

Health and well-being in the workplace have become common topics in the mainstream media, in practitioner-oriented magazines and journals and, increasingly, in scholarly research journals. There exists a vast but surprisingly disjointed and unfocused body of literature across diverse fields that relates directly or indirectly to health and well-being in the workplace. These literature addresses health and well-being from physical, emotional, psychologic and mental perspectives. Because of the broad domain reflected in this literature, there is also considerable variation in the meanings and definitions attached to the term's health and well-being. Despite this lack of clarity, however, employee health and well-being in the workplace are important concerns that should continue to receive attention. In addition, these experiences also "spill over" into non-work domains. Workers spend about one-third of their waking hours at work, and don't necessarily leave the job behind when they leave the work site. Indeed, the overlap between non-work and work has become a popular research area, with the recognition that a person's work and personal lives are not separate entities but,

instead, interrelated and intertwined domains having reciprocal effects on each other. Health and well-being can refer to the actual physical health of workers, as defined by physical symptomatology and epidemiological rates of physical illnesses and diseases. The second is that health and well-being can refer to the mental, psychological, or emotional aspects of workers as indicated by emotional states and epidemiological rates of mental illnesses and diseases. Adding to these two person-related dimensions are the societal dimensions of health and well-being, such as alcoholism and drug abuse rates and their consequences. Diener (1984) has used the term "subjective well-being" to describe a person's overall experience in life and suggested that it essentially reflects a person's self-described happiness. First, well-being has been defined by external criteria as some "ideal condition" that differs across cultures. Second, subjective well-being has been labeled as life satisfaction because in attempts to determine what leads to the positive evaluation of life, researchers have discovered that this subjective form of happiness is a global assessment of the

quality of one's life guided by a person's own set of criteria. Third, the meaning of happiness is used to denote a preponderance of positive affect (e.g., being energetic, excited, and enthused) over negative affect (e.g., anger, disgust, guilt, depression) and this is how happiness is generally used. Aside from interactions with personality traits and other factors, stress per se is also recognized as an important component and major problem of everyday life-threatening individual, organizational, and societal health. Stress-related disability claims, for example, are now the most rapidly growing form of occupational illness within the workers' compensation system.

The nature of work is changing, and some changes may have a considerable effect on worker well-being. On the one hand, new practices that are being adopted to promote employee well-being (e.g., non-standard employment arrangements) can also foster team member engagement and improved performance, and the evidence base for the effectiveness of workplace wellness and health-promotion programs is growing. On the other hand, today's emphasis on technology, artificial intelligence, and robotics may create new challenges for workers' well-being and health. For example, the growing gig economy (i.e., a labor market characterized by the prevalence of short-term contracts or freelance work rather than part-time or salaried employment) means that workers are less likely to have many of the benefits of employment and more likely to have job insecurity than they did in the past, which can lead to increased stress and negative health outcomes

A lot of simple ways can be incorporated to help focus activity on **engaging** everyone on the issue of wellbeing in the workplace to remove stigma around mental ill

health, **educating** managers and wider workforce about mental health awareness and **embedding** good practice and the right support processes. There are 5 major workplace wellness statistics that every employer should know:

- Wellness programs improve employee health behaviors
- Wellness programs reduce elevated health risks
- Wellness programs reduce healthcare costs
- Wellness programs improves productivity
- Wellness programs can decrease absenteeism

Employee wellness. What was once a segment of the benefits package offered to employees, has today become a non-negotiable priority for businesses that hope to sustain and grow in the long run. Fueled by the outbreak of the coronavirus, people safety is now accompanied by severe warnings to address the mounting mental health concerns, over and above the physical well-being of employees. While holistic wellness had begun to make its relevance felt across businesses much before the pandemic, what has emerged as the most critical component of the wellness umbrella today is mental wellness.

Microsoft's latest Work Trend Index report brought how the pandemic impacted well-being at work globally with five key findings:

- The pandemic increased burnout at work – in some countries more than others

- Causes of workplace stress differ for Firstline and remote workers
- Six months in, there are more communications and fewer boundaries
- No commute may be hurting, not helping, remote worker productivity
- Studies show meditation can fight burnout and stress during the workday

According to the report, over 30% of first line and information workers stated the pandemic has increased their feelings of burnout at work. The report also highlighted that everyone is experiencing this time differently—44% of those in Brazil are feeling more burned out compared to 31percent in the US and 10% in Germany. In terms of how longer workdays impact feelings of burnout—workers in Australia saw the highest increase in workday span in Microsoft Teams (45%), with a medium increase in burnout. While workers in Germany saw very little change to workday span or feelings of burnout. Among all the surveyed markets globally, India was found to have the longest workday span. According to a CDC report, "During the first quarter of 2020, the number of telehealth visits increased by 50%, compared with the same period in 2019, with a 154% increase in visits noted in surveillance week 13 in 2020, compared with the same period in 2019." How these numbers and healthcare benefits for scale and evolve will unfold in due time.

From organizations like Oyo, L'Oréal offering an extended weekend on Independence Day, to Google offering an extended weekend with Labor Day, several

organizations stepped up to the occasion and recognized the need to value the mental well-being of employees and give them an extra day-off. Some even introduced a new working culture with 'Meeting Free Days' and no calls after 7 PM'.

Satyanarayanan Visvanathan, SVP and Head of HR (Global) & Corporate Quality, CSS Corp, highlighted the importance of building minds that are focused, empowered and fit and shared a host of initiatives that the organization undertook. "Our exclusive CHEER framework (where 'C' stands for Communicating with employees, 'H' for Highlighting their accomplishments, 'E' for Energizing them, 'E' for Engaging with them, and 'R' for Recognizing and Rewarding them) and initiatives to ensure multi-channel employee connect and employee assistance, not only puts a smile on our employees' visage but heightens their mental strength.

Deloitte's 2021 Global Human Capital Trends report states, "The incorporation of well-being into work must be done symphonically, championed by leaders at every level and in every function if it is to make a meaningful difference. As technology becomes ingrained in every aspect of how people work, technology leaders will face a growing responsibility to work with HR and the business to ensure that those technologies, and the workflows and processes that complement them, are designed and executed in a way that promotes worker well-being."

Well-being overall has a direct impact on every single part of an employee life cycle, recognizing its importance and making wellness programs an indispensable part of every workplace should be integral for every organization. With several fitness and

wellness apps and websites available in the market that might discourage employees from availing organization led programs, it becomes a concern for organizations on how to then redesign and promote key initiatives to demonstrate a positive impact of investing in wellness initiatives. However, it is evident that initiatives alone cannot foster a supportive environment for mental well-being. There needs to be an undeterred focus on creating a culture that promotes and enables wellness, while also being respectful of those who are willing enough to be vulnerable and open, and trust the workplace for honest conversations.

From a work design perspective, it appears that a majority of the organizations are planning infrastructure, policies and culture for a hybrid workplace, with both remote work and return to office being important constituents. How employers ensure employee wellness for a distributed

workforce through these uncertain times, keeping wellness holistic yet focused, will determine their ability to build a healthy and productive workplace, one that isn't just profitable and gets the job done, but one that has a purpose, with sustainability - of both people and business - at its core. With high hopes, let's walk towards achieving this balance.

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Deloitte's [2021 Global Human Capital Trends](#) report

Microsoft's [Work Trend Index](#) report

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Resurrection
HR Magazine SB

Resurrection

By Sudipto Basak, Sr. Manager PRCC, HPCL

Amongst the umbrella heads rising from the log of wood, one could see fine translucent green shoots coming out. Soon, green shoots with little green leaves were seen sprouting from all parts of the log overshadowing the fungal growth. In a few weeks, they were everywhere. Rising tall, they formed the dominant layer in this new found and unlikely habitat - a dead forgotten tree.

Struck down by the fury of a storm, the piece of log was once part of a magnificent tree of ever so green HP Nagar east, the company housing colony. In its hey days, the tree rose to handsome height. Its branches spread far and wide, almost touching its compatriots rising from the other side of the road. Many storms had gone past and many furious seasons of monsoon had spewed their fury onto the tree, but it withstood them all with stoic resilience.

Change, however, is the only constant of Nature. The old must give in to the new, the dead must give in to the living. 2020 and 2021 had been those kinds of years, which have taken living beings across the world by storm. . After fighting many monsoons, the tree finally gave in to the tempestuous monsoon of 2020 and the dead log of wood lying near the side of road is all that is left of it. But as nature has its ways, it now bears a micro ecosystem full of thriving fauna and flora.

The lesson that this piece of log, lying by the side of the road teaches us is Resurrection. After every end, there is a new beginning. We have romanticized this notion not today, but for thousands of years now.

Demeter and Persephone

Classical mythology incorporates this observation into the belief system of the ancient Greeks. In the Greek world, they noticed the changing of seasons and set

out to explain what was happening in terms of the experiences of the Gods.

The Greeks would observe that plants would undergo a cycle of living and dying each year. In the spring and summer, the plants would be vibrant, colorful, and lush. In the winter, all the vibrancy would fade away, leaving only remnants of branches, twigs, and trunks devoid of any plant life.

The Greeks surmised that their deities were undergoing some experience. They developed the myth of Demeter and Persephone. According to the story, Demeter was the goddess of plant life and the harvest. Along with her daughter, Persephone, her job was to ensure the evergreen presence of all plants on earth.

Hades, god of the Underworld, fell in love with beautiful Persephone when he saw her picking flowers one day in a meadow. The God then carried her off in his chariot to live with him in the dark Underworld.

Due to Persephone's abduction by Hades, Demeter went into mourning and refused to let plant life thrive. Soon Zeus and the other deities intervened and struck a bargain. Hades would get Persephone for a particular period each year and Demeter would get her for the rest of the year.

Every time Persephone went to Hades, Demeter mourned bringing winter. When Persephone returned, she would rejoice and bring fruitful seasons for the plants.

What this myth tells us is that humans, in their own understanding, were able to take the observable realities of general revelation and conclude a cycle of death and resurrection. Things die in one season, and resurrect, in the next season.

This realization developed across cultures. Even the Egyptians had a resurrection deity in Isis and Osiris. Similar conclusions were made by different groups of people based on what they observed in nature.

The Legend of Phoenix

The Egyptian folklore of the legend of phoenix also dwells upon the same concept. In ancient Egypt and in Classical antiquity, Phoenix is a fabulous bird associated with the worship of the sun.

The Egyptian Phoenix was said to be as large as an eagle, with brilliant scarlet and gold plumage and a melodious cry. Only one phoenix existed at any time, and it was very long-lived—no ancient authority gave it a life span of less than 500 years. As its end approached, the phoenix fashioned a nest of aromatic boughs and spices, set it on fire, and was consumed in the flames. From the pyre miraculously sprang a new phoenix, which, after embalming its father's ashes in an egg of myrrh, flew with the ashes to Heliopolis ("City of the Sun") in Egypt, where it deposited them on the altar in the temple of the Egyptian god of the sun, Re.

The two dominant cultures of their times, The Greek and the Egyptians believed in the concept of resurrection and it formed part of their cultures. The idea did not die with them but got ingrained in a different form in varied cultures across the world.

Resurrection in Religion

The resurrection of Jesus is, without a doubt, one of the most prolific idea that exists around the world and has influenced billions of people. It forms the core of Bible and its teachings. Christian theological debate ensues with regard to what kind of resurrection is factual – either a spiritual resurrection with a spirit body into Heaven, or a material resurrection with a restored human body.

Islamic eschatology is the aspect of Islamic theology incorporating the afterlife and the end of the world. Qur'an lays special

emphasis on the inevitability of resurrection, the final judgment, and the eternal division of the righteous and the wicked, which take place on the Day of Resurrection or Day of Judgement. In Islamic eschatology, the Day of Judgement is characterized by the annihilation of all life, which will then be followed by the resurrection and judgment by God. Multiple verses in the Qur'an mention the Last Judgment.

Hinduism also has references of resurrection on two accounts. The cycle of life and death and the existence of eternal soul is one of the accounts. It suggests that the body perishes but the unperishable soul goes from one body to another giving rise to new life. The re-incarnation of Lord Vishnu as Matsya Avatar to save Manu and his wife along with selected species from the flood that destroyed the world is another reference of resurrection in Hinduism.

This all points to one phenomenal fact. From the beginning, the concept of resurrection is there in our ecosystem. Planetary rotations, lunar tides, shifting seasons - they all play a part in the life cycle on earth. From the bush fires of Australia, flash floods in Indonesia, volcanic eruptions in Philippines, Cyclone Aampahan and Taukate in India – Bangladesh, Assam floods, Locust Swarms in India- Pakistan to the dreaded Covid-19 Pandemic, the years 2020 and 2021 have caused death and destruction across the world in quantum unseen before. In these years of widespread death and destruction, the belief that we will be back to normalcy and rise from this melancholy is what will drive us to work. How the world bounced back after World War II, we should believe that it will bounce back again, resurrect again.

6

Calm Ki Baatein

Personal Strategies to Improve Well-being

CALM ki baaten



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Title: Personal Strategies to Improve Well-being-CALM ki baaten

Purpose: To attain a state of social, physical, mental and spiritual well-being.

Methodology: To improve well-being by living a calm life. For having calm in life, we need to understand and adopt CALM, which represents the need to Connect, to be Active, to keep on Learning and be Mindful.

Analysis: All human beings derive energy i.e. capacity to work from four main dimensions- Social Connections, Physical Activities, Lifelong Learnings and Mindfulness. “C”- the first letter of CALM, reminds to connect to all and make life meaningful. “A” - the second letter of CALM, inspires to be active and to keep ourselves healthy. “L”- the third letter of CALM, motivates to keep on learning and grow in life. “M” - the fourth letter of CALM guides to be mindful and live in the present moment.

Conclusions and Implications: Connection with others make us feel secured, supported and valued. Physical Activity increases capacity to improve the functioning of body.

Learning is about gaining new knowledge, developing new skills and having new experiences that enrich our lives and is vital for mental wellbeing. Learning feeds curiosity and keeps the mind active and engaged, keeps us updated and helps us cope up with the change. Mindfulness helps us being present and stay cognizant of where we are and what we are doing without being overly reactive or overwhelmed. It nurtures our ability to recall dispersed mind to a wholeness with which we can live fully every moment of our lives.

With this holistic approach for Social, Physical, Mental and Spiritual well-being, we can aim to attain CALM and thus happiness and well-being in life. Calm ki baaten - are harbingers of well-being, calm and happiness. To have a calm life, we need to embrace all four dimensions of Calm ki baaten and strike a fine balance amongst these. Neglecting any of them may not enhance overall well-being and quality of life. Calm ki baaten provide us the solid foundation upon which we can build a happy and flourishing life.

Personal Strategies to Improve Well-being CALM ki baaten

I still remember the day.....it was 3rd Feb, 2020 when I reached Karjat to attend my first basic lab organized by ISABS. Being in the lab was quite a different experience for me. This space provided me a unique opportunity to know my own feelings. One of the insights, I got during the lab was that being physically fit is not enough for one's well-being. Our

thoughts and feelings also play an important role in our well-being.

Shortly after the lab, I went to Lucknow for some official work. When I checked in my hotel, receptionist at the counter asked me whether I have travelled to china in last one month. I was a bit surprised but then she told

me about Covid 19 and asked me to sign on the declaration as a part of hotel's policy. When I entered in my room, somehow, my mind started thinking about the virus only because I was alone and there was nothing much to do. As I am an asthmatic patient, I could not sleep properly and a "fear of unknown" ingrained very deeply in me. I realized that I was not at ease at all.

After coming back to Mumbai, I cancelled my long awaited trip to Mathura and Vrindavan to celebrate Holi festival from 7th March to 15th March because of fear as Covid 19 reared its head in India. 16th March onwards, I was travelling to office with a full coverage of face, which was of course very suffocating for me so I applied for a long leave to avoid travelling to office. I was very well aware that my job profile does not require my physical presence and my work can be done from home so I requested for my leave with a promise that I will do work too from home. But this idea was too new to get accepted in my organization. I had no choice but to live with my fear. From March 23rd, 2020 onwards, we all got WFH. Though we were allowed to work from home, my fear was far from over as Covid 19 cases increased multifold in India and around the world. We were isolated and confined to our homes with limited resources. Social lives became a thing of past, outdoor physical activities came to a halt and my mind went into upheaval never seen before.

All this forced me to think and find ways to achieve calm in the chaos. Through my interactions with my family, colleagues, friends and relatives and experiences of lock down, I came to the conclusion that a properly balanced all dimensional well-being is the key to have a calm life. And I created my own framework of well-being named CALM ki baaten, which helped me not only

to understand but practice all dimensions of well-being.

Most of us feel that achieving success, being better than the rest, and aspiring to do what nobody has done before – these are the things that we all must strive for. We usually dream of a happy life, full of personal and professional recognition, of great luxuries that we can afford and often believe that life has to be this way only. We are so obsessed with getting what we want or what is expected of us that we forget many things that are along the way. In this quest, sometimes we forget our personal relationships, neglect our physical health, get mentally affected and often we disregard our spiritual side also.

"CALM ki baaten" is a strategy to achieve calm in life through holistic well-being. Over the years of my experiences in personal and professional life, I have developed this unique, self-sustaining approach, which helps me to live with calm in chaos. This is my personal strategy, which I have embraced to improve my own well-being.

By understanding the importance of what four letters of CALM represent and by embracing that in my life, I am better equipped to manage the complexities of life, which arise anytime. The two most essential pillars to understand calm ki baaten are "self-love" and "self-responsibility", which means loving and caring for all the aspects of self and taking responsibility for our physical health and managing our own thoughts, behaviour and emotions. **CALM** ki baaten is an effort to let people know that we all can aim to attain **CALM** in life by Social, Physical, Mental and Spiritual well-being,

Verse 66 of Chapter 2 of Bhagavad Gita says "अशान्तस्य कुतः सुखं". It means, "**How can there be happiness without calm?**"

This verse clearly brings out that to live a happy life, CALM is very important. It is my opinion backed by keen observations of life that the road to achieve calm in life begins with all dimensional health- a state of being well in all respects.

The **World Health Organization (WHO)** also defines health as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. This is consistent with the **biopsychosocial model of health** conceptualized by **George Engel** in 1977, which depicts the interactions of **Bio (physiological)**, **Psycho (thoughts, emotions and behaviour)** and **Social (socio-environmental and cultural)** factors in determining the health outcome.

There are several theories of well-being such as **Hedonism, Eudaimonism, Desire Satisfaction Theory, Objective List Theory, Value Fulfillment Theory, Self-determination Theory, Subjective Well-being Theory, PERMA** etc. but they all define well-being in terms of our actual psychological states and do neglect physical health. Through Calm ki baaten, I have shared my findings that well-being is the active pursuit of activities, choices and lifestyles that lead to a state of complete health, which extends beyond physical health and incorporates many different dimensions that should work in harmony. These dimensions are:

Social: Connecting with, interacting with, and contributing to other people for social well-being.

Physical: Having a healthy body by doing physical activities for physical well-being.

Mental: Engagement with the world through continuous learning for mental well-being.

Spiritual: Searching for meaning and purpose in human existence for spiritual well-being.

Interestingly, the word CALM itself provided me the roadmap to the calm in life, which talks about four key dimensions to improve our well-being and live a calm life. These dimensions are key skills for adaptive and positive behaviour that enabled me deal effectively with the demands and challenges of life. They also helped me become more active and productive human being.

Each letter of the word CALM is important and signifies one of the four dimensions of well-being.

“**C**” reminds me to connect to others and make my life peaceful. The man, having natural human need to belong, cannot survive without connections. To connect is important for our social well-being.

“**A**” inspires me to be active and to keep myself physically healthy. By being active, we may decrease the risk of diseases. Activity is important for our physical well-being.

“**L**” motivates me to keep on learning and grow in life. Staying updated to cope up with the change is essential for our survival. Learning is important for our mental well-being.

“**M**” guides me to be mindful and live in the present moment. Mindfulness helps me stay conscious of where I am and what I am doing without being overly reactive or overwhelmed. Mindfulness is important for our spiritual well-being.



Connect for Social Wellbeing



Activity for Physical Wellbeing



Learn for Mental Wellbeing



Mindfulness for Spiritual Wellbeing

Scientific research and thousands of years of human experience back the importance of these four dimensions of well-being. These dimensions lead us towards achieving a Healthy and CALM life. I derive energy and peace from my Social Connections, Physical

Activities, Life-long learning and Mindfulness.

Let us explore all four dimensions of personal well-being in detail:

Connection

C, the first letter of CALM, stands for connection - the act or state of connecting, association and relationship. It is the first dimension to improve my personal well-being. By connecting with others, I have been able to make my life much more meaningful.

When COVID first hit, I realized the importance of connect with people around me- my own family members staying together 24/7 and ready to support, my

friends staying away but always keeping in touch with me, all my office colleagues who have been very supportive during work from home situation, my close relatives enquiring about my well-being, my neighbors who have always been helpful during the crisis, my security guard for arranging grocery, my milk delivery man, my driver who has dropped me to office as and when required.

When I think of these social connections, I realize how important these connections are

in my life and how they have strengthened me every day. Developing close relationships with them has been very important for my well-being. Physical isolation does not have to result in social isolation. Finding time in each day to share with others in family or with close ones via phone, text, video call has been beneficial for my personal well-being.

Connection means to be close to others and share their happiness, grief, concerns, hopes, ups and downs of life. It is also the experience of feeling loved, cared for, and valued. Good connections have always given me an opportunity to share my positive

Why?

Having other peoples in our lives matters to our quality of social well-being at every stage of life. Human beings are social animals. We do need to connect with others in order to address or satisfy some of our **physical, psychological and social needs**. We thrive in groups, which provide us with an important part of our identity, and teach us a set of skills that help us to live our lives.

We all need to experience a deep **connection between two people** like two

How?

I have been able to connect with others by simply **listening** to them. By paying attention to what others are saying and understanding them creates a strong bond. I try to be present, if I really want to connect with people and make them feel comfortable. I also show that I have been listening by giving sincere compliments or advice.

experiences with others and provided me emotional support. To connect with others is like an energy exchange that has the power to deepen the moment and build trust with each other.

Sometimes connecting with people's pain leaves me feeling challenged and exhausted and sometimes too many contacts make me feel not properly connected to anyone but by making choices and consciously attending to the connections I make, I become more in control of my life. I seek out positive connections to balance time spent with suffering of others.

friends, loving partners, or family members where both feel loved, listened to, and understood and each individual is able to be entirely be present in the moment when spending time with one another. We also need a feeling of **belonging to a social group** like group of close friends, a tight-knit group of colleagues, or a religious circle, which provide us support and guidance whenever required. Feeling socially connected is very important for our survival.

One other way is to find some micro-moments in my life is **by attending** to people who are close to me. They may be my friends, family members, office colleagues or people that I care for. I just make some more regular connections with them via text or phone call. I always try to have my meals either with family at home or with colleagues

at office. I tell stories/jokes/ share my experiences/spend quality and fun time with my near and dear ones. I also try to make new social connections by making a smile, an eye contact or simply say “Hi” or “Hello”. All these are simple tips for making relationships.

I have created some meaningful connections, by **appreciating the similarities and respecting the differences** with others. There will always be differences between human beings. Being

able to deal with differences is the key. Instead of tolerating, I develop an interest or curiosity towards traits that are new or different from my own. I appreciate and recognize the differences and manage them effectively.

Volunteering for a cause like teaching to underprivileged children has also been a way to connect with others and boost my happiness by providing a sense of purpose to my being.

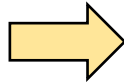
Relevant Studies

1. Research has shown that social connections not only impact our mental health, but our physical health as well. A review of 148 studies (308,849 participants) indicated that the individuals with stronger social relationships had a 50% **increased likelihood of survival**.
2. Dr. Chris Peterson- a Professor of Psychology at the University of Michigan- summed up his research on positive psychology in just three words- **Other People Matter**.
3. Emma Seppala of the Stanford Center for Compassion and Altruism Research and Education, and author of the 2016 book “The Happiness Track,” wrote, “People who feel more connected to others have **lower levels of anxiety and depression**. Moreover, studies show they also have **higher self-esteem, greater empathy for others, are more trusting and cooperative** and, as a consequence, others are more open to trusting and cooperating with them.
4. Brene Brown, a professor at the University of Houston Graduate College Of Social Work, specializes in social connection, said in an interview “A deep sense of love and belonging is an irresistible need of all people. We are biologically, cognitively, physically, and spiritually wired **to** love, to be loved, and to belong. When those needs are not met, we don't function as we were meant to.” We may think we want money, power, fame, beauty, eternal youth or a new car, but at the root of most of these desires is **a need to belong, to be accepted, to connect with others and to be loved**.
5. According to Matthew Lieberman a professor at UCLA, the importance of social connection is so strong that when we are rejected or experience other social pain, our brains “hurt” in the same way they do when we feel physical pain. **“Social and physical pain are more similar than we imagine”**

In today's increasingly isolated world, it is very crucial to form healthy relationships and establish deeper connections with those around us. Developing close relationships and socializing with friends, family and others, is important for good health and wellbeing. With hearty connections, I have been able to maintain my social well-being. I

have developed the ability to communicate with compassion, cultivate meaningful relationships with others, and maintain a support network that helps overcome my loneliness.

For me simplest mantra to connect is



Listen More, Judge Less

Activity

A, the second letter of CALM, stands for Activity - the state or quality of being active. It is the second dimension to improve my personal well-being. By being active, I am able to make my body much healthier. Activity encompasses all intentional movements that burn calories. It can be quite light movement, like just walking around a little bit in my office or at home. It can be moderate activity like yoga or stretching or can be quite vigorous activity like running or

playing sports. To be active is to indulge in any kind of physical activity on a regular basis. By being active, I am able to maintain my physical well-being.

This letter of CALM always reminds me that physical well-being is not just the absence of disease but it includes all healthy lifestyle behavior choices. With physical activity, I avoid preventable diseases and live in a fit body.

Why?

Any movement of the body is good for our health. Our bodies are built to move. We all need to keep our body active. Being active is important for good health at all ages. Scientifically it has been proved that fitting more and more activities in one's daily schedule not only improves health but also enhances the quality of life. Physical activity

affects our mood positively. It helps prevent and reduce depression, anxiety and stress. It also helps achieve and maintain a healthy weight and blood pressure. Physical activity reduces rates of cardiovascular disease and decreases the risk of getting some cancers. It strengthens our heart, lungs, bones and muscles for increased energy and strength.

How?

By moving more and avoiding sedentary lifestyle, I have increased my physical activity as much as I can. I have minimized the time spent sitting each day by moving around in the office every hour, which has made me more energetic. I usually go to my colleague at their desk and talk to them as far as possible rather than emailing or phoning them.

Walking is one of the most straightforward activity for anyone of us. I try to stand up and walk around throughout the day as much as possible. I attend almost every phone call while walking only. **Regular stretching** is also very effective for body movements. It offers the best benefits as we age and keep our body parts **flexible** like shoulder, neck, back, knees etc. I do this stretching after every half an hour. **Push-ups** have long been the symbol of optimal fitness. Push-ups can be done by anyone anytime.

Adults need at least 150 minutes of moderate **aerobic exercise** like brisk

walking or 75 minutes of rigorous exercise like running or an equivalent mix of both every week. I spend minimum 30 minutes daily on my physical activity and more is always better. It is also fine to break up exercise into smaller sessions as long as each one lasts at least 10 minutes.

I also try to do **strength training** that works on all major muscle groups—legs, hips, back, abdomen, chest, shoulders, and arms—at least two days a week. Strength training may involve lifting weights, using resistance bands, or exercises like push-ups and sit-ups, in which body weight furnishes the resistance.

Jogging, running, cycling, swimming, gardening, gym, yoga, all sports are good as long as we keep moving. We can mix and match all physical activities to suit our health, abilities, personal preferences, and daily schedules.

Relevant Studies

1. A study published on March 7, 2017, in Cell Metabolism found that people aged 65 to 80 years who did interval training, including walking workouts, reversed age-related deterioration of muscle cells and **improved muscle power**.
2. Even just a little activity — both at home and at work — may **reduce**

risk of hospitalization, suggests a long-term observational study published May 6, 2020, in BMC Geriatrics. Also, people who were inactive or became inactive during the study had the highest risk of being hospitalized. The take-home message: **Stay as active as you can, whether it is a brisk walk most**

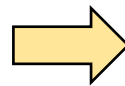
days of the week or just vigorous housework. Even a little activity protects your health.

3. One recent study found that doing light physical activity (preparing a meal or strolling through a park, for example) may **lower the risk of cardiovascular disease** among women in their early 60s and older.
4. An observational study published Aug. 8, 2018, in the Journal of the American Heart Association suggests that even light physical activity, combined with less time sitting, is associated with signs of **better heart and blood vessel health** among older adults.

5. The more physically active you are, the **lower your risk of high blood pressure**, a study in the April 2017 issue of Hypertension suggests. Researchers pooled data from 29 studies involving a total of more than 330,000 people, about 20% of whom had high blood pressure. They examined the association between high blood pressure and leisure-time physical activity (walking, dancing, or gardening, for example).

There is a link between staying active and well-being. By making sure that I regularly move my body, I look after my physical health.

For me simplest mantra to activity is



Move More, Sit Less

Learning

L, the third letter of CALM stands for Learning - the act or process of acquiring knowledge or skill. It is the third dimension to improve my personal well-being. By learning, I am able to make my life much richer.

To learn is to gain new knowledge, new skills and new experiences. Learning is also about challenging ourselves to do something

different or improve upon what we have done before.

With continuous learning, I am able to maintain my mental well-being, which is the state in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community.

Why?

By learning, we make our life much richer.

Learning is essential to our existence. Just like food nourishes our bodies, information and continued learning nourishes our minds. We have a deep need to learn, to make sense of new things in the world around us, to discover how things work. We need to be open to new experiences, ideas, and allowing ourselves to know what we encounter in the world. If we are engaged in

learning, we feel better about ourselves. We also have self-confidence and self-esteem, greater sense of hope and purpose in life and have a greater ability to cope with stress and anxieties. Learning helps us view the world from a range of perspectives, makes it easier to adapt to new situations and inspires creativity within us.

