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3.3.1 3.3.1.1 Number of research papers in the Journals notified on UGC CARE year wise during the last five years

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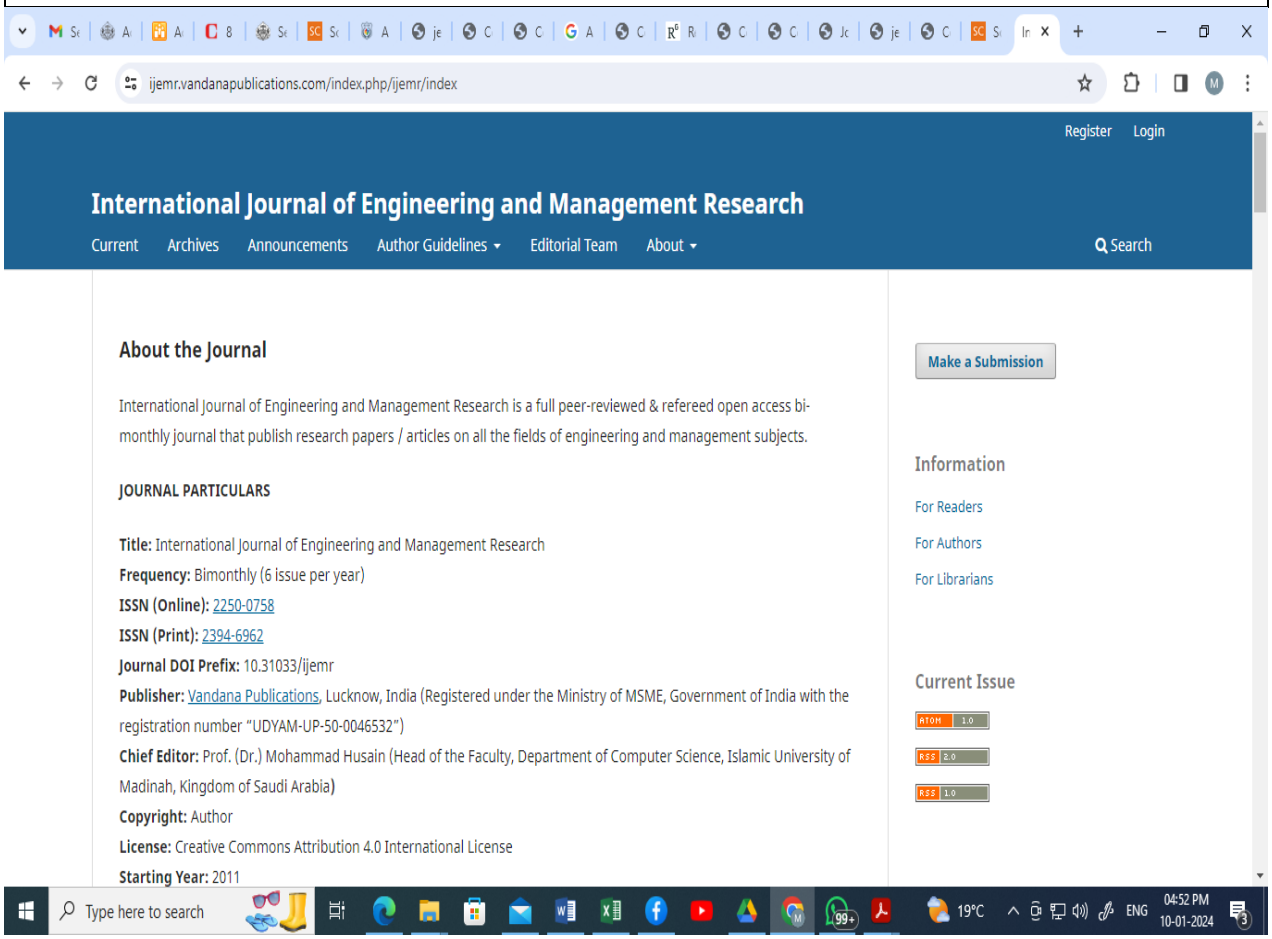

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Role of Psychological Contract in Organizational Development

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ABSTRACT

This study deals with Psychological Contract between employers and employees. Employers are always interested organizational in growth, whereas employees are interested in their own welfare and job satisfaction. Satisfied and motivated employees always contribute more to the organization. This study highlighted some areas, which gives satisfaction to the employees, like; fair payment, welfare facilities, recognition, promotion and attention. Work environment in the organization is also very important to create positive attitude of the employees. Equal treatment to all employee present humanities of employers. In such positive environment employees feel proud to work for the organization.

Keywords-- Psychological Contract, Job Satisfaction, Work Environment, Organizational Development

I. INTRODUCTION

Psychological contract is required both, employer and employee commitment for the betterment of Organization.

Karagonlar, Eisenberger and Aselage (2016) described the Psychological Contract as the trust of both parties on the mutual agreement in which some contracts must be accomplished, some contributions are needed, and some liability must be attained. Psychological Contract is the contract between organization and the employees, so they can share their responsibilities.

Recognition for the efforts of employees is required. If the organization give monetary as well as non-monetary reward for the special efforts of the employee then employees attached emotionally to the organization. Satisfied employees use their full potential for the growth of organization, not only quantitative but qualitative development started.

Previously people were so strict about their own ethical set rules that they were ready to work for the same owner by generation to generation. Moreover, they did not think about monetary benefit, they think about humanities. This attitude may sometimes trouble them. In such kind of situation if one party fails to meet the obligation of the other, it leads to violation, the emotional response.

Satisfied employees are more creative, and enthusiastic. They take efforts to learn new technical things faster and ready to take additional efforts for organizational development. Committed employees are always passionate about their work and articulate themselves in emotional manner. Satisfied employees concentrate on the fulfillment of the organizational goals. They use their full potential for the success of organization.

Different factors affect to the organizational development. Political environment like Government policies, Economical environment e.g. internal and external capability of the organization, business cycle, market situation, international issues, goodwill of the company and management policies all those things decide the organizational growth and development. Internal capability of the organization is totally depending on the employees of the organization. If the employees are skilled and satisfied, they play vital role in the development of the organization. To make employees happy employers should take care of employee welfare facilities, promotion opportunities, monetary and non-monetary rewards, recognition, carrier development, motivational activities and job security.

II. OBJECTIVES OF THE STUDY

1. To study the nature of Psychological Contract.
2. To study the role of Psychological Contract in Organizational Development.
3. To study the relationship between psychological contract and employee satisfaction.
4. To study the contribution of satisfied employees in the Organizational Development.

III. LITERATURE REVIEW

Traron Moore (2014) explained in his study relationship between employee engagement and psychological contract. This study focused three distinct streams of literature. First one is Employee engagement, second is psychological contract and third is generational cohorts (group of people born in same historical and socio-cultural context).

Hess and Jepsen (2009) studied about the relationship between psychological contract fulfillment and three cognitive responses like satisfaction, commitment and turnover intention. Satisfied employees are always emotionally attached to the organization and they are interested to remain with the organization for longer period.

SmirtiKutaula (2014) focused on the positive effect on job satisfaction and commitment to the organization and negative effect on absenteeism and

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intention to quit organization. This study also describes about interactive associations among HRM Practices, frontline management leadership behavior and co-worker support to fulfill psychological contract. There was positive effect for HRM practices and co-worker support, whereas negative effect between frontline management leadership behavior and co-worker support. This study proved that co-worker support is the strong pillar of psychological contract fulfillment.

Rosie Curwen discussed about the fact that, to fulfill the need of organizations in changing environment it is very difficult to motivate and retain a dynamic and profitable workforce. When organization met the expectations of employees then they respond positively and increased job satisfaction. As a result, positivity increases and negativity decreases. In such a condition talented employee will retain with organization, efficiency and productivity will increase and organizational development takes place.

Rousseau (1989) defined psychological contract as "an individual's belief regarding the terms and conditions of a reciprocal exchange agreement between the focal person and another party" (p. 123). This definition focused on the individual employee beliefs, and not the organization, though it acknowledged the existence of reciprocity. Also, it emphasized on the perceived agreement not on the actual agreement between the involved parties in the psychological contract.

Guest (1998) called for a return to the exploration of the psychological contract as a two-way exchange, and the inclusion of the employer perspective. Guest and Conway (2002) defined the psychological contract as the "perceptions of both parties to the employment relationship – organization and individual- of the reciprocal promises and obligations implied in that relationship". There is a high emphasis on reciprocity in the proposed definition.

Conway and Briner (2005) published a book Understanding Psychological Contract at Work. This book covered concept of psychological contract from beginning with history, development, challenges and theories.

Cropanzano and Mitchell (2005) projected that social exchange relationships develop when an organization shows concern for its employees, it usually results in favorable consequences for the organization. In other words, positive social exchange relationships create effective employee attitudes and behaviours.

Carver and Scheier (1982) explained that when employees observe a discrepancy between what they were promised by the organization and what they receive from the organization, their attitudes became negative or unfavorable. From the employee perspective, such discrepancies represent imbalances in the social exchange relationship between themselves and their organization.

IV. RESEARCH METHODOLOGY

This study is based on Descriptive Research Design and involved in administering questionnaire as a tool for research work. In order to fulfill the objectives of the study, the data have been collected from both the primary and secondary sources. Data have been collected from the employees of the medium scale developing industries. These companies are in their prosperity period. For the present study Judgment Sampling Method was used. Six medium scale industries were selected, from each industry 15employees were selected as a sample. So, the desired sample size was 90 employees. The questionnaire used in this study was constructed on 5-point scale, very dissatisfied to very satisfied. The questionnaire will find out employee's satisfaction about psychological contract. To analyze the data percentage method was used.

