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I, Chinmoy Kumar, hereby declare that the particulars given above are true to the best of my knowledge and belief.



Dated: June 5, 2018

(Chinmoy Kumar)

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Editorial

The contributors of the 1st issue have encouraged me to bring out the 2nd issue of the 1st volume of the ARISCOM Journal of Management, a biannual print journal published by the Association for Research in Social Sciences, Commerce and Management (ARISCOM), a registered society based at Ranchi, Jharkhand.

ARISCOM had organised a National Conference on the contemporary issues in Social Sciences, Commerce and Management on 26th November, 2017 in collaboration with the Institute of Management Studies, Ranchi University, Ranchi. The Conference was inaugurated by the Honourable Speaker, Jharkhand Legislative Assembly, Dr. Dinesh Oraon as the Chief Guest. Professor Prabal K Sen, Retired Professor of Economics and Founder Chairperson, Entrepreneurship Development Centre (EDC), XLRI: Xavier School of Management, Jamshedpur presented the Key Note Address in the presence of dignitaries, experts and delegates. Shri Arun Kr. Singh, IAS, Principal Secretary, Urban Development and Housing Department, Government of Jharkhand, Ranchi was present in the Valedictory Function as Chief Guest along with other distinguished guests.

Altogether 62 research papers in Commerce & Management Group were presented and discussed in 6 parallel technical sessions. The present issue (September 2019) comprises the articles shortlisted by the Chairperson of the Technical Sessions and subsequently updated and intensively edited by the Editorial Team, particularly the editorial board member, Prof. Dr. Ramakant Agrawal. The major issues like entrepreneurship, crisis in management education, sustainable HRM, responsible leadership, microfinance, training and development effectiveness, spirituality in the workplace and skill development have been discussed at length and recommendations have also been made by the contributors coming from different organisations.

On behalf of the ARISCOM family and also on my personal behalf, I extend my heartfelt thankfulness to the contributors who have shared their long research experiences through their valuable contributions in this 2nd Issue of the 1st Volume of ARISCOM Journal of Management.



(Prof. Dr. L. N. Bhagat)

Ranchi | June 5, 2018

Entrepreneurship as a Business Endeavour in The Context of a Developing Country Like India : Some Perspectives

Prabal K Sen¹

Abstract

The paper attempts to focus on most such issues related to entrepreneurship as have a bearing on the society and economy of a developing country like India. Entrepreneurs in these countries and elsewhere too are seen as creators of businesses, who, in turn, produce income and output and generate employment. Reference is made in the paper also to the externalities of entrepreneurship. It is pointed out that entrepreneurship as a business endeavour intensifies competition, promotes innovation, ensures knowledge spillovers, and reduces social exclusion. The positive spillover argument is invariably used while making the case for pro-entrepreneurship government policies. It is stated that there has been virtually no application of empirical labour demand models to small entrepreneurial ventures-neither in the relatively developed economies nor in countries like India, though these models have been widely applied to large firms. This is unfortunate, because labour demand models have the potential to substantially enhance the understanding of the structure of entrepreneurial ventures. Admittedly, data limitations are partly to blame for this lacuna. Significant regional variation in emergence of entrepreneurial ventures is a well known but little understood phenomenon. These therefore need to be studied in further detail. Possible future of family businesses in India is also discussed. Reference in this context is made to some of the issues pertaining to women entrepreneurship like the intersection between women entrepreneurship, collective household labour supply and family wealth and welfare etc. Finally, the author emphasizes the need for attempting inter-disciplinary exercises to understand implications of entrepreneurial endeavours in clearer terms. It is pointed out that a business enterprise is as much a social organization as an economic one. All those who study entrepreneurship should therefore begin to borrow a little more freely from disciplines other than economics as and when necessary. For example, sociologists may throw considerable light on trust, and the basis for social relationships within entrepreneurial teams.

Keywords : Entrepreneurship, Externalities of Entrepreneurship, Inter-disciplinary Exercises, Labour Intensity and Taxonomy of Entrepreneurs.

Significance of Entrepreneurship

Not many economists have concerned themselves with the phenomenon of entrepreneurship development. That is so probably because entrepreneurship like technology to them “is a meta-economic event, something that profoundly influences and indeed shapes the economy without itself being a part of it” (Drucker, 1984: 13). Very few economists who have had something to say on this phenomenon have however concurred with each other on the role of entrepreneurship in furthering economic growth and development. One of the early economic thinkers, J.B. Say (1767-1832) had for instance said “the entrepreneur shifts economic resources out of an area of lower and into an area of

higher productivity and yield”. Joseph Schumpeter (1883-1950)-the only one among the major modern economists, who had examined entrepreneurship in some depth and postulated thereon, had described an entrepreneur as “an innovator playing the role of a dynamic businessman adding material growth to economic development.”

Relatively scanty reference to entrepreneurship in the economic literature, notwithstanding, it is now recognized across the board that economic growth is largely the outcome of entrepreneurial initiative. It is agreed that entrepreneurs exploit opportunities, convert ideas into viable business proposition, provide new products and services to the society by bringing together and combining various factors of

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production, and help alter life style of the people. Entrepreneurs are seen as creators of businesses, which in turn, produce income and output and generate employment. As Adam Smith wrote in his *Theory of Moral Sentiments* the urge of an entrepreneur to make profit and accumulate capital “first prompted men to cultivate the ground, to build houses, to found cities and commonwealths and to invent all the sciences and arts which ennoble and embellish human life.”

Entrepreneurship is thus viewed to have the ability to generate and build a vision from practically nothing. It is a dynamic process, which contributes to creation of incremental wealth and building of an improved life style.

In a developing country like India the small enterprises occupy a particularly significant position on its socio-economic space. On account of their high labour intensity, these entities have positive income distribution implications. They have significant contribution to the gross turn-over of the manufacturing sector, and high potential for exports. These enterprises are known also for their overall flexibility in operation, making them capable of being set up at even small and remote centres, thus facilitating achievement of the vision of a spatially balanced and sustainable development of the economy through geographical dispersion and decentralization of the production process. Small enterprises account for around 95 per cent of manufacturing units, nearly 40 per cent of industrial production and over 35 per cent of exports besides providing employment to around 45 million persons across the country.

Taxonomy of Entrepreneurs

Successful entrepreneurs are observed to possess generally the following attributes, though of course in varying degrees:

- They have a concept, a vision and a dream,
- They can scan environment and adapt their concept to suit changing realities vis-à-vis the environment,
- They can assess risks and rewards,
- They have the urge and ability to mobilize resources,
- They are motivated by the goal of optimizing

profits, and

- They strive to overcome obstacles

Studies however indicate that not all entrepreneurs exhibit the same characteristics and that the essential traits required to be successful in the entrepreneurial space are not available in an equal measure among all players on the entrepreneurial scene. Entrepreneurs have sometimes been observed to show not only diverse but often conflicting nature of characteristics in them (Manimala 1992). This finding of entrepreneurship researchers has prompted them to go in for identifying different categories of entrepreneurs according to their varying traits and characteristics. One of the earliest attempts at developing an entrepreneurial taxonomy was made by Smith (1967).

Entrepreneurs have been categorized variously on the basis of different parameters. For instance, based on *socio-cultural background* they have been classified as (i) 1st generation entrepreneurs, (ii) entrepreneurs from business families, (iii) minority entrepreneurs and (iv) female entrepreneurs. In terms of *the timing of venture creation*, entrepreneurs are categorized as (i) early starters, (ii) experienced and (iii) mature.

Again, on the basis of *the extent of innovation and perseverance brought to the table*, entrepreneurs are defined as (i) innovators, (ii) imitators, (iii) cautiously persistent (sometimes described in the literature as ‘Fabian’) and (iv) lazy and indolent (also described as ‘Drones’).

Factors Contributing to Entrepreneurship

In the existing literature in Economics, there is no systematic explanation as to why entrepreneurship emerges in some countries and regions at some points of time. The factors that engender entrepreneurship are probably not in themselves economic features. This is one issue which therefore engages the attention of some researchers, who work *across disciplines*. Findings of some of these studies indicate that causes of the spurt of entrepreneurial initiatives are likely to lie in (i) changes in socio-cultural values, perception, and attitude, (ii) changes in demographics, (iii) emergence of a conducive socio-political structure, and (iv) setting up of institutions aimed at providing support to start-ups, etc.

Research Issues in Entrepreneurship

Having referred to some of the significant features of entrepreneurship attempt will now be made in this paper to bring under focus the issues related to this area of business endeavour, which according to the author deserve attention of researchers interested in studying entrepreneurship in depth.

1. Reconceptualization of Entrepreneurial Theory

Theories on the nature of entrepreneurship and entrepreneurial processes as they exist in the literature may need to be reviewed in the light of the realities on the ground. Most theoretical models in the Economics of Entrepreneurship assume perfect competition as given. In many cases this assumption appears to be useful as it simplifies the analysis. However, there is certainly scope for investigating the implications of imperfectly competitive market structures in several areas in entrepreneurship. One example is the credit market for small business lending. If the institutions supposed to extend credit to small business entities collude and act as a cartel, then credit might be restricted, and a different basis for government intervention might also be warranted.

Even more relevant might be the asymmetric relationship between entrepreneurs and a handful of powerful customers. As a matter of fact, the theory of monopsony has not been applied in any significant measure to understand the ramifications of this problem for entrepreneurs, and the indirect effects it might have for other aspects of their business, including the commonly observed phenomena of late payment, cash flow problems, and trade credit. Evidence is also needed about whether large firms possess and abuse market power over their smaller suppliers and competitors. In a country like India, this is a burning issue for the micro and small enterprises. No wonder, legislative provision had to be made by the Government in India to provide relief to the victims of late payment by the larger enterprises (in the form of Sections 15-20 of the Micro, Small and Medium Enterprises Development Act 2006 (GOI 2006)¹. Research in this context ought to focus also on the effectiveness of legislative and administrative measures of the nature initiated by the Government in India (and

referred to above) in addressing an essentially structural problem of the economy.

2. Externalities of Entrepreneurship

It is generally believed that entrepreneurship generates substantial benefits to the rest of the economy and society, by intensifying competition, promoting innovation, ensuring knowledge spillovers, and reducing social exclusion. The positive spillover argument is invariably used when making the case for pro-entrepreneurship government policies. Evidence about the importance of human capital spillovers and industrial clusters for entrepreneurial innovation is also growing. While much has already been achieved in this fast-moving literature, further evidence is needed to quantify specific externalities. Direct evidence about what the externalities are, how they are generated, who generates them, what is their value, and how they can be nurtured, are all needed to enable a cost-benefit analysis of entrepreneurial initiatives.

3. Relevance, if any, of a Business Plan in the Entrepreneurial Journey

Prospective entrepreneurs are customarily advised to draw up a detailed *Business Plan* after carrying out an elaborate market survey and financial projections. Considerable amount of money and time are employed to accomplish this task even before the actual venture is embarked upon. "Recently schools have begun to wonder whether or not business plans really do help a new venture succeed. Some scholars are suggesting that entrepreneurs who aren't looking for outside start-up financing write a *back-of-the-envelope* plan with a basic model and cash flow projections and then rework the business model after starting the business."... "William Bygrave, an entrepreneurship professor at Babson College in Wellesley, Massachusetts, advocates a 'just do it' mindset when entrepreneurs start businesses" (Kuratko and Hornsby 2009: 94).

Interested scholars may take up this aspect of entrepreneurship as a theme for their study and find for themselves the usefulness or otherwise of the business planning exercise for the prospective entrepreneurs across the board. Analyses of a few cases selected on a scientific basis are likely to throw up useful insights in the matter.

4. Demand for Labour in Small Enterprises

There have been virtually no applications of empirical labour demand models to small entrepreneurial ventures—neither in the relatively developed regions nor in regions like India, though these models have been widely applied to large firms. Admittedly, data limitations have been partly to blame for this lacuna. This is unfortunate, because labour demand models have the potential to substantially enhance one's understanding of the structure of entrepreneurial ventures. These models, when applied can explain (i) what types of technologies entrepreneurs use, and why; (ii) the freedom entrepreneurs enjoy to substitute capital, labour and other inputs in small firms; (iii) the scope entrepreneurial ventures have for adjusting capital and labour inputs; and (iv) the likely sensitivity of these ventures to variations in minimum wages, regulation, and general changes in factor prices. Hence, this seems to the author a useful, though admittedly a vastly challenging task, which scholars ought to take upon themselves to accomplish.

5. Issues related to accessing Finance

In India commercial banks in both the public as well as the private sectors are mandated by the Central Banking Authority to initiate specific measures to extend financial support to micro, small and medium enterprises. Precise impact of such initiatives vis-à-vis the status relating to access to finance by the target group is still unclear and largely anecdotal. Earnest efforts by some conscientious scholars can do away with the opaqueness in this regard and throw up information, which may be helpful to fine tune the existing policies in this regard. A related task which can be taken up along with the one referred to above will be to examine the problems and prospects of venture capital and angel financing in the country, which are now practically beyond the reach of the small entrepreneurs.

6. Regional Variation in Entrepreneurship

Development of Entrepreneurship exhibits pronounced variation across regions and countries. This is a well known but little understood phenomenon, though some possible explanations are lately beginning to emerge. These include the following:

- Knowledge spillovers concentrated in particular localities,

- Role models derived from working in small businesses,
- Multiple equilibria based on self-reinforcing human capital investment decisions.

Research in this area is still not mature and the findings as above are therefore required to be tested on the basis of a detailed analysis of fine-grained data drawn from the ground.

7. Family Business in India

India has almost a unique system of family-based promoters who own and manage much of the corporate sector. There are the eponymous promoter groups that have been around for decades such as the Tatas, Birlas, Mahindras, Bajajs, Goenkas and Godrejs. Then there are the newcomers like the Ambanis of Reliance, the Mittals of Bharti, the Agarwals of Vedanta, the Biyanis of the Future Group, the Singhs of erstwhile Ranbaxy, etc. (Sinha 2010). This is in contrast with the scene in say the United States, where almost all entrepreneur-promoted companies move on to being run by non-promoter, professional management. Take the case of Rockfellers and the Waltsons. Even in relatively new companies such as Microsoft, eBay, Yahoo and Google, the founders have given way to others. Typically this happens once the company gets listed and other stakeholders enter the picture. In the US, the institutional investor base is organized and powerful, and pushes its interests that much harder.

Family businesses in India can certainly constitute an area of interesting research. Among other things, the following questions can be sought to be answered through this research.