By learning new things, we know more and grow more.

How?

There are many different ways to bring learning into our life. I have fitted learning into my daily routine, and I am always open to different experiences.

I usually read a book, learn from lectures, media, webinars or online courses. I also learn by having a conversation with new people. Learning by travelling has always been my favourite type and I enjoy learning by acquiring my own personal experiences. I learn by teaching to underprivileged students, by helping them with their homework and by knowing something new from them. I also learn by joining a new course or social group or hobby class.

I have also learnt by trying something new, taking a different responsibility and by exploring anything of interest on “How To” videos on YouTube or Google.

At work place, I keep on learning at by taking on a new role, new assignment or new job. I seek out opportunities for professional development like participating in basic and advance labs. I also attend seminars, conferences and join online courses to upgrade my skills. Today internet is making it easier for us all to keep on learning in new and interesting ways. We may set a new challenge and may achieve the same.

Relevant Studies

1. A Pew Research survey in 2015 found that: 73% of adults consider themselves lifelong learners and 74%

of adults participate in activities to **advance their knowledge** about

something that personally interests them.

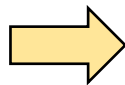
2. Tom Hood expressed a neat equation for **dealing with change**: “In a world of rapid change and increasing complexity, the winners will be those who can keep their $L > C$ i.e. their rate of learning must be greater than the rate of change and greater than the rate of their competition.”
3. Deloitte’s Global Human Capital Trends 2016 report emphasised the importance of developing learning approaches that “enable people **to develop** themselves every day”.
4. “To keep up with the speed of business and innovation, today’s workforce environment demands a culture of “continuous learning,” a

fundamental understanding of creative and innovative ways of thinking, combined with the desire to **learn new skills.**” Mentions Ryan D. Burgess, director of Ohio’s Governor’s Office of Workforce Transformation.

5. Alan Tuckett makes the point that “learning throughout life makes sense. Research shows it is **good for our health, our wealth, our civic engagement** and our family’s future prospects. It prolongs our independent life and enriches our quality of life.”

Learning new things can be fun and help us to find mental well-being in our life. We should keep learning and keep reflecting.

My mantra for learning is



Ask More, Assume Less

Mindfulness

M, the fourth letter of CALM stands for Mindfulness - the state or quality of being mindful or aware of something. It is the fourth dimension to improve my personal well-being. By being mindful, I have been able to make my life much more enlightening.

To me, being mindful is to focus the attention on the present moment—and accepting it

without being judgmental. It is being aware of my thoughts, bodily sensations and feelings and also being aware of outside environment.

With mindfulness, I am able to maintain my spiritual well-being, which can mean something different to everyone.

Why?

According to a study from Harvard University, people report being happiest while their mind is not wandering from what they are doing. When our mind is wandering, we are not paying attention to what we are doing. This results in more mistakes, less efficiency, and less enjoyment. Secondly, when we are not paying attention, we might be wishing to experience happiness resulting from the imagination, but this only gives us a very superficial experience of the life we are actually leading and never leads to a stable and deeply satisfying level of wellbeing.

By focusing on the present moment and being in “Here and now”, we reduce thoughts

and maintain a level of calmness. Simply remaining grounded in the present moment and focusing on the breath, following relaxing guided imagery and visualizations or silently repeating a mantra activate the parasympathetic (rest and relaxation) branch of the autonomic nervous system, allowing the body to recover more efficiently from acute and chronic stress.

Mindfulness increases the mind’s ability to concentrate and remain focused. It also increases the feelings of compassion and kindness towards others. It also helps in reducing stress and anxiety.

How?

We become mindful by developing the skill of bringing our attention to whatever is happening in the present moment.

During the day whenever I get time,

- ✓ I observe my breath- starting with one breath to two breath and then three and four and so on.
- ✓ I feel my body sensations and notice each part of the body in succession from head to toe.
- ✓ I observe my thoughts from a distance and try to focus on positive thoughts while sending away negative ones.

- ✓ I get familiar with and understand my feelings.
- ✓ I do notice all my senses- sights, sounds, smells, tastes, and touches around me without judgment and let them go.
- ✓ I also use my senses to notice the presence of others – their smell, touch, voice, smile and laugh. By observing more and without getting lost in thoughts, we are more mindful.

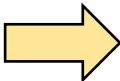
There are several mindfulness practices like observing the breath, body-scan and practicing yoga asanas while attending to movements and body sensations, and walking meditation etc.

Relevant Studies

1. Stress-related health problems like **anxiety and depression might be treatable** with meditation according to a meta-analysis of 47 studies.
2. Meditators who went through an eight-week mindfulness training program had significantly **more flu antibodies** than their non-meditating peers after they received a flu vaccine, according to a randomized controlled study by Richard A. Davidson and Jon Kabat-Zinn published in Psychosomatic Medicine.
3. A 2017 study looking at brain function in healthy, older adults suggests meditation may **increase attention**.
4. A study published in Proceedings of the National Academy of Sciences found that the default mode network (DMN) of advanced meditators was not as active, suggesting seasoned practitioners may experience **less mind wandering** and a resting state closer to a meditative one: able to shift out of ruminative thoughts with more ease and carry out tasks with less distraction.
5. Research suggests that meditating can increase respiratory sinus arrhythmia, the natural variations in heart rate that happen when we breathe that indicate **better heart health** and an increased chance of surviving a heart attack.
6. Researchers in a wide array of **mental health** situations have found that adding mindfulness as a fundamental part of their treatment strategies has proven to be essential in treating conditions such as obsessive compulsive disorder, borderline personality disorder, and drug addiction, and is also helpful in the prevention of chronically relapsing depression.
7. Focusing on the timing and pace of breath may help direct attention and **boost mood**, says a new study in the Journal of Neurophysiology.
8. A review of 23 studies examining the benefits of mindfulness-based programs in the workplace found that following training, employees felt less stress, anxiety and psychological distress, and experienced **greater overall well-being** and sleep quality.

Science shows that when we are attending to something intentionally, even if it is a great piece of food that we are eating, reduces the thinking brain. It is also enjoyable to notice the small beautiful things in life. This could be a flower outside or laying down and looking at the clouds. There is something enjoyable about being present. Creating this space helps restore spiritual well-being.

My mantra for mindfulness is



Observe More, Worry Less

Conclusion

An individual's well-being is what is ultimately good for them. Calm ki baaten explains four types of behaviours or everyday actions people can and should do to help themselves in staying socially, physically, psychologically and spiritually healthy. These are very simple steps to improve well-being. All four of these suggestions are easily achievable and applicable to anyone's life regardless of their circumstances. Power and value of this simple concept lies in finding ways that work for us, consistently taking action and noticing the difference after adopting healthy behaviours. It then becomes possible to sustain our commitment to living a healthier and most satisfying life. As we develop our strengths, we also become more resilient and are more able to deal with the challenges as and when they arise.

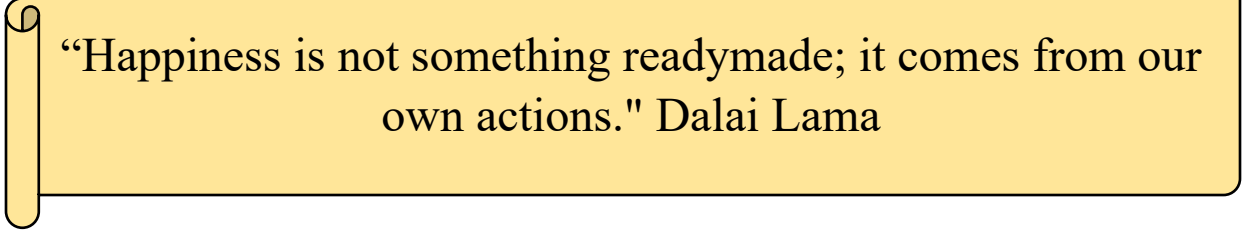
Small improvements in wellbeing can increase our ability to lead a more fulfilling life. Each action in the CALM ki baaten can make a positive difference to our life. We already are doing some of these actions without being aware of it. To get the most from CALM, we need to try to combine all of them on a daily basis. We can link one action with other actions too. We may connect with others while doing an exercise. We may be active while learning something new in a hobby class. We may keep on learning while

connecting with others. We may be mindful by noticing how we are progressing at our new skill or how we are walking, or taking notice of how the people we connect with are doing.

We attain optimal health and thus CALM in life at every stage, if we are able to:

- ✓ **Connect** with people to achieve social well-being
- ✓ Be **active** by giving body the attention it requires for physical well-being
- ✓ **Learn** about ever evolving world to achieve mental well-being
- ✓ Be **mindful** of present moment to justify spiritual well-being

Together, these four actions take care of all dimensions of well-being thus making life calm and much more gratifying. The path of transformation by adopting CALM may not be easy but it definitely brings satisfaction and benefits that affect entire life. Key is to stick to it, and take small actions every day that add up to big improvements up over time. We slowly come to know that calm emerges from our thoughts, actions, and experiences — most of which we have control over. We all can aim to attain calm, wellbeing and happiness in life by our own actions.



“Happiness is not something readymade; it comes from our own actions.” Dalai Lama

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7

Sustainability as a Competitive Advantage - Hr Vista

Sustainability as a Competitive Advantage

‘Everything is connected with everything else’ – this first law of Ecology by micro-biologist & environmentalist Dr. Barry Commoner summarizes, the indelible interlinked associations of Nature and its inhabitants.

This in its simple and profound form highlights the need for sustainable living by organisations and its citizens. Current organisations and consumers are part of a complex and unprecedented cocktail of social, environmental, market, and technological trends.

Ancestral living leaned extensively towards sustainable practices- which respected nature and leveraged the best of its resources. This was evident in their food and lifestyle practices. This undoubtedly gave rise to a competitive advantage of general wellbeing and healthy generations.

ECO-WARRIORS- Connecting the dots

Saving our planet, lifting people out of poverty, advancing economic growth are ecological and societal concerns of administrators. The underlying truth is that all these factors revolve around one and the same fight. We need to connect the dots between climate change, water scarcity, energy shortages, global health, food security including women’s empowerment. Solutions to one problem is in effect solutions for all.

Take the case of Mr. G. Parthasarathy, Retd IOCIan. He is an ECO WARRIOR who follows enviable environmental practices and is able to realise its economic benefits

too. His residence aptly named Vengudi has become a model house for green practices and systems. All the best practices emanate from his deep rooted respect for nature and appreciation that ‘there is nothing known as waste in nature’s creation. Everything can be recycled, reused”.

All Rainwater from the roof top of his building is collected to a harvesting pit on ground floor, recharging the adjacent well, Bore well and maintaining the ground water table. The bathing water & Kitchen used water are filtered through straw dust, charcoal and mud; which are collected and pumped to overhead tanks to water his terrace garden.

The kitchen vegetable waste & pooja room flowers are diligently collected everyday and converted into natural compost manure for terrace garden plants and avoiding usage of pesticides. He has installed a 3KW Solar Power Plant to electrify his lightings and gadgets.

A fine forest type Terrace Garden contains fruit trees Sapotta, Neem, Pomegranate, Mango, Plantain, Nelli, Papaya, and Guava trees and beautiful floral and medicinal plants:

Jasmine, Shenbagam, Arali, Sangupoo, Hibiscus etc. The two storeyed house has been thoughtfully built with concrete hollow blocks to reduce heat transmission inside.

These efforts are enabling him to save nearly 2.8 lacs annually in maintaining his

house. He is an ECO WARRIOR who showcases that Sustainable practices are economically beneficial and provides sustainable returns.

ECONOMICS OF SUSTAINABILITY

Unilever's sustainability slogan, 'Small actions can make a big difference' inspired its workers to improvise and innovate to reduce waste. Unilever workers at the company's tea factory had a bright idea. Most tea comes in paper tea bags. The workers gave an idea that by reducing the end seals of each tea bag by 3 millimeters, 15 huge reels of paper could be saved every shift. This factory-floor suggestion has resulted in savings of nearly Rs. 42lacs per annum and 9.3 tonnes of paper.

Similarly, in early 2015, at the Unilever factory in Khamgaon, India, six employees approached the factory manager with the idea of starting a beauty and hair care course in their village to help local women get a job or start a business, while at the same time promoting Unilever's personal care products. Management gave the green light, and the training center was launched. To date, 825 women have been trained, and 610 are working in beauty parlors or have started their own business.

These highlights profile the economic, social and environmental advantages of adopting sustainable practises. In essence integrating sustainability into every employee's job and turning 'business as usual' into a sustainable business model is perhaps the secret sauce for widespread adoption of sustainability.

Salem terminal at Tamil Nadu Office, IndianOil Sought to adopt this model of replacing 'business as usual' with 'Sustainably operable terminal'- resulting in considerable operational savings and

earning itself a PLATINUM certification from GREENCO unit. The unit embedded sustainability in every employee's job profile: they established water, waste and energy management teams or cells to monitor and offer suggestions for improvements.

The water management cell reviewed per capita consumption of water on a monthly basis, set targets to reduce water consumption, constructed centralized domestic supply tank, Web enabled smart water meters for live analysis of water consumption, waterless urinals, dual flush tanks, water tap aerators and sprinklers for lawns. Three numbers of phytoremediation plants, 17 nos of rain water harvesting pits for total rooftop area of 4440 sq.mts were installed. These measures have enabled efficient use of water and resulted in considerable savings to the terminal.

Restoration of nearby pond with desilting has been carried out. Salem Terminal ensures ban of single use plastic in its premises, re-use of scrap materials, has a bio-remediation pit for oil waste treatment, organic waste convertor for food waste, pneumatic pumps for unloading additives, Fast Flush System for Aviation QC checks, Closed Loop System for Fuel Top Up, provision of Nitrile Caps for Tank Wagons, proper Segregation of Waste, Skimmer for oil water separator (OWS), Annual Monitoring of Ambient Air Quality and Noise Level are significant efforts that has resulted in overheads savings.

Moreover Lights with PIR motion sensors have been installed in office cabins, wash rooms, conference rooms, toilets etc. Due to installation of these, the total power savings is to the tune of 24.96 KWh per annum per light. Normal fans have been replaced with super efficient BLDC Motor

fans, reducing energy consumption by 65%. This has resulted in a power saving of 113 KWh/year/fan and cost saving of Rs. 1460/year/fan. Pipeline receipts for ATF has eliminated the need for Tank Wagon operations resulting in energy savings to the tune of 14,040 KWh per annum. In addition to the energy and logistic savings, there are huge savings in stock loss.

Salem terminal has established that adopting sustainable practices leads to considerable economic savings and is a distinctive competitive advantage.

SUSTAINABILITY'S MISTAKEN IDENTITY

While sustainability is a proven business model, it still suffers from wider performance attention from companies. Many a times sustainability is mistaken to be CSR activities, tree plantation efforts or simply maintaining expansive gardens, Just as many people confuse the weather for climate! (when climate change is discussed they look upto weather forecasts)

Lack of personal involvement, and at times even acknowledgment, by business managers of the importance of sustainability, is a deterrent for adoption of sustainability practices.. The typical reaction by many is: "Yes, it's important, but it's someone else's job, and I have more important things to do."

Sustainability is about prioritizing people and planet before numbers. It is about prioritizing the lives of people today and tomorrow in the planet, before the abstraction of revenue model numbers. Embedded sustainability efforts clearly result in a positive impact on business performance.

The need of the hour is to operationalize sustainability goals. The problem is that companies face challenges when they need to link their employees' values and organisational business objectives to sustainability adoption processes and procedures. In other words, it's not in the *why* but in the *how* of embedding sustainability where the gap lies.

Devising a roadmap for the 'how' of embedding sustainability practices to improve business performances is the immediate challenge that sustainability professionals face. The business case for Sustainability being a distinctive competitive advantage has been adequately established.

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8

HR Practices aimed at dealing with New Age Workforce at Hardship Locations

HR Practices for New Age Workforce at Hardship Locations

Special Note: This article discusses tryst of a pseudo employee, named Rohit, with HR initiatives introduced by a Corporation.

Abstract

“It’s not about how many years of experience you have. It’s about the quality of your years of experience”. These words are true for almost all the organizations these days. It is not only important to engage the best young manpower in our companies but it is also our prime duty to ensure that they get the right platform to grow and succeed in actualizing their latent potential.

In this context, adaptability plays a significant role in our professional lives wherein the employees get to adjust with the internal environment of the organization as well as fine-tune themselves with respect to the unfamiliar geographical territories and politico-social influences. In a developing country like ours, even access to many of the locations, continues to be a big challenge. These locations are generally termed as hardship or difficult of fur flung locations. Indeed, these locations whether so designated or not, pose a significant challenge in case of young employees posted there.

An important trait attached to employees of Oil & Gas PSUs like IndianOil is the vigor and resilience they demonstrate in adapting to any dynamic situation under any set of circumstances. Cross-country pipelines of organizations like IndianOil, GAIL etc are laid through the length and breadth of the country. Some of the critical areas they pass through are very remote, inhospitable and extremely difficult to

access. It is among ground realities like these that the employees are operating these pipelines in a very smooth and hazardless manner.

One such location is Vadinar which is a small coastal town located in Devbhoomi Dwarka district in the state of Gujarat. A designated Hardship location, Vadinar is critical to IndianOil as it receives crude oil from Gulf countries. Salaya-Mathura Pipeline (SMPL), the 2660 km long crude oil pipeline originates from Salaya near Vadinar in Jamnagar district on the coast of Gujarat to bring crude oil to IndianOil's Refineries at Koyali in Gujarat, Mathura in Uttar Pradesh and Panipat in Haryana. Two Single Point Mooring (SPM) systems are operated at Vadinar to unload the crude oil received from tankers including Very Large Crude Carriers (VLCCs) with offshore pipelines of 25 km. At Vadinar, IndianOil has a vast crude oil tank farm having 18 tanks with a total capacity of 1.2 MMT.

This article revolves around a bright, young engineer posted at Vadinar and his reactions on what is going around him in the organization.

Finding the right way Forward

Rohit just had a quick dinner in the officer's mess at Vadinar. He had been posted here for nearly two years now. Like every meal just before the start of a shift, it was a speedy affair because he has to report at the Western Region Pipelines, Vadinar Pump Station for the night shift.

Having an IIT background, Rohit had always been good at studies and at the same time, was extremely active in sports and other events. While on his way to the station, the amazing breeze from sea made him remember his hometown Chennai. Rohit had joined the organization at Vadinar as Operations & Maintenance Engineer immediately after completing his B. Tech. (Mechanical) from IIT Chennai.

When he received his posting orders for Vadinar, he had to refer to the Google Maps to see as to where this place exactly lies since he had absolutely no prior knowledge of this place.

It had been two eventful years in Rohit's life since joining the organization. He has acquired a variety of professional and social skills during his assignment at Vadinar. His first off-shore experience boarding an International Very Large Crude Carrier (VLCC) and closely monitoring the operations still gave him goose bumps and filled his mind with zeal and excitement. The challenging task of dealing with local villagers for laying of the pipeline and involvement in outreach & CSR initiatives helped him develop a capability to develop a constructive argument where you can disagree without being disagreeable. Another interest group - a number of Contractors and their Contract Labour deployed at Vadinar for executing a variety of jobs – posed challenges of its own. All in all, Rohit had become reasonably mature for his age during this small stint.

This was yet another busy night for Rohit. As usual, his duty was replete with instances of frequent phone calls from Control Rooms, coordination with Marine and Maintenance teams and of course continuous monitoring of operations.

Two hours into the shift, he took a small tea break. He began to ponder over the progression of his life and career. The

main question before him was *“I am doing good at my job, but am I doing justice to my career and my life?”* The more he thought, the more he was confused and got frustrated and puzzled too.

Although he liked the challenging work environment here, yet sometimes he felt de-motivated thinking that he was merely another cog in the wheel and how he could carve an identity of his own among numerous engineers in the organization, or indeed his peers at IIT Chennai who had branched off to different organizations in pursuit of their careers. He wondered, *“How exactly can I get the opportunity to stand out among my peers and show the world my skills and competence?”*

He aspired to achieve great heights in his career and at the same time, like almost most of youngsters, he also has great craving for all the conceivable luxuries of life starting from possessing a classy SUV to having an apartment of his own.

It was 6 AM in the morning when Rohit completed his shift, left his seat, gave necessary briefing to his fellow engineer Arun about the present status of shift operations and bid good bye. The good bye was significant as Rohit was proceeding to Chennai for an IIT Old Boy's meet where he would get to meet his batch-mates and other friends. There was an uncanny pleasantness in the weather. The breeze was extremely nippy. He loved the ambience and freshness all around. Instead of boarding the shift vehicle, he chose to walk down the nearby residential colony so as to enjoy the pleasantness of the morning. He stopped by to admire the beautiful Sunrise. The backdrop of sea made the visual all the more special and exceptional. He looked at the flight of the birds and how they beautifully manage to navigate their way forward.

Looking the sun in the eye, the question propped into his mind whether he has

taken the right decision to join such a behemoth organization or he would have been better off elsewhere. *“Have I taken the right way forward or not?”*

HR Perspective

Like Rohit, there are numerous young individuals working with organizations, who may be having this thought during these crucial initial years of their job. It becomes a prime responsibility of the organization to ensure a threshold level of satisfaction, if not delight, of each of its stakeholder.

The dynamics become all the more complex especially when we look at the prime characteristics attached with being a Maharatna PSU. Being a PSU, there are certain characteristics deeply embedded in the culture of the organization. To some, it means discipline and regulation which is seen as a desirable trait, but to others, mostly newcomers, they appear to be vice-like control mechanisms which are designed to curb the creativity and uniqueness of an individual new to the system. It becomes a matter of worry for many of our young executives as they see there is a wide gap between them and the decision makers of the organization. Accordingly, mechanisms are created whereby this gap is reduced and young executives are encouraged to feel empowered in the existing system.

HR Initiatives towards Employee Engagement and Motivation

Standing by the shore, Rohit was reflecting upon some of the HR initiatives taken in the Corporation. He thought it was a good opportunity to be in readiness with his assessment of these initiatives which he could share with his batch-mates in Chennai. He went pondering over these one by one.

As the country's flagship energy major, IndianOil foster a culture of participation and innovation for employee growth and contribution by way of investing on people. IndianOil directly invests crores of rupees every year so as to improve skills, or add to the existing level of knowledge so that employee is better equipped to do his present job, or to prepare him for a higher position with bigger responsibilities. Corporation also provides them opportunities to avail of membership of professional bodies and acquiring additional qualifications.

It was a wonderful opportunity for Rohit to interact with the best minds of the Industry when he was nominated and got the opportunity to attend the International conference of Oil and Gas companies in Delhi.

Corporation's Recognition & Rewards scheme ensures that the innovative and creative work of employees gets highlighted at the proper platform. A wonderful initiative where all the employees are encouraged to give suggestions with respect to changes that they want to see in the existing system. Employees are encouraged to give their view point for any department and various times, it has been seen that positive changes have come into the system. Across the organization, it attained a special status because of its simplicity and ease of implementation at other locations.

It was a truly inspiring moment for Rohit to receive National R&R Award last year along with his team members from the Divisional Director for the innovative techniques that they have brought in.

Organizations across the world have undergone a paradigm shift in the last year due to ongoing Covid-19 pandemic. The qualities that a leader should exemplify is Integrity, Empathy and Communication, with empathy being the

top most value. In the same context HR leaders and top management of IndianOil has also taken various key initiatives for taking care of its employees as well as their family members focusing on key aspect of employee wellbeing both physical as well as mentally and offered any help possible. The HR leaders had built interpersonal relationships with the employees through their human touch and effective personal communication to gain their trust.

It was such a proud moment for Rohit when he directly interacted with the top leadership of the organization during these difficult times on various occasions. The organization not only took care of his wellbeing but also looked after his family - it has created an even bigger feeling of community-building, that one feeling that IndianOil is known for. By now sun was getting brighter and so was the smile on Rohit's face!

Epilogue: Hardship Location to Opportunity Location

At IndianOil, numerous initiatives are underway to ensure that youngsters continuously feel motivated towards their assignments. They are continuously contributing towards the vision of the organization. The initiatives infused with the core values of Care, Innovation, Passion and Trust, which embody the collective conscience of the company have converted the hardship locations as 'opportunity locations'.

It was a gala event during Alumni meet at IIT Chennai where Rohit was having a great time with his friends. While he was chatting with his IIT batch-mates, a senior professor met them and asked all of them about their professions. His friends mentioned about the organizations they were working for and what these companies did.

*When the same question was asked to Rohit, he said, "Sir, I work with IndianOil." Neither he felt the need to tell others what his organization did, nor did anybody seek such details. The ubiquitous IndianOil was known to all. The glint in the eyes of his professor was like an Outstanding rating for Rohit. The professor remarked, "Wonderful! What a great organization it is!". Rohit just smiled and somewhere back in his mind, he knew that he had an ace up his sleeve. His dilemma was now a thing of the past and he was unequivocally confident that he is on the **RIGHT WAY FORWARD**.*

9

ICE to EV Transition

Replacing the “Oil” in Oil Marketing Companies:

An HR Perspective on ICE-to-EV Transition

As the world moved from 19th to 20th century and internal combustion engine cars started replacing animal driven carriages on road, oil was expected to drive human race for a long time. Hardly could have anyone imagined that just about a century later, we would be witnessing the beginning of the end of Petrol and Diesel driven vehicles. While it is still too early to write the obituary of internal combustion engine, clearly Electric Vehicles (EVs) are becoming a reality, and not just a distant dream.

An increasing number of nations are pledging to stop the production of ICE (Internal Combustion Engine) vehicles by the end of the decade. In India, currently, the proliferation of EVs is extremely low. However, growing pollution concerns, government's focus on reducing dependence on crude imports and consumer's needs of cheaper operation costs are slowly but gradually propelling India ahead in the EV race. There are visible speed bumps, but it is just a matter of time before 'EVs will overtake ICE vehicles in India.

The government is taking measures to speed up the adoption of EVs in India. The two-phased FAME scheme (Faster Adoption and Manufacturing of Electric Vehicles in India) and various state subsidies reflect the government's intent to boost EV sales. However, it is only

when the operations and economic benefits of EV outweigh those of ICE vehicles that this transition would accelerate.

The transition would impact almost every stake holder in the automotive value chain. From OEMs, who will virtually have to go back to the drawing board to design efficient and economical EVs, to components makers, who will need to cater to a totally new market, from requirements of increased R&D in light-weighting, to totally new fields of study like BMS (Battery Management System). However, one of the most drastic change would be in terms of fuel supply. As the need for Petrol and Diesel declines and is replaced by demand for rechargeable lithium ion batteries, OMCs, globally and in India, find themselves at the crossroads – whether to continue catering to ICE vehicle on the roads till the last tank is filled, or to take part in this transition and prepare for the next phase of growth.

OMCs by DNA are marketing companies with refining as a core function. The real strength is in their presence in virtually every nook and corner of the country and the ability to reach out to customers in far flung areas. They also have a dedicated workforce which understands *customers' needs in terms of what? when? and where?*

One of the ways in which OMCs can be catalysts in the ICE-to-EV transition is by leveraging their existing robust infrastructure to serve the emerging EV market i.e. by equipping petrol pumps to serve as swapping / charging stations for EV batteries. Given the presence of Petrol Pumps on highways, cities and towns, motorists would find it very convenient to seek out petrol pumps to cater to their battery charging/swapping needs.

Organizations are not just brick and mortar structures nor can they be defined by their financial performance alone. The most valuable assets of any organization are its people. It is these people who will undergo and lead one of the most definitive transitions in the functioning of Oil sectors in India. While the changes in Operations – Refining - Retailing are well documented and intuitive, the shift in deliverables of the workforce are more complex and somewhat intangible.

There are three possible areas that OMCs will need to focus on in terms of people development for change management. The list below is not exhaustive but indicative of an Industry in transition.

1. Developing an Agile Workforce –

If OMCs wish to retain their position as key stake holders in the electric vehicle segment, their workforce will have to be ready for three key transitions. Since the change from ICE to EV will not be 100% (ICE vehicles already on the road will continue to ply for a long time) they will need to manage the additional requirement of serving the EV sector. Thus the workforce will need to be extremely agile.

I. Changes faced by the refinery staff – Till now, the refinery staff has excelled at producing a range of

petroleum products to cater to the civilization. Petrol & Diesel have been the key products. As the demand scenario changes, there will be a need to leverage technology to alter the product mix. There will be more focus on other crude derivatives including but not limited to petrochemicals. This would entail focused training and development of the specific competencies of refinery staff.

II. Changes faced by sales & marketing staff – the commercial vehicles segment would be the last one to see a significant shift to EVs – 2Ws and passenger vehicles are more likely to see an early shift. Therefore, there would be a limited change in Fleet Sales Officers role over the near term. However, segments such as Lubes and Branded fuels will see a faster change. Given that the sales and marketing staff know the pulse of market, focus on trainings to leverage their skills to attract EV customers is a must.

III. Changes in Organizational decision making – as OMCs enter an uncertain environment, data-driven decision making becomes vital. Analyzing real time data to come up with predictive insights will be needed for optimizing operational efficiency.

2. **Enabling network partners in embracing this change** –dealers & distributors of OMCs are the face of the organization. Thus the dealer network will have to be educated and upskilled to face the impending changes in their position in the value chain.

- I. A scenario is envisaged where a Petrol Pump will offer fuel as well as serve as a Charging / swapping station.
- II. There are possibilities of enhancing the Allied Retail Business segment by engaging with the customer visiting the petrol pump.
- III. Along with the dealers and distributors, the driveway salesmen, mechanics employed by them will also need to be upskilled for the new technology and tasks.
- IV. Backend investments and know how about battery variants, inventory of various types of batteries will also be required.

3. **Liasoning with new stakeholders** - the EV era will bring in new stake holders– power distribution companies, battery manufacturing companies and even vehicle manufacturers. OMCs will need a dedicated workforce for

- I. Ensuring uninterrupted power supply from the power distribution

companies. This might be a challenge in remote areas of the country

- II. Forging strong tie-ups with battery manufactures to ensure replacement of faulty batteries, possible servicing and even procurement of new batteries will be required at Petrol Pumps. This is more pertinent for the swappable batteries.
- III. Entering possible strategic alliances with the battery manufacturers so that specific charging requirements, if any, and latest fast charging technology can be offered.