V. DATA ANALYSIS

Data related to Psychological Contract

Sr. No.	Research Questions	Very Dissatisfied	%	Dissatisfied	%	Neutral	%	Satisfied	%	Very Satisfied	%
1	Job Satisfaction	4	4.44	5	5.56	4	4.44	65	72.22	12	13.33
2	Proud feeling	3	3.33	7	7.78	6	6.67	62	68.89	12	13.33
3	Job security	6	6.67	10	11.11	22	24.44	45	50.00	7	7.78
4	Cares about well being	6	6.67	9	10.00	21	23.33	46	51.11	8	8.89
5	Trustful environment	4	4.44	10	11.11	14	15.56	52	57.78	10	11.11
6	Valuable employee	5	5.56	4	4.44	12	13.33	67	74.44	2	2.22

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7	Management informing you	16	17.78	13	14.44	14	15.56	30	33.33	17	18.89
8	Recognition	8	8.89	17	18.89	17	18.89	36	40.00	12	13.33
9	Involvement in decision making	15	16.67	16	17.78	12	13.33	41	45.56	6	6.67
10	Best job opportunity	0	0.00	3	3.33	7	7.78	67	74.44	13	14.44
11	Preference to the internal employees	2	2.22	2	2.22	8	8.89	45	50.00	33	36.67
12	Internal promotion facility	2	2.22	6	6.67	5	5.56	43	47.78	34	37.78
13	Getting fair pay	3	3.33	7	7.78	6	6.67	45	50.00	29	32.22
14	Well fare facilities	11	12.22	12	13.33	15	16.67	47	52.22	5	5.56
15	Equal treatment	9	10.00	10	11.11	17	18.89	41	45.56	13	14.44

Table No. 1

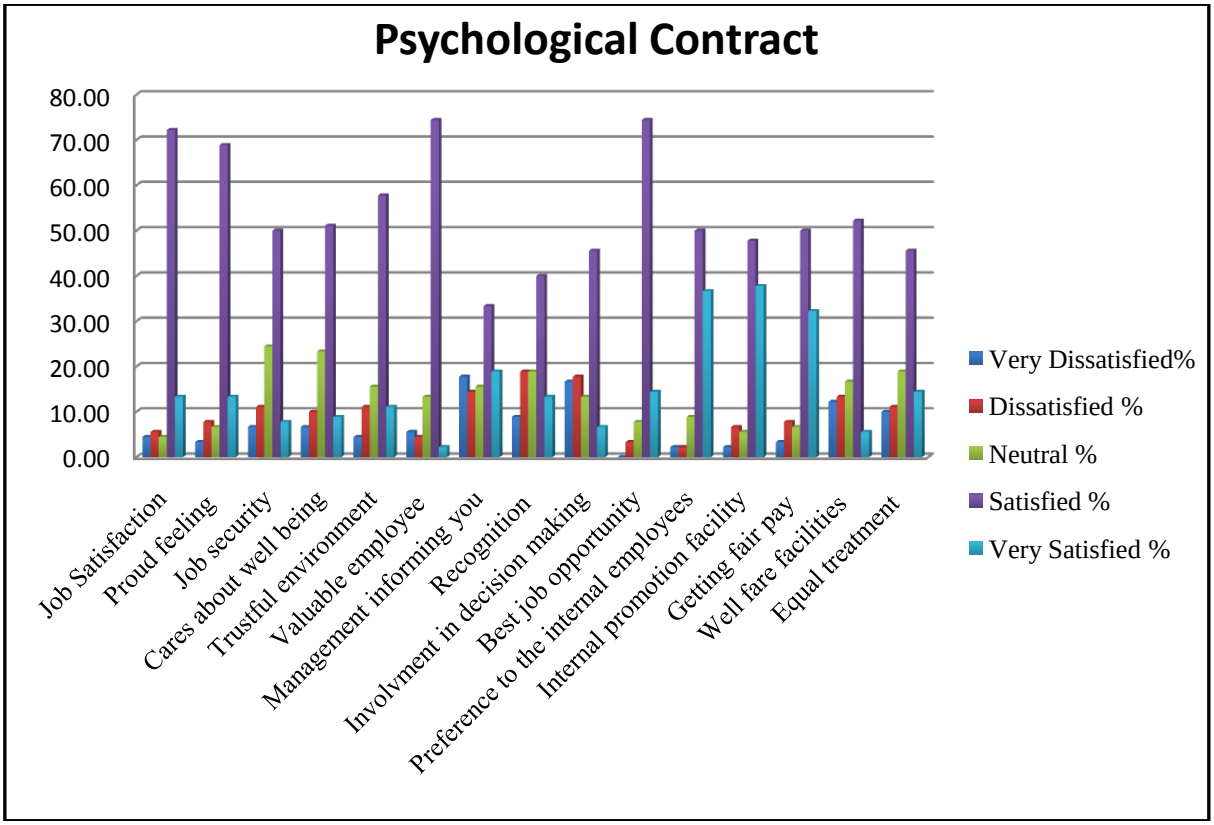

Figure No. 1

VI. FINDINGS OF THE STUDY

Above table and figure shows that near about 85% employees working in selected companies are getting job satisfaction.

Most of the employees feel proud to work in their respective organization.

Only 50% employees feel that their job is secured, where as many employees not sure about their job. In the private organization always, job security is main concern.

Management is sometimes taking care about well-being of employees.

In this selected organization 68% employees trust on their management.

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Near about 76% employees feel that they are valuable employees for their organization. Because organization gives them recognition for their contribution and management involve their employees in the decision-making process.

Employees are thinking that there is the best job opportunity is available in their organization.

At the same time Employees are happy with management that management is giving preference to the internal employees whenever there are new job opportunities are avail. They get internally promoted as per their qualities, qualification and experience.

32% employees are very much satisfied and 50% are satisfied, it means near about 82% employees are satisfied with their payment getting for their work. Whereas in this selected organization's10% employees are not satisfied.

Well fare facilities are not adequate. Some of the employees are not satisfied. 58% employees are satisfied with well fare facilities.

Some employees feel that they are getting equal treatment in the organization, whereas some employees feel that there is no equality in the treatment with all employees.

VII. CONCLUSION

This study focused on the Psychological Contract between employers and employees. Psychological Contract is nothing but the mutual understanding of employers and employees. Organizational Development is on depending the efforts taken by the management and employees. Devoted employees use their full potential for the development of the organization. In this study, selected organizations are taking care of their employees by giving fair payment, welfare facilities, recognition for their work, providing first preference to the internal employees for new job opportunities and promotions, making them part of decision-making process and giving proper treatment in the organization. Positive work environment motivates employees to do work for the organization. Employees are satisfied with their management, so they are willingly serving to the organization. In this way Psychological Contract plays vital role in the Organizational Development.

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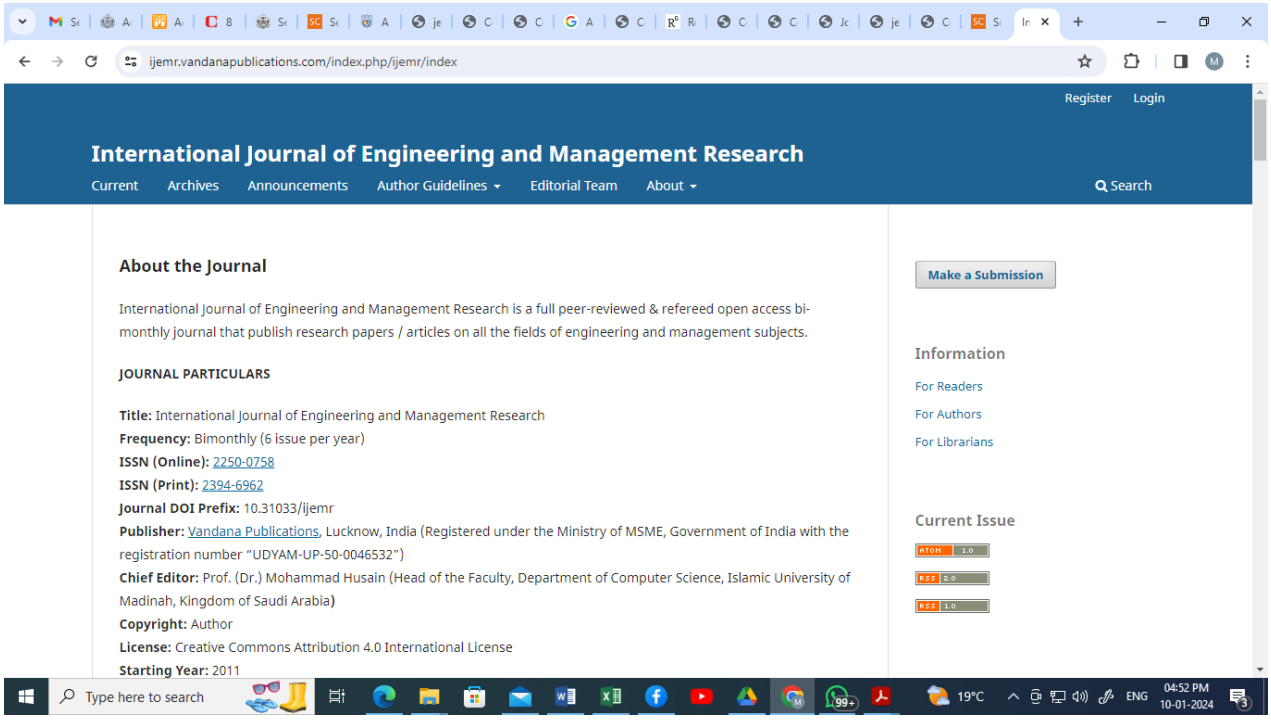

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A Study of Job Satisfaction in a Call Centre with Special Reference to Pune in India

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ABSTRACT

The purpose of this paper is to examine the significance of job satisfaction in call centre on employees. The approach implemented in this study was a quantitative research. This was conducted via self-designed questionnaire, based on critical analysis of the literature available on Job satisfaction in call centres. The findings suggest that high stress, odd working time, and work environment have a negative impact on employees' job satisfaction. Health issues are created in the call centres. Although there have been many works presented on call centres over the years and the sector has matured, the business still seems to struggle with similar problems. In the wake of social media and other communication channels, call centres might have to go through changes. In order to progress managers must understand the value of their employee and their impact on the customer. The findings of this paper may contribute to employee or a manager working in the call centre environment who is interested in transforming their centres into customer contact centres, and improving circumstances for employees and customers. The research may also contribute the already existing literature.