- (i) Whether or not the family-run businesses and groups provide better shareholder returns than others?
- (ii) How will this phenomenon evolve over time? Will India continue to follow a path different from the west? If yes, is it because the second and third generation Indian families also typically enter the family business? Has it something to do with the ethos of the Indian society that encourages dynastic tendencies: from politics to business to Bollywood and so on?
- (iii) What is the status of inter-generational transmission of entrepreneurial values?

8. Women Entrepreneurship

Public and private sector commercial banks have been advised to accord a preferential treatment when it comes to financing the women entrepreneurs. The Small Industries Development Bank of India (SIDBI) and the National Bank for Agriculture and Rural Development (NABARD) have launched several schemes specifically targeted at women entrepreneurs. In spite of these policy measures, progress of women entrepreneurship in India has been particularly tardy. Reasons for this need to be studied in depth. A few other areas relevant to this issue include the intersection between women entrepreneurship, collective household labour supply and family wealth and welfare, to name a few.

9. Entrepreneurial Marketing

Changing patterns of marketing norms notwithstanding, the entrepreneurs can hardly ignore the basic functions of marketing, namely, segmentation, positioning, brand building, situational analyses and tactical planning. Studies indicate that in view of the phenomenon of the consumer becoming more and more exacting in his expectations from the sellers of goods and services, it becomes desirable for the latter to move away from a *transaction-based marketing effort* to a *relationship-oriented approach*, that has at its core the recognition of the lifetime value of the customer. This will facilitate customer retention and thereby ensure sustained profits (Rosenberg and Czepiel 1984; Reichheld and Sasser 1990; Cram 1994; Payne 1994; and Webster 1994).

So far as more viable approach to marketing is concerned, most scholars in the field have upheld relationship marketing rather than transaction marketing on the premise that the cost of winning a new customer is about five times higher than that of retaining an existing customer through the adoption of relationship marketing (Rosenberg and Czepiel, 1984). A study conducted in 1990 indicated that “companies can boost profits by almost 100% by retaining just about 5% more of their customers” (Reichheld and Sasser, 1990: 105).

It is relevant in this context to examine the causes of the small enterprises in India generally not going in for the so called “relationship marketing.” Is it

because of a mere mindset, which does not allow them to go for anything new, or because the cost to be incurred immediately for reaping a benefit in the future is not affordable by them on account of their usually tight cash-flow status?

10. Entrepreneurship and Clusters

Following the spectacular success achieved in southern Italy in fostering competitive small and medium scale enterprises in clusters, there is a world wide appreciation of the advisability of pursuing a cluster approach to industrial development (Humphrey and Schmitz 1995). Cluster approach is expected to help small enterprises procure new knowledge and skills for upgrading the production techniques more conveniently. It is expected also to promote aggregation of complementary businesses and infrastructure in the same vicinity. Operation of a network of businesses at one place lowers the unit cost of infrastructure, contributes to accretion of skills and informational economies, thus leading to a reduction in the transaction cost (Mohan 2001). Some experts like Engel (2009) have underlined the role of clusters in spurring innovations in business. Existence of a number of enterprises in close proximity may also lead to better recovery performance from the point of view of the financing institutions because of peer pressure among the participating enterprises. As such, there is a *prima facie* case for making conscious efforts toward promoting cluster approach to development of small and medium enterprises. However, not much research has been carried out by independent observers in this field with reference to the Indian context. This subject too therefore calls for a deeper study and in-depth analysis.

A combination of carefully collected data and innovative theoretical modelling is probably needed to make progress in this important area.

11. Entrepreneurship and Education

Globally, some studies have been carried out in the recent past to examine the progress made in transfer of technology and knowledge to entrepreneurs by the institutions of higher learning, and generally in the sphere of linkages between business schools and technical institutions, on the one hand, and entrepreneurs, on the other, and regarding the impact of such linkages on commercialization

processes, leadership development, and knowledge management in entrepreneurial businesses at large.

Jovanovic's canonical theory of Bayesian entrepreneurial learning has been very useful for characterizing certain aspects of industry evolution, but many questions still remain unanswered at the micro level. For example, how exactly do entrepreneurs learn in practice? Are they subject to bounded rationality, and if so, which algorithms do they use to assist their decision making? Models of bounded rationality have begun to spread elsewhere in economics; it might be time to extend these insights to the Economics of Entrepreneurship. Also connected to learning is a policy question concerning the effectiveness of entrepreneurship education programmes.

In this connexion, the author is tempted to mention that a new programme on entrepreneurship management had been launched about a decade ago (to be precise on March 22, 2010) by XLRI Jamshedpur under the auspices of the Entrepreneurship Development Centre (EDC) at the said Institute, which was incidentally headed by this author till his superannuation in 2017. It would be worthwhile after a lapse of some time to study the curriculum, pedagogy, and everything else that is associated with the operation of this programme, with a view to assessing the effectiveness of the initiative, in improving entrepreneurs' skills and receptiveness to new ideas, and if so by how much. Such a study may encompass similar initiatives, if any, launched by other business schools in India.

12. Need for Inter-disciplinary Exercises

One needs to appreciate that a business enterprise is as much a social organization as an economic one. All those who study entrepreneurship should therefore begin to borrow a little more freely from disciplines other than economics as and when necessary. For example, sociologists can tell us a lot about trust, and the basis for social relationships within teams. While the study of trust is beginning to make itself felt in economics generally, entrepreneurship-related research is however yet to incorporate it in any serious way. What ought to be noted in this connexion is that the Economics of Entrepreneurship has nothing to lose and much to gain from occasionally looking over the fence to learn from other disciplines. While

most economic analysts tend to suggest that all entrepreneurial ventures are guided by a universal concept of economic rationality, there is a large stream of multidisciplinary literature which points to the need for altering the rationalist approach by bringing non-economic factors into play *vide*, for instance, Fukuyama (1995). It is worthwhile in this context to examine the influence of social forces such as morals, norms and values, which according to scholars like Hawkins (1992) constitute "the most important element" in entrepreneurship development.

Conclusion

In conclusion, it may be worthwhile to refer to the manner in which the well-known scholar-cum-practitioner in the field of entrepreneurship, Joseph R Mancuso, has described an entrepreneur. Mancuso has said:

"It is not the critic who counts, nor the observer who watches from a safe distance. Wealth is created only by doers in the arena who are marred with dirt, dust, blood, and sweat. These are producers who strike out on their own, who know high highs and low lows, great devotions, and who overextend themselves for worthwhile causes. Without exceptions, they fail more than they succeed and appreciate this reality even before venturing out on their own. But when these producers of wealth fail, they at least fail with style and grace, and their gut soon recognizes that failure is only a resting place, not a place in which to spend a lifetime."

Taking a cue from the poignant words of Mancuso, one may be tempted to conclude that all those who aspire to pursue an entrepreneurial career, ought to recognize that success in this pursuit can be attained only by "doers in the arena" and not by "observers who would watch from a safe distance." They will do well also to "overextend themselves for worthwhile causes" which may essentially mean doing good to themselves as well as the society at large.

End Note

1. The statutory provisions for penalty to be awarded to the buyers of goods or services from micro, small and medium enterprises for delay in payment made by them to the latter are currently incorporated in Chapter V (sections 15 to 20) of the Micro, Small & Medium Enterprises Development Act, 2006.

According to the related provisions in this Act, any buyer failing to make payment of the amount due to the supplier on or before the date agreed upon between him and the supplier in writing or, where there is no agreement in this behalf, before the appointed day (provided that in no case the period agreed upon between the supplier and the buyer in writing shall exceed 45 days from the day of acceptance or the day of deemed acceptance), “the buyer shall, notwithstanding anything contained in any agreement between the buyer and the supplier or in any law for the time being in force, be liable to pay compound interest with monthly rests to the supplier on that amount from the appointed day or, as the case may be, from the date immediately following the date agreed upon, at three times of the bank rate notified by the Reserve Bank” (GOI 2006: Section 16). Section 20 of this legislation also provides for establishment by a State Government of one or more Micro and Small Enterprises Facilitation Councils, at such places, exercising such jurisdiction and for such areas as may be specified in the notification. These Councils shall have jurisdiction to act as an Arbiter or Conciliator in a dispute between the supplier located within its jurisdiction and a buyer located anywhere in India (*vide* Section 18 (4) of MSMED Act, 2006). In other words, the State Governments are expected to play an important role in the matter of resolving problems of delayed payments to the micro and small enterprises.

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Management Education – the unfolding crisis and the search for relevance

Madhulika Kaushik¹

Abstract

Following the economic crisis in 2008, the prized positioning of the MBA degree as a career of choice as the perception of the value added by this qualification went south. This set into motion a series of introspective studies on the value of an MBA programme, its current status and the unfolding future for the discipline. This paper attempts to trace some of the challenges confronting management education in view of the gaps identified between employer needs and current managements programmes and tries to identify the way forward in the wake of unfolding developments leading to industry 4.0 that demand a parallel shift towards education 4.0. This paper seeks to suggest that as a community of educators in a domain which is a practice led and strongly environment determined discipline we need to be proactive in understanding the directions of change and effectively preempt the loss of relevance by raising our responsiveness to changing trends

Keywords : Affordances of Technology, Emerging Pedagogies Gaps, Imperatives for Change, Required Competences and Unfolding Crisis.

Introduction

In the aftermath of the economic crisis of 2008 and beyond management education globally has been finding itself at crossroads. The eternal spring of hope linking MBA degrees to assured economic well being seems to be drying up. The quintessential linear equation of industry expectations and performance of the Management Education sector is now skewed. Failure of good governance in one global giant after another has brought issues like accountability, ethics, value based management centre stage, themes that were typically underemphasized in management curricula weighed down with analytical frameworks, mathematical models and decision sciences. The changing geopolitics and developments in technology have thrust us into a completely interlinked global business environment where high risk perceptions emanating from uncontrollable and often unpredictable variables cloud the decision space. Preparing world class managers for a changed world order has created unique challenges for the business schools the world over and management education is tasked with the serious prospect of a deep rethink. Complicating this expectation- performance discrepancy is the rapid adoption of technology led affordances

by the industry, resulting in the Industry 4.0 environment supported by unimagined and powerful developments in Artificial intelligence and machine learning, big data and analytics and internet of things. As these developments evolve to disrupt the established business models and processes, management educators are forced to look at Education 4.0 in order to remain continually relevant to their markets and stakeholders. This paper seeks to examine some of important gaps that Management education needs to address, identify some emerging trends and assess the direction that MBA education in the country may need to move in if it intends to continue to be a contributor of significant value for all its stakeholders- the learners themselves, the prospective employers and the society

The objectives of the paper are to

- Outline the unfolding crisis facing management education in its current format and content
- Identify the gaps between Management education as being offered and the evolving industry expectations, based on published studies.

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- Assess the imperatives for change in the content and format of management education in the wake of evolving pedagogic innovations

The two strands that are sought to be commented upon are

- Outlining the gaps in the fitness for purpose regarding management education today
- Understanding the imperatives for change in the content and pedagogy for management education in the MOOC dominated higher education discourse

MBA Education – the unfolding dilemma and concerns

In contrast to many academic disciplines, Management is a practice led discipline and needs to respond quickly and effectively to emerging business practices in order to maintain continual relevance to the employing population. As noted in the opening paragraph, in the present and immediate future, disruptive innovations in technology have been creating major tectonic shifts in the way business would be conducted, right from creation of value, to communication, delivery and exchange of value. The traditional value chain will be metamorphosed on account of developments in AI, corresponding technology enabled affordances including machine learning, IOT, three D printing and availability of usable business intelligence following application of big data analytics. Add to this the continual way in which buyer behavior is changing, right from accessing solution to consumption needs, alternative evaluation to buying decisions and availing ownership of goods and services all on account of accessible and usable information and delivery options afforded by ubiquity of internet based solutions.

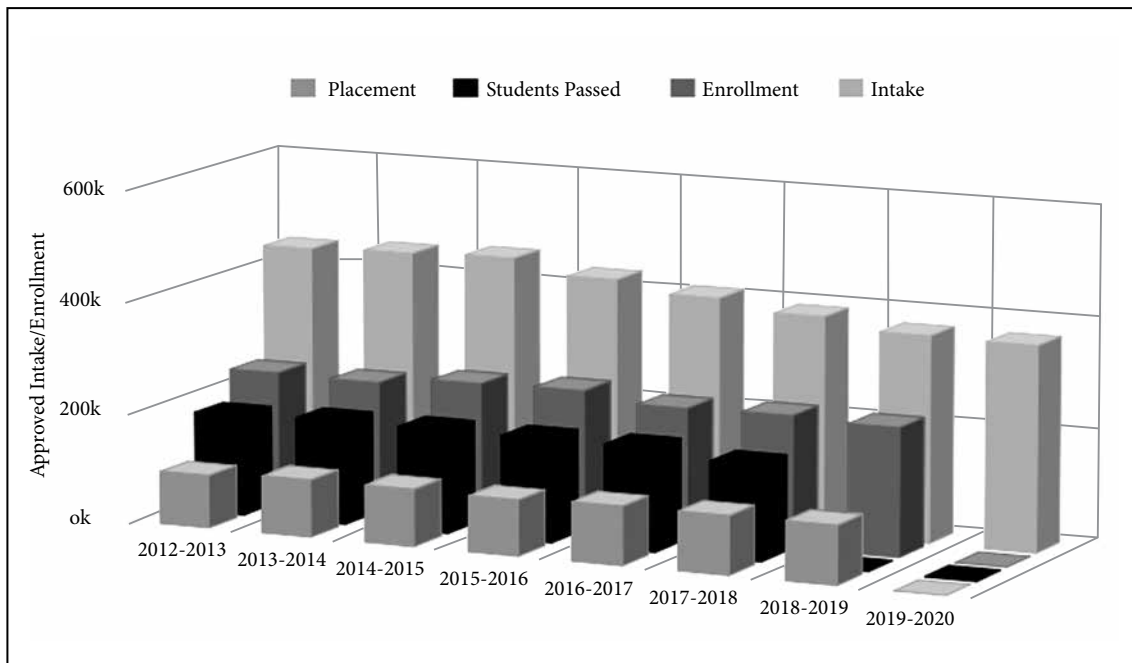
As business models change to benefit from the affordances of emerging technologies and to address the new consumption models emerge, the present management curriculum and the present day graduates coming out of most existing institutions find themselves facing a glaring gap between the industry expectations and the competencies that they have trained for. We often witness the paradoxical situation of graduates from business schools not finding suitable placements and the

industry lamenting on the problem of not finding employable talent at the same time.