All these changes are long term and might not happen immediately. However, to be ready for the inevitable, there is a need to do extensive planning and preparations

The biggest challenge faced by the HR team at OMCs is to ensure that workforce across departments and hierarchical levels is ready for the changing times. This would require extensive training, development programs, multiple modules for Employee Engagement to drive the Sustained High Performance Culture that OMCs have been known for in India.

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10

HR Analytics IOCL

HR Analytics – Enabler for Strategic Business Partnership

Introduction

In the past two decades, rapid change in technology has made businesses now focus on the global perspective. The rapid geo-political changes are forcing organizations to change the way they do their business. In the forever competitive energy sector, there has been rapid intrusion of technology to bring a cutting edge for Organisations. This has forced the organization to align their HR strategy with the business goals and objective.

HR Analytics

Managing the Human resources is challenging for every organization. Organisations have a distinctive edge over its competitors when they have a Human Capital who can effectively use their competencies and skills. Measuring skill attributes and performance is the crucial for a HR Manager. HR or Workforce Analytics helps to transform the raw data into insightful and quantifiable results. With the help of HR analytics various workforce planning can be made in a more strategic approach.

The definition of HR Analytics differs from people to people. Some define it as an evidence-based approach that contains the elements of business intelligence, tools and methods ranging from simple reporting of HR metrics to the predictive model. However, HR metrics is merely a component of the Overall HR Analytics and not the full spectrum of capabilities that

HR Analytics bring.

HR analytics can also be defined as the analytics which helps in the data constructing a storyline. It is mining the primary raw data for useful information ultimately relating the storyline to overall business goal. HR analytics processes the raw data and then tries to point out the various troubled metrics of HR and highlights the critical area to work upon which helps in making important strategic decisions for the top management

Role of HR Managers in HR Analytics:

HR Managers must align HR data and initiatives to the organization's strategic goals. Understanding of HR analytics enables HR professionals to make data-driven decisions to attract, manage, and retain employees, which improves ROI. Because HR analytics helps HR managers and leaders make informed decisions to create better work environment and maximize employee productivity. It has a major impact on the bottom-line when used effectively.

As a result, through HR analytics we can improve company revenue, mitigate risk, execute strategies and minimize expenses by using statistics to analyse financial, operational HR and talent management data.

Levels of Analytics Maturity

Broadly there are four levels at which analytics is done depending on the level of complexity of analysis involved.

Level 1- Descriptive Analytics: Descriptive analytics describe what has happened in the past by way of using data reports and data visualisation. This is a reactive nature of analysis and merely shows what has happened already

Level 2- Diagnostic analytics: The significant difference that separates Level 2 from Level 1 is the frequency of the data reporting. This level of reporting is proactive, routine or even automated.

Level 3- Predictive Analytics: In this level Analytics uses historical data to predict future by finding patterns and relationships between different variables. This helps businesses to brace for potential business risks.

Level 4- Prescriptive Analytics: This is the highest level of analytics where analysts can provide solutions to business problems. To reach this stage needs highest levels of analysis maturity.

HR analytics in Strategic Decision Making:

Workforce analytics has become a vital part of strategic planning in the HR department. Decisions relating to human resources is aided by HR analytics to have a look at different perspectives and considering every aspect of Organizational goals:

- It helps to understand what is going on inside the
- It helps to track whether the implemented solution works or not.
- With the help of HR analytics, HR leaders can clearly identify and communicate precisely where the company's investment in human capital is paying off.

- Helps in forward looking workforce planning by anticipating the future demand and supply of talents both locally and globally.

Most Commonly used Areas where Organizations use HR Analytics:

HR Analytics are most commonly used in Following HR Processes:

1. **Recruitment & Selection:** AI & ML based recruitment is now commonly used. Organizations have also used Robots for interviewing candidates, which not only scans through a candidate profile but also records their facial expressions to understand the level of confidence of the candidate.
2. **Retention & Separation:** HR Analytics is being widely used to analyze Attritions, predict attritions and also provide solutions to Organizations to retain talents
3. **Learning & Development:** Training initiatives for priority skills gap analysis. Measurement of ROI on training is also widely used by organizations
4. **Compensation & Benefits Management:** Analytics is widely being used to identify employee costs, evaluate remuneration process and pay competitiveness, build best fit models for compensation.
5. **Talent Management & Development:** Analytics is used in turnover of high performers, promotion policies, talent management processes
6. **Performance Management:** A big use of Analytics is in performance evaluation, analytics help in performance satisfaction, effectiveness of feedback, revenue/operating cost per employee

7. **Manpower Planning & Optimization:** A lean and efficient workforce is necessary for an organization, analytics help in manpower optimization by giving Job map, prediction of manpower requirement, and analyzing current workforce for optimization
8. **Leadership Development:** Leadership development and succession pipeline are key areas where analytics play a big role.

Benefits of HR Analytics:

The cost of recruiting, training, retaining and losing human resources are increasing for companies. They want to retain their talent pool in ways that are meaningful to them. HR analytics is the tool that will help understand and utilize their resources in the most optimum way.

Human resource analytics enhance employee and customer experience, which maximizes sales, improves performance and experience, and boosts outcomes. HR professionals are now expected to draw valuable insights and analyse data to help the organization reach its goals.

- **Boosts employee efficiency and performance**

Organizations measure their success by tracking performance and efficiency, which can be done by offering work-life balance and flexible schedules. HR analytics tracks training costs, overtime, absenteeism, employee productivity

and much more. By retaining engaged and satisfied workers, the company will enjoy lower business costs. Recruiting itself will become more proactive, to render a competitive advantage and increase brand image and value.

- **Speed up recruitment processes**

Recruiting is a cost and time-intensive business, and analytics in HR helps determine who could fit in with the company culture. Choose candidates who fit the features described in their job profile, highlighted in employee satisfaction surveys, annual reviews, team assessments and exit interviews. All of these can be equipped to save time, save costs and prepare impactful salary and benefits packages.

- **Enhance talent processes**

HR professionals know that talent processes go beyond pre-hiring, hiring and annual performance reviews. They also include counselling, training and recreational activities. HR data analytics identify challenges, monitor talent acquisition analytics, get employee feedback (such as current experience, benefits and possible changes) and work on the challenges.

- **Improve productivity**

Employee productivity lies on multiple factors such as work environment, office infrastructure, leadership and colleagues, salary and benefits and job satisfaction. Implement employee engagement strategies to analyse the same and note the results.

- **Enhancing employee experience**

Apart from checking applications to fill up open positions, HR professionals also run through the employee experience and implement suggestions for improvement. Happier employees are better engaged and promise higher retention, higher productivity and enjoy higher professional success. Metrics such as productivity, engagement and attendance are generally evaluated. Thus, the HR department understands its

strengths and weaknesses regarding vacation policies, training and development and compensation.

- **Gaining employees' trust**

Talk to employees, make them feel heard, record responses, suggest ideas and make a plan. Now that you have an armful of employee data and feedback, HR analytics helps realize what needs to stay and what needs to be improved. Making positive changes to workplace policies are noticed by the employees, gaining their trust. Use the data to remedy existing issues, drive initiatives and help the management make wise decisions. All of this build employee retention, employee productivity, employee wellness, employee success and work culture.

Conclusion:

Intense global competition and rapid changes in technology is forcing organizations to change its basic strategy. Today, every organization must focus its attention on aligning its HR strategy with overall business goals. To have an upper hand over its competitors, organizations must establish HR analytics for yielding accurate and real time information

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Machine Learning applications in the domain of HR Analytics

Machine Learning applications in the domain of HR Analytics

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Abstract

This paper highlights the promise and scope of deep learning in the context of addressing one of the most burning issues in human resource management – predicting employee attrition. The study reviews key research papers in this area and tries to justify how much the practitioner community needs to update themselves to catch up with the latest developments in the field of machine and deep learning.

Introduction

Employee attrition is one of the major headaches for all organizations (Quinn *et al.*, 2002). Attrition accounts for billions of dollars in terms of direct and indirect costs in the form of new hiring, lost productivity and opportunity costs (Sexton *et al.*, 2004). In fact, the indirect or hidden costs of attrition account for 75-80 % of the total cost attributed due to attrition (Viswesvaran, 2003). Low turnover rates can help in ensuring over 50% more profit margins. As per the United States Department of Labor, hiring costs for new employees may be as high as one third of new hire salary. This statistic is more alarming for middle and high-level vacancy filling (Sexton *et al.*, 2004).

It has so far been a holy grail for HR managers to successfully identify the employees who are the potential leavers vis. a vis. those who are the likely stayers.

However, thanks to rise in awareness in data analytics, HR practitioners have slowly begun developing a data driven culture and have started adopting powerful predictive algorithms to predict attrition of potential churners (Alao and Adeyemo, 2013; Tamizharasi and UmaRani, 2014). HR Analytics has become a major game changer in making HR decision-making more evidence based (Lepak and Shaw, 2008). Davenport and colleagues (2010) have further added fuel to the debate that Analytics tools and techniques can help firms leverage on several pressing HR issues such as talent retention and management.

When it comes to application of machine learning in HR functions, number of studies are also similarly limited in methods. Studies documenting such practices like application of decision trees (Alao and Adeyemo, 2013) and logistic regression (Somers, 1999; Quinn *et al.*, 2002) to help managers predict important HR processes and outcomes including employee selection (Chien and Chen, 2008), employee performance (Al-Radaideh and Al Nagi, 2012) and attrition (Alao and Adeyemo, 2013) have not provided enough practitioner -focused materials so that these applications can become more mainstream in adoption.

From a practitioner's perspective, some of the leading organizations in the world such as Google, IBM and Hewlett-Packard have

successfully implemented predictive algorithms to identify potential churners and have taken preventive measure to restrict voluntary turnover of high potential candidates (Rasmussen and Ulrich, 2015; Elkjaer and Filmer, 2015).

Antecedents of Employee Turnover: A Theoretical Perspective

Why do employees voluntarily quit organizations? Researchers have identified several macro and micro-organizational factors behind the phenomenon. Price (1977) defines turnover as 'the ratio of total number of organizational members who have left the firm during a particular period divided by average number of people working at the firm during the same period'. Past research has shed light on several antecedent factors behind employee attrition. For instance, Firth and colleagues (2004) have highlighted job related stress, organizational commitment, and job dissatisfaction as major antecedents behind employee's decision to quit. On the other hand, several researchers have argued that employee leave their organizations primarily for monetary reasons (Griffeth et al., 2000). Toxic work environment (Abassi and Hollman, 2000) and organizational policies such as supervisory practices and communication transparency (Griffeth et al., 2012) have also been identified as major antecedents of voluntary attrition.

Researchers have developed several key theoretical frameworks for explaining the voluntary employee turnover process (Mobley et al., 1979). One early theory which explains why employees quit voluntarily is the 'image theory' (Beach, 1990), which posits that employees leave their organization after selectively analyzing certain available decision heuristics. As per this theory, employees

rarely have all the cues needed to decide whether to continue with their current employment. Even if most work-related factors are all right, individuals may decide to quit by concentrating on only few negative aspects. Mobley (1977) developed one of the most widely cited and validated models describing the process of employee turnover. As per their model, employees first evaluate their level of satisfaction with their existing job and may either feel satisfied or dissatisfied with the same. If the latter is the case, then it triggers thoughts of quitting in the minds of the employees. Employees then start searching for alternatives and if they assess that the cost of quitting is not more than accepting the new opportunity, then they decide to quit. Later, Mobley, Griffeth, Hand and Meglino (1979) have expanded on their original model to include more distal antecedents such as adjustment issues of spouse, organizational commitment, leadership perception and economic conditions of labor market. The Mobley et al. model has received validation from several follow up studies and is considered as a benchmark work for conducting research on employee attrition (Lee *et al.*, 2017). In this study, the author has referred to the extended model of Mobley and colleagues (1979) for identifying the variables / features to be captured / recorded in the historical dataset for predicting attrition.

HR Analytics: mainstream adoption scenario

Application of analytics in HR functions has been received with divided opinion from HR practitioners. The pioneering efforts of Jac Fitz-enz and Thomas Davenport to raise awareness about measuring the impact of HR processes on firm performance have gradually gained enthusiasm among HR fraternity (Bassi, 2011; Davenport and Mittal, 2020).

However, there is also a serious concern among most HR practitioners that HR Analytics is only a passing fad. Falleta (2014), for instance, has conducted a survey to determine use of HR Analytics across Fortune 1000 firms. His survey of 220 such firms suggests that only 15% of study respondents claimed HR Analytics played a central role in determining or implementing HR strategy. Lawler and Boudreau (2015) also report the results of a survey of over 100 Fortune 500 companies suggesting only about 30 per cent of these companies measure the relationship between HRM processes and their impact on financial and business outcomes. This was puzzling since over 70% respondents of this survey reported using HR metrics to establish how efficient their HR processes are. Marler and Boudreau (2016) have provided a critical review of the state of adoption of HR Analytics. Their review identified 32 research papers published on the theme of HR Analytics in either peer reviewed or practitioner focused journals. The researchers excluded the practitioner focused papers due to lack of empirical rigor which reduced the number of relevant papers published on HR Analytics to 14. Out of these 14 papers, the empirical rigor was restricted to mostly illustrative descriptions or descriptive surveys with the only exception of Aral et al (2012) who conducted some predictive analytics testing the impact of HR Analytics on financial performance. Marler and Boudreau (2016) have cited lack of studies demonstrating actual application of analytics in HR.

Rasmussen and Ulrich (2015) posit a balanced argument to highlight why HR Analytics as a discipline has its skeptics and how it can manage to steer clear of such negative perceptions. They argue that the main hindrance in adopting HR Analytics rests at the top of the

organization. If the management is on board, then the implementation of the applications gets more serious focus. This posits a very interesting context – can HR Analytics be actually effective in solving critical HR issues such as attrition and employee performance? Can machine learning be the key to unravelling these unsolved mysteries? In the next section, the author tries to build a case for this argument.

Machine Learning Algorithms in predicting voluntary attrition

Data analysts have argued on the supremacy of one predictive model over another (West *et al.*, 1997; Olson *et al.*, 2012). Predictive modeling techniques help in forecasting future actions of individuals through supervised learning approach. Such techniques have been widely used in several spheres of management research including credit risk assessment (Olson *et al.*, 2012), consumer buying behavior (West *et al.*, 1997) and off late in the area of human resource analytics (Sexton *et al.*, 2004; Alao and Adeyemo, 2013; Tamizharasi and UmaRani, 2014).

Predictive analytics models can be clubbed under two broad categories – white box models (eg: classification trees, linear models etc.) and black box models (eg: artificial neural networks, random forests, XG Boost etc). For example, in one study, Saradhi and Palshikar (2011) developed predictive employee churn models through a case study where they compare different models such as Naïve Bayes, Support Vector Machines (SVM) and Random Forests to predict churn of current employees based on past employee data.

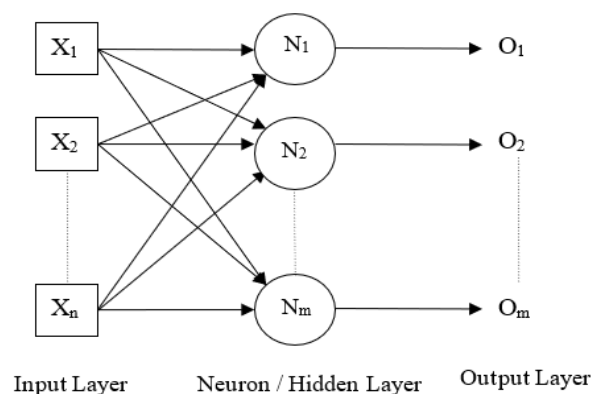
In terms of complexity, there are essentially two broad types of ML algorithms – white-box and black-box.

White box models have the advantage of easy interpretation. For example, decision trees have been found to produce easily interpretable tree diagrams and they can function seamlessly even with missing values in data, while black box models such as neural networks and random forests require the data to be complete in all aspects and researchers need to be weary of missing value issues (Zhang, 2007). Black box models are extremely complex and interpretation from such models is not an easy task given what goes on in the hidden layer can never be observed (West *et al.*, 1997; Zhang, 2007). The biggest advantage of black-box type machine learning algorithms lies in their error correction mechanism known as back propagation (Garson, 1998), which helps the models to find the best possible prediction. Black-box algorithms also operate well with data distributed in a non-linear manner. In other words, black-box models are not restricted by the basic statistical assumptions of linearity and normal distribution, making these more robust for capturing complex volatile non-linear relationships (Somers, 1999).

Neural Networks and Deep Learning

Neural networks can compute multiple iterative solutions by splitting the overall sample into training, holdout and testing data and then choose the outcome which best describes the relationship between the independent variables and the outcome variable(s). A simple Neural Network comprises of three basic components – a input layer, a hidden layer for data processing and an output layer (refer to figure 1).

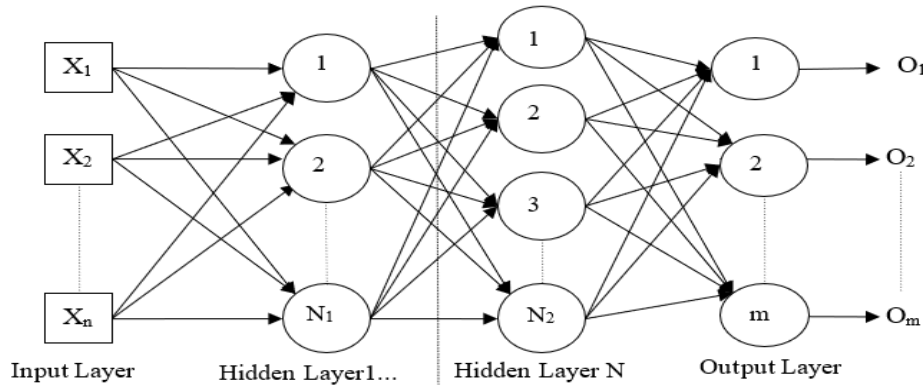
The Multi-Layer Perceptron (MLP) is one of the most popular neural network architectures (Swingler, 1996; Somers, 1999). The MLP operates using the backpropagation technique of error minimization (Ripley, 2007). In backpropagation, the difference between predicted and actual outcomes is minimized iteratively by computing the observed error and then rectifying the weights of the input layer accordingly. Therefore, with each iterative learning cycle, individual cases are fed forward and the error is calculated and fed back to adjust the weights of the input layer in the model. This way, the final iteration renders a prediction which has higher accuracy compared to other similar statistical techniques such logistic regression (Ripley, 2007).



Hyperparameters – Activation Function – Sigmoid, Learning Rate Optimizer - SGD

Figure 1: Basic Neural Network Architecture (Source: Author)

Deep learning is the most complex machine learning algorithm (LeCun *et al.*, 2015). This type of algorithm is best suited for analyzing uncertain and complex contexts. Here, the algorithm is faced with a game-like scenario. The computer employs trial and error to come up with a



processing to analyze the data (refer to figure 2).

Figure 2: Deep Neural Network Architecture (Source: Author)

Deep machine learning techniques have been found to be more robust than a single machine learning algorithm due to the possibility of testing the model through

Hyperparameters – Activation Function – RELU, Learning Rate Optimizer - ADAM

solution to the problem. To understand whether the trial and error is yielding the desirable result, the artificial intelligence (AI) algorithm is guided through a carrot and stick approach where the algorithm is rewarded if it is doing a good job or receives penalties for poor performance (Alsheikh *et al.*, 2016). The algorithm is programmed in such a way that its goal is to maximize the total reward. By conducting almost self-governed trials, reinforcement learning algorithms are capable of developing near-human and in some cases superhuman computing skills. In contrast to human beings, artificial intelligence can gather experience from thousands of parallel gameplays and thus have the advantage of unravelling unique solutions which human mind, despite all its brilliance, cannot process as effectively. A typical deep Neural Network is characterized by the presence of multiple hidden layers which can do parallel

multiple hidden layers (Somers, 1999; Quinn *et al.*, 2002). In a study aimed at predicting caseworker attrition, Quinn and colleagues (2002) applied neural networks to their analysis and compared the prediction power of the former with a logistic regression analysis. The researchers split their sample of 385 child service case workers into training (273), validation (54) and testing (42) data. Results showed that the ANN algorithm outperformed the logistic regression model handsomely while predicting attrition, though the logistic regression fared slightly better in terms of predicting retention.

Previous research has highlighted the superior capability of deep ML algorithms in predicting attrition of employees. For example, Somers (1999) used two different neural network paradigms – a multilayer perceptron (MLP) and a learning vector quantization (LVQ) model to predict voluntary employee

turnover with 577 hospital employees. Out of these, 462 employees were chosen as training data and remaining 115 employees were treated as holdout/test data. The MLP and the LVQ both predicted retention with 99 % accuracy, but in terms of predicting attrition, the LVQ (77%) outperformed the MLP (44% accuracy). A comparison with a logistic regression output showed that both the neural networks predicted with more accuracy than the logistic regression model.

In another interesting study, Sexton and his co-authors (2004) used a neural network trained using modified genetic algorithm in their analysis of prediction of voluntary separation of employees working for a mid-sized firm. Historical data of employees who have worked in the organization for the past five years was obtained from the HR department. An analysis of 447 data points was conducted using a Neural Network Simultaneous Optimization Algorithm (NNSOA), a type of deep neural network. The NNSOA was found to have better predictive accuracy compared to a Discriminant analysis and other comparable backpropagation NN algorithm. In recent times, deep neural networks have been observed to achieve very high accuracy in predicting future business outcomes such as customer churn (Umayaparvathi and Iyakutti, 2017; Wang *et al.*, 2019; de Caigny *et al.*, 2020) and stock price prediction (Yu and Yan, 2020). Previous studies in the domain of HR Analytics have not applied complex ANN architecture such as Convolutional Neural Networks (CNNs) in predicting employee attrition. Sexton *et al* (2004) used a genetically trained neural network, but no researcher has explored the prediction potential of CNNs in the context of HR Analytics. There has also been skepticism about the use and effectiveness of deep learning with small sample size (He *et al.*, 2016; Levine *et al.*, 2018). This issue

has been countered recently by several researchers who have successfully demonstrated the impact of deep learning in prediction tasks with relatively small ($n < 1000$) sample size (Keshari *et al.*, 2020; Bornschein *et al.*, 2020). Thus, it appears that the full potential of deep learning has not been utilized yet by practitioners and researchers alike.

Conclusion

Deep neural networks and other complex algorithms have the capability to help predict extremely chaotic data, and in near future, most firms will be using this approach for several critical analytic interventions such as attrition prediction, automating performance appraisals and resume screening processes. Already the early work in these areas have seen promising outcomes. The future seems to be full of exciting possibilities.

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12

Leveraging Analytics for Measuring and Analyzing Culture

Leveraging Analytics for Measuring and Analyzing Culture

HR Analytics became a buzzword found in articles on the future of work in general and HR in particular. There is no denying the fact that it has a huge potential to be unlocked. And Covid acted as a catalyst in unlocking some of that potential right away.

This article examines how HR Analytics has been used to disrupt the measurement and analysis of culture, a critical and challenging task that organizations need to perform to remain relevant—the article first analyses traditional ways of measurement, followed by the more recent techniques.

There is a famous saying, "culture is what happens when the lights are off." The management guru Peter Drucker has famously said, "Culture eats strategy for breakfast." Larry Fink, the chairman and the CEO of the American multinational investment management company BlackRock, writes to the CEOs the things organizations need to do to remain relevant in the future. In 2018, the letter talked about purpose and long-term value creation (culture is a critical element of long-term value creation). In 2019 again, Fink urged the CEOs to focus on purpose to reap long-term benefits (Fink, L. (2019)). Not surprisingly, there is an increased focus from investors and regulators alike to assess a company's culture. Culture diagnosis is becoming an essential part of the due diligence done by investors before investing in companies. In fact, in the UK, it is almost mandatory to assess culture. The Financial Reporting Council revised the UK

Corporate Governance Code to include board responsibility to monitor and evaluate culture (FRC. (2018)).

The question is, how do we assess something as fluid as culture? There are two ways of doing that. The more traditional ones are statistical and collect data using surveys and questionnaires. The drawback with this approach is that organizations are in a state of constant flux, and these surveys measure culture at a point in time. In other words, such measures are static or episodic. Other ways use advanced analytical techniques that use big data to scour the digital trace of the employees to measure and analyze culture. This article first examines the more traditional survey approach and then the more modern big data approach.

Organizations have used surveys for over a decade now to measure, analyze, and report culture. Off-the-shelf SaaS solutions are available, which can be customized to the organization's needs, but many organizations have put in the resources to develop their own internal assessment tools. Whenever an organization does any culture assessment, it must be able to look at what is it that it needs to encourage and do more of (**value creation**), and what is it that it needs to get a proactive alert on (**value protection**), so that it can stop that before it eats the organization away. Shown below is a sample output of such a culture assessment diagnosis.

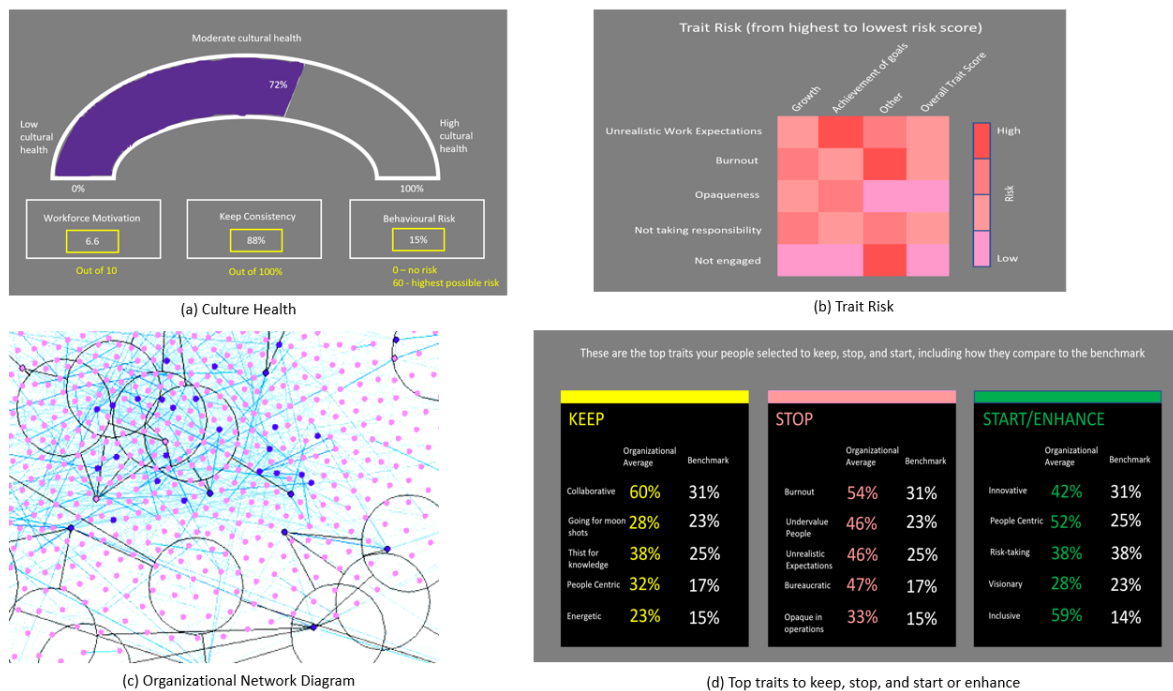


Figure 1 Source for (c): Wikimedia Commons

The organization needs to understand its cultural health. In the case of the figure given above (figure 1a), the organization has a cultural health index of 72%. There also needs to be an understanding of workforce motivation: what factors keep the workforce engaged and wanting to continue working for the organization. This includes but is not limited to questions like what the employees really like about working for the organization, whether the work makes good use of the employees' abilities, etc. That forms the workforce motivation score. Positivity or keep consistency are things that the organization is doing well that need to continue. For example, employees may be given several traits of which they have to select, let's say 7 traits that define the organization. Each of these traits is tagged as a positive or a negative trait. When the overall survey result comes, it can be judged whether the organization is more positive or negative.

Behavioural Risk is about value protection. For example, if there are instances of harassment being reported, then that is a

behavioural risk. The organization needs to be concerned, even if these numbers are small. Trait risk is like a heat map of behavioural risks (figure 1b of the figure).

Organizational network analysis (figure 1c of the figure) can also be done, and it shows the hubs (individuals or departments) that are of high influence. One application can be to identify change champions when trying to affect change in the organization. To affect change, one needs to establish a sense of urgency for change, followed by forming a powerful coalition that pushes the change forward (Kotter, J. P. (1995)). The network diagram can be used to identify potential members of this powerful coalition.

Keep, stop, and start/enhance is a table (figure 1d) which respectively shows what parts of the culture need to be maintained, stopped, or started if they do not happen presently. When the organization focuses on creating something novel in its culture or enhancing an existing positive part of the culture, it focuses on value creation.

While the method mentioned above is neat, it is nevertheless static. Throwing a bunch of traits that might describe the organization on your employees and asking them to select the accurate ones is subject to bias. There are also differences reported when the same employees choose the traits at different points in time. This hints at the episodic nature of such a static diagnosis.

More advanced culture diagnosis happens using big data to track your employees' communications on emails or internal direct messaging tools of the organization. Some interesting insights have come up using such analysis on an individual and organizational basis, which was previously impossible using static analysis.

There has been an explosion of digital communication data since the pandemic outbreak, as most of the work happened from home and employees connected using emails and chats. Harvard researchers Matthew Corritore, Amir Goldberg, and Sameer B. Srivastava conducted research to exploit big data to analyze culture (Matthew Corritore, A. G. et al. (2020)). Some interesting insights emerged.