Keywords-- Job Satisfaction, Call Centre, Work Environment

I. INTRODUCTION

The Call Centre Association (1999) defines CALL CENTRES as "a physical or virtual operation within an organization in which a managed group of people spend most of their time doing business by telephone, usually working in a computer-automated environment".

Nothing has changed in the call centre industry over the past ten years. Employees still suffer from over pressurised environment, constant monitoring, and lack of empowerment, high stress, low job satisfaction, lack of motivation and a need to leave the job; but difficulties in doing so. Where are the call centres going wrong? Is there no vision on how to make them better? Make them better not only for employees but also for customers. It is also a struggle for customers to constantly fight with automated voice systems, or undertrained agents that would rather transfer the call because if the try to find an answer to a customer's problem their daily performance and so any related bonus will be negatively affected. Call centres industry continues to grow and expand with recent changes in communication channels, customers can contact via emails, SMS or even social media. Customers' expectations have also elaborated, as they are looking for better, faster and cheaper service. Managers are working on ideas how to cope with this demand, yet sometimes seems they may be 'overdoing' it. At the expense of employees, managers implement more and more changes and ideas into the centres yet not always it is a though and reflected upon process. Sometimes, although the changes have happened in the outside world business struggle to catch up, they forget to update their processes inside, yet again putting strain on employees. The worker is the first and often only point of contact between the firm and the customer, therefore the relationship must be kept at the higher standard and quality.

Customers expect and even demand 24-hour electronic service, which has resulted in an exceptional increase in service-based call centres. While many researchers have investigated job satisfaction over the years, "the impact of call centre workplace upon employee satisfaction or well-being is beginning to attract the attention of researchers" Call centres have become an integral part of most organizations today, playing a pivotal role in the service delivery chain. Other factors that are often associated with call centres are; high stress levels, high staff turnover and emotional burnout. These factors impact negatively on job satisfaction.

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II. OBJECTIVES

1) To study the satisfaction level of the employees working in a call centre.
2) To study causes of growth of call centres in India.
3) To find out main problems facing by call centre employees.

III. SCOPE

In India call center is an attractive option for most of the youngsters because of the booming IT and ITES industries, with IT strength recognized all-over the world. Besides, our country also has a largest English speaking population after USA. India has a vast workforce of educated, English-speaking, tech-savvy personnel, Cost-effective manpower. In a call center operation, manpower typically accounts for 55-60% of the total cost. In spite of all these attractive factors, there are some loopholes operating in call center industries causing lower job satisfaction, poor health due to nightshift, role stress, emotional dissonance etc.

This study was conducted with the basic objective of identifying the problems of the call centre employees & for the assessment of the risks perceived. This research report will prove to be of immense help to give various suggestive measures to reduce the risks identified & to review the status of the employees.

IV. LIMITATIONS

The limitations to this study were time constraints and also where the research was conducted, that is only call centre located in Pune City and specifically only the customer service departments. As the preferred research method was quantitative study, the results allow researcher to generalise however if a qualitative study was implemented more in depth outcomes would have been achieved.

V. RESEARCH DESIGN AND METHODOLOGY

Research Design

The purpose of the current study is to find out the significance of job satisfaction in call centres. Research design is actually the blue print of the research project & when implemented must bring about the information for solving the identified problems. It indicates the methods of research, the instrument of research, the method of sampling etc.

This research studies the role of Job satisfaction in call centres. In India Call centre employees face many problems. This study employed Descriptive research design

Sampling methods

Convenience Sampling method was used to collect data from call centre employees.

Data Collection Methods

Primary Data

These data are collected first time as original data. These are the actual information which is received by the researchers for the study from the actual field of research; these may also be defined as the data collected for the first time by the researchers for his own purpose. A questionnaire was developed to collect data.

Secondary data

This is also known as published data. These are the data which are not originally collected by the researchers but they are obtaining from the public resources.

The main source of secondary data includes

- Organizational files
- Official records, Newspapers, Magazines.
- Data provided by the company on website.
- Online study.

VI. LITERARURE REVIEW

The area of research is quite nascent and hence not much research papers are published. But of late there have been many articles related to problems faced by call centre executives in the print media. Some of the recent research papers highlight the problems faced by call centre executives. These range from occupational diseases, role stress, facing verbal abuses from irate customers to job related monotony.

1. Sudhashree V. P, Rohit K. and Shrinivas K. in their article titled “Issues and concerns of health among the call centre employees” (The Indian Journal of Occupational and Environmental Medicine, December 2005, Volume 9, Issue 3 Pgs. 129 – 132) mention that BOSS (Burn Out Stress Syndrome) is seen very common among the young call centre executives. The symptoms of this sickness include chronic fatigue, insomnia, and complete alterations of the 24 hour 34 biological rhythm of the body are routine cause for sickness absenteeism. Chronic levels of stress affect the heart, endocrine system and can also lead to sleep disorders.

2. Ernesto Noronha and Premilla D’Cruz in their research paper titled “Organizing Call Centre Agents: Emerging Issues” (Economic and Political Weekly, May 27, 2006 Pgs.2115 – 2121) indicate that during their primary data collection from call centre employees located at Mumbai and Bangalore, it was found that their job content required them to enthusiastically deal with irate customers keeping aside their emotions. Interacting with irate or abusive customer was seen as an integral part of their job content. Emotions were to be kept aside and it was mandatory to attend the next call with equal attention even when the previous caller had verbally abused the employee.

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3. Lewig K. A. and Dollard M. F. in their article titled "Emotional dissonance, emotional exhaustion and job satisfaction in call centre workers" (European Journal of Work And Organizational Psychology, 2003, 12 (4), Pgs. 366–392) have researched on Emotional Labour (emotional demands) of call centre work and their relationship to the job satisfaction and emotional exhaustion in a sample of South Australian call centre workers. Qualitatively the research confirmed the central role of emotional labour variables in the experience of emotional exhaustion and satisfaction at work. Emotional dissonance was found to exacerbate the level of emotional exhaustion at high levels of psychosocial demands, indicating jobs combining high levels of both kinds of demands are much riskier. 35 The research points out that the potential ways to alleviate emotional exhaustion due to emotional dissonance is to reduce other psychosocial demands, increase rewards, support and control as conceptualized in the Job Characteristics Model.

4. Kode Ruyter, Martin Wetzels and Richard Feinberg in their research paper titled "Role Stress in Call Centres: Its Effects on Employee Performance and Satisfaction" published in the Journal of Interactive Marketing, pp. 23 – 35, Volume 15, Number 2, Spring 2001 mention that particularly the autonomy dimension of empowerment has a role stress-reducing effect. Interesting substantive direct positive effects of empowerment competence and leadership consideration on job satisfaction were found. Job satisfaction was found to be conducive to job performance. Furthermore, it was found that job satisfaction reduces turnover intentions, directly and indirectly via organizational commitment.

5. Christer Strandberg and Olof Wahlberg (The Journal of E-working, Pgs 116-136, Vol 1, December 2007) published a research paper titled "All Call Centres are not electronic sweatshops", conducted a study focused on the psychosocial work conditions in Swedish in-house call centres compared with the same conditions in Nordic (Swedish, Norwegian, Danish and Finnish) organizations in general. It was found that Swedish in-house call centre employees perceive work to be more controlled than employees in Nordic organizations in general do. In addition, work is not perceived to be as central in life by call 36 centre employees as it is perceived by employees in Nordic organizations in general.

6. Divya C. McMillian in her research paper titled "Outsourcing Identities - Call Centres and Cultural Transformation in India." (Economic and Political Weekly, January 21, 2006 Pgs. 235 – 241) mentions of in-depth interviews conducted with 40 employees of six call centres located at Bangalore. Her research findings point out to the fact that most of these employees had to change their names, identities and their voice accent to suit the customer's home country were the calls were being made or from where they originated. This resulted in fictional personal profiles created by their job content which affected their cultural identity.

7. A study on "Women in Call Centres" conducted by Preeti Singh and Anu Pandey, wherein interviews of 100 women employees of several call centres based in India were undertaken. (Economic and Political Weekly, February 12, 2005 Pgs. 684 – 688). The study finds a direct and adverse effect of nightshift employment on the health of women. This study concluded both the positive as well as the negative aspects of call centre environment. The positive aspects related to the number of years of experience, age and qualifications of the respondent with that of her salary. There appears to be no other area of employment in India which gives its employees an attractive pay package at such a young age and with minimum qualifications. There are also some negative aspects about this job, which includes risks such as the difficulty of traveling at night, health hazards and social stigma. But 37 the major problem is the health hazard from doing night duty. Some respondents felt they were like security guards who stayed awake all night to attend to their duties and slept the whole day through, and in doing so they suffer from problems like sleep disorder and indigestion. In order to keep awake against the body clock, they start smoking and drink innumerable cups of tea and coffee. This gets them addicted to tea, coffee and cigarettes, which subsequently becomes the cause of their bad health.

8. The Dataquest-IDC BPO E-Sat survey 200718 was based on the feedback from 1,749 employees belonging to 19 companies located in cities like Mumbai, Pune, Kolkata, Delhi NCR, Chennai, Ahmedabad, Hyderabad and Bangalore. The survey also revealed that while large firms ranked better in parameters like work culture and image, niche companies were better in terms of salary and job content. Of the 1,749 employees surveyed as a part of the survey, 32 per cent complained of 18 http://www.cybermedia.co.in/press/pressrelease65.html 39 having sleep disorders, followed by 25 per cent as having digestive disorders and 20 per cent of having eye-sight problems. The survey measured employee satisfaction was based on 11 parameters.