Globally, in the aftermath of the 2008 economic crisis, the sustained questioning by concerned stakeholders on the value added by the MBA qualification led to several studies, the most incisive and comprehensive was the one by the Harvard Business school on the Future of MBA Education conducted by Harvard academics Srikant Datar and David Garvin, both tenured professors at the school. Their book “Rethinking the MBA: Business Education at a Crossroads”, based on the study of a wide crosssection of leading business schools in the world, indicated the unmet needs in the present MBA education and summarised the changed marketplace for management education which has distorted the degree of fit between existing programme outcomes and industry expectations in these challenging times. (Datar, et al. 2010)

The imperative for change was also reported to be catalysed by declining enrolments/applications in full-time MBA programmes globally in favour of growing interest in part-time and online or executive MBA programmes. Outside of the top 20% business schools, in most regions the decline was found to be as high as 25-30% or even 50% in certain regions. Increasingly the European management education space is being occupied by one year masters programs. There is also a rise in interesting substitute products often of specialized nature and fairly high quality examples abound in the form of specialized Masters programmes in financial engineering, Project finance, financial analysis, Digital marketing, MHRM and equity analysis. Worldwide the traditional 2 year MBA degree programme now accounts for only about 40% of the postgraduate business education output (Brown 2009). The South Asian situation is a bit less alarming with the 2 year MBA programme still being the dominant but competing products are fast making their presence felt. The enrolments and placements however both show a declining trend as per the AICTE data presented below. In addition, the closure of a few hundred institutions since 2012 may also indicate a situation of oversupply or a mismatch between the type of competence profile required and that being produced

Fig 1 Trends in enrolment, graduation, placements at approved management institutions in India (AICTE data)



Source :<http://www.facilities.aicte-india.org/dashboard/pages/dashboardaicte.php>

The above data clearly shows the progressive decline in the attractiveness of the programme, even though the category I institutions show an upsurge in both placement success and pay packages

The commissioned HBS study referred to above identified several unmet needs that are unaddressed by present day Management education, resulting in the less than suitable graduates being produced by the institutions. These unmet needs that have serious implication for the design and pedagogy of future MBA programmes include the following:

1. Need to impart a global perspective :

Management professionals today are required to operate in the post globalisation reality , often with cross cultural teams and with business partners and clients across borders. Yet most curricula remain localised with infusion of a few ‘international’ courses. A focussed emphasis on developing the global context and a global outlook, as a backdrop to managerial problem solving needs to be inculcated.

2. Leadership skills: While most programmes had inputs on leadership, attention on development of leadership skills and practice across diverse

situation was not found to be strong. Industry feedback underlined a gap between required and existing leadership competencies needed for inspiring teams, conducting objective reviews, assessing the impact of leader’s actions on others and sharing critical feedback.

3. Developing integration skills :The real world business situation as opposed to a theoretical one often requires defining problems from diverse perspectives, integrating view points from conflicting operational angles and responding to unstructured situations. This may require a practice based development through projects and industrial secondments so as to enable “ Learning To Do” . Integration skills are however identified as a critical component in the desired managerial competence and one that management schools need to plan for.

4. Refocus on corporate accountability :The rude awakening after the post 2008 financial crisis pointed squarely at the need for business education to shift from emphasis on maximising shareholder value to one on corporate accountability towards multiple stakeholders like investors,

employees, customers and society. This would require developing the ability to balance financial objectives with non financial ones and be mindful of accountability to diverse stakeholder interests.

5. Developing abilities to understand organisational realities and manage implementation: As a component of “Learning to do” competencies, this ability relates to soft skills required to influence people and teams, discern motives and agendas’ that could impact implementation of ideas and programs and managing to get things done despite underlying politics and dynamics, something that was again found to be deficient among management graduates.

6. Creative thinking and innovative application: Most management programmes do not provide enough space for development of creativity and innovative application. The growing uncertainty of the business environment today and the unpredictability of many uncontrollable variables require the ability to define problems clearly, sift through ambiguous and voluminous data, experiment with options, and to combine experience and lateral thinking to arrive at applicable solutions. This ability needs careful honing through experiential learning coming out of creatively designed individual and group projects , peer sharing and simulated role play.

7. Critical thinking and communication: Sustained emphasis on analytical knowledge has generated linear thinking practices among most management graduates, when the increasing complexities of the interconnected world and networked organisations require careful balancing of multiple aspects to enable development of coherent and logical solutions based on marshalling of supporting evidence , based on facts and not opinions. This skill, along with the ability to communicate the logical argument effectively and coherently, are required competence in modern organizations, and are again, an area where existing curricula do not seem to be doing enough .

8. Understanding the limits of models and markets : Again, as a complement to learning to be, effective managers need to clearly understand the limitations of both the models learned by them and the market mechanisms surrounding them by constantly learning to question assumptions, and

assessing risks of things or processes going wrong. Contingent planning, ‘what if’ scenario creation and a clear appreciation of possible sources of errors could enable managing well under uncertainties. Sobered by the lessons of the economic meltdown, the better business schools are now preparing their graduates with an understanding of risks, public policy, regulation and restraint , specially those associated with financial instruments and players.

Some other gaps in management education that have been outlined include

- gap between the academic or discipline based research at business schools and the knowledge needs of the industry.
- Lower level of engagement among students.
- need to prepare students for broader career options in the wake of developing opportunities in the nongovernmental , development sector and social sectors.
- Need to inculcate “learning to be” through an understanding of values , ethics and accountability to help learners address ethical dilemmas and difficult choices rooted in local/ regional realities. For example, the Moscow School of Management, Skolkovo, established in 2006 through a \$500 million investment from Russian business leaders, offers an MBA program with a special emphasis on issues such as bribery and corruption that are unlikely to be a focus of business programs in the more developed economies.(The New York Times 2009)

The identification of these unmet needs certainly creates a tall order for institutions. While the well endowed universities and schools have responded fast, with solutions customised to achieve their strategic fit, the situation is especially daunting for the middle level institutions and smaller university departments who need viable and sustainable solutions to their positioning and growth. With few resources, regulatory constraints and limited flexibilities, departments would need to refocus on curricular emphasis being shifted to more experiential learning, industry attachments and project assignments customised to emerging business realities. Complicating the scenario is the degree of rapidity with which industry and employer

requirements are changing in the Industry 4.0 age. As the Chancellor of one of the better ranked private universities commented during a faculty seminar in 2016 “ We are expected to train students for enterprises and business models that do not even exist today”(Jain 2016). Since the rate of change has accelerated to dizzying levels, the one viable solution may be to train the learners to transition from an instructor led learning to self directed learning competence. The technological developments that are creating disrupting changes in established ways of doing business in both manufacturing and services sector are also creating affordances in creating and accessing learning solutions.

In the context of solutions to the problem of developing new specializations as industry needs evolve, managing a continual degree of fit with the emerging environment and maintaining its leading position as a qualification of choice, MBA education would need to take advantage of emerging pedagogies and affordances that ICT supported education brings to dynamic professional fields of learning. While there are several noteworthy developments that deserve discussion, I would like to bring up only two here, ie the impactful movement on Open Education Resources and the enabling development of MOOCs as a alternative avenue for lifelong learning, after discussing the general affordances of technology for management education.

ICT led affordances and enablers for learning effectiveness – ICT in higher education has emerged as the universal enabler and has been opening possibilities in pedagogic applications, learner assessment, student engagement, group based learning and self directed learning. The exciting array of applications like use of social media, open and dedicated network , learning management systems and use of public forums for 24/7 interactivity, digital and thus accessible libraries, academic databases encompassing hundreds of journals , make for ubiquitous learning possibilities. Applications like Gamification of Learning make for both learner engagement and learning by doing. The presence. of a teacher as a sage on the stage is no longer the only academic resource or even the best academic resource open to the keen learner. Technology access and spread is actually blurring the distinction between

online and face to face instruction as conventional institutions proactively seize advantages offered by these affordances to creatively engage with their learners beyond the classrooms to create active learner engagement. Creative use of technology can effectively release academics from the routine task of mere knowledge transfer to enable focus on discussion, simulations and role play to build in the required managerial capacities of learning to do and learning to be. Use of mLearning and applications like whats app and Facebook are powerful tools to engage with management students who represent the constituency of Digital natives(Prensky 2001). **Flipped classrooms**, a practice by which the transfer of content precedes the actual classroom session, and the contact time is applied for interaction, experience sharing and capacity building, can optimise the use of faculty time and result in development of required managerial skills for communication, integration and critical thinking. In the world characterised by scarcity of quality faculty, technology has also enabled remote access to star faculty across institutions and national boundaries. The NPTEL project in India connecting the faculty at IITs to hundreds of private institutions is a point in the case. While individual management departments may not be keen on such project participation, the possibility of engaging with remote faculty resources, both from industry and academia through synchronous webinars is a very real one. Collaborating on research projects, sharing library and faculty resources as well as faculty exchange practices without actual movement of people are now emerging as solutions to accessing high quality faculty and research expertise without needing to make long-term commitments and full time appointments.

Mobilising the OER advantage:

OER are teaching, learning, and research resources that reside in the public domain or have been released under an intellectual property license that permits their free use or re-purposing by others. Open educational resources include full courses, course materials, modules, textbooks, streaming videos, tests, software, and any other tools, materials, or techniques used to support access to knowledge.(Atkins, et al. 2007)

For the highly dynamic discipline of management

education which constantly requires high quality content and case studies from the reputable sources, the promise of access to such materials from sources worldwide and the best of institutions, with the possibility of adopting the materials for reuse and repurposing for local contextualization, without the need to take copyright clearance and at no cost is an immense opportunity. This affordance which allows use of quality resources, without much cost, can enable proactive curriculum changes, rapid development of elective choices and development of a wide array of assessment instruments based on shared practices. OER in management increasingly offer possibility of creation and co-creation of new knowledge as existing knowledge in the open domain in both core and electives areas, multiplies. While the interest in Asia in OER was initiated by MIT's Open courseware project around 2002, more recently, both i.e., governments and their institutions are waking up to this innovation as a result of the call from UNESCO, in 2012 (Dhanarajan 2013).

While OER has created a vast promise and a wide variety of management material is now available in repositories like the Creative Commons, the Rice University Connexions, Saylor Foundation, Jorum, UK, Sloan School and the MIT OCW, the NPTEL and the Sakshat content within India, mainstream usage is still patchy, but for a few proactive schools. Lack of widespread awareness of OER, insufficient understanding and application of open licences, faculty capacity for search and evaluation of OER, the technical infrastructure and faculty motivation represent major barriers to mainstreaming OER usage.

Adoption of OER could lead to a major competitive advantage for under-resourced university departments, in the form of improved pedagogy, wider selection of core and elective choices as well as access to high quality content for both faculty and learners. For possibly the first time in the history of higher education, through the OER movement a more level playing field in terms of access to use quality educational resources is finally has been created for all institutions that may have the desire to bring this benefit to their learners and faculty with minimal financial investment. By far the greatest advantage that could accrue is the development of self directed learning among management students, that an exposure to and usage of OERs could bring

about.

The emergence of MOOCs and the opportunities for Management education

The acronym MOOC (Massive Open Online Course) was created in 2007 by Dave Cormier and Bryan Alexander to define *Connectivism and Connective Knowledge*, the open online course developed at the University of Manitoba by George Siemens and Stephen Downes (Daniel JS, 2012). MOOCs have been defined as "online, non-selective and tuition-free courses that are usually addressed to a global audience of students" attracting massive numbers. MOOCs' massiveness refers more to their scalability than to a specific number of students. In the five years since they first appeared MOOCs have spread fast, making them one of the fastest innovations in terms of rates of broad based diffusion. While the jury is still out on the impact of MOOCs on higher education, the enthusiastic participation of prestigious universities like Stanford, Princeton, Harvard and MIT and big players from the HE space from Europe, Asia and Africa have certainly made them a development worthy of serious consideration. MOOCs have attracted the attentions of policy makers in countries like India and China with huge numbers of tertiary education aspirants, resulting in public investments being planned on platforms, connectivity infrastructure and capacity building.

One of the reasons reference to MOOCs is being made here is that management education remains the second most popular domain after Computer Sciences among MOOC programmes.

The implications that development like MOOCs can have for university departments in Management, that are bound by model curriculum, regulatory agency pressures, resource crunch both in terms of faculty and funds are many. A few are shared here:

- The dynamically changing business environment in India and other developing economies, requires fast paced and proactive development of electives, to enable continued relevance to industry and society needs. Not all of these need to be developed by the university especially if the requirement is not a long-term one. Learners can be exposed to and encouraged to undertake specifically identified

courses that are deemed relevant. The faculty can play an active role in identifying both courses and providers.

- MOOCs can be utilised to extend the width and depth to the curricula being offered by management schools, especially if the university can develop its own assessment for the courses taken through these platforms so that credits granted for such learning can be defended.
- For departments engaged in both regular degree programmes and executive education programmes, MOOCs could provide a viable solution to the problem of lifelong learning needs of working managers, with the scaffolding of learner support provided by the department.
- MOOCs could also be utilised by smaller departments, for sustained faculty development in emerging areas of management knowledge as these departments are often unable to grant study leave to the very small core faculty they possess.
- As MOOCs can be accessed by anyone with a broadband connection, anywhere, this could be applied to develop a culture of digital scholarship and independent learning among postgraduate and research students, which is among the identified 21st century skills and could help graduates perform effectively in the knowledge economy.

Summing up

The ongoing churn in the world of business and the interlinked economic environment has resulted in a serious questioning of the prevailing norms of management education and its capacity to create managerial talent suited to the needs of the changing world order. Well documented studies and research efforts have identified the areas of concern and unmet needs that business schools need to seriously grapple with. Business as usual and continuance of existing practices may lead to loss of relevance of management education being provided unless changes are planned to incorporate the development of competencies and skills required for effectively navigating the challenges

of present day enterprises. On the one hand are the prescriptive directions for change and on the other hand are interesting and enabling affordances provided by the developments in technology and new pedagogies. Business schools need to, in the context of their own competitive strengths and realities need to chart their agenda for change, both for the near term and the long term.

In terms of required change in curricula suggested by the unmet needs and required competencies, management departments may not move simultaneously on all fronts. Frankly, as the departments differ in their resources, locale, and linkages, differences in the approaches to attain greater relevance would be a natural consequence.

Some directions of change are however imperative. All business schools need to lay emphasis on integrative thinking, reasoning skills and doing skills, carefully cultivated through experiential learning under projects, group assignments and industry immersion. Similarly, as public attention on business accountability and role of leaders intensifies, schools need to focus on ethics, accountability and values of corporate social responsibility(Datar, et al. 2011).