Firstly, culture is fluid and keeps evolving. Hiring decisions focus on current cultural fit, but what is equally important is to understand that 'adaptability' – the ability of the employee to adapt as the organization's culture changes owing to its fluid nature - is as essential as 'fit.' Secondly, and surprisingly, there are benefits to not fitting in. The researchers give an excellent prescription of when to hire a cultural misfit. The people who do not identify themselves as part of a group bring in new ideas and innovations that boost creativity. Though cultural fit was strongly correlated with success, the misfits also had an advantage because they had strong social bonds within small groups, allowing them to leverage their uniqueness. The prescription

thus is to hire a mix of cultural conformists and misfits.

These insights were impossible to attain using the static organizational network diagram shown in figure 1. A dynamic analysis using big data threw light on how organizations' networks formed and evolved in the larger cultural setup, interacting with the culture, affecting it, and getting affected by it. Such analysis has scope of understanding when the culture may be taking a negative turn and then take measures immediately to rectify it. But despite the benefits, there are ethical considerations. Having access to employees' emails and chats on workplace messaging apps entails risks, and strict confidentiality must be maintained. Security issues also exist, and clear guidelines must be in place for such an analysis to take place.

Overall, while the pandemic has pushed advanced techniques like big data to measure and analyze culture, it comes with its own set of risks. It is not supposed to be a trade-off as compromising employees' privacy to gain accuracy in measuring culture can never be an option. Nevertheless, the benefits of technology in people management are plenty, and the example of cultural assessment shown in this article is just one of them.

Note: Though the data has been changed, the examples have been created afresh, and the author has created the figures, they are inspired by the sessions of a course (titled Organizational Change Management) the author is currently taking as a part of his MBA program at XLRI Jamshedpur. Prof. Rahul Sheel is teaching the class. Some part is particularly inspired from a session by a guest lecturer whose identity has been kept confidential as it might give a hint (albeit negligible) to the kind of processes in place at their organization

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13

The New Age HR -
Rethinking People Management
using Tech & People Analytics

The New Age HR- Rethinking People Management using Tech & People Analytics

- Sanishtha Bhatia, XLRI Jamshedpur



The field of HR today stands at the footnotes of Taylor's work on Scientific Management over a century ago. Taylor proposed that organisations continually monitor and measure employees to boost employee performance essentially turning workspaces into real world psychology labs. Today some of the largest global corporations such as Microsoft and Google are investing in data science, hiring a slew of Ph.D.'s in Industrial/Organizational Psychology, and speeding up their digital transformation to use smart AI and big data technologies to strengthen their talent management systems. The age of people analytics is here to stay, and it was well underway prior to the epidemic. However, in an increasingly virtual (and maybe solely virtual) world of work, the amount

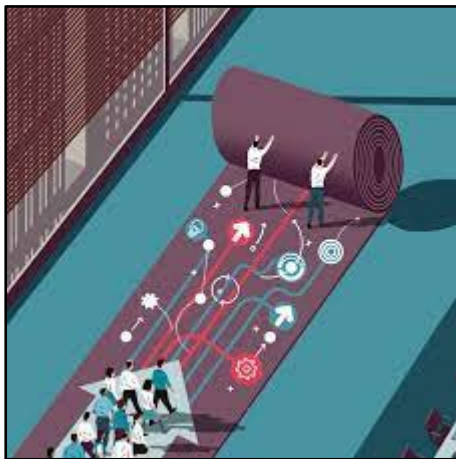
of data accessible to analyse and forecast employee behaviour will continue to rise dramatically, allowing for additional chances for controlling through technology and data.

People Analytics can generally be understood as the branch of HR committed to obtaining data-driven insights on an organization's workforce. The digital footprints of employees can be converted to actionable insights into employee behaviour and help improve organisational effectiveness. With the right models, frameworks, and expertise the wealth of data that all new age organisations sit on can be meaningfully used to create data-driven decisions, changes, and a data-oriented culture in an organization. Essentially, people analytics is an intentional and methodical endeavour to make companies more evidence-based, talent-centric, and meritocratic, which should make them more productive.

Applications of People Analytics in HR



One of the main objectives that organisations are focused on is improving staff performance or productivity. While firms do care a lot about morale and well-being, a lot of the concern stems from the linkages of these to performance which is the major goal. However, here is also where the "suspicious" aspect of surveillance might begin to emerge. With phones, sensors, Alexa, wearables, and the Internet of Things all capable of detecting and recording our movements, and possibilities to be really offline and off the radar becoming limited, things may soon become intrusive and Big Brother-like. For example, some businesses are considering implementing more intrusive monitoring software that can snap screenshots while employees are working and track people's movements to track productivity and monitor a remote workforce. Not long ago, PwC received flak for developing surveillance to track whether employees were away from their systems.



Another area where people analytics can be applied is employee experience. Typically, organisations have dealt with employee experience by way of annual surveys focused on job satisfaction or engagement. Although these elements are connected to work performance, the association is often minor (suggesting less than 20% overlap between engagement and productivity) and confounded with



irrelevant aspects like individuals' personalities. Another key drawback of these surveys is that waiting an entire year to understand shift in morale can be catastrophic, the fast-paced world demands a faster solution.

More frequent "pulse surveys" and employee listening tools have begun to gain traction in this area, and they may be swiftly leveraged to motivate actual action that benefits both employees and enterprises. Glint, CultureAmp, Qualtrics, and Peakon are all able to let firms "pulse" their workers on a regular basis in order to assess engagement and employee mood in real time. Employee listening has been around for a while, but in the wake of the Covid-19 crisis, it has exploded in popularity. Employee listening is being used by companies including Rabobank, Merck, and National Australia Bank to learn how their workers are dealing with new remote working arrangements, how their support requirements are evolving, and what their preferences are for returning to work. Companies can gain valuable insights into what's important to their employees in a rapidly changing environment by using techniques like stratified sampling (an alternative to random sampling that allows data scientists to partition a given sample into "strata" in order to make population predictions) and text analytics on free text comments (software that decodes words and word frequency into emotional

sentiment or different psychological traits) and discussion boards. These also help avoid survey fatigue and preserve anonymity at an individual level.

An application of people analytics essentially critical to the current situation, is if new technology can be utilised to keep people safe by monitoring their mental and physical health. It is not just the usual measures, such as temperature checking or social distancing, that may help employers make their workplaces safe and ensure a healthy reopening of their offices in the post-lockdown phase. Companies are integrating new technologies in a variety of ways to benefit their staff. If employees opt to share their data, wearables may now measure stress and anxiety. Chatbots that may be used to inquire about your emotional condition and offer suggestions. Obviously, the same knowledge that may be used to help or control people: if you know how someone is feeling, what their physiological and psychological condition is, you can use that information to help and improve them, or (hopefully not) manipulate and control them. When technology allows other parties or persons to acquire insight into your deeper emotional states, it leaves one vulnerable.

Employers are looking to adopt "track and trace" applications, such as those produced by Google and Apple in the United States, which were quickly applied by various countries (e.g., China, Singapore, and Israel) in reaction to the outbreak. Academics are also collaborating with wearable start-ups, such as Oura ring and UCSF, to transform the biometric data that individuals are already freely giving into a Covid-19 risk profile. These advancements can be considered to be the digital equivalent of having one's temperature taken on arriving at the office or having a doctor on call to check for important symptoms. While these measures are controversial given their potential to invade people's anonymity and privacy,

they are increasingly being adopted by organisations, and it is becoming harder to distinguish between those that are digital and those that are analogue or physical, as the lines between our physical and digital lives blur.

The Road Ahead



So how can employees be convinced that their privacy will be safeguarded, and their data won't be exploited for other reasons if such technologies become necessary under the premise of preserving the workforce's health? This is where HR departments must step in and lead a discussion about employee trust, company obligations, and the ethical implications of any new technology, finding a balance between employee, management, and business demands.

Although we are still in the early stages of this digital revolution, there have been significant breakthroughs in each of the key verticals of talent management, with a variety of unique tools and technology that are backed up by research in certain cases. There is a real possibility to make work much better if leaders can build a culture of trust, respect, and fairness in their businesses, and use emerging technology according to the strictest ethical and legal boundaries (and that is not a tiny "if").

When firms evaluate new technology or people analytics projects, it's not enough to hope that ethics will be at the forefront.

Companies should develop an ethics charter for people analytics that clarifies what they should and shouldn't do, similar to how they have standards for the use of consumer or financial data. Organizations must approach the ethical and privacy subject full on to create and sustain employee confidence in the use of personal data. They must be upfront and transparent with workers about how they are utilising their data.

There's little doubt that technology, along with the near-universal digitalization of work and work-related behaviours, has the potential to help firms monitor, forecast, and comprehend employee behaviour (and thoughts) at a scale never seen before.

However, these same technologies, when used in an unethical or unlawful manner, allow employers to manage and manipulate people, breaching trust and jeopardising not just their independence and morale, but also their privacy. The only way to prevent this is for proper rules and regulations to be strictly enforced, ensuring that employees stay in control, able to permit companies to use their data (or not) and profit from whatever insights and information are obtained from it.

There is no logical conflict between what is good for the company and what is good for the employee, to be sure. However, the desire to compel individuals to engage in specific behaviours or to exploit their personal information against them is more real than one may assume.

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14

Managing Executive Obsolescence for Career Growth

Managing Executive Obsolescence for Career Growth

S.P. Chauhan*

We are passing through an era where there are no time-outs and no commercial breaks. It would not be out of context to say that either executives update or be ready to be out of gate. Now it is a grow or go situation. Knowledge has become the key economic resource and the dominant, perhaps even the only source of competitive advantage. Many changes have occurred on so many fronts in such a short period of time that executives appear to be frozen in time. When the pace of change in the functional area of an executive is greater than the pace of change in his/her attitude, skill, knowledge, the end is near. Pace of change is so dynamic and vigorous that what worked well yesterday will be less effective today, ineffective tomorrow and obsolete the day after tomorrow.

The exponential growth of information technology which has decreased the useful lifetime of information has made the problem of executive obsolescence more severe and more widespread. The demands of the job of an executive on a day to day basis leaves him with hardly any time to keep abreast with what is happening all around him by way of changing business practices and as a result they tend to become obsolete in terms of their professional competence. Individuals, like organisms following

Darwin's theory of functionalism, will survive in their jobs only if they adapt continuously to the environmental changes. An individual who fails to perceive the changes taking place around him and consequently adopt a reactive rather than a proactive approach, is undoubtedly more vulnerable to obsolescence.

Obsolescence occurs when there is a gap between the job needs and the individual's capabilities to meet those needs or when the skills and the knowledge of an executive are inadequate to perform his job effectively. It would be relevant to mention that UNESCO has included "Lifetime Education" as one of the key issues in its planning, and the G7 Group of countries has named "Lifelong Learning" as a main strategy in the fight against unemployment.

Executive obsolescence is inevitable, unless we choose to confront it with correcting initiatives. The problem of obsolescence has far-reaching consequences, for not only can it affect the individual, but also his department and organisation. This in turn will affect the economy of a country. Undoubtedly, there are a number of possible outcomes, all of which may be detrimental for the individual, and the organisations. Some may become so incapable that

they are demoted, retired or made redundant. Others may even cause so many problems that whole departments or indeed companies may have to close as a result of incompetence.

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Since managing obsolescence has to be a shared responsibility between the organization and its employees, the problem of obsolescence can be tackled by a two-pronged approach: (1) Initiatives to be taken at the individual level for self development and updating; and (2) Interventions like training and continuing education to be taken at the organizational level.

At the individual level executives can work towards updating themselves to maintain their effectiveness in their present jobs and also prepare themselves for taking up more responsible and challenging jobs in the future. Initiatives at the individual level can be taken in the following four ways: first: make professional development your first priority; second: developing the right attitude towards learning; third: taking ownership for continuous professional growth by coming out of your comfort zone; fourth: setting high but attainable goals. Needless to say that the goals should be such which can be attained by stretching a little. The purpose is to keep enhancing your competencies in ways that will help you ensure employability in and outside of the organization.

At the organizational level steps may be taken to provide a work environment which promotes innovativeness, creativeness and risk-

taking on the part of individuals in dealing with on-the-job problems so that this proactive approach contributes to the overall effectiveness of the executives and the organization.

Organizations should make concerted efforts towards training in the following ways:

- The performance appraisal should take into consideration the performance of the executives in their current role and their potential for taking up higher responsibilities. The appraisal should be followed by giving feedback, coaching, mentoring, and training.
- Make training function a “mainstream activity” of the organization and align the HRD strategy with the overall organizational strategy.
- Identify the training needs of the managers at different levels.
- Getting the support of top management as this is a prerequisite for training to have the desired effect.
- Today training interventions play a very key role and must be taken very seriously. In addition to top management commitment, the middle level also needs to be convinced of the importance of training for their subordinates so that the knowledge gained and competence developed through training can be put to the best use by creating the

right and supportive environment.

- Make training “impact-based” rather than “activity-based”. Training should be assessed for its impact and not merely as a necessary activity. In the training context in addition to ROI, “ROTI” i.e. Return on Training Investment should also be kept in mind.
- For Promotion, improved performance rather than number of training programmes attended by executives should be taken one of the parameters.
- Encourage risk taking and decision-making at middle and senior levels so that initiatives

can be taken at their level and also actions can be taken without time-loss.

To ensure life time employability, education and skill development should not stop when one leaves the portals of an educational institution. Executives should be continuously looking for opportunities to update themselves through self development and up-skilling and re-skilling for enhancing their performance. Organisations also need to take a holistic approach to training and development of their employees and provide adequate opportunities for the employees to use so that their enhanced competencies are used for contributing towards organisational goals.

15

Action Learning -
Learning while working

Action Learning - Learning while working

By Shri Yogesh Gupta, Senior Manager - Capability Building, HPCL

"There can be no learning without action, and no action without learning" -Reg Revans

Action learning is an experiential learning method in which participants learn by doing and then reflecting on what they have done. This has emerged as a key strategic and problem-solving tool to develop individual leadership skills, identify competitive advantages, reduce operating costs, and create high-performing teams.

Action Learning is a tried-and-true method for brainstorming organizational problems, finding group answers, and coming up with new ideas. This involves a cycle of doing (taking action) and reflecting upon the results.

The goal of learning more creative ways to solve a problem is achieved by reflecting on what is working now and what will work in future. It is based on the premise that learning requires action and action requires learning. Action learning is consistent with the principles of positive psychology and appreciative inquiry as it encourages team members to build on strengths and learn from life's challenges.

In action learning, individual identifies what has not worked helps team members unlearn unproductive ways and thus invent/learn better ways of acting and moving forward. This way, team members are able to retain strategies which have worked in the past, while also finding new and improved ways to increase productivity.

Action learning tackles problems through a process of first asking questions to clarify the exact nature of the problem, followed by reflecting on and identifying possible solutions, and only then taking action.

Action learning employs the formula:

$L = P + Q + R$; i.e., Learning (L) = Programmed knowledge- P (i.e., knowledge in current use, in books, in one's mind, in an organization's memory, lectures, case studies, etc.) + Questioning - Q (fresh insights into what is not yet known) plus Reflection- R (recalling, thinking about, pulling apart, making sense, trying to understand)

Why action learning?

Action learning has the potential to achieve three key sets of outcomes.

- *Skills relevant for organisational flexibility can be enhanced and broadened.* Learning-set members develop facilitation, problem-solving and communication skills. They do so by working as a team on real tasks that require these skills.

- *Important organisational tasks and outcomes can be achieved.* Tasks chosen are beneficial to the organisation. The projects are sufficiently complex that the team has to engage in collaborative problem solving to achieve an outcome.

- *The participants become more innovative and flexible that, in turn, leads to cultural change.* There can be a shift in the organisational culture towards a more team-based and collaborative ways of working.

How Action Learning is effective ?

Action learning fulfils many of the principles of effective adult development. For example, in action learning programs:

- There is better learning because skills are honed by executing real tasks within an actual organisation. This creates an engaging experience that for learners involved in the process and adds real value to the company.
- Teams are given genuine responsibilities. They undertake critical reflection while monitoring progress towards their goal.

Therefore, teams develop understanding of process as well as skills.

- The teams can be self-managed therefore supports building of team and leadership skills.
- Application of key learnings helps the participants become better leaders and the organization becomes more successful in meeting related challenges.

Action Learning Components

Key components of Action Learning are as follows:

A Problem/Project	The problem should be significant, be with in the responsibility of the team or individual to resolve, and provide opportunity for learning.
An action learning group or team	The Action Learning team should be made up of 4-6 individuals with a diverse backgrounds and experiences.
Insightful Questioning and Reflective Inquiry Process	Problems are addressed through a process of first asking questions to clarify the exact nature of the problem which is followed by reflecting on and identifying possible solutions, and only then taking action.
Power to Take Action	The most valuable learnings occur when action is taken. Group must have the power to take the action themselves or be assured that their recommendations will be implemented.
A commitment to learning	Action learning places equal emphasis on accomplishing the task and on the learning/development of individuals, teams and organizations.
Action learning coach	One of the group members (referred to as an action learning coach) focuses solely on the group's learning and not on the problem, that the group will more quickly become effective both in problem-solving abilities and in group interactions.

Role of Learning Coach in Action Learning Implementation –

- Learning coach only asks questions, and focuses on questions that are related to the learnings (a) of the group (e.g., What are our strengths as a group thus far? What could we do better? What is the quality of our questions); (b) of the individual

(What have we learned about ourselves? What leadership skills have been demonstrated?); and (c) of the organization (What have we learned that we could apply to our organizations? What elements of the organization's culture cause these obstacles?).

- Through questions, Learning Coach helps group members reflect

on how they listen, how they may have reframed the problem, how they give each other feedback, how they are planning and working, and what assumptions may be shaping their beliefs and actions.

- The coach also helps participants focus on what they are achieving, what they are finding difficult, what processes they are employing, and the implications of these processes. The action learning coach must have the wisdom and self-restraint to let the participants learn for themselves and from each other.
- Learning Coach also helps is identifying Competencies required for solving problem.

Conclusion

The impact of learning that occurs within the action learning process can be attributed to the fact that it incorporates so many different theories of learning. Action learning stimulates learning at the individual, team and organizational levels and its principles, such as questioning/reflection, can be applied at an interpersonal, within-group, between-groups or organizational level. When people come together and co-create solutions, apart from gain in knowledge, outcomes are strategically positioned to address business challenges.

Action Learning is a mantra for developing future leaders

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16

The Best Coach to
Rewire People!_Edited

THE BEST COACH TO REWIRE PEOPLE!



Coaching is a form of developmental intervention in which someone called a **Coach** who supports a client (**Coachee**) in achieving a specific goal by providing training and guidance through partnering in thought-provoking and creative process that inspires Coachee to maximize the potential within. So, a coach is someone

who can help people in driving effectively while being in the driving seat; the someone who can help people transition from one driving seat to another driving seat; the someone who can be a good companion, friend, philosopher, guide and motivator in life of people when they are in doubt to discover hidden best within them.

The term "**Coach**" was used around 1830 in Oxford University slang for a tutor who "carried" a student through an exam. The word "**Coaching**" thus identified as a process used to transport people from where they are to where they want to be! As everyone has his/her own coordinates (beginning point in term of time and space) of existence, everyone needs a specific and customized strategic roadmap to reach next level of journey supported by someone who can partner in this customized journey. Coaching is a developmental intervention has a long trailblazer, which can be traced back to a great thinker and philosopher Socrates, who believed that people learn best when they have ownership of a situation and context and take some form of personal ownership for the intended results. In the contemporary world, coaching has played a crucial role in sports. But the true potential of coaching as an organizational development approach has only been recognized in the last few decades.

Coaching revolved around unlocking a person's potential to maximize performance. There are generally two types of coaching: **directive** and **non-directive**. The directive form of coaching is a form of coaching wherein a coach helps clients to learn and provides feedback and advice-**Teach and provide feedback approach**. However, in non-directive coaching, the coach requires to listen, ask questions, explore, and allows the clients to find solutions to problems and challenges. In real life, this means that some coaches merely assert their wisdom, knowledge, skill, and abilities, whereas great coaches empower and enable people to go beyond their comfort zone. Coaching can be applied in all walks of life-Motivating staff, delegating, problem-solving, relationship issues, team building, and staff development and most importantly **designing the life which people love to**

live both in their personal and professional capacity irrespective of their present situation. It is focused on what people being coached want to achieve, what their goal is and how they can achieve it in life. Coaching is a collaborative journey which encourages people to know their true value and potential and live and unleash them while striving to achieve their goals in life. Great coaches challenge limiting beliefs and reinforce positive beliefs by providing tasks followed by feedback and feedforward.

The key essence of coaching is as under:

1. To help people change in the way they wish and helping them go in the direction they want to go to.
2. Coaching provides handholding support to a coachee at every stage in becoming what they want to achieve and who they want to be.
3. Coaching builds awareness and empowers choice and leads to change.

Coaching has traditionally been associated with game and sports. Every top sportsperson has a coach to help maximize performance. Since, last few years, coaching has become famous and in every walk of life, be it professional, be it in the personal sphere. Almost every aspect of life, including sport, is covered by the coaching industry. Now, it is quite obvious for people to hire a coach to help them achieve their life goals.

Coaching is an accountability partnership between coach and Coachee based on trust. The Coach helps their clients to achieve their personal best and to produce the results which they dream of achieving in their personal and professional lives irrespective of in which driving seat they are. The coaching process ensures the Coachee can give the best, learn, and develop in the way they dream of developing.

Types of Coach

Having a coach while being in the driving seat is important and critical to speed up what do you want to be in life irrespective of in which driving seat you are! So, ideally speaking, it would be better if you have a coach throughout your life journey. If you ask yourself where you can find a coach who can partner with you throughout your life while being in the driving seat? You might end up searching in the outside world. And, as such, there is nothing wrong in it, but the real and ultimate response lies in the inner world which exists within you. Yes, you need an external coach to help in searching that hidden coach within you till

you develop your inner coach completely to become independent of the external one!

Therefore, there are primarily two types of coach—the first one which exist within you (**Inner World Coach**) and the second one which exists outside you (**Outer World Coach**). Take the help of the outer world coach to search the inner coach. There are two versions of "Me" who reside within you—The Second Me and First Me. Learn to connect with these two "Me" within, listen to their chat throughout life and nurture the Second Me. You may take the help of some suitable coach in the outer world to fully developed the inner coach within you.

"The ultimate best coach is hidden within you, but you need external one to discover it. So, Turn Inside for the Best Coach who is available in every moment of life." – Ram Raj

Inner Coaching World

Turn Inside for the Best Coach Available 24X7 time free of cost

Kabir has rightly said, "**Kasturi kundal base mrag dhundhat ban Mahi. Jyo ghat ram hai Duniya dekhe nahi,**" i.e. a deer has aroma within but runs throughout the forest for finding it. Similarly, Ram (God) is everywhere, but the world does not see. Similarly, the best Coach is within you, but you are not able to see it. Therefore, let us discover the coach within. How to do that? Maybe, you need someone to help discover the coach within!

Close your eyes and ask yourself whenever you are in doubt. You will hear responses from within as if two coaches talking to each other continuously until one becomes too hobby to listen to another. These two coaches you may call, a **Second Me** or **Second Me coach** and

First Me or First Me coach. The **Second Me Coach** represents positivity, a believer in possibility and hope who will always guide you to achieve best within you by continuously motivating, asking challenging questions and helping you reflect back on choices you make in life and self-auditing on progress made on a day-to-day basis. Whereas the First Me within or the **First Me Coach** represents negativity, selfishness, strong criticism, and is an enemy of the Second Me Coach whose only aim is to counter the Second Me Coach in everything, every time and everywhere. But the First Me Coach acts as an opposition for the Second Me coach, which indirectly helps the Second Me Coach to improve upon continually.

Just note the chat between Second Me Coach and First Me Coach on a piece of paper and reflect back on same. Which coach you have hired to guide you depends

on whom you follow on a day-to-day basis:
Second Me Coach or First Me Coach!

Life is full of endless dilemmas, decision points, turning points, and choices to be made each day, mandatorily, while being in the driving seat. Let us visualize through the given-below example as to how we can find and nurture the best inner coach.

Spare some quiet time for self, sit calmly with pen and notebook, close your eyes, and ask the questions as described below under situation (S). Listen to the conversation between two "Me" hidden within you. Open your eyes after some time and journal the chat in the notebook. Re-read the chat history and decide who stand for your betterment in the long run?

Situation (S): At what time do you wake up in the morning? Who is the in-charge of your wake-up timing? Is it you or situations are deciding factors?

Second Me (SM): Early morning wake-up at around 4:00 AM can provide a good time for self: Morning walk and doing things of choice like reading, writing, etc.

First Me (FM): Humm it's good but don't you think it's difficult to wake up at 4:00 AM? We need a night of proper sleep, and for that, we must go to bed at around 10:00 PM to wake up at 4:00 AM next day.

Second Me (SM): Yes, you are right. It is difficult, but if we plan, we can do it. At least try and let's see what happen.

First Me (FM): Planning tomorrow does not unfold as one wishes it to and everybody is not a morning person.

Second Me (SM): What is the harm in trying? If you are determined, you can go to bed on time and accordingly, wake-up in the morning. By the way, whether you are a morning person or not is up to you.

First Me (FM): Hahaha ... it is easier said than done. Don't be too serious. Life is not

to be taken seriously. Enjoy the cosy morning sleep!

Second Me (SM): I understand multiple factors are affecting the schedule. But, don't you think you can manage them if you wish to manage realistically?

First Me (FM): It is easy to preach but difficult to do.

Second Me (SM): Humm, I am preaching without doing and what are you doing? You are not taking actions in a positive direction.

.....

Endless conversation: no one is willing to give up. It is you, sitting between the First Me and Second Me who is going to decide whom to hire as Coach in life and follow—
Second Me or First Me?

A famous theory developed by Richard Boyatzis; PhD called **Intentional Change** propounded five common-sense focus areas that need to be given attention if an individual wants to make a lasting change within oneself. These five focus areas are as given below:

1. Discover your ideal self
2. Discover your real self
3. Create your learning agenda
4. Experiment with and practise new habits
5. Get support

From the last step, (get support) in the intentional change theory, it is evident that everyone needs a coach at some point of time till your inner coach is fully developed, irrespective of who you are and in which driving seat you are in the present situation. As a **partner**, **parents**, **peer**, **professional**, **pioneer** and **path maker** and as a **preacher** and **priest**, in every role, you need a coach to excel in your life.

Outer Coaching World

The world is witnessing exponential growth in learning and development space cum coaching industry. And, such impressive progress has never been experienced in the past. There are obvious reasons for that : People have now become more open to **designing their life according to what they love to live** through their self-driven learning and development. Nowadays, it is not embarrassing to go to a coach and work on self-development. In my view, the simplest definition of a coach could be, "**A Coach is someone who empowers people to move from their current state to the state where they want to be in the future!**" From this simple definition, it is easy to see the vastness, depth and breadth of the coaching world as people are driving life in their own context. They may be struggling to find the inner world alignment with the outer world while driving in the **intrapersonal driving seat**, they may be driving their life as **common man**, they may be driving their life as a **working professional**, they may be driving their life as an **entrepreneur**, they may be driving their life as a **business leader**, they may be driving their life as a **social or spiritual leader** etc. So, people in each driving seat need help and support to accelerate their life journey. Fundamentally, there is only one type of coach in the outer world, and that is, "**The Life Coach**" who help clients to design the life they love to live!

Coaches use different coaching models to meet their coaching style to match their client's needs to get the best results. There are numerous coaching models available for professional coaches. However, no one model is good or bad; but these models are helpful tools to empower you to cater your coaching styles to different environments. **The Driving Seat Coaching Model** coupled with the **ESCAPE Velocity Model** can prove to be most comprehensive coaching model for a coach irrespective of the niche who can customize the model to

produce the results as the context demand. One can easily visualize the models within the driving seat model. Depending upon which driving seat your client is, you can apply the model accordingly in combination with the other existing model of coaching to produce the desired results.

The driving seat model gives a big picture, conceptual framework and broader boundaries which is applicable universally irrespective of context. Some of the well-known coaching models are described below, which can be used in combination with the driving seat model to suit the chemistry between coach and coachee.

GROW Coaching Model

It is one of the well-known coaching models propounded by well-known executive coach Sir John Henry Douglas Whitmore who was a pioneer of the executive coaching industry, an author and British racing driver.

The GROW coaching model includes four steps:

1. **Goal:** In the goal-setting session, your clients will set his or her goals which will drive the coaching relationship. It will also make the conversation between you and your client more focused.
2. **Reality:** Once you know the goal of the client, you will now let him or her understand his or her existing skills, strength, competence etc. This is an opportunity stage for you as a coach to build the client's confidence so that the clients can achieve his or her dream life goals.
3. **Options:** Under this stage of the coaching model, you will help your client to explore various options as a coach. You will let him or her understand that it is possible to develop his or her ideas so he or she can approach the closing session without any discomfort.

4. **Wrap Up:** The moment your client has found multiple options for his or her dream life goal, he or she can now select the best options and work on the same with commitment and dedication. Being coach, you have to ensure he or she is committed with his or her actions on the ground and has proper awareness about when, how and where he or she can find help as and when requires.

The OSKAR Coaching Model

This coaching model is based on the Solutions Focused Approach. The OSKAR coaching model contains a robust framework which is meant to focus more on solutions rather than the problems. It includes five steps:

1. **Outcome:** As a coach, first, you have to understand the long and medium-term goals of your client and what she or he plans to achieve. At this point, you can ask her or him various questions to understand what she or he wishes to get from this coaching session and help her or him to see desired outcomes.
2. **Scaling:** On getting a clear picture of the outcome, you can ask probing questions to know the current level of the client about his or her current goals.
3. **Know-How:** As a coach, you will help your client to understand the skills or qualities or competence and mindset needed and the ways to establish resources to materialized the outcomes.
4. **Affirm and Action:** Now, you will provide positive reinforcement to your client through positive comments and help her or him to understand what actions she or he must take to get the intended results.
5. **Review:** In this stage, you have to review the whole process as per the client's intended actions. Understand what is better and worked and what can be changed next time if required.