9. There have been many incidents of women call centre employee being raped and murdered at Mumbai, Pune and Bangalore regions. Some newspapers have commented on this issue. Newspaper "The Hindu" reported on the rape and murder of Hewlett Packard employee Pratibha Murthy in December 2005 shook the BPO (business process outsourcing) industry, which scrambled to damage control mode and tighten security for its women employees. Series of measures were announced to protect women, especially on the night shift. The Press Trust of India, New Delhi, reported on January 17, 2006 that "In the light of the rape and murder of a call centre employee in Bangalore, the National Commission for Women (NCW) today said it

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will formulate guidelines to ensure safety of women employees in the BPO sector".

10. The article "Setback for BPO industry: Nasscom" in the Times of India dated 4th November 2007 mentions, The National Association of Software and Service Companies (Nasscom) has expressed deep shock and dismay at the incident involving murder of a young Pune based BPO employee Jyoti Kumari Choudhary. In a press release issued by them, it stated that the murder reflects the need for greater safety and security and emphasized that every possible measure should be taken to eliminate such crime. "Such incidents setback efforts that are being made to bring about gender equality in the 41 country's workforce."

VII. DEFINING THE PROBLEM

Job satisfaction is a factor affecting call centre representatives. Call centres are generally associated with low levels of satisfaction due to the fairly low skilled nature of their work. Other factors that are often associated with call centres are; high stress levels, high staff turnover and emotional burnout. These factors impact negatively on job satisfaction.

The Times of India reported on 8 May 2007, "Two recent cases of suicide have brought work-related stress back in news. Hyderabad Times probes...Recent incidents have served as a rude shock for young working professionals in the city, who had accepted stress as a way of life. A 25-old software engineer, Pavan Kumar, allegedly committed suicide, not being able to bear 'public humiliation'. On the same day, a 23-year-old BPO employee G Venugopal took recourse in suicide, citing 'personal reasons'. Many factors might snowball into a person committing suicide, but HR professionals believe that stress at the workplace can be a major contributor, and justifiably so, as people spend almost all their time at the workplace. Many are caught in a situation in which they can't quit a stressful job due to lack of options. According to psychologist PT Sundaram, sometimes, it's a clash of values and the lack of job satisfaction which pushes an individual 43 over the line. "I have many young employees who are not happy with their new jobs, in spite of getting a 100 per cent hike. To make matters difficult, many are clueless about their source of their discontent," says Dr Sundaram".

VIII. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This study was undertaken to:

•Identify the problems of the call centre employees.

• Assessment of the risks perceived.

• Review the status of the employees.

Health concerns

Long hours of work, permanent night shifts, incredibly high work targets, loss of identity are threaten to call centre industry in India. The odd timing and nature of work roots people to a chair for 9 hours a day, reading pre-scripted conversations on the phone endlessly- often to irate customers from across the world. In call centre every single second of an employee's time is recorded, measured and automatically logged on to a computer for praise or censure on a weekly basis. In call centre the three acts of listening, watching and talking goes simultaneously, without any break. All these things puts enormous stress on the employee.

The call center ranked high for attrition due to health reasons, for: Sleeping disorders-83% compared to industry average of 39.5%, Voice loss-8.5% as against 3.9%, Ear problems (8.5%), Digestive disorders (14.9%) and Eye sight problems (10.6%)

Its effects on employee performance and satisfaction.

Call centers have become an important customer access channel as well as an important source of customer-related information. Frequently, call centre employees experience role stress as a result of the conflicting demands of the company, supervisors, and customers.

Working conditions, well-being, and job-related attitudes among call centre agents

A comparison of 345 call centre agents with 658 workers in traditional jobs with long lasting training revealed lower job control and task complexity/variety and higher uncertainty among call agents. However, time pressure, concentration demands, and work interruptions were lower in call agents. Working condition negatively affect to the call centre employees.

Emotional dissonance, emotional exhaustion and job satisfaction in call centre workers

The rapid rise of the service sector, and in particular the call centre industry has made the study of emotional labour increasingly important within the area of occupational stress research. Qualitatively the research confirmed the central role of emotional labour variables in the experience of emotional exhaustion and satisfaction at work. Specifically, the research confirmed the pre-eminence of emotional dissonance compared to a range of emotional demand variables unit's potency to account for variance in emotional exhaustion and job satisfaction. Specifically, emotional dissonance mediated the effect of emotional labor (positive emotions) on emotional exhaustion.

India is the best place to outsource to Call Centers.

1) Large and educated workforce is easily available in India- Call centers in India have a largest number of qualified, tech-savvy, IT literate, trained, skilled and experienced professionals. India has the largest English-speaking population after the USA. India's large and well-educated workforce has been one of India's main

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advantages over other countries. India will continue to have a well-educated and large workforce, because India has an ever increasing number of college graduates and a large number of successful training industries.

India's large manpower is willing to work for a lesser price. In a call center operation, manpower typically accounts for 55 to 60 percent of the total cost. In India, manpower is available at a fraction of the cost overseas.

2) Different outsourcing services are available in India- Call centers in India have experience in offering a number of call center outsourcing services, such as, inbound call center services, telemarketing services, technical Support services, CATI services, disaster recovery services, email support services and chat support services amongst others. Call centers in India can also provide a host of IT enabled services, such as, helpdesk services, accounting services, transaction processing services, remote network management and end-to-end processing amongst others. Indian call centers offer cost-effective call center outsourcing services without compromising on quality. Call centers in India also have the best of technology, people, processes, resources, operational expertise.

3) Time Zone Advantages- More and more global organizations have been outsourcing call centers to India, because of India's time zone advantages. India's twelve hour time difference enables global organizations to provide their customers with 24x7x365 days services. By taking advantage of India's time difference, companies in the U.S have been able to ensure that their customers receive round-the-clock customer support.

IX. FINDINGS

1. The results from the study that majority respondents are satisfied with the job they are doing, it is observed that a high percentage of respondents are satisfied on parameters like salary, recognition for good work, peer group relation, work autonomy and behaviour of boss through participatory management style and the facility of open communication with the boss.
2. It is interpreted that a significant percentage of the respondents were dissatisfied with job security, job status, working hours, working condition.
3. It is observed that a majority of the respondents are dissatisfied with their family and social life. These may be attributed to the fact of extended working hours, non-regular life style and work pressure reflected in social behaviour of the call centre employees.
4. It has also been revealing that there is a significant negative correlation between the level of satisfaction and perception of the employees on the job security. The concept of high volatility of call centre business has gone in to the mind of employees for which their apprehensions regarding tenure of job in the life of the company has a negative correlation.
5. In India a booming IT and ITES industries, with IT strengths recognized all over the world. India has the largest English-speaking population after the USA.
6. Western culture, freedom of expression, similar age group employees, same education background and they will have good team spirit because most of their colleagues are their classmates. Here this is an only industry where they can join in groups with same level or grade with same salary.
7. Nature of job is easily understandable, they can learn easily and also they can perform easily with minimum effort. Basic facilities like transportation, food, safety, and security measures have been assured especially for those who work in night shifts.

X. SUGGESTIONS

Depending on the underlying cause of lack of job satisfaction, there may be several ways to increase the job satisfaction in a call centre.

- Call resolution and abandon rate should be continuously improved through better job performance practices.
- The process training, product training, communication training, soft skill training and knowledge base training are helpful to the employees for their better job performances
- Set new challenges
- Develop your own project.
- Mentor a co-worker.
- Beat the boredom
- Cross-training.
- Volunteer for something different.
- Stay positive
- Put things in perspective.
- Build relationships

XI. CONCLUSION

Employees working in call centers answer or originate a call on company's behalf. They make a great influence on customer satisfaction, but there is a growing debate over the status of call centre workers in industry and the level of job satisfaction among them.

The study revealed that good salary was the main reason for joining the call centre job. It is important to keep job satisfaction high so as to reduce turnover levels in call centers. Majority of the employees were found to be high on satisfaction levels and believed that job satisfaction level does not vary with respect to timeliness. The satisfaction of the employees was found to be

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dependent on factors like contribution of organisation towards employee development, independence of employees, work environment, balanced work, stress free environment and peer- superior support.

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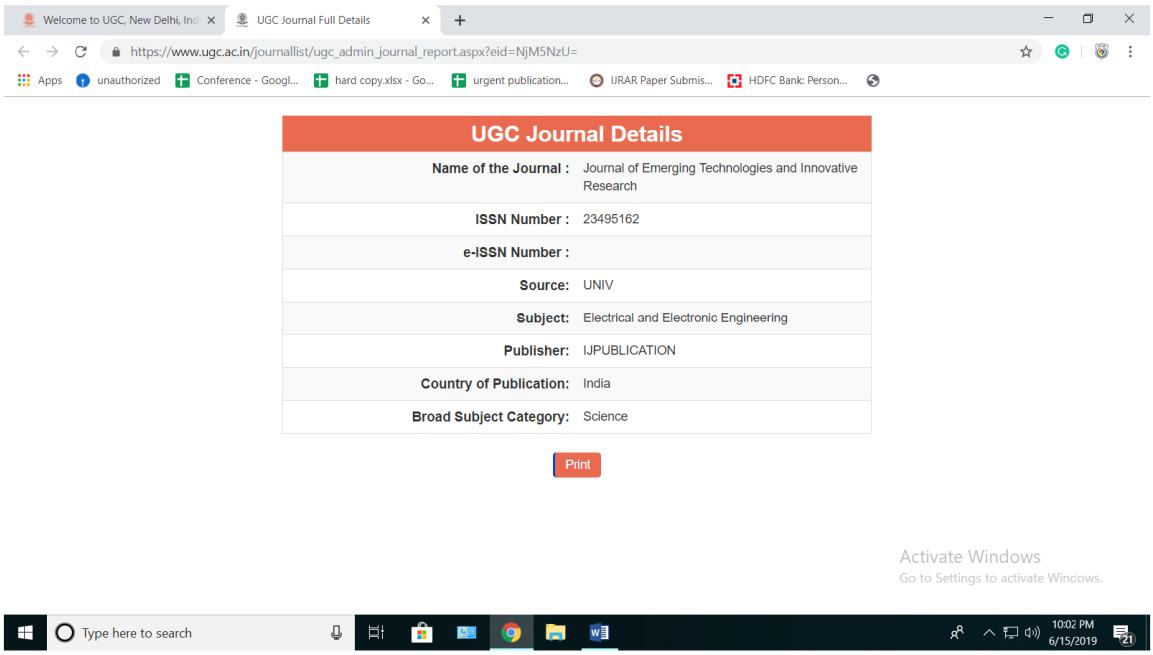

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A STUDY OF EMPLOYEE RETENTION

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Abstract: Employee Retention is a challenging concern of the organization. This study stressed on Employee Retention strategies. Employees are the assets of the organization. To retain skillful and committed employees in the organization, management should take care of employee satisfaction. Find out the reasons of employee turnover and overcome this. The purpose of this study is to prove how employee retention is essential in this day and age, and if the organizations are not awake to the situation and immediate actions are not taken to that effect, what repercussions lay ahead and how they would affect the organization and the industry.