Some help in achieving the desired degree of fit with the fast changing requirements could be availed from developments like OER and MOOCs

Diverse approaches to incorporate required change may actually lead to a welcome differentiation and positioning between institutions based on their evolving value propositions. This by itself could be a valuable outcome but a far more lasting outcome would be the quality of management graduates coming out of the refocused programmes who are better equipped with competencies required in the relentlessly demanding and fiercely competitive world of business today.

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Theoretical Perspectives of Sustainable HRM Models and Practices

Indranil Bose¹

Abstract

During the last few decades, a new approach to Human Resource Management has evolved. This approach, called 'Sustainable Human Resource Management (Sustainable HRM)', which seeks to link HRM and sustainability. In the present paper, attempt has been made to examine the meaning ascribed to sustainability and HRM. It has also attempted to outline the major characteristics of sustainable HRM. The main objective of the paper is to present two major models of sustainable HRM, i.e. the three pillars model of sustainable HRM and the holistic model of sustainable HRM. The present article is a theoretical review and consists of current literature analysis. The two models presented in this article can be applied in analysis and empirical study. However, the choice of the model for study should depend on the purpose of the study, the size of the study and the size of the audited company.

Keywords : HRM, Model, Sustainability and Sustainable HRM.

Introduction

A new approach to Human Resource Management labeled 'Sustainable Human Resource Management' has evolved since last two decades. This approach explicitly recognizes the impact, people management policies have on both human and financial outcomes. According to Kramar (2014), the literature on sustainable HRM has evolved during the past two decades and it represents an attempt to grapple with the relationship between HRM practices and outcomes beyond predominantly financial outcomes. This approach has explicitly recognized the legitimacy of organizational practices, particularly HRM practices, in furthering a wide range of outcomes. These outcomes could include impacts on individuals or groups within an organization (human resources) and impacts on groups of people and the relationships between people (social outcomes). This alternative approach also includes the impact of HRM on ecological/environmental outcomes. Although there are various views regarding sustainable HRM, many researchers accept Ehnert's definition (2009). According to Ehnert, sustainable HRM has been defined as the pattern of planned or emerging human resource deployments and activities intended to enable a balance of organizational goal achievement

and reproduction of the human resource base over a long-lasting period and to control for negative impact on the human resource base. According to others, sustainable HRM represent a new approach to managing people and offers an opportunity to improve managing people and offers an opportunity to improve management practice (Kramar, 2014) and extend the grounding that sustainability is an appropriate concept for HRM (Stankeviciute & Savaneviciene, 2013). It proves the relevance of implicating the sustainability concept into human resource management.

Sustainability and HRM: Connections and interpretations

Noticeable difficulties are linked to the definitions of terms: Sustainability and HRM exist on a semantic level. There are no definitive descriptions and the meanings of the existing ones range in accordance with the determinants include the presumptions and suppositions, theoretical ground works, stakeholder interests, the time frame used and the national and industrial contexts in which the conceptions are examined.

The very term 'sustainability', rather general and inaccurate (Kramar 2014), has been developed since its application in the contexts of the environment.

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The discourse concerning sustainability was inflamed by the Brundtland Commission of the United Nations. The Brundtland Commission adopted an extensive view of sustainable evolution which was global, long-term and included a variety of stakeholders. It recognized three pillars of sustainable development: economic, social and environmental. This attitude reflected not only the Commission's concern for the deterioration of the natural environment, but also the concern for the social impact and continued waste of HRs resulting from the prevailing nature of economic growth and development (Brundtland, 1987). The idea propagated by Brundtland has caused interest in a range of concepts concerned with the responsibilities of business. These concepts include corporate social responsibility (CSR). The basis of CSR is that organizations carry not only economic and legal, but also ethical and philanthropic responsibilities. By their very nature, when these concepts of responsibility are considered within the context of work organizations, they require consideration of the impact of organizational activities on a number of stakeholders. They also allow an assessment of organizational outcomes, performance and impacts extending beyond just the financial and economic arena (Mazur 2015).

The Brundtland approach has been applied to organizations and businesses and may be viewed as one way of comprehending sustainability in the world of business. This approach builds on the concept of the three pillars model. This model proposes that three organizational outcomes: financial performance, social and ecological/ environmental impacts, those needs to be considered as dimensions of organizational performance (Elkington, 1997). It perceives sustainability in terms of short and longer term impacts on an array of stakeholders.

The vast term HRM refers to the activities linked with managing the people who work for organizations. This view of HRM surpasses the definition of Boxall and Purcell (2008), who describe HRM in terms of activities associated with employees' management. Nonetheless, more and more work is being done by people who are engaged on contracts other than the employment contracts. The character of HRM is expanded by acknowledging that HRM is linked with more than just managing employees. The same study by them has further described that the HRM

should also involve managing people such as sub-contractors, consultants, and people hired on the basis of non-employment contracts as well as taking care of the management of other organizations in the production of goods and services. According to Ehnert and Harry (2012), the relevance of sustainability as a concept for HRM can be supported by two kinds of arguments: first, every organization operates in economic, legal and social environments and HRM not only can no longer neglect the societal discussion on sustainability, but needs to make an input to sustainable development; second, due to scarce human resources, aging population and increasing work-related health problems, sustainability of HRM itself becomes essential for the surviving of organizations. In the light of the perspectives on it, one is inclined to wonder about the meaning of sustainable HRM.

Review of literature on sustainable HRM

The very term 'sustainable HRM' has been used for more than a decade. The literature is piecemeal, diverse, and fraught with difficulties (Ehnert, 2009). There is no one precise definition of the term and it has been used in a variety of ways. The writings on sustainable HRM differ in terms of the emphasis given to particular internal and external outcomes. It has been used to refer to social and human outcomes which contribute to the continuation of the organization in the long-term. That is to a sustainable organization. It has also been used to refer to HRM activities which enhance positive environmental outcomes Green HRM (GHRM) and positive social and human outcomes for their own sake, rather than just as mediating factors between financial outcomes and strategy (Mazur 2016). As with the terms HRM, SHRM and sustainability, there are definitional issues with the term sustainable HRM.

A number of terms have been used to link sustainability and HRM activities (Kramar 2014). These include sustainable work systems (SWs), HR sustainability, sustainable management of HRs, sustainable leadership and sustainable HRM (Ehnert 2009). In addition, the term sustainable organization has also been used. Although, these terms differ in the context to which they attempt to reconcile the goals of economic competitiveness, positive human/social outcomes

and ecological outcomes, they are all concerned with acknowledging either explicitly or implicitly the human and social outcomes of the organization. They all recognize the impact HR outcomes have on the survival and success of the organization.

A common feature of the writings on sustainable HRM is that HRM practices contribute to the development of the human and social capital within the organization. In addition, some of these writings also acknowledge that there is a growing concern for the impact of HRM policies on externalities, such as the environment and social and human aspects of society. Some of this literature also acknowledged that HRM practices will influence the extent to which people are attracted to work for an organization or to purchase its products and services.

The literature on sustainable HRM can be categorized into three groups (Ehnert 2009). A common feature of all of these groups is an understanding that sustainability refers to long-term and durable outcomes. However, the writers in these various categories understand sustainability and its relationship in different ways. The groups are categorized in terms of their outcomes. One group emphasizes economic outcomes and the creation of 'sustainable competitive advantage'. This group focuses on the internal impacts of HRM policies. Another group emphasizes the external outcomes, such as broader performance outcomes including ecological and/or social and human outcomes. A third group moves beyond just HRM practices and examines the interrelationships between management practices, including HRM and organizational outcomes, which consist of environmental and social outcomes. This includes the literature on sustainable leadership. This literature acknowledges the influence of national contexts on management practices while the literature on sustainable organization explores the relationship between HRM policies and environmental sustainability and is concerned with the explicit connections between a variety of internal and external outcomes and HRM practices. These groups are not mutually exclusive. Although, these three categories provide a simple means of drawing out the major distinctions between the writings on sustainable HRM they have a common feature. It is an understanding that sustainability

refers to a long-term and durable outcome (Kramar, 2014).

Models of sustainable HRM

A body of knowledge on sustainable HRM is continuously developing. However, the challenge of integrating these into management practice in the workplace is problematic (Kramar 2014). Literature highlights a number of possible approaches for research and the possible practice of HRM based on models. Interpreted in its broadest sense, a model is just a simplified image of some object under study. Modeling will mean the art of constructing and using such models as tools for analyzing policy alternatives and evaluating operations (Vemuri 1978). It aims at increasing the understanding of how systems function and make it possible to predict their response to different changes. The objectives of modeling may be more or less operational. Sometimes, models are developed in order to provide prognoses, or to evaluate decision a tool for developing a deeper insight into the properties of a system (Lagergren 1998). This insight could then be used for policy design or evaluation.

The literature in the field of sustainable HRM proposes some useful models. Two of them 'Three pillars Model of sustainable HRM' and the other named 'Holistic Model of Sustainable HRM' will be characterized in the part of the article.

The Three Pillars Model of sustainable HRM: A Review

The term 'sustainable HRM' has been conceptualized in a variety of ways. According to Zaugg et al. (2001), a sustainability in the management of people is built on three pillars: work-life balance, personal autonomy in professional development and employability of the workers. The underlying objectives of the conceptual model of sustainable human resource management are the following: 1) increasing the employees' employability, 2) using participatory management models to enhance individual responsibility, and 3) ensuring a harmonious work-life-balance.

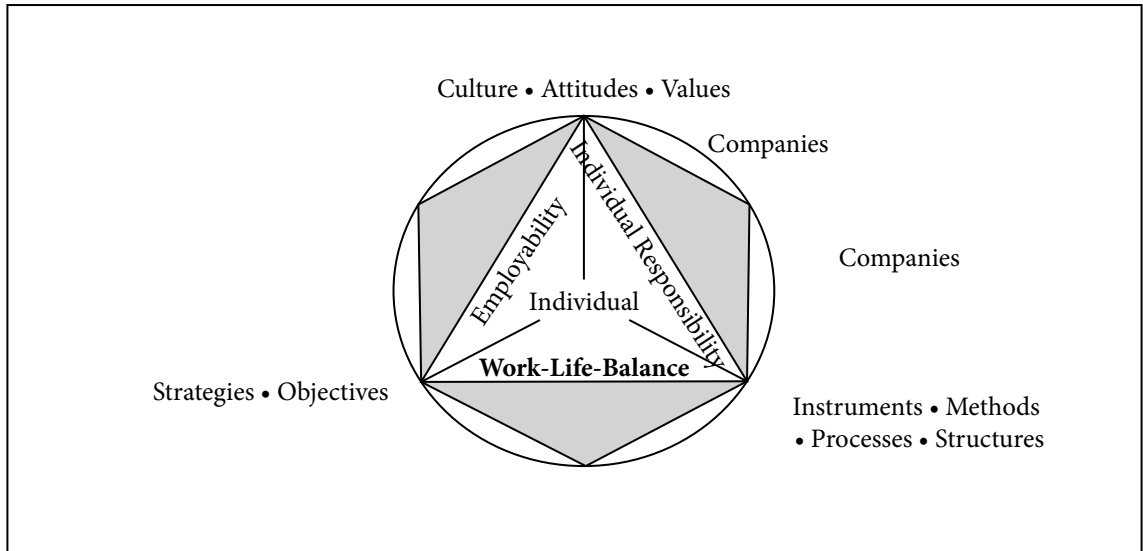
The achievement of these objectives is possible if the individual and the company are considered as equal partners. Therefore, measures for sustainable human resource management concern the individual as well as the company. By sustainable

human resource management satisfaction of individual needs is promoted and maintaining the competitiveness of a company is supported.

A detailed analysis of the model's elements was

delivered by Pipoli, Fuchs and Priale (2014). They also conducted a research in Peruvian companies based on the model. Their interpretation of three elements of sustainable HRM models is shown below (Figure 1).

Figure 1: Three pillars model of sustainable HRM



Source: Zaugg et al., 2001

Personal autonomy in professional development is commonly thought to be positively related to organizational commitment and reduces absenteeism. The reason why autonomy is important to workers is that it provides them the freedom to perform their work independently. Work autonomy has been defined as the degree to which the job provides substantial freedom, independence, and discretion in scheduling the work and in determining the procedures to be used in carrying it out. Work autonomy influences an employee's perception of their authority to accomplish different demands. Work exhaustion, low satisfaction and reduced productivity are often the outcome of a lack of autonomy at work. Studies suggest that autonomy influences individual perceptions of the workplace and affects employees' behavior. Autonomy provides employees with the freedom and flexibility to manage their own tasks. According to Pipoli et al. (2014), increased levels of autonomy will allow individuals greater flexibility in how they define their tasks because they will decide how to perform the work.

Employability of the workers may be defined as being capable of getting and keeping a fulfilling job. More comprehensively, employability is the capability to move self-sufficiently within the labour market to realize one's potential through sustainable employment. It should be clarified that workers employability depends on personal circumstances such as family responsibilities, work autonomy, and flexibility to manage balance work and family and external factors.

Employability not only depends on fulfilling the requirements of a specific job, but also on how one person is more capable of developing specific work and how he/she stands relatively to others. It is important to recognize that employability will vary according to the economic conditions and growth of organizations. Employability may as well be described as the relative chances of finding and maintaining different kinds of employment according to the circumstances. In fact, according to Pipoli et al. (2014), the current changing of career partners has resulted in a growing focus on employability as a basis for the career and

employment success.

Work-life balance is commonly defined as the growing recognition that individuals require a satisfactory balance between the demands of work and other aspects of life. What is important is that there is a need to recognize that individuals require a satisfactory balance between work and personal life for improvement of performance. The emphasis on work-life balance is shifting from being merely the concern of employees to a joint responsibility between the employer and the employee. To manage work-life balance, it has to be stated that workers need to build support networks at home and work. This is understood from the studies, those demonstrate that an inadequate balance between work and family has adverse consequences. The researches have further shown that such inadequate balance negatively affect an employee's performance and home relationships. Therefore, the growing consciousness is found on the matter of facilitating the work-life balance not only to retain employees, but also to attract better employees. According to Lockwood (2003), an organization can attain the its mission more easily

by integrating the organizational interests with the employees' needs and aspirations and maintaining a corporate culture of 'work-life balance' has always been an integral part of the same. Finally, it can be concluded that the work-life programmes have the potential to improve employee satisfaction, retain manpower and to reduce the employee turnover.

The holistic Model of sustainable HRM:

Another important attempt to explain the complexity of the concept of sustainable Human Resource Management can be found in the research by De Prins (2011). He developed this model with the observations that the sustainable HRM focuses on optimally utilizing and respecting human workforces within an organization. The model further states that such optimal utilization and respect for human resources are built between organization's strategic policies and it's environment. The study has distinguished four approaches to the concept. The first approach has been identified as 'Psychological' and the second, third and fourth approaches have been identified as 'sociological', 'green' and 'strategic', respectively. (refer figure 2).