The CLEAR Coaching Model

The coaching model propounded by Peter Hawkins has five stages. It is a perfect acronym for its stages mentioned as under:

1. **Contracting:** The first step to the CLEAR Model is **Clarity** of the Goals. The degree of clarity in intended goals will open up discussions and scope of the coaching session. It will also help to set the rules- How to move ahead to achieve the goals.
2. **Listening:** Active listening by the coach about the client's goals, competence, skills, abilities, strengths and weaknesses to help clients chart out the way forward is the main focus under this stage.
3. **Exploring:** In this stage, you will need the clients to understand the impact of different situations. Motivate with a bit of challenge to the client for thinking for a better future and possibilities.
4. **Action:** In this stage, help your client to choose actions to be taken on the ground so he or she can move forward to design the life which he or she dreams of living!
5. **Review:** This is the last stage where you need to reinforce all that happen in previous stages which includes key commitments. Motivate the client to give feedback to understand what was useful to him or her and what are the major areas where he or she can improve!

The list of models mentioned above is, by no means, exhaustive. There could be as many coaching models as the number of coaches in the world. No one coaching model is right or wrong, but it is helpful when you can meet your coaching styles to different environments. The **driving seat coaching model**, coupled with the **escape velocity model**, can be the most

comprehensive coaching model wherein a coach can see the model within the model. As a coach, you can use driving seat model to motivate the coachees to achieve the highest Growth through successive achievement by effective transition from the current life to next desired life. But if you carefully analyse the driving seat model coupled with escape velocity model, it can prove to be a base for all the coaches out there in the world to develop their own

customized coaching model which produce best results for them and their clients! So, if you are someone who dreams to materialize his/her own dream life which you love to live or if you are someone who dreams to help other people to design the life they love to live, use the driving seat model to inculcate Growth and infinite mindset within you and your client and embark on the unique journey!



By

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Author of Being in the Driving Seat-What makes the ordinary extraordinary!

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eLearning -
A practioner's take

The eLearning series: ***A practitioner's take***

In the last couple of years since the onset of the pandemic, more and more organizations have looked at eLearning to rapidly upskill and reskill their workforce. While prima facie, eLearning may tick all the proverbial check boxes, execution of a successful eLearning project is equally challenging. This article is an attempt to give the readers a hand on view of the various nuances that an executing team should bear in mind while executing an eLearning project.

History and emergence of eLearning

To better understand how eLearning benefits organizations today, it's helpful to look at its past. The term "eLearning" was first coined by Elliott Maisie in 1999, marking the first time the phrase was used professionally. In the years since, eLearning's reputation has gone from strength to strength. Some of the factors that have facilitated eLearning in becoming the most popular way to deliver training today include:

- **Rise of the Internet** – In the pre-internet age, many relied on printed manuals, CD-ROMS and other restrictive methods for learning and training. The rise of the internet allowed organizations to discard

one-dimensional practices and leverage the flexibility of eLearning.

- **Development of Multimedia** - As newer and newer tools were added to the kitty of eLearning, the ability to integrate elements such as images, videos, audio and graphics became possible. This proved to be a more reliable way of keeping learners engaged compared to traditional learning.

- **Affordable Digital Devices** – eLearning's popularity hugely soared because of the growing affordability of digital devices. eLearning's rise further got a shot in arm due to the falling prices of mobile devices.

- **Well-Built Learning Management Systems** - LMS's have become more and more

sophisticated, evolving from being locally installed to cloud-based systems. Organizations are increasingly applying them to execute many forms of training. There are many things to consider when choosing an LMS; at a minimum it should ensure the functionality and support to meet the organizational and learners' objectives.

@ What is eLearning? Different generations of eLearning

eLearning, or electronic learning can be defined as the delivery of learning and training through digital resources. Although based on formalized learning, eLearning is provided through electronic devices such as computers, tablets and even cellular phones connected to the internet. This enables the learners to learn anytime, anywhere without any restrictions. eLearning can be summarized as training, learning, or education delivered online through a computer or any other digital device connected to internet. The whole gamut of eLearning systems can be categorized into 3 generations:

- **First Generation:** These systems just use internet as a medium to deliver learning content. The instructors are in control and conventional educational products and services are delivered via the internet in a new way. For e.g. Putting manuals, text and courses on-line.

- **Second Generation:** These systems use the internet as a new educational environment where products and services

have been conceived and designed to tap the learner-drive potential of the Internet. The needs of the learner are given prime importance. Unlike the “text or courses on-line” model, the educational system adapts to the learner.

- **Third Generation:** Internet based learning systems that build on a second generation “learner in control” philosophy while incorporating high band-width learning tools and supports complex simulations, virtual classrooms and other forms of “on-line” collaboration.

@ Different terminologies associated with eLearning

Aparicio, M., Bacao, F., & Oliveira, T. (2016), also listed a host of different terminologies associated with eLearning rooted in the concept Computer-Assisted Instruction (CAI) (Zinn,2000) and ever evolving. The concept of CAI first appeared in 1955 as a means of teaching problem-solving (Zinn, 2000). Table 1 presents 23 concepts associated with eLearning that belong to the use of computers in learning activities.

Acronym	Description	Concept Focus
CAI	Computer- Assisted Instruction	Use of computers with a focus on programming teaching used in various fields like mathematics, engineering, psychology, physics, business administration, statistics.
CBE	Computer- Based Education	This concept focuses on the various uses of computer in education.

CAL	Computer- Assisted Learning	Subtly different from CBE, this concept focuses on individuals rather than tasks and how computers can assist in problem-solving.
LMS	Learning Management Systems	A platform that supports registering services, tracks and delivers content to learners. It also has rich reporting features to track learner progress and assessing results. LMS focuses on contents and teacher/learner interaction.
CMI	Computer- Managed Instruction	This concept focusses more on the teacher's tasks.
CAE	Computer- Assisted Education	CAE concept refers to the use of computer for production of materials' and the students' use of the computer in learning.
eLearning	Electronic Learning	eLearning refers to learning via electronic sources, different from the physical instructor led trainings and providing interactive distance learning. Fundamental to it is the use of a Web System (either intranet or internet) as a way to access information available, disregarding time and space.
ALE	Artificial Learning Environments	Artefacts' usage as a mediator in learning within a specific environment.
m-Learning	Mobile Learning	Pessanelli (1993) first envisaged a futuristic way of learning underlining the concept as modular plug-in school. He considered it the first way to fight illiteracy. Drumm & Groom used the concept to conceptualize a cyber mobile library. In m-Learning is the focus is on making the learning class environment as flexible as possible with the use of various learning sources.
SRE	Self- Regulatory Efficacy	Concept's focus is on the learner's independent assessment of self-regulatory learning ability.
CSCL	Computer Support for Collaborative Learning	This concept focuses on using computers as a for

		facilitating, augmenting, and redefining support learning in groups.
REAL	Rich Environments for Active Learning	Concept centered around use of computer focused on student responsibility and initiative. Generative learning activities within authentic learning contexts. Providing assessment strategies and co-operative support.
Mega-University	Mega - University	Concept combining distance learning, higher education, size with the effective use of technology
CFL	Computer- Facilitated Learning	As against the constructivist approach this concept focuses on the emulation of teacher driven learning episodes. Grouping applications into functional categories CFL highlights the learning processes outcomes.
LCMS	Learning Content Management Systems	Very similar to LMS, LCMS serves as a content Management launch pads for third party content that the organization would either purchase or outsource
B-Learning	Blended Learning	Blended learning mixes different learning environments (face-to-face and distance) with the aim to complement distance learning with face-to-face learning. It uses multimedia for learning purposes.
c-MOOC	Connective MOOC	A version of massive open online courses leveraging the philosophy of connectivism and networking, autonomy, diversity, and openness characterized by content made by motivated and autonomous learners.
SDL	Self-Directed Learning	Focusing on the teaching–learning method, SDL refers to the use of individual ways of learning, leveraging self-strategies of learning. These strategies may or may not include the use of

		a computer, although SDL may occur even without a computer.
ILM	Internet-based Learning Medium	ILM is focused in supporting and improving student learning by the use of internet.
MOOC	Massive Open Online Course	Free provisioning and distribution of content courses to a global audience through the internet. It brings together the connectivity of social networking, the facilitation of an acknowledged expert in the field of study, and a collection of freely accessible online resources.
x-MOOC	MITx & EDX MOOC	A variant of MOOC, it relies on content diffusion, assignments, and peer assessment. These are Learning management systems with high-quality content.
LOOC	Little Open Online Course.	Focus on the directed instructions from the teacher to the students.
SPOC	Small Private Online Course	Once again, a variant of MOOC, with usage as a supplement to classroom learning, not as a substitute to the traditional way of teaching.

Table 1

A timeline of the emergence of the eLearning concepts is given below:

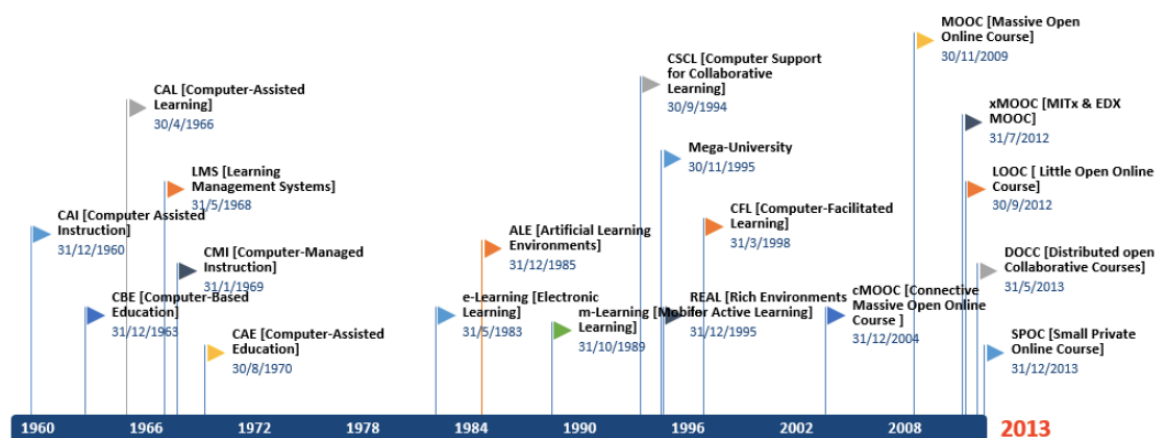


Figure 1. Timeline of E-learning related concepts (Aparicio, Bacao, & Oliveira, 2014b)

Similarities and differences between eLearning and traditional training approaches

Before going for a “Big Bang” implementation of eLearning, it's always good to be aware of the similarities and differences between eLearning and

more traditional types of training. According to Ettinger, A., Holton, V., & Blass, E. (2006), the similarities between eLearning and traditional learning include:

- As is the case for any training intervention, finding time for eLearning is difficult. The impact on eLearning is greater because it relies a lot on individual motivation.
- Planning and designing of training programs is very important both in traditional learning and eLearning. However, this is much more important in eLearning since the attention and the interest of the learner once lost can be very difficult to retrieve.
- Similar to the planning and designing point, return on investment (ROI) applies to all training interventions, however the high investment costs of eLearning may increase the focus on ROI.

According to Ettinger, A., Holton, V., & Blass, E. (2006), the differences between eLearning and traditional learning include:

- Resistance to eLearning is higher and often very difficult to overcome. In a face-to-face training program, a minor problem can be easily rectified but in eLearning since either the human element will be absent or will be remotely present, even a minor problem is likely to put off the learners completely.

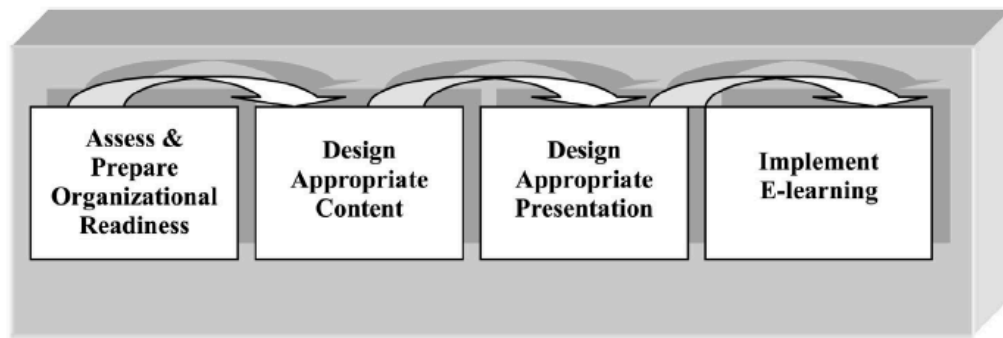
Even a small issue will have a huge negative impact in eLearning.

- In traditional training the trainer is in control and his expertise and teaching style would have a bearing on how effective the training would be however, in eLearning, the outcome is very important on the quality of the content and the user-friendliness of the technology.
- Staff may fear technology. This may have a big bearing on the success of any eLearning implementation.

eLearning requires a cultural change about how training and learning occurs. Organizations that are mindful and conscious of this requirement are more likely to be successful in getting the desired results with their eLearning initiatives.

eLearning Value Chain

Wild, R. H., Griggs, K. A., & Downing, T. (2002) has elucidated an eLearning value chain that represents the eLearning planning process. The elements of the eLearning planning process include determining and preparing organizational readiness (factors pertinent before going online), determining the content appropriate for the organization (content that addresses the goals of knowledge management), determining the appropriate presentation modes (considering factors contributing to effective eLearning) and the actual implementation of eLearning (content and technology infrastructure considerations).



Source: Wild, R. H., Griggs, K. A., & Downing, T. (2002)

The 4 phases of the value chain are explained as below:

Phase I: Organizational readiness can be summarized by addressing the following issues:

- **Infrastructure:** Does a knowledge management infrastructure exist or one needs to be setup afresh?
- **Knowledge Editor:** Does the company have a knowledge editor or is the company willing to invest in a knowledge editor?
- **Organizational culture:** Does the existing organizational culture encourage and promote knowledge sharing?

- **Employee attitude:** Are the employees amenable to share their knowledge with others?
- **Knowledge needs:** Have the strategic knowledge needs been identified?
- **Computer usage:** What is the level of computer literacy?
- **Technology requirements:** Is the company sufficiently wired (computer network wise)?

Phase II: the strategic knowledge requirements of the firm should guide the content to be created for eLearning. The appropriate content for various firms may vary. However, the type of content can be broadly classified:

Tacit knowledge	Explicit knowledge
Deep knowledge	Factual knowledge
Insights	How-to knowledge
Expertise	Incremental knowledge

Source: Nonaka and Takeuchi (1995)

Phase III: The characteristics of effective traditional learning and

effective online learning have to be combined to provide a rich and varied

presentation environment. This rich and varied environment will satisfy the

many content, application and individual needs of learners.

Characteristics of effective traditional learning	Characteristics of online learning
Engage learners fully	eLearning should be interactive
Promote the development of cognitive skills	eLearning should provide the means for repetition and practice
Use learners' previous experience and existing knowledge	eLearning should provide a selection of presentation styles
Use problems as a stimulus for learning	eLearning content should be relevant and practical
Provide learning activities that encourage co-operation among team members	Information shared through eLearning should be accurate and appropriate

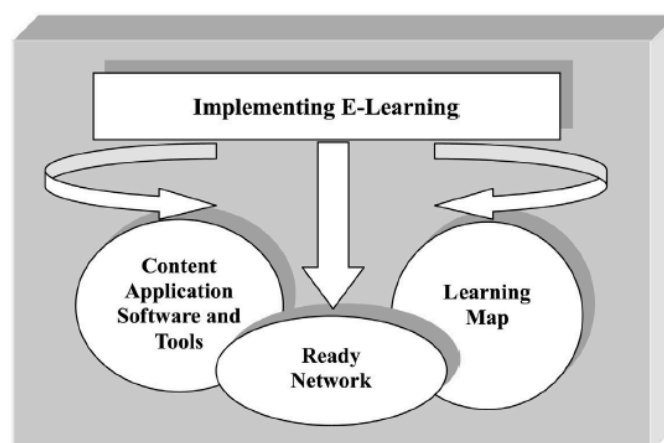
Phase IV: Implementation of online courses require the following.

- **Ready Network:** The response time for users, the ability to multicast live video feeds, the mechanism for local of large content files, and the security privileges tied to sensitive content are some of the important network readiness factors to be considered in the implementation phase.
- **Content application software and tools:** The right application platform and content tools are necessary to promote successful eLearning. Some of the types of tools are,

software to design, develop and manage online courses, software to develop online quizzes and conduct interactive lessons, content development software and tools for integrating the various components.

Learning Map: A learning map links the aspirational knowledge goals of the organization to the knowledge acquisition requirements of its employees to meet the organization's knowledge objectives.

Implementation of e-learning



Source: Wild, R. H., Griggs, K. A., & Downing, T. (2002)

This article is part of a series on e-Learning. The next article in the series would appear in the March edition of HR Vista.

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18

Remote Working
amid Covid-19

REVIEW PAPER ON LINE MANAGERS PERCEPTION ON EFFECTIVENESS OF REMOTE WORKING IN INDIAN ORGANIZATIONSAMID COVID-19 CRISES

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ABSTRACT

The Covid-19 pandemic throughout the world, has acted as an opportunity for accelerating remote working as new normal for business continuity. The concept of remote working is no more a privilege, but a necessity to stay afloat in such difficult times.

Remote working/ Work-from-Home is a very new experience for Organizations of India and hence different perception of stakeholders in these organizations with respect to remote working is a matter of research, in order to devise a mechanism that gel with the expectations of each and every stakeholders promoting employee wellbeing along with business continuity.

The present study examined the perception and extent of acceptance to remote working/ work-from-home concept, by the Line Managers of Indian Organizations supervising remote workers in Indian Organizations by thorough review of the previous literature published/ unpublished on the subject of "Remote Working".

This paper provides a comprehensive list of pressing issues faced by the Line Mangers that must be considered while formulating and implementing remote working arrangements in Indian Organizations.

Keywords: Covid-19, Remote working, Perception, Acceptance, Line Mangers

INTRODUCTION

The COVID-19 pandemic has transformed our lives in ways many never had thought before. It has brought economic uncertainties and compelled business organizations across sectors to adapt to a

"new normal." Economists are comparing the lockdown with the Great Depression of 1930s and global financial crisis of 2008-09. The WTO estimates world trade to fall by 13% to 32% in 2020.

The global COVID-19 pandemic has forever changed our experiences—as customers, employees, citizens, humans—and our attitudes and behaviors.

Since years, the 'Remote working' was part and parcel of work culture of Information Technology giants in India, but owing to poor infrastructure, poor networks and connections, lack of awareness and training among employees in using information technology at work, lack of top management commitment towards investment into technologies and last but not the least employee resistance to change, working remotely, was never seemed an appropriate and accepted way of working in Indian Organizations.

In accordance with enforcement by Government of India and as coping strategy in the times of crises, leading Indian Organizations such as Facebook, Google, NTPC Limited, State Bank of India and Bank of Baroda have started adopting remote working amid Covid-19 outbreak as a strategic tool enabling sustainable business growth.

RATIONALE OF STUDY

Past literature have focused on remote working in IT Sector of India, advantages and disadvantages of remote working to individuals and organization, perception of employees who work remotely, flexible working and work life balance, emphasis on comparisons between virtual and non-virtual workers, but there is scarcity of research remote working in Indian Non-

IT organizations and on managerial perceptions with respect to remote working that determines leader member exchange process having individual and organizational impacts.

Several Research Literature and Surveys of Consultancy Organizations such as Deloitte, Mercer, PWC, KPMG, Ernst & Young have studied impact of Covid-19 Outbreak on organization functioning, practical workforce strategies adopted by organizations in response to global pandemic and employee concerns about Covid-19 and remote working. But, there exists limited literature on manager's perception and inhibitions associated with remote working, which is the ultimate deciding factor for the acceptance and satisfaction with remote working.

OBJECTIVE OF THE STUDY

The objective of this review paper is to study Line Managers perceptions on remote working experience amid Covid-19 crises and gauging extent of satisfaction with remote working among management cadre supervising virtual employees in Indian Organizations.

Many organizations have allowed their employees to work from home as immediate response to Covid-19 Crises, due to government pressures as well as in response to competition in terms of business continuity from other firms, without addressing the challenges and implications inherent to this type of intervention. Work-from-home

arrangements will likely expand beyond the tech world — and beyond the pandemic. Time has come for managers to look beyond hours clocked in and physical presence in office, instead with positive focus on getting the work done

and keeping the employee morale high. A unique contribution of this study is that it has responses from managers working in different organizations and varied departments of those enterprises which are considered to be one of the significant contributors in generalizing the findings of this study for better adaptation to remote working arrangements in Indian Organizations.

LITERATURE REVIEW

A comprehensive search of the literature was conducted to develop and prepare this review paper. Peer-reviewed journals and articles, theses and dissertation studies, newspaper articles, books, were examined to study, search, and prepare the review of the existing literature. The literature review began with general computer searches on origin and implementation of telecommuting and other perception studies associated with work from home followed by thorough study of ProQuest Digital Dissertation and EBSCO host academic peer-reviewed articles, articles available in the Google Scholar and Research Gate Portals. Last, but not the least, compiling Covid 19 Related Surveys conducted by leading management consultancies like KPMG, Mercer, E&Y and PWC etc.

COVID-19 OUTBREAK AND ITS IMPACT ON INDIAN ORGANIZATIONS

The Covid-19 is a global pandemic crisis which can be best prevented through frequent sanitization and social distancing. Covid-19 has proved to be the biggest force towards adoption of work from home practice in India despite the reluctance of the Indian Companies. Implementation of Work from Home due to lockdown was the first experience without comprehensive preparations. The Covid-19 corona virus

proved to be an accelerator for one of the greatest workplace transformations of

lifetime for private and public sector organizations of India. The COVID-19 crisis forced the organizations to accelerate business with reduced costs and manpower. Covid-19 crises compelled organizations to review and change and be more open to new ways of working: in particular, in adopting remote working as a mode of employment.

REMOTE WORKING/WORK FROM HOME- POPULAR FINDINGS

Back in to the 1970s, nonstandard work arrangements such as part time and contract work as well as temporary employment have allowed workers to experience flexibility in their employment relations (Kalleberg, 2000). Current trends in work widely accept flexible work arrangements (FWA), such as flextime (e.g., trust-based working hours) and flexplace (e.g., home-office). The current developments in the area of working in times of Covid-19 crises have been grouped under the headers “working beyond working time”, “working beyond the internal workplace”, “working beyond detailed instructions” and “working beyond two-party relationships” (Risak 2017a: 20).

Advances in information technology, globally dispersed and diverse workforce, more women in the workplace, dual career families and the increased desire of employees to balance work and family are key factors that have amplified the popularity of flexible work arrangements. Thus, physical location of a working place is gradually losing its importance (Baltes, Briggs, Huff, Wright, & Neuman, 1999; Caillier, 2013b) leading organizations to innovate, that is, to develop and adopt new practices.

Flexible work arrangements or Flexi work is an Umbrella term under which flexibility in the location (flexplace) and in the timing of work (flextime) can be subsumed (Hill et al., 2001). Researchers highlighted three key elements associated with flexible work arrangements: technology, location and organization associated with remote working (see e.g., Beer, 1985; Di Martino and Wirth, 1990). Flexible Work arrangement are prevalent in various forms such as telecommuting (Nilles, 1994),

flexible work (McCloskey and Igbaria, 1998), virtual work (Handy, 1995) and Work from Home (Nilles, 1975). Telecommuting refers to Working from Home only instead of commuting to office premises (Golden, 2009). Teleworking refers to working away from the office which can be home or another location (e.g., client office, airport, coffee shop) for certain days of the week, spending the rest of the time in the office (Golden, 2009). The 21st century is characterized by new anytime, anywhere work culture (Van Horn & Storen, 2000). This is termed as “Remote working” or “Work from Home”. Remote working is considered as an alternative way to organize work away from the physical settings of Office. It is all about absence from the traditional office for a portion of the work week, while interacting through communication technology.

Research in the area of telecommuting started in the 1970s, when Jack Nilles coined the terms telecommuting and directed the first telework demonstration project with partial funding from the National Science Foundation (NSF). The introduction of pilot telework programs in and by the 1990s many states, governments and private sector organizations had executed WFH. The 1990s saw a proliferation of tele working,

and more recent reports indicate that teleworking has become one of the most prevalent bases of flexibility programs (World at Work, 2015), with the expectation that the practice will become even more commonplace in the near future (Society for Human Resource Management [SHRM], 2014).

Work from Home is a conceptualized process where an employee can perform his assigned responsibilities from the comfort of the home. It provides the flexibility in working hours to the employee with ease to accomplish the assigned jobs of the employer in the comfort of his/her home accessible by using business technologies such as Virtual Private Network that provide the safest method to give employees access to the same network resources that they would have in the office, Electronic Document Management (e-DMS) that provides a repository of important documents and files in digital format making it easy to search and retrieve, Broadband Internet connections/ Wifi, Video-conferencing that provides online platform for conducting official meetings and presentations.

Flexible work arrangements can be seen as a paradox (ter Hoeven & van Zoonen, 2015). Telecommuting affects individual workers, organisations, and the community in various ways. The study (Khoury, 2009) found that working from home not only benefits employees by eliminating their daily commutes, it also increases productivity and leads to healthier lifestyles. A meta-analysis of 46 studies by Gajendran and Harrison (2007) demonstrated that working from home lowers work-family conflict and that the benefits increase for those who work from home more frequently. It was found that telework positively effects employees' the work-life balance (Maruyama, Hopkinson, & James, 2009). At the same time, there is

some risk of overlap between work and private or family life – that is, work-home interference – because of longer hours of work and the combination of paid work and other responsibilities, which may result in increased work-family conflict. Some studies shows that remote working not only reduces expenses on office infrastructure but also reduces Carbon footprints. Few researches suggests that almost 80% of telecommuters feel a greater commitment to their organizations (Telecommute Connecticut, 2002), whereas others highlight working remotely can adversely impact employee commitment and organizational identification due to feelings of detachment. According to a survey by SAP Concur, 69% of

the workforce in India believes their productivity has increased while working remotely. On the other end, various studies have suggested that professional isolation may leave remote employees feeling excluded in terms of office interactions (Golden et al., 2008; G. Vega & Brennan, 2000). For instance, various authors have argued that virtual working arrangements

can lead to constraints on social interactions between employees (Baker, Moon, & Ward, 2006; Golden et al., 2008). Past studies highlighted that teleworking might decrease organizational commitment and increased stress because the challenges involved in developing identification and commitment toward one's organization are magnified when one is working remotely (Thatcher & Zhu, 2006; Wiesenfeld, Raghuram, & Garud, 1998). At the same time, employees in companies that offer dependent benefits and flexible working options reported lower absenteeism, higher morale, higher job satisfaction, higher employer loyalty and lower turnover rates

(Galinsky and Stein 1990; Thompson et al. 1999; Roehling, Roehling, and Moen 2001).

Despite the compelling reasons to consider remote working, such arrangements still lack support and utilization in the Indian Organizations in practice, the most frequently cited barriers to remote working in India include: 1) Rigid organization culture 2) employers not convinced of the economic benefits of this new way of contact less working- a lack of universal understanding or recognition by employers of the potential monetary advantage of remote working arrangement, most of the managers believe that the benefits of working remotely accrue to the workers but not the Company 3) the existence of a management style that associates physical presence with performance and is therefore not conducive to managing remote workers effectively (Van Horn & Storen, 2000).

Work from home concept was started by Software Companies like IBM, TCS, Infosys etc. as part of their employee wellbeing and work life balance practices. Technology giants in India have encouraged the majority of the staff to opt for work-from-home in the times of covid-19 crises. Jack Dorsey CEO, Twitter, announced that their employees can work from home permanently even after the Covid-19 pandemic ends. Sundar Pichai, CEO, Google told employees that the remote work policy will be extended till 2021. TCS, India's largest infotech and outsourcing company with around 450,000 employees, reported recently that it

would move 75% of its employees to work from home permanently by 2025. Clearly, for the IT sector, the transition to Work from Home is smoother than others, given

the fact that training needed for remote working is already in place. In India, the proportion of remote workers is higher in services and among non-profit and non-governmental organizations, but below average in the Non-IT Sectors (National Studies for India by ILO, 2015).

The strong work ethics can be a hindrance when adopting new work policies in Indian Organization that do not correspond with traditional notions of an ideal worker.

Evidences suggest that employers consider subordinate's absence from the workplace as lack of devotion to work (Williams et al., 2013; Kossek, Thompson, & Lautsch, 2015). The inferences and attributions supervisors make about telecommuters are often made spontaneously, without their intent or knowledge of doing so (Elsbach, Cable, & Sherman, 2010). For example, telecommuting tends to signal an employee's prioritization of personal and family concerns above work, regardless of the employee's actual motive for telecommuting which can be comorbidities family reasons child care in absence of day cares etc.

Golden & Veiga, 2008 have illustrated in their research importance of high-quality superior subordinate relationship for those employees who telework frequently. Different values guiding managers in public and private sector organizations are one of the factors influencing managers acceptability to remote working. While managers in private sector organizations named values like profitability and innovativeness as most important, managers in public sector organizations put values like formal work procedures and accountability. Trend with respect to telecommuting shows many levels of management do not understand telecommuting principles (Ryan, 2002) ,

yet allow telecommuting within their organizations. Managers also face the increasing complexity of managing blended workgroups comprising virtual and non-virtual members, which creates challenges for coordinating and motivating these employees (Van Dyne et al., 2007).

Organizations trying to control their flexible working employees through traditional means (e.g., bureaucratic or outcome-based control) will face substantial difficulties (Ashford et al., 2007). The traditional 'command and control' style of management is not really possible with remote working, and many managers fear this loss of control. In fact, to reclaim their power the supervisors may increase direction and control of work procedures or even increase the surveillance of subordinates (National Study for India, 2019). The effective management of flexible working employees is a challenge for their supervisors because of the complexity of flexwork and other forms of virtual work regarding social and spatial separation and increased ambiguity of the work situation (Golden & Raghuram, 2010). Go, (2016) in his research has pointed out that Work from home creates a big gap in communication between superior and

the subordinates. Work from Home provides employees an opportunity to work as and when they want to start, but at the same time is a matter of concern for Managers to gauge remote employee's commitment to work and contribution to productivity.