Key Words: Employee Retention, Reasons of Employee Turnover, Strategies of Employee Retention.

Introduction:

Employee Retention is defined as an organization's ability to retain its employees. It can also be called as a process, in which the resources are motivated and encouraged to stay in an organization for a longer period of time for the sustainability of the organization.

The ultimate aim of Employee Retention is to make both the stakeholders, i.e., employees and employer happier. It facilitates loyal employees sticking to the company for a longer duration, which in turn will benefit both the stakeholders.

Employee retention is not just a matter that can be dealt with records and reports. It purely depends upon how the employers understand the various concerns of the employees and how they help them resolve their problem, when they are in need. Every organization spends time and invests money in grooming new employees and makes them corporate-ready. The organization will be in complete loss, if such employees quit after they are fully trained.

The organization is completely at loss when the employees leave their job once they are fully trained. Employee retention takes into account the various measures taken so that an individual stays in an organization for the maximum period of time.

Research says that most of the employees leave an organization out of frustration and constant friction with their superiors or other team members. In some cases low salary, lack of growth prospects and motivation compel an employee to look for a change. The management must try its level best to retain those employees who are really important for the system and are known to be effective contributor.

Objectives of the study:

1. To study about the employee retention in the organization.

2. To ascertain the problems of the employees in the organization.

3. To identify how retention strategy reduces employee turnover.

Significance of the study:

Employee Retention is not about managing retention. It is about managing people. If an organization manages ll, employee retention will take care of itself. People want to work for an organization which Appreciation for the work done, Ample opportunities, A friendly and cooperative environment, A t the organization is second home to employee. Employee retention has become a major goal of the on.

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Theoretical Background:

The process of employee retention will benefit an organization in the following ways:

1. The Cost of Turnover: The cost of employee turnover adds hundreds of thousands of money to a company's expenses. While it is difficult to fully calculate the cost of turnover (including hiring costs, training costs and productivity loss), industry experts often quote 25% of the average employee salary as a conservative estimate.

2. Loss of Company Knowledge: When an employee leaves, he takes with him valuable knowledge about the company, customers, current projects and past history (sometimes to competitors). Often much time and money has been spent on the employee in expectation of a future return. When the employee leaves, the investment is not realized.

3. Interruption of Customer Service: Customers and clients do business with a company in part because of the people. Relationships are developed that encourage continued sponsorship of the business. When an employee leaves, the relationships that employee built for the company are severed, which could lead to potential customer loss.

4. Turnover leads to more turnovers: When an employee terminates, the effect is felt throughout the organization. Co-workers are often required to pick up the slack. The unspoken negativity often intensifies for the remaining staff. Goodwill of the company: The goodwill of a company is maintained when the attrition rates are low. Higher retention rates motivate potential employees to join the organization.

5. Regaining efficiency: If an employee resigns, then good amount of time is lost in hiring a new employee and then training him/her and this goes to the loss of the company directly which many a times goes unnoticed. And even after this you cannot assure us of the same efficiency from the new employee. What Makes Employee Leave? Employees do not leave an organization without any significant reason.

There are certain circumstances that lead to their leaving the organization. The most common reasons can be:

a) Job is not what the employee expected to be: Sometimes the job responsibilities don't come out to be same as expected by the candidates. Unexpected job responsibilities lead to job dissatisfaction.

b) Job and person mismatch: A candidate may be fit to do a certain type of job which matches his personality. If he is given a job which mismatches his personality, then he won't be able to perform it well and will try to find out reasons to leave the job.

c) No growth opportunities: No or less learning and growth opportunities in the current job will make candidate's job and career stagnant.

d) Lack of appreciation: If the work is not appreciated by the supervisor, the employee feels demotivated and loses interest in job.

e) Lack of trust and support in co workers, seniors and management: Trust is the most important factor that is required for an individual to stay in the job. Non-supportive coworkers, seniors and management can make office environment unfriendly and difficult to work in.

f) Stress from overwork and work life imbalance: Job stress can lead to work life imbalance which ultimately many times lead to employee leaving the organization.

g) Compensation: Better compensation packages being offered by other companies may attract employees towards themselves.

b offer: An attractive job offer which an employee thinks is good for him with respect to job ısibility, compensation, growth and learning etc. can lead an employee to leave the organization.

f managing employees can be understood as a three stage process:

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1. Identify cost of employee turnover

2. Understand why employees leave

3. Implement retention strategies

The organizations should start with identifying the employee turnover rates within a particular time period and benchmark it with the competitor organizations. This will help in assessing the whether the employee retention rates are healthy in the company. Secondly, the cost of employee turnover can be calculated. According to a survey, on an average, attrition costs companies 18 month salary for each manager or professional who leaves, and 6months' pay for each hourly employee who leaves. This amounts to major organizational and financial stress, considering that one out of every three employees plans to leave his or her job in the next two years.

Hytter (2007) explained that there are some factors such as personal premises of loyalty, trust, commitment, and identification and attachment with the organization have a direct influence on employee retention and workplace factors such as rewards, leadership style, career opportunities, the training and development of skills, physical working conditions, and the balance between professional and personal life have an indirect influence.

Garg & Rastogi (2006) explained that in today's competitive environment feedback is very essential for organization.

Retention Involves Five Basic Things

Environment: A motivated employee wants to contribute to work areas outside of his specific job description.

Ramlall (2003) stressed that a suitable work environment is the need of an employee in an organization as it will encourage commitment.
Nelson(2006), explained in his study that job satisfaction is priceless, incomparable and invaluable. Hopeless employees negatively upsetting the desire level of work. A little amount of employees which are satisfied with their work not only affect the performance but also the work environment affects the performance of employees and performance of organization.

Growth: Growth is an integral part of every individual's career. If an employee cannot foresee his path of career development in his current organization, there are chances that he'll leave the organization as soon as he gets an opportunity.

Grossman, J.(2002) stressed that Work growth is the effect of employee performance in the organization as well as the result of organizational provenance provided to employees by organization. The Growth and productivity is the ultimate result of employee behavior such as performance, retention, satisfaction of employees.

Compensation*:* Compensation constitutes the largest part of the retention process. The employees always have high expectations regarding their compensation packages. Compensation includes: Salary and Wages, Bonus, Health Insurance, after retirement benefits.

Davies, Taylor, & Savery (2001) Compensation to top workers is given by every organization but very few organizations uses it strategically. They said that "Salary and benefits policies are not being used strategically, within the organization to improve morale, reduce turnover, and achieve targets within an establishment". In a research it was concluded that although compensation was not one of the top factors influencing non-management turnover but compensation can act as a critical factor in reducing managerial turnover and increasing commitment.

Relationship*:* Sometimes the relationship with the management and the peers become the reason for an employee to leave the organization. The management is often not able to provide an employee a supportive re and environment in terms of personnel and professional relationships. A supportive work culture employees professionally and boosts employee's satisfaction. There are times when an employee ng bitterness towards the management or peers, which leads to less satisfaction and eventually

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Armstrong (2003) Employee relations consist of all those areas of human resource management that deals with employees directly and through collective agreements where trade unions are recognised. The union practices for the welfare and good working condition of the employees. Employee relations are concerned with generally managing the relationship between employer and employees at the workplace that can be formal e.g. contract of employment or procedural agreement.

Support: Employees today are asking for a work place that helps them balance the demands of their work and family lives, rather than forcing them to one over the other. Schemes like: Special schemes for their children, Scholarship, Medical benefits, Training etc

William Kahn(1993) "The harnessing of organisation members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." Employee engagement with the definition: "an employee's involvement with, commitment to, and satisfaction with work. Employee engagement is a part of employee retention."

Three R's of Retention:

Respect is esteem, special regard, or particular consideration given to people. As the pyramid shows, respect is the foundation of keeping your employees. Recognition and rewards will have little effect if you don't respect employees.

Recognition is defined as "special notice or attention" and "the act of perceiving clearly." Many problems with retention and morale occur because management is not paying attention to people's needs and reactions.

Rewards are the extra perks you offer beyond the basics of respect and recognition that make it worth people's while to work hard, to care, to go beyond the call of duty. While rewards represent the smallest portion of the retention equation, they are still an important one.

Agarwal (1998) gave an explanation to the term reward as something that the organization offers to the employees in response of the work as well as performance and something which is desired by the employees.

Employee Retention Strategies:

The basic practices which should be kept in mind in the employee retention strategies are:

1. Hire the right people in the first place.

2. Empower the employees. Give the employees the authority to get things done.

3. Make employees realize that they are the most valuable asset of the organization.

4. Have faith in them, trust and respect them.

5. Provide them information and knowledge.

6. Keep providing them feedback on their performance.

7. Recognize and appreciate their achievements.

8. Keep their morale high.

9. Create an environment where the employees want to work and have fun.

People want to enjoy their work so make work fun and enjoyable. Understand that employees need to balance life and work so offer flexible starting times and core hours. Provide 360 feedback surveys and other ires to foster open communication. Consider allowing anonymous surveys occasionally so employees ore honest and candid with their opinions. Provide opportunities within the company for career n and cross-training. Offer attractive, competitive benefits.