Figure 2: The holistic Model of sustainable HRM

The Holistic Model of Sustainable HRM Framework	
<p><i>Psychological approach</i></p> <p>Focus what drives and characteristics</p>	<p><i>Sociological approach</i></p> <p>Explicit connection between the interests of The Employer, Employee and Society</p>
<p><i>Strategic approach</i></p> <p>HR's contribution to the long-term focus of the organization as a whole</p>	<p><i>Green approach</i></p> <p>Employee society</p> <p>Employee management and the planet</p>

Source: self-prepared on the basis of De Prins, 2011

A detailed analysis of the model's elements was delivered by Rompa (2011). According to Rompa, the European companies perform, based on the model. The interpretation of the Rompa can be presented as follows.

According to the *sociological approach*, HRM is considered as 'social practice'. This particular approach of administration has its focal point at continuity. The interests and involvement of three components-the employee, the employer, and the society are clearly interconnected. Of significant

importance are such ideas as: engagement policies, health policies and societal themes like diversity, age-conscious and family friendly personnel policies.

The psychological approach focuses on the employee, precisely on what subject matters he or she recognizes as relevant. As stated by De Prins, if people are at the centre of attention of a sustainable competitive advantage, then the knowledge and fostering of what drives and characteristics them is of ultimate significance. People differ totally from

financial or technological capital because they act in time, seek intention and have a soul. Within this model, the crucial points are: work-life balance, autonomy, self-development, employability and dialogue.

The strategic approach on sustainable HRM examines how sustainable HRM and strategic HRM are connected. The attention is aimed on the influence that sustainable HRM has on conventional HR spheres: recruitment and selection, employee turnover, appraisal and employability aspects of an organization. Ehnert's definition of sustainable HRM to describe this approach indicates that HR aims at achieving organizational goals, which entail more than benefits only. Typical themes are: the belief in humans as a sustainable competitive advantage, social achievements and the sustainable management of HR sources. Nevertheless, one should bear in mind that the stipulations of the related policies are still being reviewed.

Green HRM approach concerns the approaches of the employees and management to the planet-component of the triple bottom line-which HRM aspects can help to make the organization 'green'. What is more, how does the 'green character' affect the employer's attractiveness and branding. Relevant themes are mentioning green behavior as a competence, training in sustainability awareness, stimulating environmentally conscious behaviours and green employer branding.

Conclusion

During the last two decades, a scholarly interest can be witnessed. The present paper attempts to discuss the ways, employees can be managed in the sustainable ways through available literature. As a result of a literature review, two models of sustainable HRM were discussed. The 'Three Pillars of Sustainable HRM' is the first model to emerge. It is narrower in scope than the second approach. It can be successfully applied in the study of national organizations and that is how it was first applied. The second model is broader in its nature, that is why it is called holistic. Because of its characteristics, it can be successfully used in the Research concerning the use of sustainable HRM in multinational and global companies. It seems, therefore, that the two models presented in this paper can be applied in analysis, however the choice of a model for study should

depend on the purpose of the study and the size of the audited company.

Nevertheless, the sustainable HRM theory seems fragmentary and incoherent, while the practical dimension requires developing. Sociology, systems science and public health are among the numerous fields that may offer substantial potential for academic regarding sustainable HRM.

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Educational Social Responsibility: Key to Responsible Leadership

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Abstract

Responsible leadership is one of the most emerging issues in the business world in 21st century. The present study aims at discussing the concept of responsible leadership in terms of the bases of educational social responsibility – a recently coined keyword based on ethics and values. Our attempt is powering the essence of eastern ethical flavor in the contemporary leadership theories drawn from western perspective. In this study the availability of leadership qualities is considered as the necessary condition of responsible leadership. Additional qualities like ethical in mind, spiritual in thinking, rational in behaviour and socially responsible in action are considered as sufficient condition for responsible leadership. In other words, a responsible leader is one who possesses the qualities of leader and deeply embedded in with the ethical mind, spiritual thinking, rational behaviour and socially responsible actions. The study emphasizes the need for further studies by the young researchers in this field for better understanding of the concept and its relevance worldwide both in business organizations and educational institutions.

Keywords : Educational Leadership, Educational Social Responsibility, Emotional Leadership, Ethical Leadership and Responsible Leadership.

Introduction

The erosion of values in the present day society is a matter of grave concern. Nothing is known to the next door neighbor. Children do not, full heartedly, bother to take care of their parents. There is quite a few people who are desirous of helping others. Educational institutions can play an important role in igniting the society for the gradual transformation through various activities, of course, inspired by ethical excellence.

Inculcation of values in the education system is the dire need of the day. UNESCO'S report on International Commission under the chairmanship of Jacques Delors, has emphasized the role of values in strengthening the four pillars of education viz. learning to know, learning to do, learning to be and learning to live together. The first pillar requires intellectual ability, the second pillar requires acquisition of skill and the third and fourth pillars require inculcation of values. The views of

Swami Vivekananda on education "Education is the manifestation of perfection already in man" needs to be emphasized for curing the evils in the society and shapping the future of humanity.

The objective of this paper is to acquaint the readers with the newly coined keyword 'Educational Social Responsibility', demarketing the activities that may came within the Perview of this keyword and make the decision makers the responsible leader.

Educational Social Responsibility (ESR)

Social responsibility is an ethical framework which suggests that an entity, be it individual or organizational, has an obligation to act for the benefit of society at large. The keyword 'Corporate Social Responsibility' generally known as CSR, emerged in the middle of the twentieth century. It is a process with the aim to embrace responsibility for the actions of one's organisation and encourage a positive impact through its activities on the

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environment, consumers, employees, communities, stakeholders and all other members of the public sphere who may be considered stakeholders.

The keyword educational social responsibility, representing the social responsibility activities of the educational institutions, has emerged on March, 7, 2011 during the discussion of the AIMS Round Table for Deans and Directors on the topic 'Social responsibility of B-Schools' organized by the Institute of Science and Management, Ranchi. And subsequently defined as under.

Educational Social Responsibility is the Voluntary efforts of the educational institutions, of course, inspired by the ethical excellence towards social development through various activities for improving the quality of life without involving any cost to the people at large (Bhagat 2011, p. 259).

The keyword is based on the philosophy of Swami Vivekananda on 'work' and 'ethics' (Bhagat 2017 p. 249).

Work : There are two types of workers, one who works for the sake of working without caring for name and fame or any specific motive. He or She works just because good results will come out of it. There are others who by involving themselves in work assume that it has been assigned to them by the almighty God, and they do good to the poor and help mankind from still higher motives, because they believe in doing good and loving good. Swami Vivekananda once said, 'Every duty is holy, and devotion to duty is the highest form of worship to God; it is certainly a source of great help in enlightening the deluded and ignorance encumbered souls of the Budha's – the bound ones' (Vivekananda 2011, p.46).

Ethics : Ethics and morality have been the hallmark of public life in India since ancient times. In fact, ethics is the branch of philosophy that deals with moral principles. Doing good to others is the centre of all ethical systems. Swami Vivekananda once stated "The infinite oneness of the soul is the eternal sanction of all morality, that you and I are not only brothers – every literature voicing man's struggle towards freedom has preached that for you – but that you and I are really one. This is the dictate of Indian philosophy. This oneness is the rationale of all ethics and all spirituality" (Selection from the

Complete Works of Swami Vivekananda 2007p 205).

Activities Implied in the keyword ESR

The activities that may come within the purview of the keyword ESR are the following.

Providing excellent education is the core responsibility of educational institutions. The quality of educational institutions is judged by the quality of courses offered to the students, It also includes the topics on yoga and spirituality for acquainting the students with the concept of values and ethics which have great bearing in personality development.

Besides the primary duty of conducting core courses for the people belonging to the higher strata of the society, the educational institutions may also offer job – oriented skill development courses of a short duration for weaker sections of the society viz. ST, SC, OBC, minorities and physically handicapped without causing any financial burden on the part of the beneficiaries. Such programmes may be formulated and implemented or even business houses because a true educational institution can't afford such programmes which are not for profit organizations. By doing such activities at the cost of others the educational institutions through their honest efforts may help the beneficiaries in getting jobs and help in achieving the goal of inclusive growth and the gradual transformation for a better and secured future.

Other activities include the tuition fee waiver scheme for core course as well as the self financing vocational courses for the benefit and socio-economic upliftment of the students belonging to the families of Below Poverty Line (BPL) categories, providing educational assistance to the less – privileged section of the society viz. financial assistance, scholarship etc. and community development activities like enhancement of educational standards of underprivileged groups, adult education activities, providing employability skills and self-employment opportunities, activities relating to the environmental awareness and ecological conservation, initiating activities for health awareness, health care & sanitation and adoption of village for holistic development of the village. Lastly the correct response of the educational institutions

to their stakeholders namely making student the global corporate citizens, co-creation of knowledge for faculties, sensitizing corporate towards their social responsibility and responsibility towards society, nation and the world through contribution to gross national happiness.

Leadership Theories

The concept of Responsible Leadership can best be understood if we go into the details of the leadership theories both traditional leadership theories based on the eastern concept of values and spirituality and contemporary leadership theories heavily drawn from the western perspectives.

Traditional Theories : The leadership lessons are imbedded in traditional scriptures like srutis (revelation like Vedas) and smritis (traditional text like manusmriti, prasara smriti etc.). These are largely ignored by the populace perceiving them to be religious documents which, if taught, may impinge our secular credentials. But these scriptures are not meant for any religion and they are storage of valuable knowledge (Sundari and Rao 2014 p.19).

Bhagwat Gita also lays emphasis on leadership based on morality. The central theme of Gita is about doing work in most efficient manner without aspiring for fruit of action and also doing the work for common good. As stated in Bhagwat Gita, perfection is attained when each attains diligently to his duty..... The leaders must uphold and maintain his/her upmost values while performing the said duties (Sundari and Rai 2014 p.21). All these lessons refer to the role of ethics and values in Leadership.

A leader with full of ethical excellence and spirituality in decision and welfare to the humanity in action may be called 'Ethics leader'. Realizing the importance of social responsibility, an ethical leader involves himself / herself voluntarily in various activities for the upliftment of the people who are below his / her existing status in the society. This ethical behavior is quite consistent to the direction of Almighty God who governs the Universe (Bhagat 2017 p. 250).

Moreover, while discussing the various domains of ethical responsibility both transactional ethic (starratt 2004) and transformational ethic (Burns 1978), Starratt has considered five domains

of responsibility that are central to education leadership are: Responsibility as a human being, as a citizen and public servant, as an educator, as an educational administrator and as an educational leader (Starratt 2005 p. 125)

While explaining the spiritual way of living the spiritual leaders noted that "The food and atmosphere of the Iron Age have become poisoned. If you are to reclaim your sovereignty and are to dwell in the elevated Golden Age, You must begin to purify yourself. This requires great care. You must pay close attention to what you eat and drink. ... Keep your home and your physical body clean, and keep your thoughts filled with love, respect and good wishes (Gill et al .2008 p.93).

Contemporary Theories: There is a large number of leadership theories drawn from the western perspective. The most common elements for leadership are – knowledge, smarts and vision. IQ and technical skills are important but emotional intelligence is the sine qua non of leadership. Daniel Goleman, the pioneer in this field, viewed that the power of emotional intelligence would add the ability to identify and monitor emotions and to manage relationship. It is the emotional intelligence which distinguished the best leaders. The five components of emotional intelligence which distinguishes at work are – self – awareness, self – regulation, motivation, empathy and social skills (Goleman 2001 a,p.6).

While examining the key role of leader's mood in performance Goleman and others have noted that "emotional leadership is the spark that ignites a company's performance, creating a bonfire of success or a landscape of ashes. Moods matter that much" (Goleman et al. 2015-16 p. 44).

According to Oedekoven and others, Leadership is the art of exemplifying your core values, knowing your essential skills, and fundamentally leading with clarity and action that positively influences others towards achieving their true potential (Oedekoven et al. 2015 p.3). They have also noted that leaders are made rather than born (Oedekoven et al. 2015 p. 12) most effective leaders are those who possess seven key leadership attributes namely, self-discipline, valuing diversity, initiative, confidence, decisive, empowers others and humility (Oedekoven et al. 2015 p.28 -39).

Thus leadership is best defined by its responsibilities (rather than traits); maintaining the strategic vision; attending to all the factors for fostering a high performance environment; ensuring a culture for continuous learning during the project; giving attention to the individual team members; flexing leadership style as required. Thus leadership is the keystone of high performance. Goleman has noted that “the business environment is continually changing, and a leader must respond in kind, hour to hour, day to day, week to week, executives must pay their leadership styles like a pro-using the right one at just the right time and in the right measure. The payoff is in the result” (Goleman, 2011b, p.27).

Responsible Leadership

Responsible leadership has become frontier in the field of leadership and has been paid much attention and improvement during the last one decade or so. It was initiated by Maak and Pless in 2005 and viewed spirituality as the basis of responsible leaders and responsible companies and forecasted that “the strongest future for responsible leadership will result when the spiritual roots of this and of future generations of business leaders are nourished. This will occur when all of us nurish our own spiritual roots by living in accord with our spiritual nature in thought, word, and deed (Maak & Pless 2005 pp. 21-22).

Maak and Pless have further examined the concept of responsible leadership and introduced the role model of responsible leadership which gives gestalt to a responsible leader and describes the different roles he or she takes in leading stakeholders and business in society. They further noted that to better understand the phenomenon of responsible leadership further research is necessary to shed light on the relationship between the roles (Maak & Pless 2006 p.112). Almost similar definition has been offered by Song and others that responsible leadership is aimed at building mutually beneficial relationships with stakeholders inside and outside organization through carrying out corporate social responsibility activity, in order to realise mutual benefits and shared goals (Song et al. 2009).

Quinn and D'Amato made an attempt to develop an understanding and application of Center for Creative Leadership's breakthrough research on the leadership development need

for globally responsible leaders and provided a research based assessment tool called Globally Responsible Leadership Assessment (GRLA). It gives organizations wishing to improve and enhance globally responsible leadership, a clear and concise picture of their strength and weaknesses. It is supported by learning days, webcasts and other customized programs. Research results and practices are shared interactively, to offer companies support and advice along their globally responsible leadership journey (Quinn & D'Amato 2008 p. 18). Voegtlin and others have also given a new approach to leaderships and its Multi-Level outcomes for responsible leadership in Global Business. (Voegtlin et al. 2012).