The existence of different perceptions is expected to generate organizational and behavioral consequences (Birkinshaw et al. 2000). Thus, the recognition of different perspectives of multiple stakeholder's (Managers, remote workers and traditional office

goers) is an important and relevant concern for the success of any new implementation in high power distance culture prevailing in the Indian Organizations.

Given the rise in managers engaged in remote work, it is somewhat surprising that existing research on remote working has been restricted in its scope, mainly focused on the perspectives and outcomes of remote working to employees only, neglecting the perspective and outcome of remote working on managers, who supervise them on a day-to-day basis.

METHODOLOGY

This study is a review paper based on the previous researches related to factors associated with and consequences of remote working selected on the basis of the easy accessibility.

The purpose of study is to gain an understanding on line manager's experience of supervising remote working and their interpretation of those experiences to gauge overall satisfaction. Based on the items of various perceptions measurement scales developed from qualitative data in the previous studies, related to telecommuting, the four important subsections related to remote working namely Operational Issues, Organizational Issues, Technological Issues and Interpersonal Relationship Issues were impressed upon in the present study.

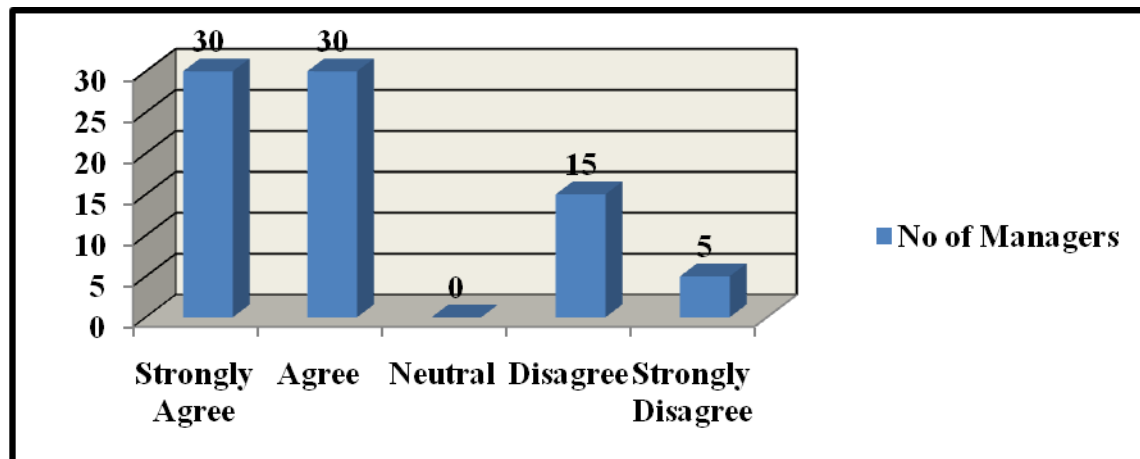
INTERPRETATION AND DISCUSSION

Considering Dummy Sample Size of 80 line managers following is the interpretation of findings obtained from thorough review of previous literature, highlighting the perception of

managerial cadre with respect to remote working, the extent of acceptance of remote working and satisfaction from remote working, as far as managerial cadre is concerned.

OPERATIONAL ISSUES RELATED TO REMOTE WORKING

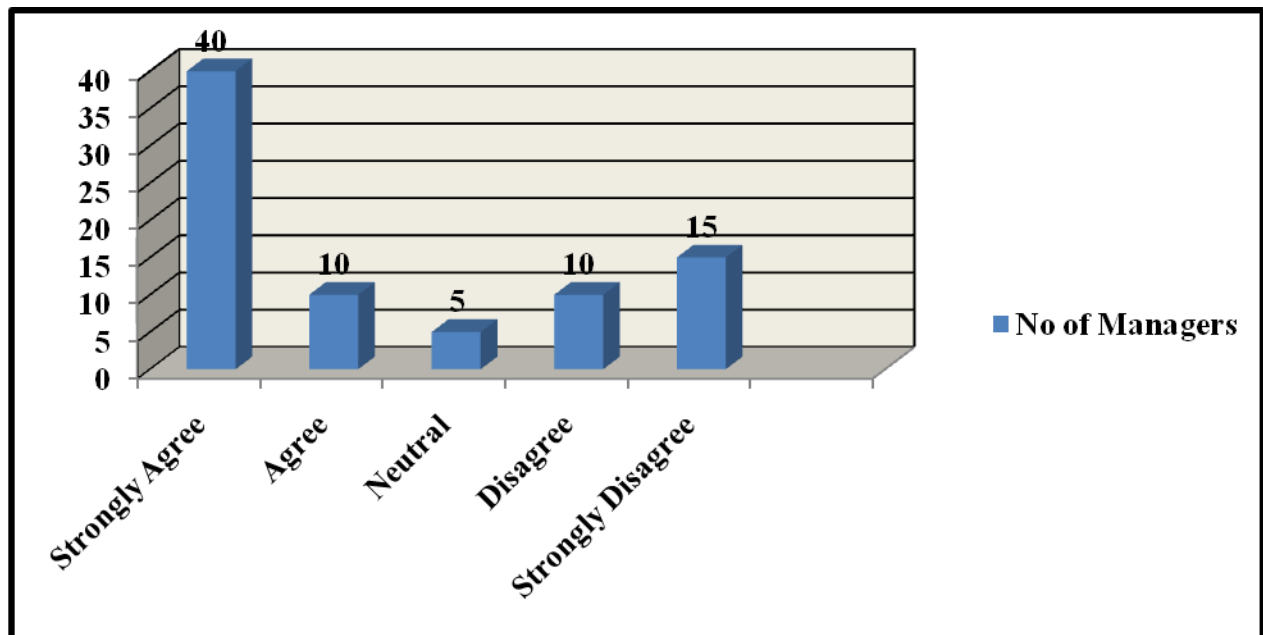
1. Infrastructure, operational efficiency and Work Culture of Indian Organizations do not support remote working



Interpretation:As from the above graphical presentation, it is clear that the highest nos. i.e; 60 out of 80 Managers agree that Infrastructure, operational efficiency and Work Culture of Indian Organizations do not support remote working. There needs lots of improvement in infrastructure, policies and practices

before implementing remote working. Rest of the 20 disagree with regard to the above statement.

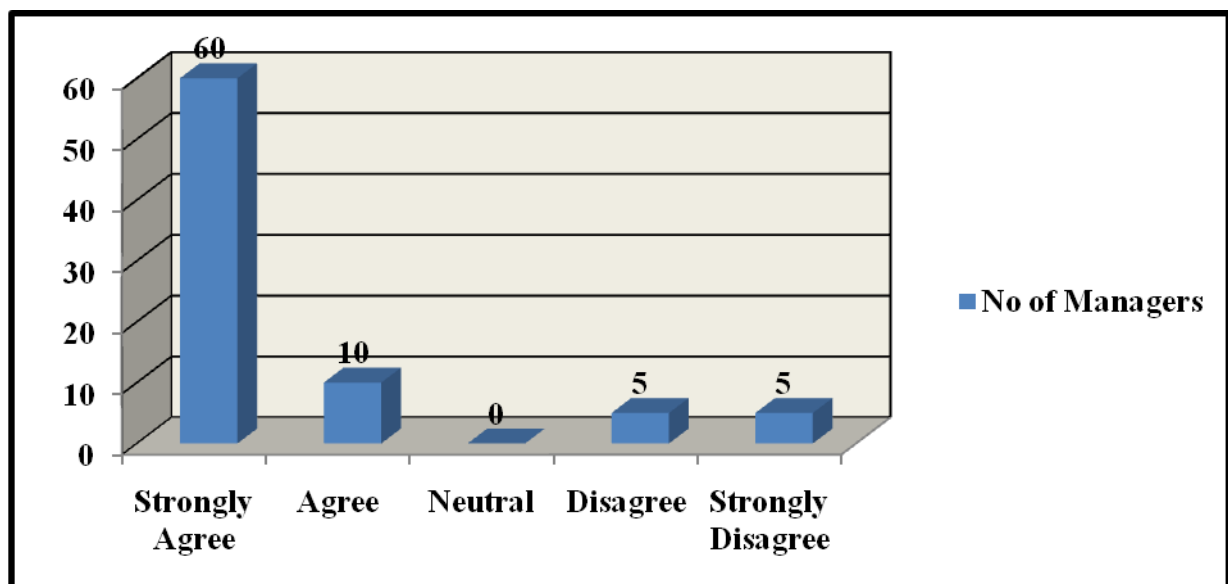
2. Overall Quality and Quantity of work suffers while working remotely



Interpretation:As from the above graphical presentation, it is clear that 50 out of 80 Managers agree that Overall Quality and Quantity of work suffers while working remotely. Rest of the 30 are either

neutral in their response or disagree with regard to the above statement.

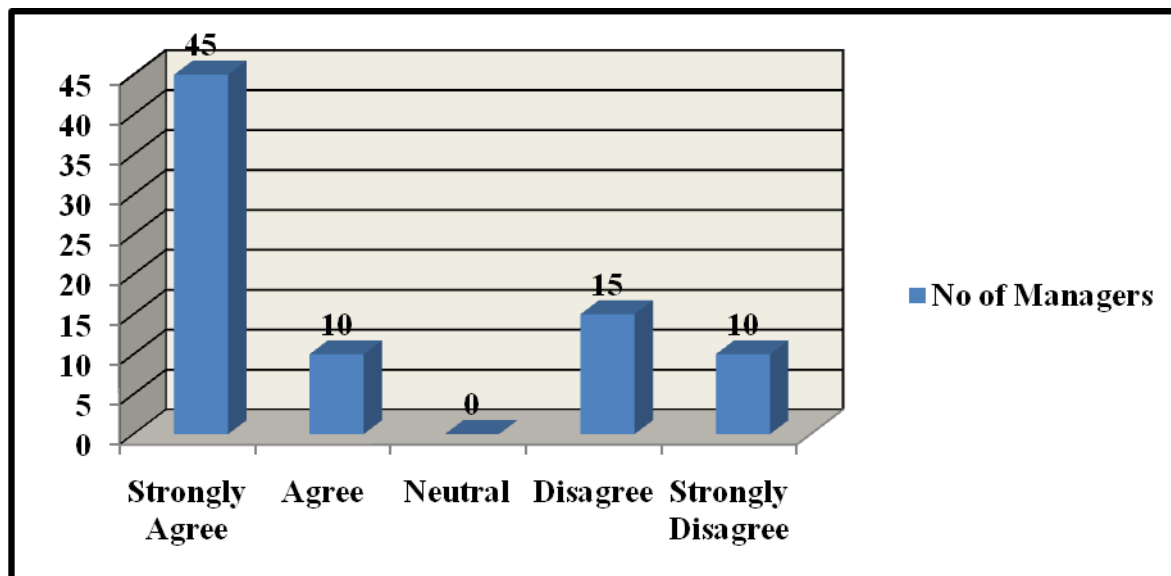
3. Remote working leads to loss in Control and Supervision on subordinates



Interpretation:As from the above graphical presentation, it is clear that the highest nos i.e; 70 out of 80 Managers agree that exercising control and supervision on their subordinates is

difficult while working remotely. Rest of the 10 are either neutral in their response or disagree with regard to the above statement.

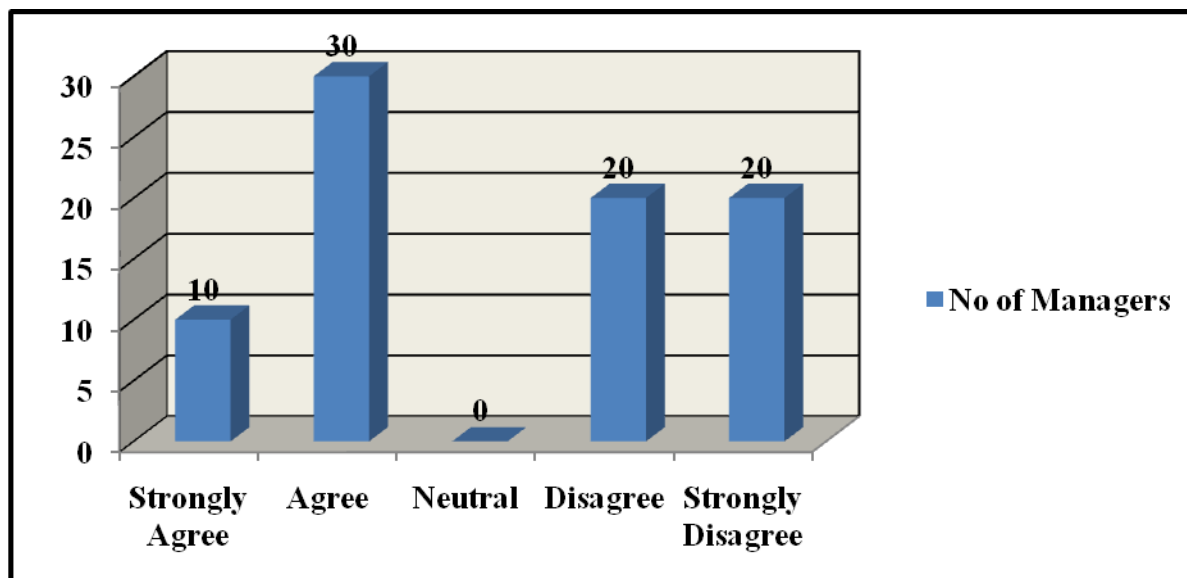
4. Physical presence of employees promotes better formal and informal communication



Interpretation:As from the above graphical presentation, it is clear that the highest nos. i.e; 55 out of 80 Managers believe that physical presence of

employees promotes better formal and informal communication. Rest of the 25 disagree with regard to the above statement.

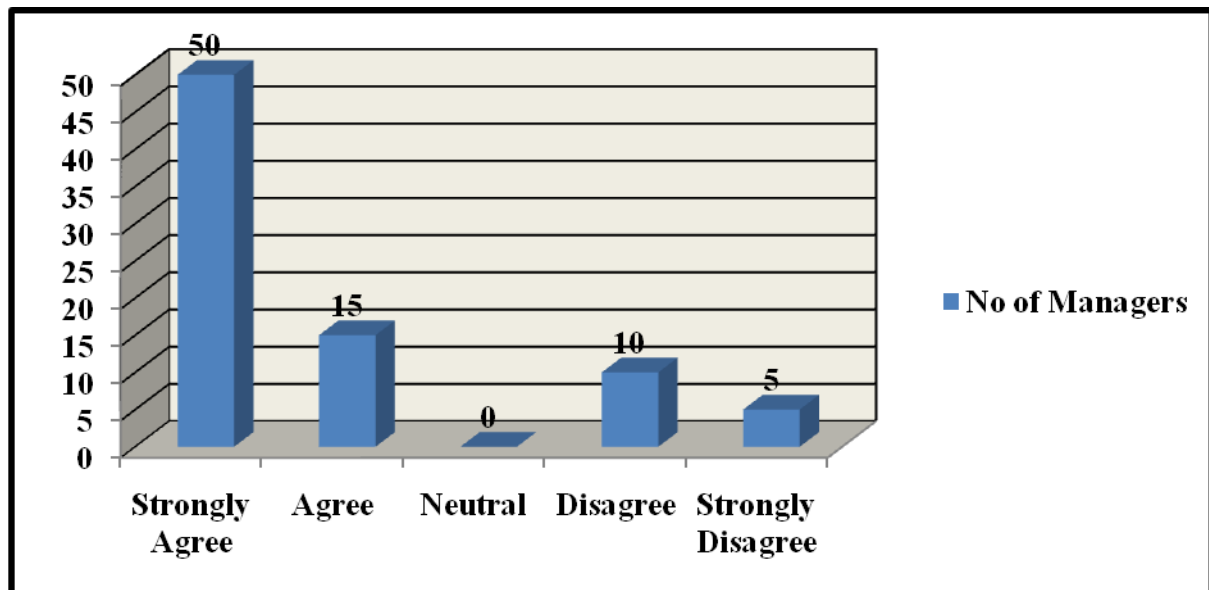
5. Remote working has poor access to work related software's and documents



Interpretation:As from the above graphical presentation, it is clear that there exists mixed view on the above statement. 40 out of 80 Managers agree that poor access to work related software's and

documents while working remotely is one of the problems faced by them and their subordinates. Rest of the half disagree with regard to the above statement.

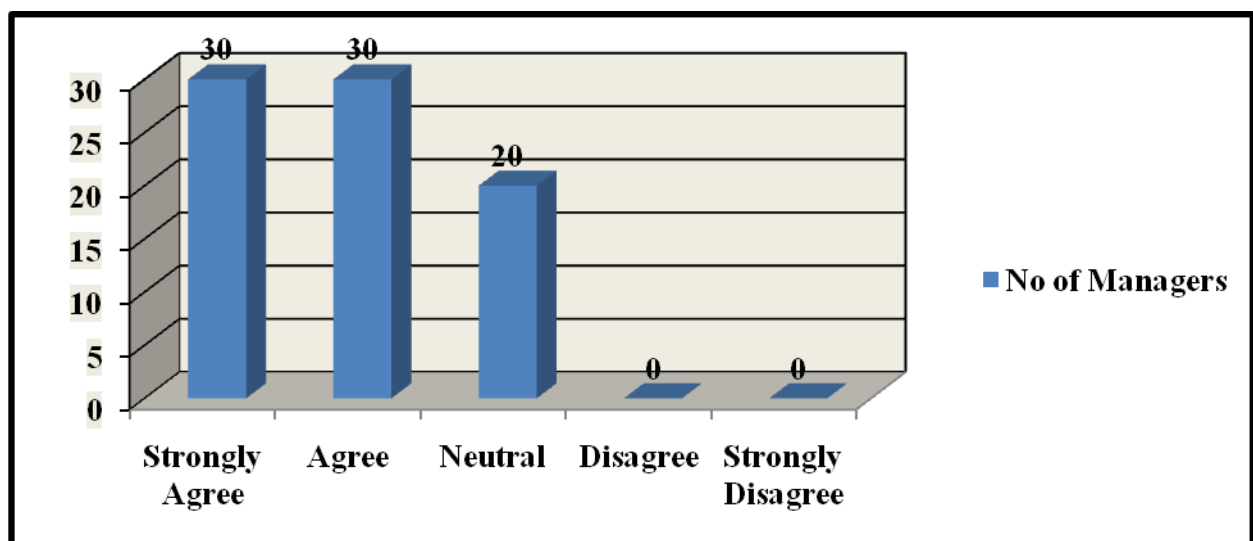
6. Remote working lead to confusion about goals and unclear expectations



Interpretation:As from the above graphical presentation, it is clear that 50 out of 80 Managers agree that Overall Quality and Quantity of work suffers while

working remotely. Rest of the 30 nos are either neutral in their response or disagree with regard to the above statement.

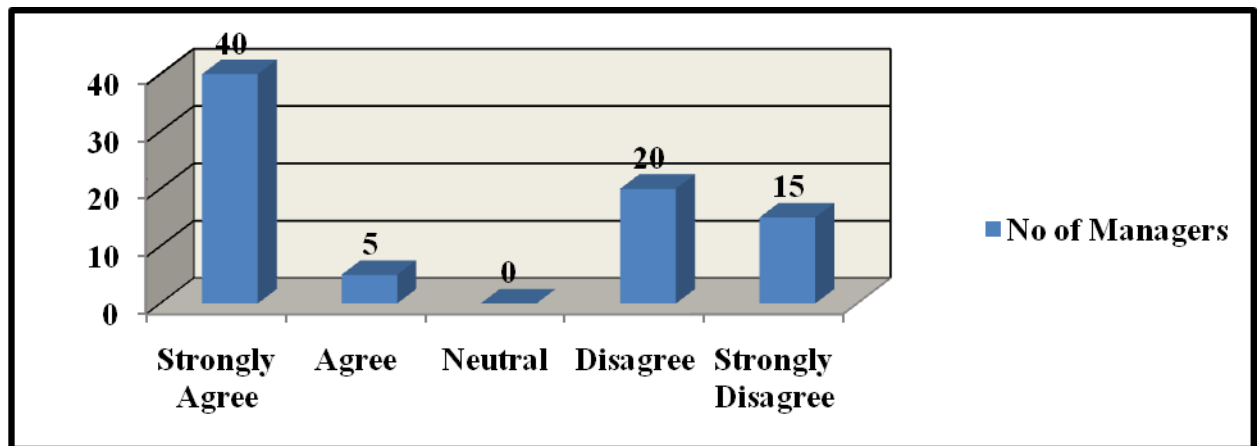
7. Remote working has led to ineffective work due to poor coordination with team members and other departments



Interpretation:As from the above graphical presentation, it is clear that most of the i.e; 60 out of 80 Managers agree that Remote working has led to ineffective

work due to poor coordination with team members and other departments. Rest of the 20 nos. are neutral in their response with regard to the above statement.

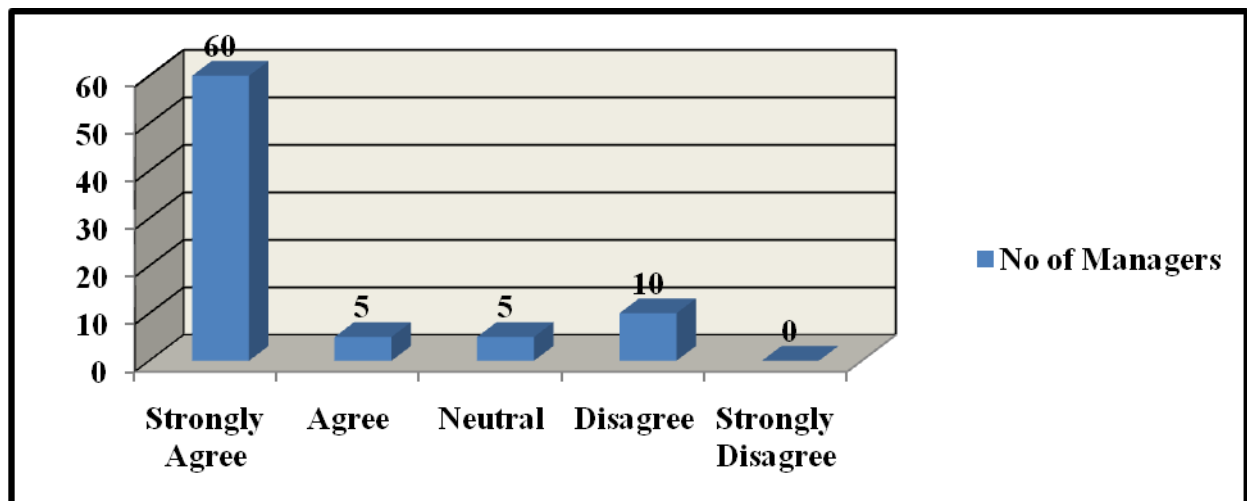
8. Face to face interactions are more fruitful in problem solving and decision making than virtual interaction with remote employees



Interpretation:As from the above graphical presentation, it is clear that 45 out of 80 Managers agree face to face interactions are better than virtual meetings for problem solving and decision making. Rest of the 35 disagree with regard to the above statement.

ORGANIZATIONAL ISSUES RELATED TO REMOTE WORKING

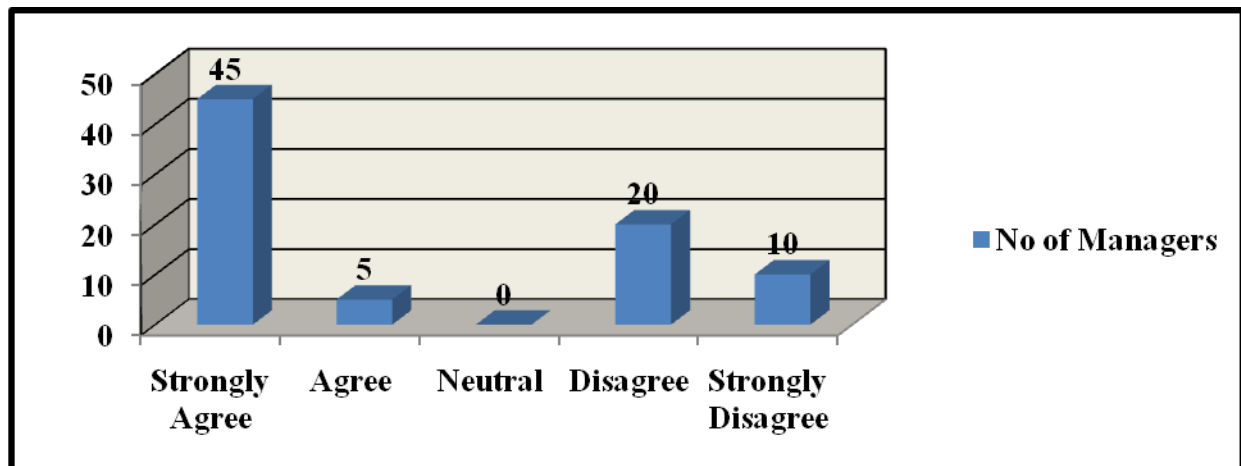
9. Work from home can be short term solution for dealing with crises, but a failed policy for long term in Indian Organizations



Interpretation:As from the above graphical presentation, it is clear that the maximum of i.e; 65 out of 80 Managers agree on Work from Home a temporary solution to crises but a failed policy for

long term in Indian Scenario. Rest of the 15 are either neutral in their response or disagree with regard to the above statement.

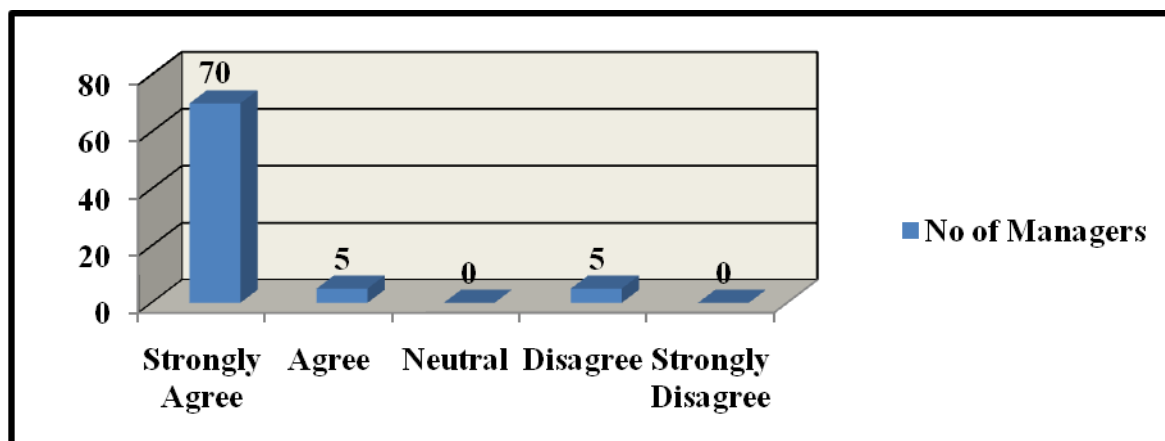
10. The nature of job decides success of remote working; every job cannot be performed remotely



Interpretation: As from the above graphical presentation, it is clear that 50 out of 80 Managers feel that every job cannot be performed remotely, the nature

of job decides success of remote working in Indian Context. Rests of the 30 disagree with regard to the above statement.

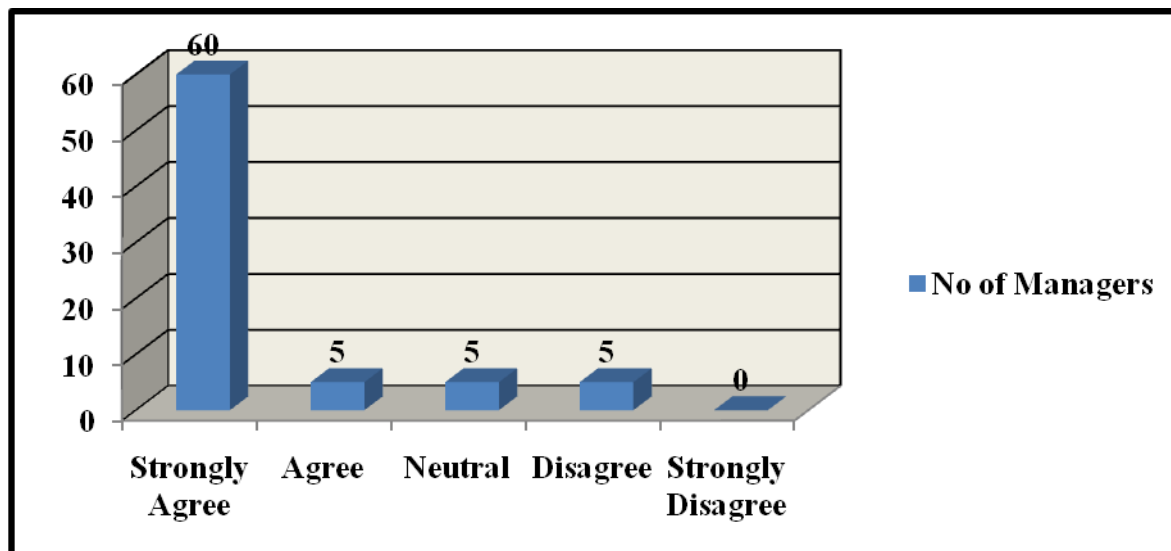
11. Remote working brings in huge change in Work Culture of Indian Organizations



Interpretation:As from the above graphical presentation, it is clear that the highest nos. i.e; 75 out of 80 Managers feel that Remote working brings in huge

change in work culture of Indian Organizations. Rests of the 5 nos. disagree with regard to the above statement.