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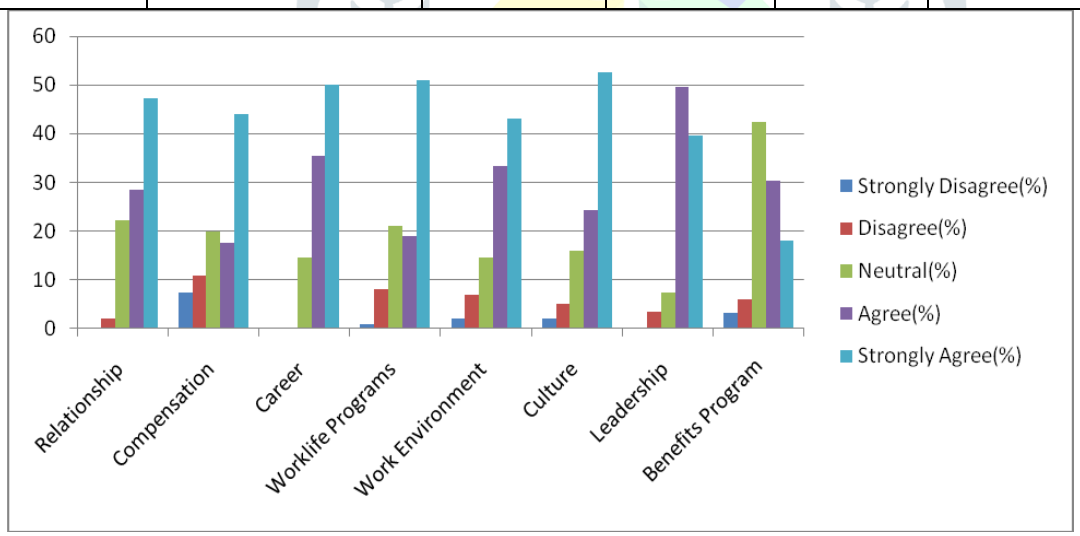
Research Methodology:

This study is based on Descriptive Research Design and involved in administering questionnaire as a tool for research work. In order to fulfill the objectives of the study, the data have been collected from both the primary and secondary sources. Data have been collected from the employees of the medium scale industries. For the present study Judgment Sampling Method was used. Six medium scale industries were selected, from each industry 10employees were selected as a sample. So the desired sample size was 60 employees. The questionnaire used in this study was constructed on 5 point scale, strongly disagree to strongly agree. To analyze the data percentage method was used.

Data Analysis and Interpretation:

Summarized data analysis table for eight components are given below. For the each attributes different questions were framed and collected the opinion of respondents.

Opinion/ Attributes	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Total (%)
Relationship	0	2	22.2	28.6	47.2	100
Compensation	7.5	11	20	17.5	44	100
Career	0	0	14.67	35.33	50	100
Work life Programs	1	8	21	19	51	100
Work Environment	2	7	14.67	33.33	43	100
Culture	2	5	16	24.34	52.66	100
Leadership	0	3.5	7.5	49.5	39.5	100
Benefits Programs	3.33	6	42.33	30.34	18	100



Graphical presentation of Data Analysis

Findings:

- Above table shows that relationship between employees and management is most important component to increase retention of employees in the organization.
- Compensation or salary or monetary benefit is always motivation to retain in the organization. ıerwise highly paid jobs of competitors will attract skilled employees.

  cording to the overall analysis most of the employees have strongly accepted the importance of ture of the organization in employee retention. They are happy with the organizational culture. So y are not thinking about switching the job.

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- It was found that, most of the respondents feel; the work environment (facility, workplace, and campus) affects employee job satisfaction and at the end for employee retention.
- It was observed that most of the employees gives importance to the supervision, direction & guidance in the organization.
- Most of the respondents feel benefit programs like health and welfare, retirement benefit, paid time off facility are helping them for work-life balance.
- Respondents feels work life programs (family support, personal support) are satisfying them to balance their personal life as well as professional life.
- It was found out that, Career opportunities gives satisfaction to the employees. Proper Leadership is required for motivation.

Conclusion:

This study signifies the increasing importance of employee's retention in the organization. It highlights the reasons for the high turnover rate and the cost that this act adds up to the company.

This study briefly covers the various areas where employee retention strategies are implemented namely work environment, work culture, salary negotiation, compensation management, rewards and recognition, leadership and relationship between employees and management. Therefore the organization can impart certain practices that boost employee to perform well and sustaining them in the organization by providing various welfare measures and implementing retention strategies

In a nutshell, *"If you truly respect, appreciate and treat employees wonderfully, you will never lose them "!!*

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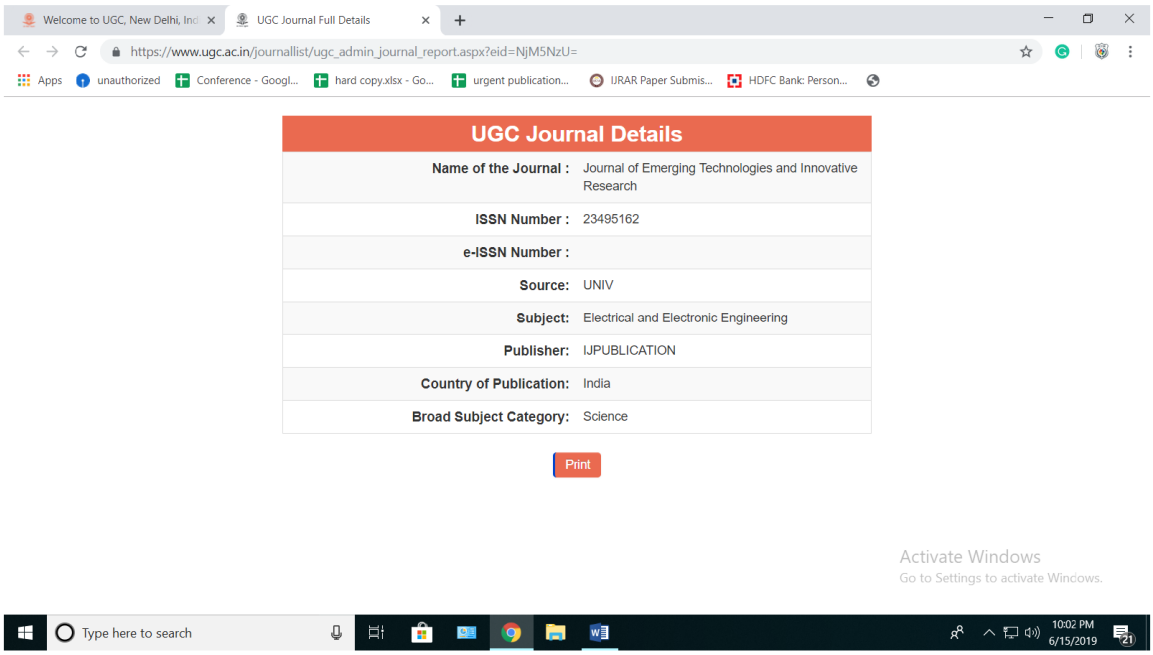

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WORKPLACE SPIRITUALITY AMONG TEACHING STAFF IN MANAGEMENT INSTITUTES

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ABSTRACT:

An important trend was set in business world during twenty first century that was giving focus on workplace. spirituality (Shallenberger S (2000). It has been subject of many business magazines and it was a great part of literature too (Conlin 1999). Also Workplace Spirituality is an interest area of many research scholars. The word Workplace Spirituality is buzzing in the business environment. It is said that a place where people get pleasure from their job and find meaning in it, people find trusting group of people around them, and have greater connect with their peers, where they experience appreciated and supported would be the place with more workplace spirituality.

In this paper researcher wants to study existence of Workplace Spirituality in the teaching staff in management institutes. Also throws a light on effect of demographic variables on workplace spirituality. Both primary and secondary data is used for this work. Mainly three aspects of workplace spirituality that are meaning in the work, sense of community and alignment of organizational values have considered in this study. Meaning in the work talks about sense of meaning and purpose in the work. Senses of community talks about connect between coworkers. And alignment with organizational values means employee experience a sense of alignment between beliefs and organizational values. Primary data is collected by using structured questionnaire. Study has revealed that workplace spirituality exist in the teaching staff among management institutes. Teaching staff in management institutes find meaning in their work and feel connect with each other at workplace.

INDEX TERMS: Workplace Spirituality, Age, Gender, Work Experience.

INTRODUCTION:

Now days Workplace Spirituality has turn out to be a center of attention of research scholars, academicians and companies. Why is an attention growing towards this area? There are several reasons behind it given by (Ashmos and Duchon, 2000)- In current job settings nobody is feeling secured, there is fear, worry, nervousness and hopelessness amongst human resources, therefore want to hold on something which is deeper. It has seen that curiosity is rising towards eastern philosophies of spirituality. Very less established forms of society can be observed, and it has led employees to look for connectedness at place of work. (Moore and Casper, 2006) have said that there is desire of modern employees to find meaning in their work. The workplace spirituality is considered as highly personnel, and many of the academic definitions tells that it is nothing but wholeness, connectedness and deeper sense of values (Gibbons 2000). "Workplace spirituality means efforts towards finding purpose in life, developing a strong connection with coworkers and having alignment in between ones core beliefs and values of organization". (Mitroff and Denton 1999). Ashmos and Duchon's (2000) commonly cited meaning of workplace spirituality as "the recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community". Similarly, Giacalone and Jurkiewicz (2004) have defined workplace spirituality as "a framework of organizational values evidenced in the culture that promotes employees' experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy".