Using the Responsible Leadership for Performance (RLP) framework of Lynham & Chermak (2006), based on both performance and responsibility Koh reexamined the system involving the role of moral values and concluded that “the RLP framework addresses responsible leadership from the performance perspective and thus can be applied to the dilemmas leaders face in today's fast moving and demanding economy where the tension to perform can derail leaders off the virtuous track. The realization that business function as systems enables the understanding that the individual leader is not fully to blame when failure occurs. However, the individual leader is still accountable for decisions and, hence, must uphold a set of good moral values that will guide his / her through the decision – making process” (koh 2014 p.69).

Voegtlin further explores the connotation of leadership ethics and considers discourse ethics and deliberative democracy as the philosophical foundation of leadership ethics, and puts forward the procedural conception of responsible leadership. He understands responsible leadership as a process to mediate the conflict of interests of all stakeholders by the process of equal dialogue and democratic consultation to achieve mutual benefits (Voegtlin et al. 2012). Voegtlin thinks responsible leadership is a continuum concept, ranging from irresponsible leadership to the responsible leadership and developed a scale of responsible leadership (Voegtlin et al. 2011).

While reviewing the literature on responsible leadership Shi & Ye have noted “As a new leadership

theory, responsible leadership transcends traditional dyadic leader – subordinate relationship, and focuses on a full range view of leader – stackholder relationship, which can effectively deal with new challenges from all sectors of society” (Shi and Ye 2016 p. 877). They further noted that the present researches on responsible leadership are conducted in western countries and suggested that “Indigenization of responsible leadership can not only broaden the scope of application of responsible leadership, but also enrich the theory” (Shi and Ye 2016 p.882).

Considering different cultural context in India where the people give due importance to morality and spirituality one can have another concept of responsible leadership by pouring the essence of eastern ethical flavour in the contemporary leadership concept drawn from western perspective. In this study the availability of leadership qualities is considered as a necessary condition or first order condition for responsible leadership. Additional qualities like ethical in mind, spiritual in thinking, rational in behavior and socially responsible in action are considered as sufficient conditions or second order condition for responsible leadership.

In other words “Responsible leader is one who possesses the qualities of leader and deeply embedded in with the attitude of ethical mind, spiritual thinking, rational behaviour and socially responsible actions. It is the second order condition that distinguishes between the leader and responsible leader. Thus all leaders are not necessarily responsible leaders; only those leaders who fulfill the second order condition are responsible leaders.

Conclusion

“A responsible leader is one who possesses the qualities of leader and deeply embedded in with the attitudes of ethical mind, spiritual thinking, rational behaviour and socially responsible actions.” This offers an alternative definition of responsible leadership in the context of the Indian society, may be also applicable to the western society, particularly in the educational perspective. The study emphasizes the need of further studies in the indigenization of responsible leadership by the future researchers in this field for better understanding the concept and its relevance in both the business organizations and educational

institutions in broader connotations. The study also emphasizes for developing responsible leadership scale in Indian context in view of cultural diversity and importance given by the people to morality and spirituality.

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The Challenges of Microfinance

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Abstract

The objective of this paper is to understand the concept of microfinance, the operation of SHG's and MFI model, the issues and challenges in provision of microfinance. The study being descriptive and exploratory in nature, both primary and secondary data has been used to draw out meaningful conclusions. The study mainly relies on vast secondary data obtained from recent research papers, working papers, reports of MFIs, books, various websites etc. The primary data has been gathered from few Bank and MFI officials, program coordinators, NGO members, SHG members through in-depth personal interviews. The study reveals that while microfinance has evolved as an ideal model for poverty alleviation and self-employment generation, the past studies have been skewed towards highlighting its role as a developmental tool. This paper aims to underline the issues and challenges faced and offer remedial solutions for the same. Few road blocks identified are: various risks associated with MFIs, problem of staff shortage and attrition, multiple microfinance memberships of beneficiaries, absence of proper regulatory framework for MFIs, high dropout rates of program beneficiaries, lack of active participation among members, mixed response in terms of empowerment and healthcare, lack of support facilities etc. This paper aims to highlight the challenges of the microfinance initiative and hence is beneficial for the service provider, beneficiaries and policy makers to address these areas for the effective implementation of various Microfinance programmes.

Keywords : Financial Inclusion, Microfinance, Self Help Groups, Women Empowerment.

An introduction to microfinance

Microfinance is a financial activity that has a broad societal mission underlying its operations. It is separate from the traditional commercial channels of finance which have only one sole motive that is profit earning. A profitable bottom line is indispensable for the long term survival of any business proposition. However the relative weight of business yield vis a vis societal concern needs to be decided, sets the goal as well as directs the working of any concern. The main aim of Microfinance is to improve the lives of the poor. The central objective of microfinance is catering to the needy masses in a cost effective manner that would support long term sustainability of the organization. Various researches have reinstated the fact that the most important objective of MFIs is to increase the income generating capacity of the client along with financial sustainability of the MFI. Poverty alleviation is a by-product of the efforts of

the MFI. However some studies point out that the MFIs concentrate on the poor people and have not been able to reach the poorest of the poor due to a lack in their vision and actions. Currently there are two basic mechanisms of delivery of microfinance to the marginalized.

1. Finance to individual entrepreneurs.
2. Finance to Self Help Groups. This model is preferred as it mitigates risk and lowers transaction cost.

A **Self Help Group** is a voluntary association of 10 to 20 members (mostly women from similar background) who pool in their financial resources to avail credit from Microfinance Institutions, NGO's and Banks. The SHG promotes its members to regularly save small amount of money and then lends this money together with money availed from Bank to the needy members. The members assure their trustworthiness to each other over time and

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out of fear of “naming-shaming” policy.

The primary focus of Microfinance Institutions has been upliftment of poor in general and women in particular. Women have been the focal point due to the following reasons:

1. Poverty has a feminine face. Since time immemorial women have been deprived of capabilities, have been subjected to gender biases and excluded culturally and socially. It is not only a result of low income or lack of income but also due to lack of command over resources. They are often denied of the recognition of their efforts put into bringing up children or household work mostly because these are deemed to be non-income generating activities.
2. Women are more likely to utilize their loans for productive purposes hence having a ‘trickling down effect’. Poor men in rural areas have a tendency to spend the money on alcohol and other non-necessities. However the mother always puts her children and family before her and would strive to ensure better food, health, education and standard of living for her children. Lastly these women have had a better and timely track record of repayment of loans. Out of total 8.36 million borrowers of Grameen Bank at Bangladesh, 96 % are women.

Review of literature

According to *Mahanta et al. (2012)* Microfinance is a new concept which has evolved over time around the globe, to provide credit facilities to the marginalized. Improved access of credit provide a cushion to the poor and helping them to set up their enterprises, manage their risks, increase consumption, build assets and ultimately come out of the vicious circle of poverty. The Microfinance sector has taken long strides starting with credit and savings then entering the field of micro insurance and micro pension. (*Bezboruah and Pillai 2013*) states that microfinance has reached about 80 million households and around 20000 micro-finance institution are operating in developing countries of Asia, Africa, Europe and Latin America. Microfinance has resulted in both credit widening and credit deepening (*Puhazehdi*

and Badatya 2002). The major objective of the microfinance initiative is easy access to credit mainly from institutional sources. Their impact assessment study on SHG bank linkage programme on rural poor revealed that microfinance has resulted in both credit deepening and widening among the selected sample.

Mahanta et al. (2012) have mentioned that Microfinance Institutions around the world have four models of delivery of Microfinance viz. *Self-help Groups (SHG's)*, *Individual Banking Programs (IBP's)*, *Grameen Model* and *Mixed Model*. The microfinance delivery model in India is primarily in the form of self-help groups (*Raj Rajesh et al. 2014*).

The SHG model of lending varies from the other forms of lending in the sense that it emphasizes on savings first. This program emphasizes on developing the habit of thrift (*Puhazehdi and Badatya 2002*). As the group's money and reputation is at stake hence the members are careful at deployment of resources. The study recorded a phenomenal 96% increase in savings among the respondents in the pre and post SHG period. The common terms used for SHG's in different parts of the country are *Sangha*, *Mandal*, *Samiti*, *Samooch*, *Damghal* etc.

Objectives of the study

- To study the challenges of microfinance both from the demand and supply side.
- To suggest ways of making finance readily available to the marginalized.
- To recommend innovative ways in terms of non-financial assistance to promote and flourish rural entrepreneurship thus contributing to overall development.

Challenges of Microfinance – Observations and Findings

1. Human Resource Attrition in Microfinance Industry

Human resource is an important factor critical to success of any industry. If the industry is one like Microfinance, where there is an empathy factor in addition to commercial transactions the role of human resource increases manifold. The clients are poor, far spread and often illiterate people and extra efforts need to be put to explain them the

nitty gritty of the programs. As observed by *Gupta (2014)* there is a shortage of superior quality staff in this sector. The attrition rates are high. The bank staff is mostly insensitive to the needs of the poor borrowers. They view them as unprofitable and do not go the extra mile in educating them about products and processes. They engage in formal consultations and follow set guidelines and do not show empathy towards the unprivileged. So often, they turn down the requests of the loans in such unfriendly manner that the poor is dissuaded from entering the bank ever again. A discussion with the bank officials reveal that many of them feel that they are already overburdened and in a short span of time many schemes come up, thus losing their importance from the employee perspective. Studies have revealed the unenthusiastic attitude of Bankers in promoting SHG's. As *Puhazehdi and Badatya (2002)* elaborate, bankers show lack of trained staff, time etc. to avoid dealing with SHG related activities

2. Multiple Borrowing due to Inefficient MIS System

Information management plays a vital role in today's world. In these modern times worldwide information is available at the click of a button. However studies of Microfinance (both global and national) have reiterated the fact that barring a few large MFI's (like SKS Microfinance Ltd., SHARE Microfin Limited, Bandhan Financial Services Private Limited etc.) the MIS system in this industry is not strong which leads to multiple borrowings. As already discussed by *Chakravarthy and Jha (2012)* an efficient MIS needs to integrate a credit scoring approach to the existing MIS of the microfinance institutions. A credit scoring approach uses the characteristics of past loans to predict the possible risks associated with future loans. It is based on the assumption that the more nearer the past the more accurate the prediction. For effective credit scoring, the database of existing borrowers, their loan patterns, repayment timeliness, defaults, if any must be entered into the MIS. This data will provide valuable information in few years to come and lenders can refer to the data to extract any information which would help them in decision making.

3. Lack of Regulatory Mechanism

Currently, there are no universal accounting and standardization principles which are being followed by this industry as a whole. An individual organization follows practices in accordance to its legal entity. Post the Andhra crisis the Indian government realized the need for a legislation which would help the borrowers. The Micro Finance Institutions (Development and Regulation) Bill was passed on May 22, 2012. *(2014)* has suggested the application of Implementation of International Standardization Practices (ISP) and Generally Accepted Accounting Principles (GAAP), which will bring all the Microfinance providing institutions on a common platform and will facilitate them to attract international funding, as these international organizations stringently follow these norms. *Sharma and Deshmukh (2013)* have noted that the government should have proper supervision and regulation of the microfinance institutions in India to prevent the collapse of systems as witnessed in the past in Andhra.

4. Lack of Physical Infrastructure

Puhazehdi and Badatya (2002) have pointed out a lack of village infrastructure in their study of SHG groups in the eastern part of the country. 21% of the respondents had no proper place to conduct SHG group meetings. In the absence of infrastructure, meetings were either conducted on village roads or beneath trees. The researchers have called upon for strengthening the village infrastructure and building one room community halls for conduct of meetings.

5. Lack of Financial Literacy

The rural villagers are apprehensive to approach the formal banks as they are mostly illiterate and are not aware of the financial products, their benefits, and implications etc. This ignorance causes a fear in the minds of the borrowers. The marginalized poor in the villages do not have access to proper information. Farmers respond to the lack of formal financial services by turning to moneylenders, who charge exploitative rates of interest. The village Panchayat needs to play a crucial role in disseminating information regarding credit facilities.

6. Inadequate justification of economic activity to be undertaken

The villagers by virtue of being uneducated and also due to inadequate exposure to outer world, are unable to communicate their ventures to the bank officials in a convincingly manner. It is also due to the fact that they do not have any formal training in their field of work. More often the bankers' view the ventures as unprofitable hence hesitate in sanctioning credit.

7. Lack of provision of Specialized Training

In absence of proper guidance and training the rural entrepreneurs lack motivation and direction. Although they conceptualize the idea yet it becomes difficult for them to start the project due to absence of technical knowhow. *Mahanta et al (2012)* have emphasized that most of the small borrowers lack handicraft skills and neither do they receive any formal training and handholding by the facilitating organizations, to undertake non-farm activities. In such a situation loan from the financial institution is used for consumption purposes rather than income generating activities. It also points out that in absence of specialized skills, the group members are apprehensive in setting up of micro enterprises. The microfinance programs should be bundled with capacity building trainings.

8. Selecting the target group for Microfinance Programs

Many of the Microfinance programs have failed due to too much debt of the borrower. *Robinson (2001)* has observed that the customers for microfinance are not the poorest of the poor but the economically active poor. He suggests that providing credit to the destitute that are unable to efficiently use it helps neither the lender nor the borrower. He is of the opinion that the poorest of the poor should be helped by the state mechanisms and welfare programs and the microfinance activities should be aimed at the economically active poor.

9. Problem of forward and backward linkages

Rural entrepreneurs face severe competition from urban entrepreneurs and big corporates. They incur high cost of production as they face difficulty in procuring raw materials at a reasonable rate. The poor often do not know how to market their

products, the prevailing prices of competitors, have to deal with middlemen. Storage facilities and poor means of transport are other marketing problems in rural areas. *Puhazehdi and Badatya (2002)* have reported gross under employment in their study. They have recorded only 405 person days per household per year. This calls for promoting of backward and forward linkages for activity based NGO's.

Suggestions and Recommendations

1. Special training and incentivizing of bank staff

The staff in this industry has to put in extra efforts and he should be rewarded accordingly. Standard training modules need to be implemented for expanding product knowledge. Both on the job and off the job training of the personnel is required. Most of the members are less educated or financially illiterate which requires bankers to explain the program to them in details. They feel that this eats up much of their valuable time. In their study, the impact and performance of NGO promoted SHG's are better across all parameters as compared to the bank promoted SHG's. Priority should be given to capacity building, proper training, incentives and rewards for the bankers as well. There needs to be a separate cadre of bank staff given special trainings, incentives and recognition.