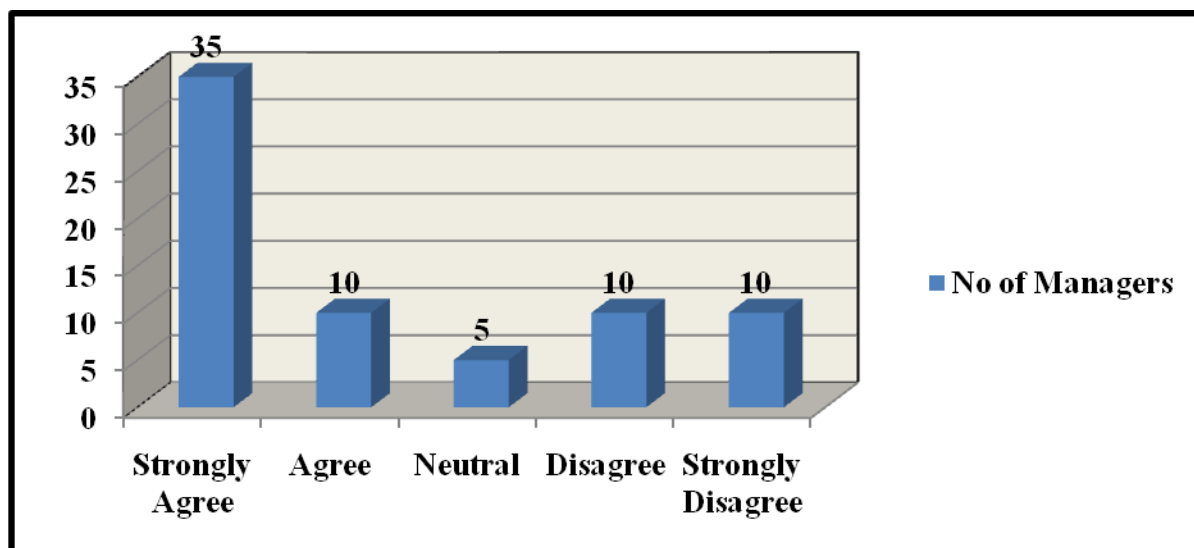
12. Benefits of remote working accrue to the Employees but not the Employer



Interpretation: As from the above graphical presentation, it is clear that maximum nos. i.e; 65 out of 80 Managers feel that benefits of remote working accrue

to the employees but not the employer in Indian Context. Rests of the 15 are either neutral in their response or disagree with regard to the above statement.

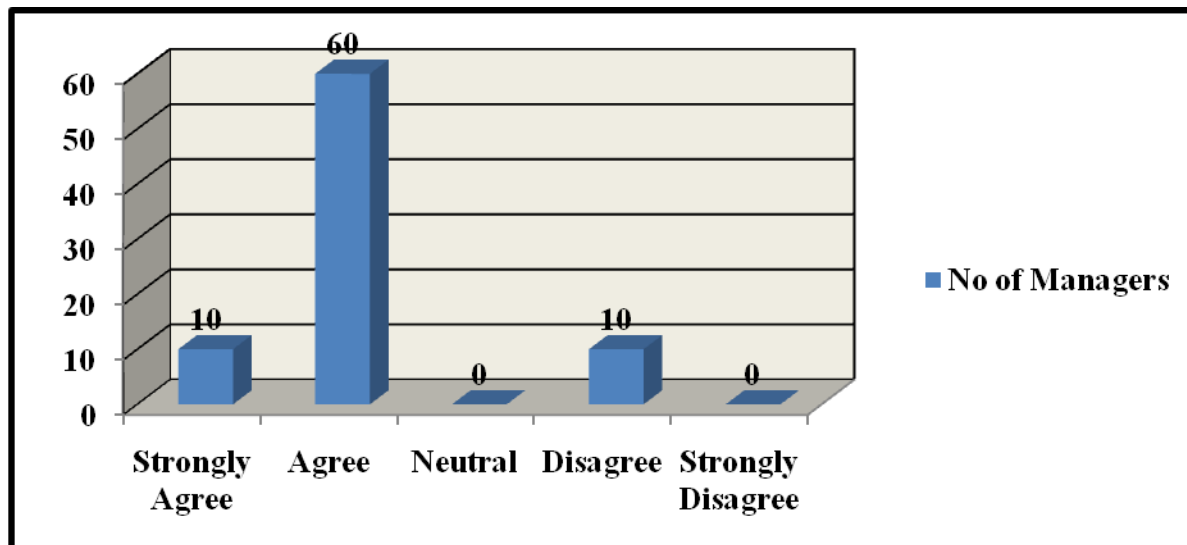
13. Remote working lead to delay in decision making and approvals



Interpretation: As from the above graphical presentation, it is clear that 45 out of 80 Managers feel that remote working lead to delay in decision making

and approvals. Rests of the 25 are either neutral in their response or disagree with regard to the above statement.

14. Employees misuse the facility of remote working for accomplishing their personal interests and daily household tasks than fulfilling organizational objectives

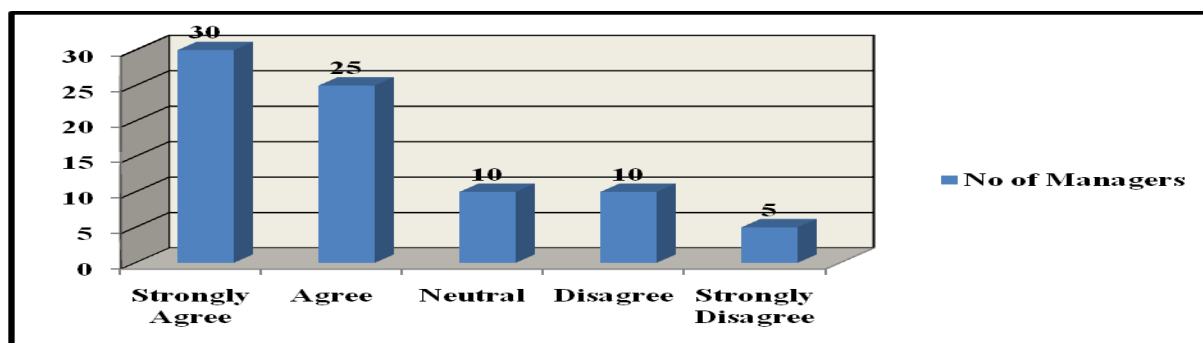


Interpretation: As from the above graphical presentation, it is clear that highest nos i.e; 70 out of 80 Managers feel that employees misuse remote working for accomplishing their personal

interests and daily household tasks than fulfilling organizational objectives. Rest of the 10 nos disagree with regard to the above statement.

TECHNOLOGICAL ISSUES RELATED TO REMOTE WORKING

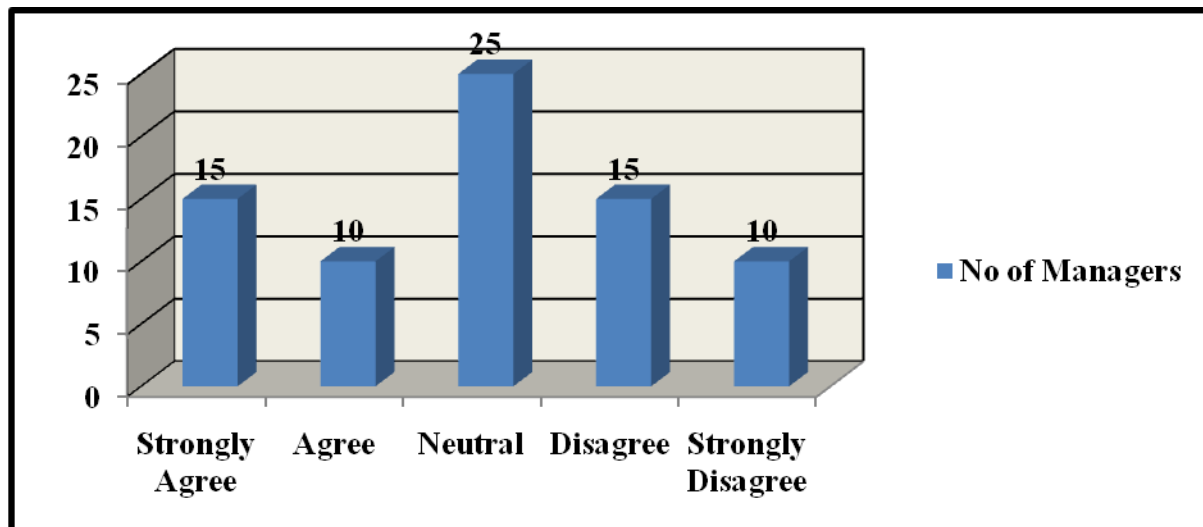
15. Remote working without comprehensive preparations as experiment in times of Covid-19 crises, suffered technical glitches



Interpretation: As from the above graphical presentation, it is clear that 55 out of 80 Managers agree that remote working suffered technical glitches due to lack of comprehensive preparation in

implementing remote working as an experiment in the times of crises. Rest of the 25 are either neutral in their response or disagree with regard to the above statement.

16. Remote working poses threat to company confidential data and information security

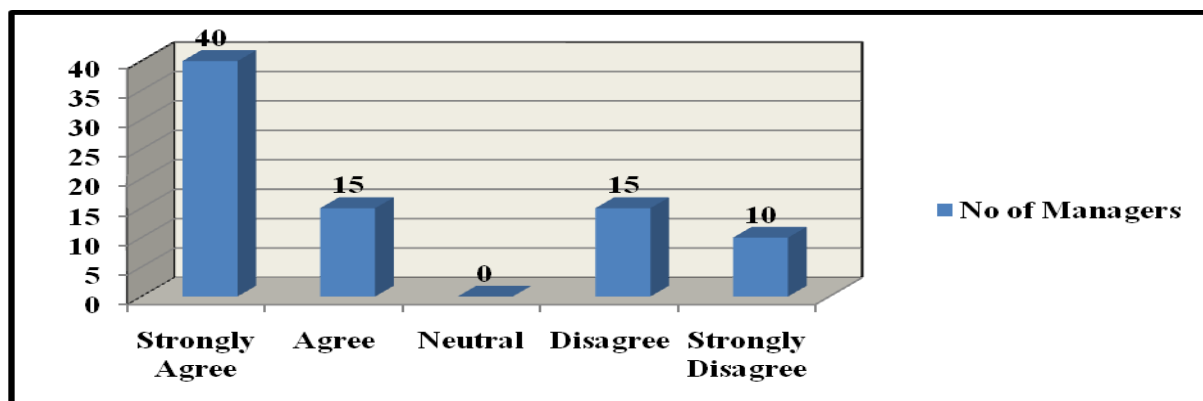


Interpretation: As from the above graphical presentation, it is clear that only 25 out of 80 Managers agree that remote working poses threat to company

confidential data and information security. Most of the managers 50 out of 80 are either neutral in their response or disagree with regard to the above statement.

INTERPERSONAL RELATIONSHIP ISSUES RELATED TO REMOTE WORKING

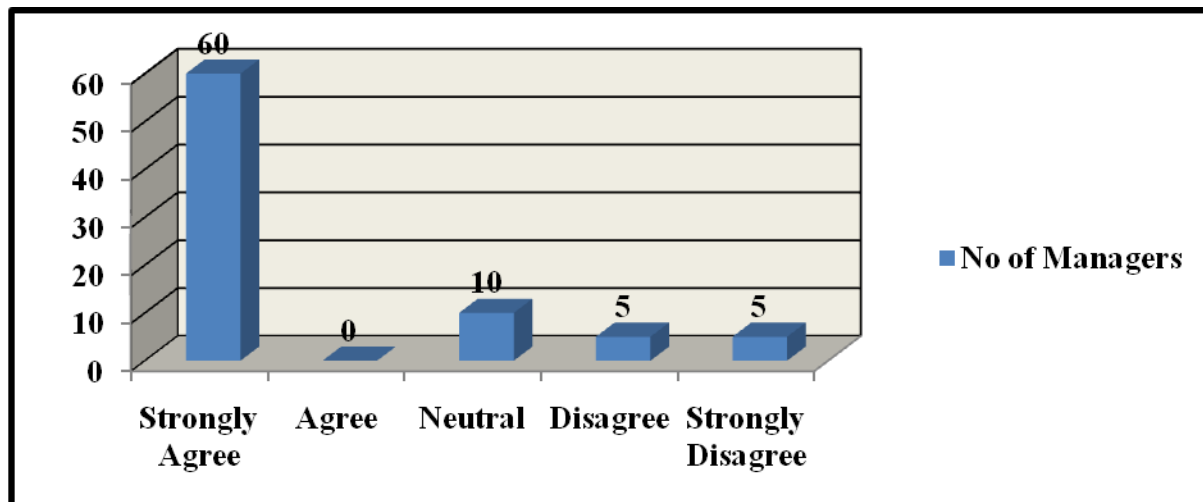
17. Remote working lead to Social isolation and reduces ability to work in Teams



Interpretation: As from the above graphical presentation, it is clear that 45 out of 80 Managers agree that remote working lead to social isolation among

employees. It reduces employee's ability to work in teams. 25 nos out of 80 are either neutral in their response or disagree with regard to the above statement.

18. Remote working lead to employee's disrespectful behavior towards their reporting managers



Interpretation:As from the above graphical presentation, it is clear that maximum nos i.e; 60 out of 80 Managers feel that employees exhibit disrespectful behavior towards their reporting managers while working remotely. Rests of the 20 out of 80 is either neutral in their response or disagree with regard to the above statement.

CONCLUSION

Research shows that even after the pandemic subsides, many employees will continue to work at home, and with no surprise some will permanently move to remote working models. "Work from Anywhere, Anytime" will be the new way of working in Indian Organizations.

The present study is the first of its kind to examine perceptions of managerial cadre especially the line managers who are directly involved in supervising remote employees, unlike other studies and surveys which were merely focused on perception of employees with respect to remote working. This paper does not investigate the reasons for this difference in perception. As getting people to see things from a common perspective and to move in a unified direction is a critical challenge. The absence of shared understanding of work performed outside

of the conventional working place creates difficulties in acceptance of remote working in public sector enterprises. This paper is base for identifying perception gap and analyzing them for developing amicable psychological contract between employer and employees as far as remote working if considered.

Telecommuting has been found to be a viable alternative work arrangement, offering benefits to both employers and employees. However, many companies are unaware of the costs and benefits of telecommuting. In fact, many managers are skeptical of the benefits, and are concerned about issues such as data security and supervision of remote workers. They tend to overlook the potential benefit arising from productivity gains.

With old mindset of stakeholders and rigid organization culture, majority of managers in Indian Organizations are reluctant in accepting change in way of working. Another factor that increases resistance to new way of working, is that managers do not appear to be able to measure productivity; nor are they sure how to reward good productivity and properly control poor productivity in the remote working environment.

This review paper identifies pressing concerns of line managers with respect to operational, organizational, technological and interpersonal issues faced at the time of remote working.

The study concludes that managers interpret extensive remote workers motives as self-helping and a sign of low devotion to work. Managers believe that flexible workers are less committed to the organization than workers with rigid working hours and places. Most of the managers tend to use the 'line of sight' management style, whereby visibility signals dedication and effort. Managers find collaboration and coordination more difficult with employees reduced presence at work. Managers believe that flexible workers are less committed to the organization than workers with rigid working hours and places. Managers find

coordinating remote working costly and controlling remote workers problematic. Issues of trust, control, attitude and technology are regarded as the main obstacles constraining the implementation of remote working. Rather, managers believe that remote working would decrease productivity and job satisfaction.

Managers play a pivotal role in shaping the work experiences and outcomes of subordinates and any impact to the exchange relationship with the manager can have significant adverse consequences. The positive outlook towards remote working among the managerial cadre of Indian Organizations may provide an opportunity to rethink existing processes to boost efficiency and accelerate their digital transformations. To make this a permanent mainstream practice in Non-T Indian Organizations, companies, employers should look into possible impact on employee performance and pinch areas that must be addressed

to make work from home policy sustainable in the long term.

This study contributes to the debate over whether new modes of supervision is desirable in the context of remote working/ work from home in Indian work culture, particularly in blended workgroups comprising of various age cohorts and genders working together and most importantly between Office goers and remote employees.

Careful introspection of differences in the expectations and experiences of employees and their managers helps in better acceptance and satisfaction with remote working in Indian work environment. There is the need for remote working to be increasingly promoted as a type of business working model in every Indian organization be it private or public that attracts top talent, reduces both commuting time and costs, and office space and associated costs but also ensures business continuity in times of change and crises. The time has come to take remote working beyond continuity of operations, framing it as a strategy for improving work-life balance, attracting and retaining talent, and measuring employee performance by results rather than presence.

This research paper provides a comprehensive list of various pressing issues faced by the middle managers while working remotely. Also, provides aspects to be considered prior to formulating and implementing remote working arrangements in Indian organizations, which includes:

- Evaluation of an individual's ability, skills and suitability for remote working.

- The cost benefit analysis of the new way of working, before actually, implementing the same, from the angle of all stakeholders involved in the process.
- In depth study of impact of remote working on the dynamics of the organization in order to mitigate resentment that may arise among different stakeholders and to foster an organizational culture that measures employee performance based on results rather than appearances.
- It is necessary to streamline the desirable code of conduct for misconduct, indiscipline behavior, breach of trust while implementing remote working, as an organization wide policy.
- It is also important to equip line managers and their subordinates with appropriate skills such as awareness about latest Information Technology and its usage, before implementing remote working.
- Practicing a general culture of trust, honesty and autonomy. And, openly discussing risks, challenges and failures in the adaptation of new ways of working openly.

Remote work is here to stay and will bring new challenges and opportunities. Organizations around the world are experimenting with novel management practices to manage the transition to a more distributed workforce. Work from Home can potentially be the next big shift in Indian work culture. This review

paper indicates that understanding the needs and perception of employees

and managers provides employer and the HR professionals with an opportunity to create a supportive and controlled work environment for remote working.

LIMITATIONS AND FUTURE SCOPE OF RESEARCH

Similar study can be performed using cross sectional exploratory research by gathering data through survey interviews and focus groups with employees, line managers, human resource professionals and top managers and analyzing the data for better understanding of difference in opinions and better generalization of results.

Our sample is limited to covering solely professionals with managerial powers and responsibilities—future research can explore the differences in responses among different groups of people in terms of demographics. For example, comparisons can be made between employees from private and public sector employees, between male and female line managers etc.

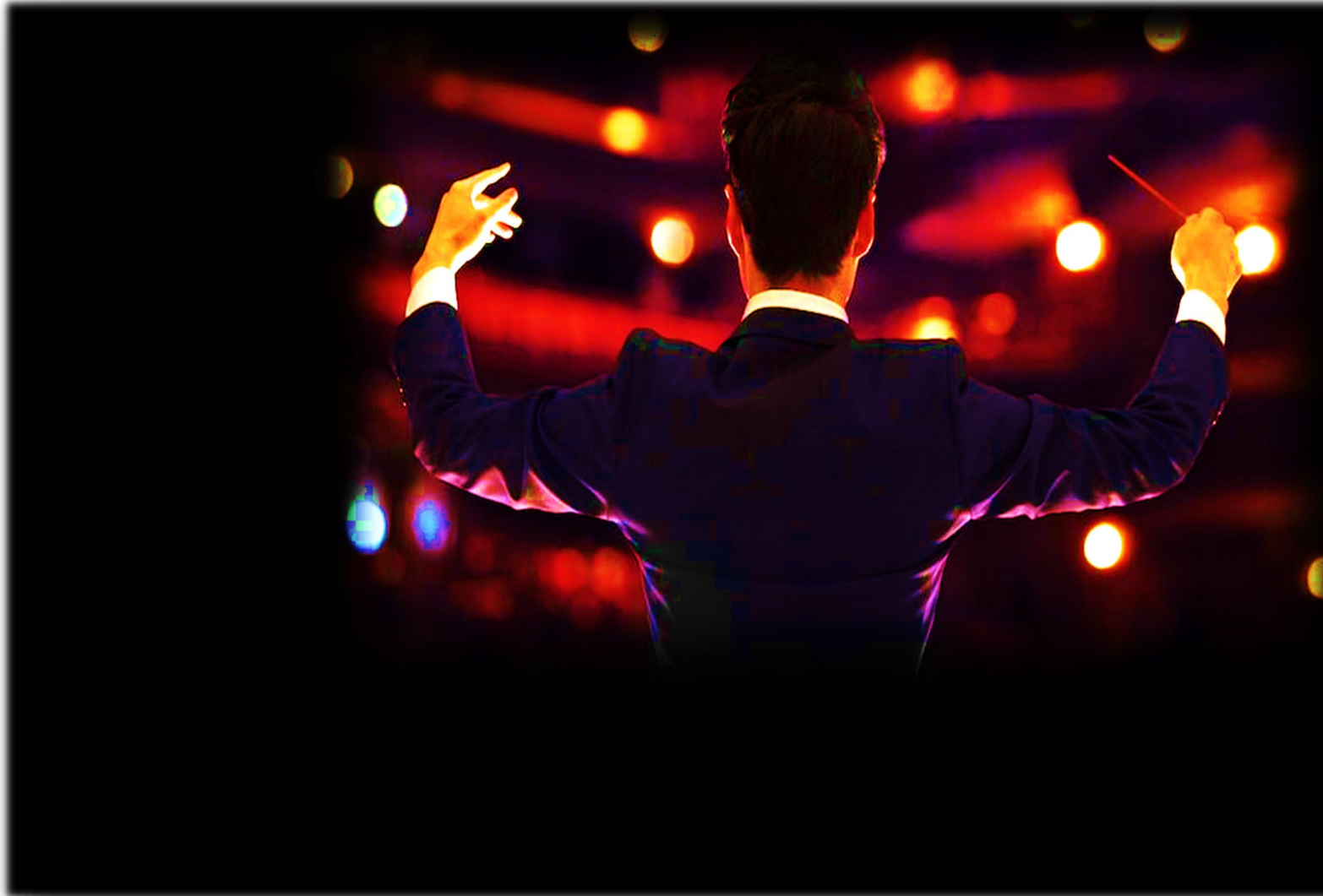
Future research can explore the dynamics of the relationship between work-from-home and productivity. Thereby, understanding and devising a performance metrics for measuring productivity while working remotely.

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19

Employee Excitement-tool for
developing org abilities



Employee Excitement – tool for developing organisational capabilities

By Ms Ridhima Goswami, Manager, Human Resources, HPCL

ABSTRACT: A work environment where employees look forward to work is a challenge worth accepting. bringing life and liveliness in the mundane office environments can be an HR Professional's claim to fame. Providing an environment to employees for learning new skills or practising what they like(d)" (related or unrelated to work) is a worthwhile investment in enhancing employee work-performance and creating leaders.

Thought:

When was the last time you uttered “I do not have time.” Or “I wish I had some more time” or, “I wish I had some “ME TIME”. I bet, even before opening this document, many of you would have also thought “Do I have the time to read this?”

You watch cricket matches on television. But if you are invited to play the game, your answer is “Who has the time for it”. (Although in college times, you aspired to become the next Sachin Tendulkar)

You spend three hours watching a Bollywood movie. But when your kids ask you to act thief, your answer

is “Who has the time for all this?” (But in a flash of memory, you remember school farewell title – Mr. Amitabh Bachchan of Batch 2001)

Fact is that at some point of your life, you LIKED cricket, you LIKED acting, you LIKED cooking... you *liked something*. And you still LIKE it. And you would still want to pursue that... If only you had Time!

Time is something, that we all want, and none of us get enough of it.

Next day you come to office and try to ignore your heart's longing to play that one match or act on stage as main lead or try some experimental cooking at leisure. You try to forget the above conversations you had with yourself and now tell yourself “let me get busy with the *real work*”. So you finally dip those feelings in the small cup of tea on your office desk, sip it with an *ahhh!* and transform yourself into a busy professional.

Such is the morning state of mind of most of the employees in most of the organisations, across the globe.

What are we doing about it as Business Leaders or as HR professionals? As a true professional I would not want to start my week with these feelings hidden in my subconscious. Neither, would I want my colleagues and my

organization, as a collective, to function with an ignored self. In my opinion, any work environment that requires employees to ignore their inner selves, is a dysfunctional work environment. It breeds disengagement.

The buzzword, “Employee Engagement” is as an important factor that leads to better workplace performance, enhanced levels of innovation and lower attrition¹. However, the pre-requisites for engaging an employee are still the age old concepts of employee motivation and job satisfaction. An employee who feels motivated to work, and is satisfied with the work he does, is an engaged employee.

Organisations tend to adopt “extrinsic motivation” techniques of offering rewards, hefty packages, or incentives. This, in fact, dilutes the creation of “intrinsic motivation” within the employee. ***Intrinsic motivation*** cannot be drilled into someone, yet, there could be different sources of it. According to Tomas Chamorro-Premuzic, a professor of Business Psychology and the CEO of Hogan Assessment Systems, “*the more people focus on their salaries, the less they will focus on satisfying their intellectual curiosity, learning new skills, or having fun, and those are the very things that make people perform best.*”²

Individuals differ in respect to their personal characteristics as abilities, attitudes, perception. As a consequence, managers need not just acknowledge these differences but learn how to use these differences for the benefit of the organizations and overall organizational behavior. We need to focus not only on individual learning and motivation but also on their interpersonal relations including work in groups, teams, communication processes, conflicts, power and influences within organization. Additional focus is required on **positive individual and organizational behavior**.

The factor of relationship between an organization and its employees is called **Employee Engagement**. An "engaged employee" is one who is fully absorbed by and enthusiastic about his/her work and so takes positive action to further the organization's reputation and interests.

If we look at the various surveys and questionnaires used to measure employee engagement levels, there are some recurring themes. As per researchers, **employees need** the following to be engaged:

- clear goals and expectations
 - opportunities for growth and development
 - fair and consistent rewards, recognition, appreciation
-
- meaningful feedback on a regular basis
 - a sense that they and their work matter to their manager and the organization
 - a work environment, where they look forward to work

While, the set of first three items are more or less covered by the HR processes of Performance Management, Career Progression & Development Process and Reward and Recognition Schemes. However, organisations still struggle to develop robust process for ensuring a satisfying level of next set of employee needs. ***It is, nowadays, a big challenge for the leadership to leave no stone unturned to create a work environment where employees look forward to going to work.*** More so, when the organisations have majority of Millennials in the workspace. It is a common misbelief Millennials feel engaged at a workplace which provides state-of-the-art infrastructure, high end technology, and latest gadgets. The reality is that Millennials primarily seek opportunities which help them grow and develop into well rounded professionals.

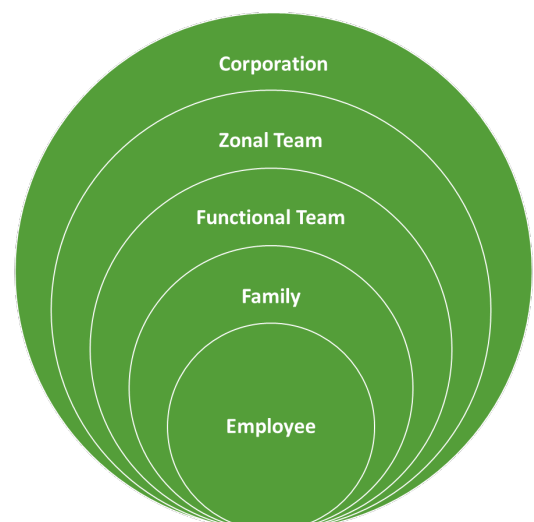
In fact, be it Millennials, or the Loyalists generation, every individual would feel motivated to work at a place that provides an opportunity for learning as well as having fun. If one asks the Loyalist of a company, "If we

officially give you some time off, would you like to bat on behalf of the office cricket team?" I'm sure the answer would be "yes", atleast for the person who used to be a bigtime Sunil Gavaskar fan. If one asks a Millennial, "Would you like to volunteer for organizing a series of 'learning new skills' workshops within the company?" I'm sure the answer would be "O yes!"

Do you wonder why the answer would be a 'yes'? It is so because such activities excite them. It ignites a spark of doing something that they like(d). It is this spark that an employee longs for. It is this excitement that an employee looks forward to when motivating himself to come to office.

Imagine a situation when your workplace is not just the place where you work, but it's a place where you are also able to do those things that you left long back. Things you aren't able to do even at home on weekends. Things like practicing your hobbies, learning new skills, working with different teams on projects unrelated to work, meeting new people, reading new books, travelling to new places etc. It is a place where you can showcase you inner talents and interests – you can rediscover your inner self.

The need of the hour is to engage an employee at a level wherein he/she gets willingly involved in doing things that derive positive outcomes and have a positive impact on self and his/her significant others.



The priority levels of 'significant others' for a working individual would be as below:

Employee/ Self: For himself/ herself, an employee seeks opportunities for **development of his knowledge and skills**, not only related to his work, but also in other domains which may be of his general interest.

Family: Every employee is an integral part of his/her family. For overall **'harmony'** in the life of an employee, it is important that the family, upto a certain level, is also familiar with and aids in bringing positivity to his/her challenging work environment.

Functional Team: The functional team of an employee is like his immediate family at office, with whom he/she has to interact and share on a daily basis. Thus, **relationship** with his/her functional team **needs focused development and nurturing**.

Zonal Team: Once the positivity gets seeded at the above three levels, the employee becomes more motivated and starts instilling positivity higher up. He/she would

look forward to **camaraderie with**

people beyond his team by sharing his experiences, spreading knowledge and celebrating occasions and achievements

Corporation: For the corporation, it is important to identify and harness the potential of employees, so as to **enhance the productivity and performance** at the organizational level and **strengthen the leadership pipeline**.

Thus, at organizational level, the various employee engagement initiatives need to be undertaken that create positive impact at these five levels. This entire engagement program needs to be institutionalized and integrated into the employees' regular work cycle.

An organization which is giving a platform to its employees for learning new skills (related or unrelated to work) are in fact investing in enhancing employee work-performance and creating leaders. Amongst many engagement initiatives, it is advisable to include initiatives where employees are able to do what they like to do. For example, companies can organize monthly hobby workshops where-in employees are invited to showcase and also teach other interested employees one hobby that they are good at. A Book-reading club can be formulated that can have some interesting monthly book reviews and meetings. An official Travel Club can organize heritage walks, trekking tours, family tours etc.

Once an employee gets into organizing such activity groups, he/she gets an opportunity to demonstrate his/her leadership and interpersonal skills in a free environment. Demonstration is the start of development. For the organization, it is another platform where future leaders can be nurtured for suitable

positions as per their demonstrated potential/strength areas.