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LITERATURE REVIEW:

Literature review is carried out to study previous work done on workplace spirituality to find gap for further study. Waddock (1999) recommended in his study that carrying employees mind, heart, soul and body to work is important for both employee and organization success. Krisha kumar, S., & Neck, C. P. (2002) concluded in the study that an enhancement in spirituality at workplace leads to improved creativeness, sincerity, reliance, personal fulfillment and commitment which lead to improved organizational development. Giacalone and Jurkiewicz (2003) clarified in their study that spirituality is a dynamic aspect in developing faith between owners and their workforces, which ultimately helps to enhance organizational performance. It has been noticed by Jurkiewicz and Giacalone (2004) that workplace spirituality is a essential requirement for workers own development as because of reducing responsibility of families, neighborhoods, and other communal foremost players. Sheep, M. L. (2006) perceived level of workplace spirituality in faculty members of Jordanian Universities is moderate to high. And there was no significant difference found in level of work place spirituality and age, gender, work experience etc. Rego and Cunha (2008) and Deshpande (2012) suggested in their study that it is a real concept which could be applicable to business world. Eleanor Marschke, Robert Preziosi, William Harrington (2009) stated no relation between workplace spirituality and organisational commitment. Also stated that there is no relation by Gender and Age. Badrinarayan, S. P. (2009) said in his study that Workplace Spirituality is connected with work attitudes such as job involvement, job satisfaction and commitment. (Fry 2011; Giacalone and Jurkiewicz, 2003; Sanders 2003).

Cacioppe (2000) highlighted in their study that leadership and success of an organization quiet contented with workplace spirituality, and it promotes spiritual progress. Fry (2003) suggested that If workplace spirituality practiced in the organization it leads to personnel as well as organizational effectiveness. Pardasani, R., Sharma, R.,R., & Bindlish, P. (2014) concluded that Indian tradition of Karm yoga, Loksangrah, Guna theory, DaiviSampat, and PanchKosha can help in implementing diffent dimensions of workplace spirituality. Gupta, M., Kumar, V., & Singh, M. (2014): reveled strong association between employees job satisfaction and Workplace Spirituality. Lawrence Wainaina, Dr. Mike Iravo, Dr. Anthony Waititu (2014): proved high degree positive corelation between Workplace Spirituality and Organisational Commitment. Ayoun, B., Rowe, L., &Yassine, F. (2015) shown in their study that workplace spirituality and business ethics are not related with each other considerably. Peerayuth Charoensukmongkol, Jose-Luis Daniel, Ruth Chatelain-Jardon (2015) proposed the contribution of different dimensions of workplace spirituality with Organisational Citizenship Behavior - Individual and Organisational Citizenship Behavior -Organisational. Mohamed Mousa and Ruth Alas (2016) shown strong affirmative link between meaningful work and sense of community with normative, affective and continuance commitment. Authors also have shown relation between workplace spirituality and organizational culture. Rabindra P et al (2017): developed a scale containing 44 items to measure spirituality at work.

DIMENSIONS OF WORKPLACE SPIRITUALITY CONSIDERED IN THE STUDY:

Based on the literature review Workplace Spirituality is measured with respect to three parameters.

Meaning in the work: "This is nothing but deep sense of meaning and purpose of one's work. It comes in to picture at individual level. Each employee feels that he /she shoud involve in such a work which gives meaning and purpose to his life." (Ashmos and Douchon, 2000). Then employees find happiness and joy in their work. Work leads to creativity, and provides opportunity. (Duchon and Plowman 2005).

Sense of community: A feeling of connect with other workers at workplace and having a harmonious relations and unity with each other. (Duchon and Plowman 2005). "It is a critical dimension of workplace spirituality and occurs at group level of human behaviors and considers interactions between employees and coworkers." (Ashmos and Douchon (2000).

Organizational values: "Third aspect of workplace spirituality occurs when individual acknowledge a strong sense of alignment of beliefs with organizational values." Organizational values are followed by all the employees and personal values are aligned with organizational values. (Milliman et al. (2003) This aspect encompasses interaction of individuals with bigger organizational purpose. (Mitroff and Denton,1999).

CH QUESTION:

lowing research question was considered to conduct this study.

w does demographic factors affect on workplace spirituality?

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OBJECTIVES OF THE STUDY:

1. To study of Workplace Spirituality in Management institutes with reference to Teaching Staff.
2. To determine an influence of demographic variables such as Age, Gender, & Experience on Workplace Spirituality.

HYPOTHESIS OF THE STUDY:

H1: There is an influence of Age and Experience on existence of Workplace Spirituality.
H2: Workplace Spirituality is associated with Gender.

DESIGN AND SAMPLE:

It is a Descriptive and relational research. Data is collected by using primary and secondary sources. Primary data collected through structured questionnaire. Sample selection is done by using simple random sampling. Questionnaire was distributed through emails, 105 filled, got back and used for further study. Statistical analysis is done by using cross tabulation and chi square test.

RESULTS AND DISCUSSION:

The data is analyzed using SPSS statistical software (Version 20.0). Cross tabulation and Chi Square test were calculated for the purpose of meeting the objectives and testing the research hypotheses, and the findings are as follows.

Reliability of the data is calculated. Cronbach's Alpha criteria are most common measure of reliability specially used when data is in the form of Likert sale. It is calculated for all the observations using SPSS version 20. Calculated Cronbach Alpha for the present study is 0.94. This shows greater internal consistency of the data.

Objective 1: To study existence of Workplace Spirituality in Management institutes with reference to teaching Staff.

Averages are calculated to find existence of Workplace Spirituality. Each parameter of workplace spirituality was measured with sub items. Respective averages were calculated to check existence of each parameter.

Table No. 1: Existence of Workplace Spirituality.

Average for Existence of Workplace Spirituality			
S.No.	**Parameters**	**Average Level**	**Interpretation**
1	Meaning in the work	4	Agree
2	Sense of community	4	Agree
3	Organizational Values	3	Neutral
4	**Overall Existence of workplace spirituality**	**4**	**Agree**

Above table 1 shows that teaching staff in management institutes find meaning in their work, also they feel sense of community at their immediate workplace. Respondents are not sure about alignment of values. As it is a meaningful work people find purpose and meaning in their life also. Connection with coworkers is good means people share and care for each other. But there is question mark about alignment of values with individual employee's beliefs. On an average Workplace Spirituality is existed in the teaching staff in management institutes.

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Objective 2: To determine an influence of demographic variables such as Age, Gender & Work Experience on Workplace Spirituality.

2a. To determine an influence of Age on Existence of Workplace Spirituality.

Table No.2: Cross tabulation for Age and Overall Workplace Spirituality.
age * Overall_WS Crosstabulation

			Overall_WS			Total
			Neutral	Agree	Strongly Agree	
Age	up to 40	Count	32	22	8	62
		% within age	51.6%	35.5%	12.9%	100.0%
	more than 40	Count	5	34	4	43
		% within age	11.6%	79.1%	9.3%	100.0%
Total		Count	37	56	12	105
		% within age	35.2%	53.3%	11.4%	100.0%

(Pearsons chi square (x^2): Sig value 0.000)

Above table 2 shows the influence of age on overall workplace spirituality. 51% of respondents are neutral and remaining 49% belongs to the category of agree and strongly agree from the group of up to 40 years age group. Whereas only 11% are neutral and remaining 89% are agree from the age group of more than 40 years. So existence of workplace spirituality increases with increase in age.

2b. To determine influence of Gender on Existence of Workplace Spirituality.

Table No.3: Cross tabulation for Gender and Overall Workplace Spirituality.
gender * Overall_WS Crosstabulation

			Overall_WS			Total
			Neutral	Agree	Strongly Agree	
Gender	Male	Count	12	36	4	52
		% within gender	23.1%	69.2%	7.7%	100.0%
	Female	Count	25	20	8	53
		% within gender	47.2%	37.7%	15.1%	100.0%
Total		Count	37	56	12	105
		% within gender	35.2%	53.3%	11.4%	100.0%

(Pearsons chi square (x^2): Sig value 0.005)

Influence of gender on workplace spirituality is shown in table no.3. Only 23% of male are neutral and remaining 77% are agree. Whereas 47% of female are neutral and remaining 53% are belongs to category of agree. Existence of workplace spirituality is more in male than female.

2c. To determine influence of Work Experience on Workplace Spirituality

Table No.4: Cross tabulation for Work Experience and Overall Workplace Spirituality.
Work_ex * Overall_WS Crosstabulation

			Overall_WS			Total
			Neutral	Agree	Strongly Agree	
Work_ex	up to 10	Count	24	17	8	49
		% within Work_ex	49.0%	34.7%	16.3%	100.0%
	more than10	Count	13	39	4	56
		% within Work_ex	23.2%	69.6%	7.1%	100.0%
Total		Count	37	56	12	105
		% within Work_ex	35.2%	53.3%	11.4%	100.0%

(Pearsons chi square (x^2): Sig value 0.002)

Influence of Work Experience is shown in table no 4. Respondents with up to 10 years of work experience shows less existence of workplace spirituality as compare to respondents with more than 10 years of work experience. 49% of respondents are neutral and remaining 51% are agreeing from the category of up to 10 years work [illegible]. Whereas only 23% are neutral and remaining 77% are agree from the group of more than 10 years [illegible]rience.

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HYPOTHESIS TESTING:

Following hypothesis are set for study and tested by using chi square test.

H1: There is an influence of Age and Experience on existence of Workplace Spirituality.

H1a. There is an influence of Age on existence of Workplace Spirituality.

Pearson's chi square value is 0.000 (Table No.2) which is less than the set level of significance that is 0.05, means the result is statistically considerable. So we have reject null and accept alternate hypothesis. That means there is significant relation between age and existence of workplace spirituality.

H1b. There is an influence of Work Experience on existence of Workplace Spirituality.

Pearson's chi square value is 0.002 (Table No.4) which is less than the level of significance that is 0.05, so our results are statistically significant. And we have to accept alternate hypothesis and reject null hypothesis. It says work experience and workplace spirituality are not independent variables they are associated with each other.

H2: Workplace Spirituality is associated with Gender.

Pearson's chi square value is 0.005 (Table No.3) which is less than the level of significance that is 0.05, so our results are statistically significant. And we have to accept alternate hypothesis and reject null hypothesis. It says gender and workplace spirituality are significantly associated with each other.