2. Effective use of technology to reduce bank transaction costs

Technology if blended suitably with proper delivery mechanisms and credit products can go a long way in ensuring financial inclusion of the poor. Due to the telecom revolution the rural entrepreneurs are well connected with their urban counterparts as compared to earlier days. The banks can use mobile phones and other technological innovations like kiosks, biometric cards etc. to reach the unbanked at low costs. *Patel and Jha (2013)* state that availability of microfinance services through the Business Correspondent model would ensure reach of this facility to far flung areas for which Post offices can be used.

3. Provision of effective backward and forward linkages

Provision of credit is not the solution to end poverty.

The poor need to be guided beyond financial offerings. The provision of credit is the first step; however for the scheme to make a real impact on self-employed poor, they need to be mentored about repayment of the loan. Payment of installments on time will ensure that they are eligible for the next category of loan. Rural entrepreneurs face severe competition from urban entrepreneurs and big corporates. They incur high cost of production as they face difficulty in procuring raw materials at a reasonable rate. The poor often do not know how to market their products, the prevailing prices of competitors, have to deal with middlemen. Storage facilities and poor means of transport are other marketing problems in rural areas. There can be a special team which can link up with the local SHG's, NGO's for providing these extra facilities.

4. Skill development training for the poor which would also include financial literacy training

Lack of financial knowledge is a major road block. It has been seen that even the urban poor and some of the urban population also lack financial knowledge and are not confident in handling their own finances. Training needs to be conducted, mostly in informal setting and carried out in vernacular languages. Counselling centers, financial literacy camps, education camps, assistance from SHG's can play an important role in spreading financial literacy and reaching the poorest. Rural youth should be given training in new techniques, products, processes. On the job training in small enterprises will boost their level of confidence.

5. Concessional rates of interest and 'interest holiday' concept

Chavan and Ramkumar (2002) note that the interest rates are fixed in a manner keeping in view the margin of Banks and NGO's. The interest rates, documentation and repayment facilities should be relaxed for rural entrepreneurs keeping in mind their background. There should be a concept of 'interest holiday'. In most cases the installment starts from the very next month ignoring the turnaround time for these mini ventures. The holiday period would be a breather for these entrepreneurs. Microfinance can be well utilized to finance the rural poor with certain changes. The positive approach by the central govt. as enunciated by the budget speech

in Parliament by Hon. Finance Minister Shri Arun Jaitley on 10th July 2014, had instructed banks to consider as per merit, granting loans @ 7% with rebate of 3% in case of timely repayment. This was welcome positive step to help rural poor, eradicate poverty and extremism/ violence and help country increase its GDP.

6. Spread of knowledge among villagers by special financial counselling centers and panchayats

'Knowledge is power'. The poor need to be empowered by proper knowledge dissemination. Rural entrepreneurs often fail not due to non-availability of facilities but due to non-awareness of these facilities. A dedicated cell for financial counselling/ mentoring is needed to solve financial, economic and social problems of rural entrepreneurs. They need to be educated about financial products, financial jargons and must be made comfortable and confident in financial dealings. The village Panchayat needs to play a catalyst role to this effect.

Conclusion

As studied, Microfinance is an effective tool for empowerment but its benefit is being impeded by the heavy interest rates. Due to lack of motivation and information about opportunities, most of the rural youth do not think of entrepreneurship as the career option. One major hurdle is seed financing for these enterprises. Government with support of NGO's should provide full support for the rural entrepreneurs. There needs to be major product and process changes in the banks. In fact they should go a step further and help these people with development and sustainment of creative livelihood strategies. The poor need to be empowered by proper knowledge dissemination.

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A Study on Training and Development Effectiveness and Job Performance of Employees in Select Banks in Jharkhand

Arvind Hans¹, Rashmi Kumari² and Shahid Akhter³

Abstract

Study aimed to report the phenomena of Training and Development(T&D) effectiveness and job performance among select bank employees in Jharkhand. A descriptive research design was selected to report the phenomena of these variables. Data was collected from Bank employees through standard questionnaires on Training & development effectiveness and Job performance. Sample size was 100. Study revealed that banking employees secured 3.97 out of 5 on Likert five point scale on training and development effectiveness. However, they averaged 4.22 out of 5 point scale on job performance. It suggests that bank employees perceived relatively higher increase in job performance than increase in perceived T&D effectiveness. Correlation analysis indicated that T&D effectiveness was positively but very weakly related to job performance. Also the relationship was not found significant as α values were reported as 0.104. It is inferred that an increase in T&D effectiveness may not proportionately increase job performance among select banks employees in Jharkhand because the relationship between these two variables were found relatively weak based on Pearson correlation coefficient.

Keywords : Bank employees, Development, Job Performance, Training, Training & Development effectiveness.

Introduction

Economic development of any country is directly related to the development of banking system of that country. In order to survive and succeed in this competitive environment, banks need to organize, develop and manage their human resources effectively. Their major responsibility in this regard is to build up a right mix of skills, attitude and conceptual understanding amongst their employees. For achieving this, a continuous process of training interventions in banks is a must. Despite years of training and huge investment, the effectiveness of training programmes of banks is a matter of concern. In many instances, it has been observed that the trainees are considering training just as an outing or a routine program because selection of staff for the training programmes was not always need based. Therefore, there is a need to study

the effectiveness of the training and development programmes and analyze the job performance of bank employees in banks across India. Therefore, research problem includes following questions pertaining to Banks in Jharkhand:

- Whether Training and Development of employees is effective in select banks in Jharkhand?
- What is the attitude of bank employees towards their job performance in Jharkhand?
- Is there any relationship between training & development effectiveness and job performance of employees in banks?

Theoretical framework and Review of Literature

Training is the process of acquiring specific skills to perform the present job better than before

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(Jucious, 1963). Flippo (1971) defined training as an act of increasing the knowledge and skills of an employee for doing a particular job. Dubashi (1983) defined training as a process of improving the knowledge skill and attitude of employees to achieve organizational objectives. Necessary professional knowledge, skills and attitudes are improved according to work situation through systematic training. David et al. (1989) described training as “A learning experience in that it seeks a relatively permanent change in an individual that will improve his or her ability to perform on the job”. Training can be defined as a learning process in which employees get knowledge, skills, experience and attitudes that they need in order to do their job better for the completed of their organizational goals Ngirwa (2009). Thus training is a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task or job. It minimizes the difference between current performance of employees and the performance desired.

However, Development is relatively broader ongoing generic set of activities aimed at bringing someone or an organization up to another threshold of performance, often to perform some job or a new role in the future (Mcnamara 2008). Training and development programs ensure that the work force is developed so that they can perform well (Bataneh 2014). Training and development acts like the back bone to the health industry (Ahmad & Din 2009). It helps in improving old skills and enhancing the current skills of employees (Kulkarni 2013). Gamage and Imbulana (2013) have mentioned that highly skilled, motivated and boosted morale workforce will be created if the organizations conduct training and development programs and follow them.

Training Effectiveness

Fraser (1994) define effectiveness as a measure of the match between stated goals and their action of accomplishing. Kennedy et al. (2013) stated that the organization relied upon distinguish training need of its workers and configuration training programs that will help in the best possible way use to all the employees in a company towards realizing organization goal. In order to have an effective training program, trainees should believe that when

they participate in learning, they would get desired rewards in agreement (Chiaburu and Takleab 2005). Although it is expensive to give training to the employees but, in the long run, it gives back more than it took (Kaynak 2003).

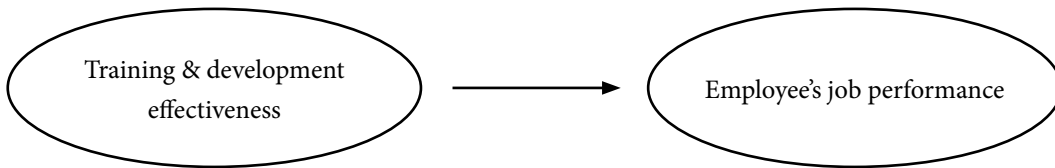
Job Performance

The employee job performance means using their skills, ability, experience and so forth to complete the assigned job demanded by their subordinate with the effectiveness and producing something (DuBrin 2006). Martin & Bartol (1998) highlighted that the employee performance is about to do something that was completed of given job measured and that can be against of the present standards of quality. Champathes (2006) stated that employee performances increased and this will lead to the organization effectiveness. Mondy et al. (2002) emphasized on performance appraisal procedure for managers to improve employee performance. Result showed employees performance positively affected organizational success. Also, employee performance can be measured by various ways like productivity, absenteeism and employee satisfaction (Osunde 2015).

Training Effectiveness and Job Performance

Ogbu & Idowu (2017) emphasized to have well-trained and experience employee to carry out the various tasks and responsibilities to achieve organizational goals and objectives. Shazwani (2012) reported that training of employees is equal to investing in the organizational most important valuable thing that is the employee. It develops their skills, changes their point of view towards work and builds their loyalty to the company based on their improved performance. According to Appiah (2010), training creates benefits for the employee knowledge, skills, ability, abilities and behavior. Swart et al. (2005) focused on relevant training intervention for developing particular skills and abilities of the workers and enhancing employee performance. Previous studies suggests that there is a relationship between training and development effectiveness with employee job performance. Research framework for the study is presented in the following diagram:

Figure-1: Research Framework



- Research Environment : Banking sector in Jharkhand
- Research Participants: Select bank employees in Jharkhand
- Research Variables: T&D Effectiveness and Employee's Job Performance

Review of Literature

Review of literature provides a base for any research work conducted by the researcher. It also helps to identify theoretical background for the topic of research. Guest (1997) mentioned that training and development programs are vital human resource management practice, positively affects the quality of the workers knowledge, skills and capability and thus results in higher employee performance on job. This relation ultimately contributed to supreme organizational performance. Farooq and Khan (2011) depicted the positive correlation between training and employee performance. It was predicted that training effectiveness was positively related to employee job performance. So, increase in training effectiveness may give rise to employee job performance in the organization. Study also suggested that arranging and adopting more effective training programs and techniques shall give rise to progressive and effective organization.

Chahal (2013) analyzed the status of various need analysis based training and development practices in Punjab National Bank and HDFC bank and explored the link between the training and employees' productivity. Result showed that the Training in PNB & HDFC was average and there was scope for improvement in training. The perception of employees regarding the Training and Development somewhat differed significantly on the basis of gender and designation in these banks. Karthikeyan and Graf (2010) focused on training program and its effectiveness in select public and private sector banks in Tiruchirappalli District. A well-structured questionnaire was used to collect

the data from 512 respondents from managerial and clerical cadre employees. Statistical Package for Social Sciences (SPSS) analysis was done to report the findings. It was concluded that effective training contributed for overall growth and enhanced results of employees in Banks. It also emphasized on having personality development program along with effective training. Awadh & Saad (2013) evaluated the impact of organizational culture on employee performance. Performance management system was measure by using balanced score card method . Results showed the positive relationship between organizational culture and employee performance. Specially, employee commitment and group efficiency helped in improving employee performance. Saad and Mat (2013) evaluated the effectiveness of training and development by using kirkpatrick model. It was reported that improvement in training effectiveness could be facilitated by employee's awareness of objectives of training courses, continuity of training, and application of training in the work place and proper implementation of the program. A well designed and executed training would facilitates participant's involvement & attitudinal changes.

Elnaga & Imran (2013) aimed at studying the effect of training on employee performance and also to provide suggestion to improve employee performance in the organization. It mainly focused on the role of training in enhancing the performance of the employees. Training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way. The research affirmed the proposition that training had a positive impact on employee performance. Ramakrishna et al. (2012) studied effectiveness of Training and Development Programmes of 85 Canara Bank Employees in Andhra Pradesh covering all Canara bank branches in Kurnool District. It was reported that majority of employees given overall rating for training and development programmes reported fairly good. Tai

(2006) also concluded that employees who receive periodical effective training sessions were more able to perform well on the job. Similarly, present study also attempted to report the phenomena related to these two phenomena such as T&D Effectiveness & Job performance in select private Banks in Jharkhand.

Significance of Study

This research is essential for bank performance as employees are important assets who can make the organization work better and if the employees are not skilled and experienced to perform their duties and responsibilities then the objectives and goals of organization are not achieved. Training becomes inevitable for overall organization growth & effectiveness. The research would definitely add some value to the existing literature on T&D effectiveness & Job performance by exploring and reporting the phenomena among Bank employees in Jharkhand context. It will also help in development and implementation strategies for effective training & development affecting job performance among bank employees in Jharkhand.

Objectives , Scope & Methodology

The study aimed at studying Training and Development effectiveness and job performance of employee's in select banks in Jharkhand. The objectives of the study are as follows:

1. To study and report Training and development effectiveness of select bank employees in Jharkhand.
2. To study and report Job performance of select banks employees in Jharkhand.
3. To report the relationship between training and development effectiveness and job performance of select bank employees in Jharkhand.

The scope of present study confined to identify the relationship between Training and development effectiveness and job performance of select bank employees in Jharkhand. However , study also reported levels of T&D effectiveness and job performance of employees based on descriptive statistics.

A descriptive research design has been used to

report the present phenomena. The study has been conducted in select Banks in Jharkhand. Effectiveness of training and development has been measured using a 15- items instrument and job performance has been measured by using a 4-items instrument. These two questionnaires have been adapted as per the study requirements. Study has been conducted on bank employees because the purpose of study is to know training effectiveness and employee performance. Purposive sampling method has been used. Primary data has been collected through two structured questionnaires on T& D effectiveness & Job performance from the employees from select banks in Jharkhand. A total of 100 completely filled questionnaires has been received from Banks in Jharkhand. Microsoft Excel has been used to tabulate raw data collected through survey. SPSS version-20 has been used to analyze the data based on descriptive statistics and correlation analysis. Reliability of the scale has been reported by using Cronbach's alpha reliability statistics. The correlation analysis has been used to describe the strength and direction of the linear relationship between Training and Development effectiveness & Job performance.

Findings of the Study: Reliability Analysis

Table -1 : Reliability Analysis of Training & Development Effectiveness questionnaire

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.836	0.834	15

The Cronbach's Alpha was reported as 0.834 (15 items) which can be considered as reliable and acceptable. It can be inferred that the present instrument of T&D effectiveness is robust enough to measure the constructs with 83.4% reliability.