All said and done, question is how to create opportunities for exciting the employees without compromising quality of “real work” and its quantum?

Well, aid them with organization wide *super-tools* such as self-set targets, transparent performance appraisals, recognition of all

‘types’ of work, flexi-work And lastly, leave the task of managing the so-called “real work” to the employees themselves... and I’m sure they’ll (happily) surprise you!

Ridhima Goswami has a Masters degree in Human Resources and has more than 7 years of extensive work experience in public sector HR functions.

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¹ *Igniting the Employee Enthusiasm* by Pallavi Jha; Pg-23, Human Capital Vol.19 No.10 March 2016

2 Is your workforce motivated? By Ajay Kumar; Pg-16, Human Capital Vol.19 No.10 March 2016

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Organisational Empathy

EMPATHETIC ORGANISATIONS ARE NOT BUILT OVERNIGHT !

The right culture can change the art of what's possible in organisations – Yves Pigneur

The past 1.5 years of Covid shown that that compassion, empathy and people centric approach have no substitutes as they are central to any organisation's success. This was one of the important lessons learnt by many corporates round the globe. Can these characteristics of an organisation be developed overnight? For IndianOil, it was not a lesson to be learnt but rather an opportunity to value the culture that we had built over the years.

The first wave of Covid showed how agile we are. The HR team had to shift to 'Work From Home' and simultaneously ensure that the show went on, our employees at locations continued to work, their health and safety got ensured and their anxiety got addressed. With ongoing uncertainties, it was a herculean task but was done well. Covid advisories were issued, and task force formed under the leadership of our Dir (HR) monitoring the status of Covid on daily basis.

Mostly importantly, the culture of the organisation which encourages decentralisation of power proved to be a big boon. They ensured the safety and wellbeing of all stakeholders, implemented all safety measures in their premises, kept the entire team motivated and ensured business continuity. They were also imparted the most important skill required for any leader – "Emotional Intelligence". Through a series of

interventions which helped to improve their EQ, they were made masters in leading with compassion as opposed to stress.

Working proactively, HR introduced relevant policy changes with respect to availment of leaves, medical claims, purchase of medical aids etc. All these policy changes were announced suo motto without waiting for the field staff to list their requests. Our corporate HR could pre-visualise the requirement and acted accordingly which immensely helped our employees on the frontline who were already battling the pandemic.

Slowly, the "New normal" set in and business-as-usual started when the second wave caught us unaware. When the whole country believed that we had learnt to live and deal with Covid, it proved us all wrong by mutating into a more adamant and destructive monster.

In IndianOil, our empathetic HR leaders could visualise the magnitude of the problem and the need to stand together. They utilized every resource available in the best possible way. Covid coordination teams (CCC) was formulated across the organization. In less than 24 hours' time, a team of volunteers across the country were roped in who were informed of their roles and responsibilities to enable them to start functioning without any delay.

The teams were empowered to reach out to anyone in the IndianOil network without any hierarchy, seek help, arrange for beds, medicines and extend as much help as possible. The only motive here was to save lives, reduce the hardship of fellow IOCians and their family members. No laxity was allowed in extending help to anyone seeking for help from our CCC network.

Initially, CCC network decided to focus on IOCians (current and retired) and their immediate family members, but calls started flowing frantically seeking help for distant relatives and friends too. CCC team of volunteers did not say no to any single call as the members realised that it was precious lives of people that were at stake. They squeezed all resources to extend all possible help.

Our medical and HR teams at every state office, our location in charges across all marketing locations, our refinery units, pipeline station in charges, divisional heads were all functioning as extended arms of CCC responding at lightning speed to every request that was getting posted.

While CCC was involved in coordination, our other HR teams were adding more hospitals to our network making temporary nominations to ensure our people got medical attention in the shortest possible time. We also tied up with Covid care centres of hospitals and also converted our guest houses into Covid care centres wherever feasible. An All India WhatsApp group was also formed for all CCC volunteers to connect well.

There were instances where medicines had to be sourced from one corner of the country, airlifted and sent to other corner of the country in less than 24 hours. Not just

medicines, we also airlifted one of our officers from Indore to Chennai when his condition deteriorated and he needed special medical care.

A special medical team with ambulance was kept in readiness, our aviation teams were coordinating the flight movements and it was a compassionate set of employees of a great organisation at work trying their might to save its employee. Though we lost him to Covid, but the young workforce of IndianOil realized how care has always been one of our core values. For IOCians, our core values of care and passion are not just words printed in posters and showcased, but values close to our heart. All IOCians have imbibed it in true spirit and it was on display during these covid times.

It would take not just a small article to write the numerous such experiences of our fellow IOCians. Every loss of our employees or their family members or any of our extended family members viz customer attendants, delivery boys, dealers, distributors etc was taking emotional toll. However there was no time to be in grief as in war there is no time to rest or cry. We had to gather strength and keep marching to win the battle and save lives.

While the entire HR team was sharing responsibilities and taking care of hospital admissions, making calls to home isolated cases, arranging for tie ups, planning for vaccination of stakeholders, conducting awareness sessions on Covid and vaccinations, our frontline workforce of the organisation was ensuring business continuity despite all odds, thus demonstrating resilience and grit. While our frontline workforce was undergoing huge anxiety and stress over Covid, we organised

counselling sessions to help them cope with the same.

The empathetic approach of our top management, the support of each and every IOCian standing shoulder to shoulder, brought in an important revelation that a truly great organisation doesn't get built overnight. It gets built over the years with a visionary HR team ably headed by emotionally intelligent leaders grooming the young generation with care, and leaders passing these values across generations. It starts at

induction level imparting these core values as we impart technical skills to the babies of the corporation. It has been imbibed and passed on over many generations and today I'm sure our senior family members i.e. our retired employee fraternity would feel proud of what they have built over the years.

Covid is still looming and we never know how many more waves would set in, but now we know that no challenge is too big for us as empathy and compassion is at the core of our culture.

Kavitha Ravikumar
Chief Manager(L&D),SR

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The 'next normal' workplace -
A generational perspective by Deloitte

The 'next normal' workplace - A generational perspective

Today, more than ever, organizations need to evolve strategies aimed at bringing out the best of their multi-generational workforce starting with understanding their underlying motivations and developing an inclusive mindset and culture, that aligns individual and

organizational purpose to thrive in the 'next normal'.

The pressing need to re-orient ways of working with a multi-generational workforce



A mighty manufacturing organization had implemented a state-of-the-art technology on the shopfloor, aimed at improving process quality. However, even after 3-4 months, the two dozen shopfloors showed no signs of improvement, barring one. This outlier was run by a young and seemingly inexperienced, 'millennial' shopfloor manager who decided to intervene in the technology adoption process, because she was driven by a purpose that led her to dig deeper and look beyond the obvious, for sustainable solutions that have a lasting impact.

Inspite of trying to highlight her perspective to her immediate supervisor belonging to the 'Boomer' generation, her voice remained unheard given the perceptions triggered by her age and insufficient experience, to make changes in an organization with well-established operating protocols. In her eagerness to be an agent of change, the young manager escalated her observations on the inefficiency to the plant head, an experienced leader.

In the ensuing discussion, the plant head concluded that she was in fact correct! The changes were undertaken, and the shopfloor thus became the outlier showcasing superior performance relative to the others, which was attributed to technology efficiencies leveraged by a purpose-led manager.

The plant head, who was at least three decades older than the young manager was now forced to think about what went wrong. The generation gap and strict hierarchical protocols that were the pillars of the existing way of doing business had indeed created a misalignment of purpose between the organization and the individual manager.

The above anecdote brings to light similar situations encountered at the workplace, where mindset and attitude can influence key outcome especially in the backdrop of a multi-generational workforce.

Leveraging the power of a multi-generational workforce

Several organizations today are typically an amalgam of a four-generation workforce comprising Baby Boomers, Gen X, Millennials or Gen Y, and Gen Z.

Figure 1: The typical four generational workforce¹

¹ Source: How To Master The Multigenerational Workforce by Sharen Ross (Infographic adapted from Mazlo)



Our research reveals that seventy percent of organizations believe that leading multigenerational workforces is important or very important for their success over the next 12–18 months, but only 10 percent say they are very ready to address this trend². It is important for us to therefore understand the underlying factors that can positively enable generational dynamics at workplaces.

Motivations and culture – the binding glue

Each generational segment is driven by a unique set of attitudes, values, preferences. Intrinsic needs and expectations of each generation from work and workplaces vary and yet it is imperative that we bring out the best in all to collectively achieve the organization's aspirations. Organizations are gradually recognizing the reality that motivations for the younger generations like Millennials - the future decision makers, vary significantly from the Boomers and Gen X – the senior leadership in many organizations today.

Our engagement with organizations reveals that two key dimensions drive the interactions amongst employees and bind them – *motivation and culture*. Culture impacts ways of working and 'encodes' norms of what is acceptable and what is

not. Personal motivations unique to each individual, tend to impact their expectations in their everyday interactions. While research corroborates the fact that generation has a bearing on the motivation driving employee behavior, it is also acknowledged that individual attributes play a significant role. A personalized approach would therefore enable people to maximize their contribution at work, derive enhanced meaning in their careers, and, ultimately, better align themselves with the purpose of the organization that understands what they can contribute, and also how they uniquely can do so.³

Decoding Millennials and Gen Z

As organizations reorient their strategies and ways of working in the 'next normal,' they are grappling with workforce retention, especially the younger generations which is heralded as they are the future decision-makers given their future-focus, ability to leverage digital proven capabilities to reshape the workplace⁴. Organizations therefore seek to understand what appeals to the young workforce so that there is *alignment of purpose, thereby focusing on retention of Millennials and Gen Z*.

Figure 2: Deloitte 2021 Millennial and Gen Z India Survey Findings⁵

² Source: Deloitte Insights: Deloitte Global Human Capital Trends 2020

³ Source: Deloitte Insights: Deloitte Global Human Capital Trends 2021

⁴ Source: The Deloitte Global Millennial Survey: A decade in review (2021)

⁵ Source: The Deloitte 2021 Millennial and Gen Z Survey | A call for accountability and action | India



The environment remains a top concern. During the pandemic, health care and unemployment topped millennials' list of concerns. But environment remained a priority (#3 for millennials and #1 for Gen Zs). ~40% believe that more people will commit to take action on environmental issues after the pandemic. But 60% fear business' commitment to helping combat climate change will be less of a priority as business leaders reckon with challenges brought on by the pandemic.



Millennials and Gen Zs believe discrimination is widespread. More than half of Indian millennials and close to half of GenZs feel personally discriminated against all the time or frequently on/by various platforms because of an aspect of their backgrounds.



High stress levels are driven by concerns about finances, family welfare, and job prospects. Almost half of Gen Zs and millennials said they feel stressed all or most of the time, which is higher than the global average. Apart from health, matters like financial security, welfare of the family, and job security are factors contributing to stress.



Stress and anxiety are prevalent in the workplace, and employers' efforts are in the spotlight. About a third of respondents (millennials 31%, Gen Zs 35%) said they've taken time off work due to stress caused by the pandemic. Interestingly more than 75% of Indian millennials say that have openly spoken about stress with their employers, well over the global average. There is also a considerably smaller proportion in India who disagree that their employer has taken action to support their mental health now, or that their employer is preparing policies for the future.



Views on business' social impact continues to decline; job loyalty slips. While the perception of businesses having a positive impact on society has steadily declined over the last five years globally, Indian respondents still rate businesses much more positively compared to their global counterparts. However, they more or less agree with the global perception of businesses largely being focused on their own interests and making money. Globally, job loyalty slipped from its 2020 peak. More millennials and Gen Zs would like to leave their employer within two years than last year—36% and 53% respectively, compared to 31% and 50% in 2020.



For instance, our research indicates Millennials and Gen Z holding themselves and institutions accountable, in order to create a more sustainable and equitable world ⁶. While organizations are examining a lean and agile way of work, this is not always aligned with the need to create an equitable world, which may cause dissonance with the younger workforce.

Does this therefore imply that we need multiple organization architectures to address diverse generational needs? The answer is a clear no!

The solution lies in creating an inclusive workplace where every dimension diversity be it generation or other, feel a sense of belonging and psychological safety to bring out the best of their authentic selves.

Leading in the 'next normal' with a purpose-led multi-generation workforce - A suggested approach

Purpose-led and future-ready, organizations need to adopt an

entrepreneurial approach to create a harmonious environment that draws on the strengths of each generation at the workplace. This will entail a multi-pronged approach starting with grooming their leadership teams across generations with inclusive leadership attributes or traits via a series of workshops and labs.⁷

The Six Signature Traits of Inclusive Leadership architected by Deloitte purposefully enables organizations to activate leaders' awareness, develop and reinforce inclusive leadership capabilities; this has helped many organizations to effectively lead multigenerational workforces.

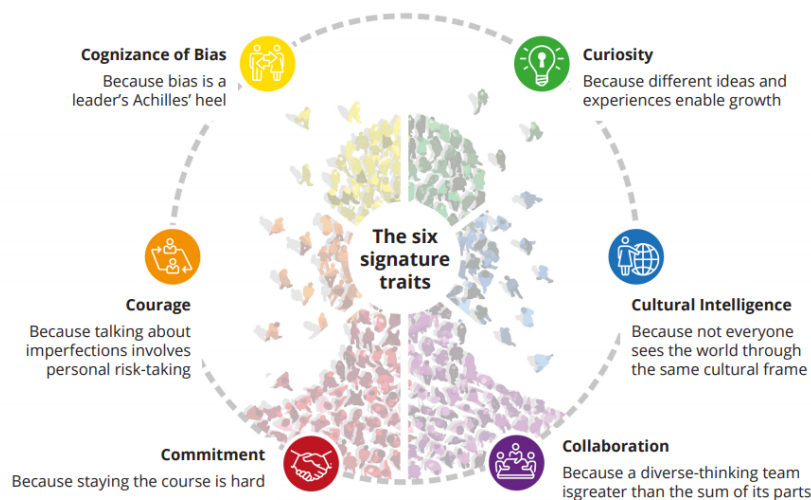
Every employee in the organization starting at the top, should be sensitized about minimizing unconscious biases at work and stereotyping, that may be linked to generation, gender, and other diversity dimensions.

Figure 3: The Six Signature Traits of Inclusive Leadership⁸

⁶ Source: Deloitte 2021 Millennial and Gen Z Survey - A call for accountability and action | India

⁷ Source: Deloitte University Press (2016), The six signature traits of inclusive leadership - Thriving in a diverse new world

⁸ Source: Deloitte University Press (2016), The six signature traits of inclusive leadership - Thriving in a diverse new world



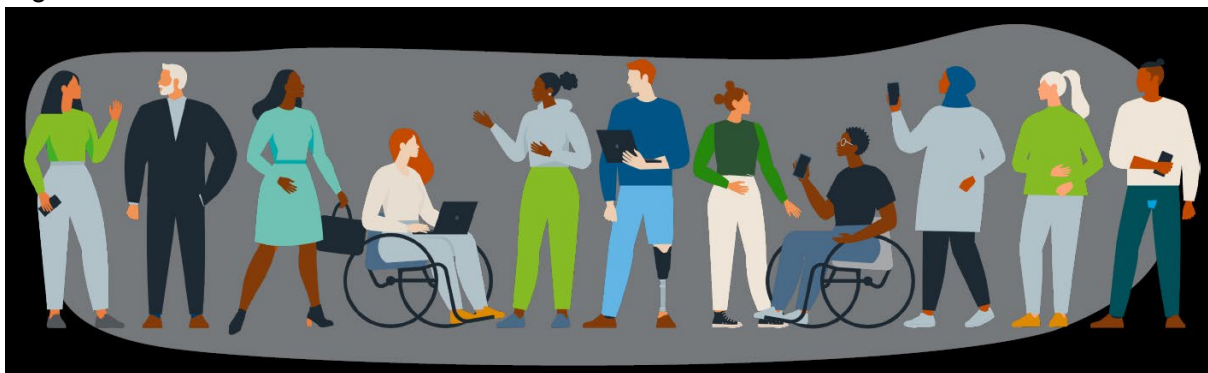
This would also herald a culture that embraces diversity of thoughts and intersectionality, thereby enabling retention of the workforce, especially the younger generations. Senior leaders must also be proactive in sponsorship of high-potential talent, while being open to reverse mentoring by the younger generations so that they can collectively bring the best of themselves. Organizations will also benefit from building an active network of allies across various diversity dimensions including generation.

Deloitte's research in 2017 showed that organizations with diverse and more

inclusive cultures were six times more likely to be innovative and agile, three times more likely to be high-performing, and two times more likely to meet or exceed financial targets⁹; they would therefore be better positioned to thrive in the 'next normal'.

Summary

Innovative organizational strategies, driven by purpose-focused and inclusive leaders, and enabled by an inclusive culture in the backdrop of a multi-generational workforce are the likely winning combination to successfully thrive in the 'next normal'.



The author is Mohinish Sinha, Partner and Diversity & Inclusion Leader, Deloitte India.

⁹ Source: Deloitte Research on High impact Diversity and Inclusion 2017

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The Pursuit for Recognition

The Pursuit for Recognition

By

Kavita Prasad, Deputy General Manager
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Formation of Trade Unions is enshrined in our Constitution which envisages fundamental right to freedom of speech and expression and also guarantees the country's citizens the right "to form associations or unions" including trade unions.¹ All workmen have the right to form a union or refuse to be a member of any union.

Formation and registration of trade unions and in certain respects to define the laws relating to registered trade unions is stipulated under The Trade Unions Act, 1926 – a pre Independence Legislation. However, merely formation of a Union does not in any manner guarantee that a trade union so formed shall be enabled to engage in collective bargaining or achieve the purpose for which it was formed. This therefore defeats the principal *raison d'être* of the trade unions.

Handling of Trade Unions has always been an area of concern for every HR Manager. More so when there are more than one in an establishment which can make things complicated and many a times unpleasant.

¹ All India Bank Employees' Association v. N.I.Tribunal, AIR 1962 SC 171

Registration and Recognition of trade unions continues to baffle seasoned Industrial Relations experts even today. While registration of a trade union is done by the Registrar of Trade Unions, recognition of Trade Union is done by the Management.

Things get complicated further as Labour being a subject in the Concurrent List of the Constitution (*Item No. 22*), the Central as well as the State Governments both are eligible to make laws on the subject.² Though some Indian states have enacted legal provisions setting forth rules and guidelines for the recognition of trade unions, there is no law at the national level for recognition of trade unions in India.

Recognition of trade unions functioning in industrial establishments is regulated under the provisions of the voluntary 'Code of Discipline' ("Code") which was ratified by representatives of Employers and Central Trade Union Organisations at the 16th Session of the Indian Labour Conference, held at Nainital in May, 1958.

The Code is a set of guidelines mutually and voluntarily accepted by all parties to maintain discipline in industry, both in public and private sectors. Clause III (vii) of the Code states that the management agrees to recognize the Union in accordance with the criteria evolved in the Code.

As per code, the final membership of a trade union can be arrived either through verification of Check-off method or

² https://en.wikipedia.org/wiki/Concurrent_List

verification through secret ballot. The 'check off system' which once prevailed however has gradually lost its appeal, and the method of secret ballot has gained wider acceptance due to its confidentiality.

The biggest issue however has been that there being no statute in the matter, Unions and the Management have often tried to interpret things in their own light leading to disputes and deterioration of the overall IR climate. Left with no alternatives, most often the parties approach the Courts for their intervention and interpretation.

One of the judgements which have helped interpret and shape the law in regards the verification process for determining the recognized Unions through secret ballot in India has been the Food Corporation of India Staff Union vs. Food Corporation of India and Others³ case. In the landmark judgement, the 3 Judge Bench of the Hon'ble Supreme Court of India has laid down elaborate norms and procedure to be followed for assessing the representative character of trade unions by the 'secret ballot' system.

Conducting a verification process for determining a recognized union for an industry / establishment is no piece of cake, something which the authors had a first-hand experience of very recently. The exercise was to be conducted by the Central Industrial Relations Machinery, Government of India on the orders of the High Court which was to be complied within

a limited time frame. We extended full support to the Central Industrial Relations Machinery, without which it would not have been possible to complete the exercise in 113 installations and administrative offices, spread across 12 States and one Union Territory – that too during the Covid – 19 pandemic.

Only on successful completion of the entire process and receiving the confirmation from Ministry of Labour & Employment, Government of India one could take a sigh of accomplishment.

Any membership verification process demands a lot of time and resources of the organisation. It also gives sleepless nights to HR professionals working in potentially volatile areas. Conducting this process at frequent intervals is never easy.

Things look brighter for HR Managers in the near future though as the recognition of Unions which is valid for only 2 years under the Code of Discipline shall be governed by the Industrial Relations Code, 2020 which has already received the assent of the President of India. As per the Industrial Relations Code, 2020 recognition of the majority union shall be valid for up to 3 years extendable up to 5 years on mutual agreement between the unions and the management.

This will help not just reduce the manpower and financial cost of the process, but also give the recognized unions substantially more time to deliver.

³ AIR 1995 SC 1344

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How Google Sold its
Engineers

How Google Sold Its Engineers on Management.

The Presentation has been curated from the HBR Article - Case Study for HR Vistas – Nov '21

Mayank Joshi Manager (L&D, TPM - RHQ),

ABSTRACT — Since the early days of Google, people throughout the company have questioned the value of managers. That skepticism stems from a highly technocratic culture. A software engineer, puts it, “We are a company built by engineers for engineers.” And most engineers, not just those at Google, want to spend their time designing and debugging, not communicating with

bosses, or supervising other workers’ progress. In their hearts they’ve long believed that management is more destructive than beneficial, a distraction from “real work” and tangible, goal-directed tasks. This case study elaborates how HR at Google convinced its engineers, about the importance of Managers and compiled a list of best traits for Good Manager

1 INTRODUCTION

Google - A company built by engineers for engineers



Since the early days of Google, people throughout the company have questioned the value of managers.



Most engineers, not just those at Google, wanted to spend their time designing and debugging, not communicating with bosses or supervising other workers’ progress.



Google Workforce in their heart believed that management is more destructive than beneficial, a distraction from “real work” and tangible, goal-directed tasks.

Conundrum at Google!!

- Founders Larry Page and Sergey Brin wondered whether Google needed any managers at all.
- In 2002 they experimented with a completely flat organization, eliminating engineering managers

to break down barriers to rapid idea development and to replicate the college environment they’d enjoyed in graduate school.

- They relented when too many people went directly to Page with questions about expense reports,

interpersonal conflicts, and other nitty-gritty issues.

- And as the company grew, the founders soon realized that managers contributed in many other, important ways—for

instance, by communicating strategy, helping employees prioritize projects, facilitating collaboration, supporting career development, and ensuring that processes and systems aligned with company goals



Larry Page & Sergey Brin

Challenge faced by Google

- If your highly skilled, handpicked hires don't value management, how can you run the place effectively?
- How do you turn doubters into believers, persuading them to spend time managing others?

By applying the same analytical rigour and tools that were used to hire them.
By using data about manager's merit.

New Addition to People Ops

- Page and Brin brought in Laszlo Bock to head up the human resources function—appropriately



Laszlo Bock

called people operations, or People ops.

- People ops. managed performance reviews, which included annual 360-degree assessments, conduct and interpret the employee survey.
- Bock hired Prasad Setty from Capital One to lead a people analytics group.
- Setty was challenged to approach HR with the same empirical discipline Google applied to its business operations.
- Setty wanted his team **to be hypothesis-driven and help solve company problems and questions with data.**



Prasad Setty

Do Managers Matter??

- Google launched **Project Oxygen**, a multiyear research initiative.
 - To begin, Patel and his team reviewed exit interview data to see if employees cited management issues as a reason for leaving Google – **No relation was observed ie Managers at Google were not directly causing attrition.**
 - Ratings and semi-annual reviews were next scanned: comparing managers on both satisfaction and performance. For both dimensions, he looked at the highest and lowest scorers (the top and bottom quartiles).
 - Data was inconclusive - Even the low-scoring managers were doing well.
 - A small silver lining was observed - **the high-scoring managers saw less turnover on their teams than the others did—and retention was related more strongly to manager quality than to seniority, performance, tenure, or promotions.**
- The data also showed **a tight connection between managers' quality and workers' happiness:** Employees with high-scoring bosses consistently reported greater satisfaction in multiple areas, including innovation, work-life balance, and career development.
 - The Team further interviewed all high and low scoring managers and asked questions like,
 - How often do you have career development discussions with your direct reports?
 - What do you do to develop a vision for your team?
 - The team also studied thousands of qualitative comments from surveys, performance reviews, and submissions for the company's Great Manager Award.

What Best Managers do?

After much review, Oxygen identified eight behaviours shared by high-scoring managers.



Is a good coach



Empowers the team and does not micromanage



Expresses interest in and concern for team members' success and personal well-being



Is productive and results-oriented



Is a good communicator -listens and shares information



Helps with career development



Has a clear vision and strategy for the team



Has key technical skills that help him or her advise the team

Upward Feedback Survey for Managers

- The list of behaviours served three important functions at Google:

vocabulary for discussing management to employees

offering Managers straightforward guidelines for improving Management Skills, and

- encapsulating the full range of management responsibilities.
- Because the eight behaviours are rooted in action, it's difficult for managers to fake them.
- The group customized the survey instrument, creating an upward feedback survey (UFS) for employees and engineers.
- Surveys were confidential in nature and managers received reports/findings with numerical scores and individual comments.

- People were encouraged to be trained in areas where they were scoring low.

Conclusion

Project Oxygen accomplished what it was set out to do: It not only convinced its sceptical audience of Googlers that managers mattered but also identified, described, and institutionalized their most essential behaviours. That, in a nutshell, is the principle at the heart of Google's approach: deploying disciplined data collection and rigorous analysis—the tools of science—to uncover deeper insights into the art and craft of management.

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Nuturing Talent

Nuturing Talent – For Organisational Growth



PSUs are built with a unique culture. We believe in building life long relationship with our employees. There is no 'hire and fire' concept as it happens in various MNCs & private companies and hence our attrition rate is very very less. So we need to develop and nurture our people, grow our talent and keep them engaged and motivated.

What should a manager /leader do for the growth of the organisation ?

Manage, Manage and Manage is the key word. 3 M is the solution –

- a. Manage people,
- b. Manage time and
- c. Manage situations

Talent is one of the main resource needed for the building a great organisation on continuous basis. To run any organisation effectively we need resources be it – technology, capital, information, innovations and people. Only **People** are instrumental in developing, managing and handling the other resources – so we need to have right talent at the right place.

In order to meet our goals and thrive in this VUCA world where situations have become more dynamic, we need collaborative mindsets, need to identify the right potential, get them at the right place and bring out their strengths and create not only better organisations but also a better society.

What are the characteristics of right talent ?-

To me, right talent is person who has the right mindset, right attitude for carrying out a particular job and has the capability to collaborate with other people. After all we are working in and working for the organisation so team spirit is also very important. Skills and knowledge can be acquired with trainings but having the right attitude is the inherent competency of a person which is difficult to change so when we hire or recruit a talent, we should see whether the person has the right attitude and are his/her individual goals in line with the organisational culture. It is easier to teach a skill but difficult to teach work ethics. If the leader works hard to hire, develop and retain the best talent, organisation will have a competitive advantage.

Companies may not feel the pain today but in five or ten years down the line as people retire or move on, where will the next generation of leaders come from ? Dry pipeline is a very crucial concern. How should we confront these challenges ?

Today young generation people specially the Millennials and Gen Z have different ambitions and altogether different thought process. We need to channelize their energies to right directions, listen to their thoughts and provide them right directions so that we have the right talent at the right place.

Team Development : To map our priorities, managers need to take a look at the people around in the organisations, observe them and question – how can I make him/her the rising star to take bigger role – bigger challenge? What trainings will they need to do so ? Am I giving them the right and constructive feedback ? Development of people is critical and we

have to help all our people achieve their full potential through proper feedbacks, mentoring them and have discussion on the future business, make them understand their critical role in order to high performing culture in the company and it will help our company leaps and bounds ahead of others.

Self-Development : Manager should question himself/herself – am I creating any value for myself ? Am I utilising my time judiciously ? Am I the part of Change I want to see ? Am I updating and skilling myself ? Am I aware of the changes happening around me ? Can I do the work differently ?

Once we start thinking , the process will have ripple effect every day and make us more informative, self aware high potential person not only for the growth of organisation but for the better of society, country and betterment of Humanity.

“ Prove Yourself to
Yourself not Others ”

Rashmi Kanyal
Chief Manager(HRD), CO

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Did You Know

Did You Know

1. Many people believe that the first Human Resources Department was established by **The National Cash Register Company in 1901** following several strikes and employee lockouts.
2. According to a survey of Human Resources Managers, **Tuesday** is the most productive day of the week for getting things done at work.
3. Studies show that **Navy Blue** is the best color for a suit to wear to a job interview, because it inspires confidence.
4. Over 250,000 workers of 65 textile mills went on strike in Mumbai in 1982 protesting for bonus and increase in wages. The strike is remembered as **“The Great Bombay textile strike of 1982”**.
5. Globally, an estimated 264 million people are affected by **Depression**. More **Women** are affected than **Men**.
6. As per **Portugal's new law on working from home**, Companies can't attempt to contact their staff outside working hours and they must help staff pay for their home gas, electric and internet bills.
7. In 1921, Thomas Edison created a written test to evaluate the knowledge of the candidates. Thus, **the first job interview** was born.
8. The word **“salary”** meaning compensation or payment comes from the Anglo-French *salarie* and the Old French *salaire*, meaning “wages, pay, reward” and from the Latin *salarium*, meaning “salary, stipend, pension”
9. As per a latest survey by emotional wellness organisation YourDOST, National HRD Network and Great Place to Work India, **08 in 10 HR leaders** report rise in their workload due to pandemic.
10. When Netflix executives wrote a PowerPoint deck about the organization's talent management strategies, the document went viral—it's been viewed more than 5 million times on the web. **How Netflix Reinvented HR**.