SCOPE FOR FUTURE RESEARCH:

This study has some limitations which gives scope for future research. First limitation is that the study has considered only three dimensions' of workplace spirituality; other dimensions' can be included in the future study. Second limitation is that it has studied only three demographic variables, more variables could be included in future study. Third limitation is the age and work experience are divided in to two categories only, these can be divided in to more categories to study in detail. Fourth limitation is separate relation between demographic variables and dimensions of workplace spirituality could be studied.

CONCLUSION:

The term workplace spirituality has emerged recently. Interest in spirituality continues to grow in United States and globally also. It is one of the interesting areas for researcher to do research on it. Workplace spirituality is nothing but inner life of employees which should be nourished by employers to get good results. It has many dimensions but Milliman et al.(2003) in his study focused on employees experience about meaning in their work, sense of connection with other peers and colleagues at workplace and feeling of alignment of your own values with organizational values. In this study also workplace spirituality is measured with respect to three dimensions given by Milliman et.al. This study was carried out to find existence of workplace spirituality among teaching staff in management institutes and to find influence of demographic variables such as age, gender and work experience on workplace spirituality. As per results workplace spirituality is existing in the teaching staff of management institutes. It has observed that teaching staff find meaning and purpose in their work. Also they feel connection with their colleagues and they enjoy sense of community at workplace. And it is found that there is influence of age, gender and work experience on workplace spirituality. With increase in age and work experience existence workplace spirituality also increases. Practicing workplace spirituality improves individual employees work effectiveness as well as organizational effectiveness.

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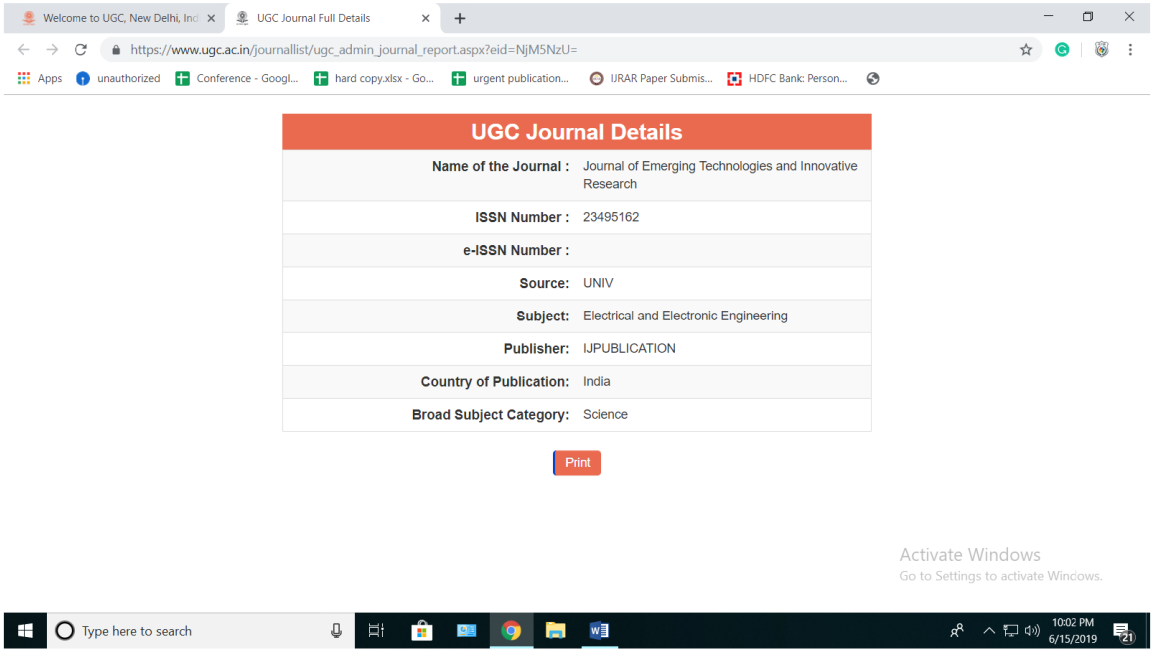

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Corporate Social Responsibility: Relevance and Challenges with special reference to Selected Large Scale Organisations in Pune, India

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Abstract: After CSR mandate, corporate social responsibility becomes buzzword in India. Large scale organisations usually have well defined vision and mission statements, objectives as well as strategies to achieve these objectives. Organisational objectives usually covers economic, social as well as environmental concerns of the organisation. Corporate social responsibility covers social and environmental concern of the organisation's practices adopted by organisations vary in depth and scale. This research paper is an attempt to study the CSR practices adopted by large scale Organisations in Pune after CSR mandate and challenges therewith. To study CSR performance evaluation system along with relevance of CSR practices with organisational objectives.

Keywords: CSR, Companies Act 2013, CSR Implementation, CSR challenges, CSR mandate

Introduction: Corporate social responsibility is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders. CSR is generally understood as being the way through which a company achieves a balance of economic, environmental and social imperatives. With the changing world these social responsibility practices have to change according to the needs of the economy. Combination of four of Carroll's responsibilities, including education, health, and environment will help in the formulation and implementation of social responsibility practices.

According to Sec.135 of Companies Act 2013 every company having net worth of rupees five hundred crore or more, or turnover of rupees one thousand crore or more or a net profit of rupees five crore or more during any financial year shall constitute a Corporate Social Responsibility Committee of the Board consisting of three or more directors, out of which at least one director shall be an independent director. The Board of every company referred to in sub-section (*1*), shall ensure that the company spends, in every financial year, at least two per cent. of the average net profits of the company made during the three immediately preceding financial years, in pursuance of its Corporate Social Responsibility Policy.

Many organisations across the globe have realised the benefits of integrating CSR practices with onal objectives. It helps the organisations achieve its economic, social and environmental

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objectives in cost efficient and sustainable way. Intergrading social and environmental concerns with organisational objectives is a difficult task. Formulation and implementation of CSR practices in a prevailing framework of law creates challenges in front of the organisations. The most significant obstacles to CSR implementation are those related to lack of resources, followed by those related to the complexity and difficulty of implementing CSR.

According to Kasturi Rangan Not all members of the community are investors in the company or its customers. But they are impacted by what the company does. Businesses operate in a social, cultural and regulatory context, a lot of which is not directly in the value chain. If that is the context in which a business operates it is absolutely important for business to have a CSR strategy.

The current state of CSR operates at three levels .First Philanthropy, second hared value and third transforming the business. The philanthropic CSR programmes are usually run by their community affairs director or the CSR manager or the foundation head. The operation stuff is usually run by the line managers, the factory head, the functional manager etc. and "change the business" is run by the executive committee of the CEO. These three rarely talk to each other on CSR. When the three talk to each other, a CSR strategy emerges.

Every organisation should enact a framework related to CSR and include them in their vision, mission and strategic planning. CSR initiatives, if being implemented by all the corporations for rural development will have a positive impact in overall development of the society and their business (Fakay & Buragohain, Feb 2015)

Objectives of the research:

- To study CSR Practices of the organisations.
- To study relevance of CSR Practices with organisations objectives.
- To study the Challenges faced by organisations in CSR implementation.
- To study CSR performance evaluation system of the organisations.

Hypotheses:

The following hypotheses are formulated for the study:

H1: CSR practices of large scale organisations in Pune are relevant with its corporate objectives.

H2: Large scale organisations in Pune are facing difficulties in CSR implementation.

H3: There is no systematic CSR performance evaluation system.

Research Methodology:

Type: Qualitative research

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Research Instrument: Structured Questionnaire

Sources of data: Primary and secondary

Sampling Technique: Judgement Sampling

Sample Size – 5 Large Scale Organizations

Scope of the Study: The scope of the study is limited to the five large scale organisations from Pune selected for the study namely Tata Motors, Thermax Ltd., and Persistent Foundation. Zensar Technologies and Bajaj Auto.

Findings:

The researcher collected data from the 5-large scale organizations. The Analysis shows that, as per Companies Act 2013, the organization having their CSR committee in place to carry out CSR activities.

A p-value analysis is used to determine the significance of the results. The p-value is a number between 0 and 1 and interpreted in the following way: A small p-value (typically ≤ 0.05) indicates strong evidence against the null hypothesis, so you reject the null hypothesis.

I. CSR Practices –

The Analysis shows that, CSR practices are appropriately placed in the organization under study. (as p-value < 0.05). It includes disclosing the composition of the Corporate Social Responsibility Committee, decision regarding CSR policy, average net profit calculation and the type of CSR activities to be carried out by the organization as per Companies Act 2013.

II. CSR and its Relevance –

In the case of P value analysis, there was no significant difference observed as $P > 0.05$ though there was well defined mission, vision statement incorporating Corporate Social Responsibility there was no significant relation observed regarding CSR policy and CSR activities for enhancement of brand image, optimum utilization of resources, stakeholder satisfaction and improvement in overall effectiveness.

III. CSR and Challenges –

The analysis was not significant to comment on challenges faced by the organization (considered for the study) about following CSR as per Companies Act 2013 as $p > 0.05$. But it was observed that, most of the cases the respondents were not having idea about the challenges like transparency, the way CSR activities may be supported by NGO or trust.

IV. CSR Implementation –

It was observed that, all the organization considered for the study, having CSR policies. CSR is collaborative efforts of employees as well NGO/trust along with organization may tie up for carrying out CSR activities. But it was time consuming activity according to one of the respondents. According to

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respondents, CSR implementation is extremely effective and it resulted in increase in Goodwill of the company and useful for employee retention.

V.Evaluation of CSR practices –

It can be stated that, the feedback system is well placed in all the organizations under the study. The social audit is conducted by 90% of the respondents and CSR report is a part of AGM report. The website is another preferred media to publish the report. In the case of all the respondents it was observed that, they are willing to carry out CSR activities more effectively in the future and agreed that, the level of engagement will be more in the coming years.

Conclusion

It can be stated that, CSR policies are well defined but implementation needs to be taken care. The evaluation of CSR is taking shape but the relevance and challenge part needs to be explore further. Although it is mandatory for large scale organization to do CSR as per Companies Act 2013, organizations are ready to go beyond for community welfare.

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