Table -2: Reliability Analysis of Job Performance

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.36	0.503	4

Reliability Analyses of Job Performance: - The items so we can take it as exemption. Cronbach's Alpha is 0.503. Since, it consists only 4

Table -3: Training & Development Effectiveness (Item Analysis)

S. N.	T&D Effectiveness Indicators	Mean
1	Training is well planned	4.07
2	Trainers were effective in their teaching	3.77
3	The trainers reflected current practice	4.08
4	The training was effectively integrated into organization	3.95
5	Training programs helpful in organizational short term and long term goals	4.66
6	Training program inculcates new ideas, knowledge, concepts and relevant skills	4.55
7	Training program was an effective investment	3.71
8	Training resources were appropriate and equipments were in good condition	3.68
9	The way employees were assessed was a fair test of their skills and knowledge	3.42
10	The training program was focused to meet employees needs	4.01
11	Training program prepared employee for the demands of work.	4.07
12	Training helped in gaining the knowledge they needed from the trainers.	4.18
13	The training content designed on feedback from employers.	3.34
14	The training program effectively contributed to improve ability in performing the job.	4.12
15	Training content met employee expectations.	3.95

Most of the respondents agreed that training was well planned. (Mean= 4.07) and trainers reflected current practice (Mean= 4.08). Respondents also agreed that training programs helped in organizational short term and long term goals (Mean=4.66) and inculcated new ideas, knowledge, concepts and relevant skills (Mean= 4.55). It was also indicated that training program was focused to meet employee needs (Mean= 4.01). Study revealed that T&D helped employees to be prepared for the demands of work (Mean=4.07). In addition, training also helped in gaining the knowledge they needed from the trainers (Mean=4.18). Training content designed on feedback from employers was not so good (Mean=3.34). It was also reported that training program effectively contributed to improve ability in performing the job (Mean=4.12). Training content met employee expectation score was found more than average (Mean=3.95).

Reported score on training content designed on feedback from employers was found minimum (Mean=3.340). However, bank employees secured maximum average rating of 4.66 on 5 point rating

scale. Study inferred that training program was found helpful in achieving organizational short term and long term goals.

Table - 4: T&D Effectiveness(Unified)

Factors	Mean
T&D Effectiveness(Unified)	3.971

Training & Development effectiveness was reported as (Mean= 3.971). It means overall training and development effectiveness was perceived more than average by private bank employees. It was inferred that overall rating on T&D effectiveness was around 4.0 in 5 point scale mean employees perceive effectiveness of T&D in their banks.

Table - 5: Job Performance Factors

S. N.	Factors of Job Performance	Mean
1	Timelines	4.46
2	Quality of Work	4.27
3	Quantity of work	3.73
4	Interpersonal impact	4.43

It indicated that training effectiveness helped employees in increasing their job performance. Employees agreed that training helped in completing their work on time (Mean=4.46). Their quality of work seemed improved (Mean=4.27). Although improvement in quality of work did not influence their perception towards quantity of work as bank employees secured little lesser in quantity of work (Mean=3.73) compare to quality of work. In addition, score on interpersonal impact appeared significantly higher in the same category (Mean=4.43). It means that there is a change in attitude and behavior towards their job.

Table - 6: Job Performance (Unified)

S. N.	Factor	Mean
1	Job Performance	4.22

The score of overall job performance of the employees were found between good and excellent (4.223). It can be inferred that employees perceived more job performance compare to training & development effectiveness in select banks in Jharkhand.

Table - 7: Perceived Average T&D Effectiveness Perceived Average Job Performance based on Gender

Gender	Perceived Average T&D Effectiveness	Perceived Average Job Performance
Female	3.96	4.32
Male	3.97	4.15

It was clearly reported from the Table-7 that perceived training & development effectiveness of male and female employees in these banks were almost at a same level. It suggest that both gender perceived similar levels of T&D effectiveness.

However, female employees perceived a little more job performance (Mean=4.3214) compare to male employees in these select private banks (Mean=4.1509).

Table - 8: Perceived Average T&D Effectiveness Perceived Average Job Performance

Position Held in the organization	Perceived Average T&D Effectiveness	Perceived Average Job Performance
Managerial	3.94	4.23
Non- Managerial	4.07	4.16

It was observed that non-managerial level of employees perceived more training and development effectiveness (Mean=4.0745). In spite of perceiving more training and development

effectiveness, their perceived job performance was relatively lesser (Mean=4.1618) compared to the managerial level employees (Mean=4.2349).

Table - 9: Correlation Analysis Table

		Perceived Average T&D Effectiveness	Perceived Average Job Performance
Perceived Average T&D Effectiveness	Pearson Correlation	1	0.164
	Sig. (2-tailed)		0.104
	N	100	100
Perceived Average Job Performance	Pearson Correlation	0.164	1
	Sig. (2-tailed)	0.104	
	N	100	100

The table-9 shows the finding on the correlation between the training effectiveness and employee's performance based on the result; the coefficient of correlation is 0.164 and alpha value is 0.05. Since 0.104 is greater than 0.05, the relationship between T&D Effectiveness & Job Performance is not significant. Thus, the association between training and development effectiveness and job performance of the employees in select banks in Jharkhand is positive but the association is not very strong.

Summary of Findings & Conclusion

It has been inferred that the relationship between training and development effectiveness and job performance is weak based on data analysis. It is found that female employees perceived much effective training and development which enhances their job performance as compared to male employees. It has been reported that non-managerial level employees perceive more effectiveness in their training but their job performance score is relatively lesser than managerial employees. It can be inferred that managerial employee's job performance is good because of their prior job experience. It has been observed that training programs are planned well but outcomes of training and development over job performance of bank employees is not satisfactory. Training helped in organizational short term and long term goals. Training and development slightly influenced the job performance of employees. Maximum employees agreed that their cycle time got reduced and Quality of work has also improved. However, score suggested that employees don't want extra volume of work even when training helped them in improving their cycle time. Training and development helped employees in completing their work on or before time and they get extra time for other activities. Interpersonal impact also increased significantly. It means training affected the attitude and behavior of employees in select banks. Training and development effectiveness has been reported to be weak but found positively related to job performance of employees in these select private banks. It has been inferred that organizational factors might have also play an important role in influencing job performance rather than only training and development effectiveness relationship.

Respondents secured 3.97 out of five point scale

in T&D effectiveness questionnaire. That suggests a relatively better perceived T&D effectiveness from select bank employees in Jharkhand. The relationships between these two variables has been tested by using correlation analysis. It has been found that relationship between training and development effectiveness and job performance is positive and weak as Coefficient of Correlation (R^2) is reported as 0.164. The relationship between these variables is not found significant, since the α value is reported as 0.104. Such results suggest that the relationship appeared in the present study between T&D effectiveness & Job performance is not significant. It is also concluded that an increase in T&D Effectiveness may not proportionally enhance the job performance of employees in these select banks in Jharkhand because these two variables are weakly related.

Directions for Future Research

The present study targeted only select private banks employees to report the phenomena of T&D effectiveness and job performance due to time and resource limitations. Study also observed few limitations in terms of sample size because of weak response rate from the bank employees due to their prior commitment. However, unattended research gaps in the present study may be addressed in the future research. Few important ones are given below:

1. For further research study sample size can be increased. Survey can be done in all the private banks in Jharkhand to explore and report T&D Effectiveness & Job Performance.
2. Conclusive study can also be taken up on these phenomena by using regression analysis. Where T&D effectiveness can be taken as independent variable & Job performance can be taken as dependent variable.

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The Effectiveness of Spirituality and Ethics in the Workplace

Kaushik Dutta¹

Abstract

In the 21st century when the world economy has been globalised and liberalised, the organisations are being faced with more competitive and structural changes according to the requirement of the present business environment which reflect in the most work places remain far from perfect, some staff and managers are making strides as individuals, learning how to integrate their whole being into even challenging and toxic workplaces having more complexities. To overcome from these situations companies are inclining to start really grasping to foster spirituality at work place. They discover profitability improve, when companies implement the spirituality programs and ethical behaviour in their working life. They have enjoyed a rise in staff loyalty and drastic declines in turnover which is leading to cost savings and increased productivity. The introduction of ethics and spirituality within the workplace enable the human hearts, spirits and souls to grow and flush so that employees and employers will become healthy, creative, innovate, compassionate and productive in all endeavours to the sustainable workplace. Thus spirituality and ethics has been making their business socially responsible and have a great impact on the environment, serves the community and helps to create a better world.

Keywords : Ethics, Leadership, Organisation, Spirituality and Workplace.

Introduction

The traditional concept of “Spirituality” explained by many philosophers having their different viewpoints. But in general it includes something bigger than ourselves and it consistently in search for the meaning of life, such as, it is cosmic human evidence about something that touches all of us. In Present days, spirituality generates inner-peace and forms a foundation for blessedness (a state of being blessed with divine favour). Meditation and Similar related practices may help the practitioner to nurture his or her inner life and character. Swami Vivekananda said that the greatest support to spiritual life is meditation. In meditation, we take off ourselves from all material estate and feel our divine presence.

The spirituality at workplace can be defined to bring holistic attitudes in the office places, job sites and other working premises. It means fostering the ethical values should be included in the workplace such as respect, integrity, patience, openness, diversity, caring and fairness. This spiritual movement has not bringing explicit religious

expression to the workplace, but the ultimate goal of the spirituality –in-the-workplace movement is to help people to recognise that they can achieve a higher purpose in their careers, whether they finds it as serving a supreme being, helping other people, coordinating and performing their own work honestly, sincerely, dedication and by doing satisfying good quality work. This is also explained in Karma-Yoga by Swami Vivekananda. The growth of workplace spirituality is widely based on one’s personal responsibility towards the building of a stress free work environment to enhance spiritual and mental growth. From company’s point of view, the spin –off benefits of the movement are the happier staffs which are less likely to threaten the bottom line by either slaking off or taking off in the present job market situation. Today the burning problem is the corporate culture’s demand for growing higher profits more& more which are never ending. It’s cause trouble to develop unprecedented work stress, leading to burn out staff and managers distance gap, huge work pressure and that begins conflict in the organisations.

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In today's business world, working spirituality has become most remarkable aspects of the organizational culture. The spirituality at the workplace has uplifted the consciousness of the ethical responsibility among the corporate citizens. The sense of responsibility within the employees has been widely upgraded by the spiritual values, which directly made an impact on the overall development of the productivity as well as the organizational growth.

Objective of Study

The study has been framed with the following objectives :

- To understand and evaluate the emerging role of spirituality in the workplace
- To analyse the importance of ethical responsibility at the workplace
- To find out the spirituality, ethics and business are interdependent and their impact in an organisation

Literature Review

Agbim et al. (2013), investigated the relationship among the behavioural characteristics of a spiritual person, spiritual values, spiritual virtues, ethical behaviour and ethical business, and revealed that the behavioural characteristics of a spiritual person are significantly related to spiritual values and found that spiritual values are significantly related to spiritual virtues, while spiritual virtues are significantly related to ethical behaviour.

Hicks (2003). thinks that spirituality in the workplace is being treated more than religion itself and being increasingly accepted into the framework of working environment. He suggested that workplace spirituality involves adherence to a particular way of thinking about self, work, and organizations.

McGhee et al. (2008) concluded that spirituality can be the basis for ethical conduct in business. Where spirituality is absent, there is a lack of understanding that we are deeply connected with to grow linking spirituality and religion to organizational outcomes such as organizational commitment, team performance, employee wellbeing and ethical behavior

While evidence suggests that people are not always clear regarding the definition of spirituality or its practical application in the workplace. Gardner (1999) has described spiritual leanings as one of several critical measures of intelligence, to self-organizing, self-creating systems in nature as a way for companies to work more effectively by embracing the natural cycle of change, stability, and renewal. Thus the "spiritual" or constantly renewing nature of these processes has been construed as an important blueprint for developing workplace spirituality.

Many philosophers, authors and religious saints emphasized that spirituality and ethics are more broader sense than religion. It also helps in self-motivating, more focused, having calmness and peace in mind with more positive energy which helps them to work more effectively in an organization .Thus the "spiritual and ethics " are an important blueprint for developing conducive workplace environment.

Emerging Thrust of Spirituality at the Workplace

In the past several decades, the nature of the work has undergone a sea change. Recent trend towards downsizing, restructuring, re –engineering, slash and burn practices of harmful effects on employee's morale. Workplace idioms like "Job-for- life", "Loyalty to the employer" have been turned on its head as a burden. The ever growing threat of hire and fire policies has made employees feel jittery and insecure at work. As a result the employee's productivity has fallen sharply. Employees are having tremendous stress and poor mental health resulting in absenteeism and work life imbalances .Therefore in a turbulent changes, social alienation and looming fear, employees are constantly on the quest for the meaning in life and searching for peace and satisfaction .The more the employees find purpose and meaning in their life, more they are committed to the organization. In new age a growing number of educated workers are becoming more insistent that spirituality should be welcome in the workplace just as their intelligence.

In today's world the employees are grappling with the problems of perceived loss of meaning and purpose in their lives leading to a sense of spiritual deficit and impelling a spiritual quest. The work environment of committed employee's existence

has gone down, acts as a strong catalyst in fuelling the sense of desperation and thereby putting their individual growth in jeopardy.

An active spiritual life can help employees find meaningful and purpose in their lives and inspired them to deeply cherish their personal values. At another level, the sources of market value of firms have suddenly changed an opinion towards intangible sources. This will develop a new source of competitive advantage in the form of Creativity, Tacit knowledge and spirituality. A Growing chorus of voices within academia and industry is arguing that spirituality is absolutely necessary in organizations for ensuring ethical behaviour, Job satisfaction, productivity, employee commitment and competitive advantage.

Analysing the Impact of Spirituality at the Workplace

Nowadays, organizations suffer business losses, strained relationships with certain customers, distressed tempers, employee exits, delayed contracts, strain relationship with bankers, suppliers, competitors and customers, pressure from stakeholders and shareholders, the list of woes are threatening to the organisations. These factors are leaving the employees demoralized, isolated and unsatisfied. So, spirituality at work has become a tool for overcoming these business problems. The spirituality approach seeks attention on the values, motivation, ethics, leadership, work-life balance and other important elements of an organization.

The spiritual ethical notions are related to ethics and values, right & wrong, good & bad. Spirituality is basically a core of inner and social values of the ethical organization. Spirituality brings inner happiness and fulfilment in the employee's satisfaction. Organizational and employees performance are positively affected by the spiritual values This can help an individual to enhance more determined towards organizational vision, which can increase modernism or innovation. Similarly, employee commitment and teamwork can also be enhanced by the spiritual values.

As a Buddhist monk, Dalai Lama dedicated to explore the teaching human values and inner

happiness, promoting harmony among all religions, and advocating for the civil rights and well-being published in his the book “My Spiritual Autobiography”, compiled by Sofia Stril-rever. The Dalai Lama relates spirituality to those qualities of the human spirit such as; love, compassion, patience, forgiveness, an intrinsic sense of responsibility and harmony. He believes spirituality can be cultivated in each of us and unlike religiosity—spirituality is a tenet we cannot live without it. The workplace spirituality includes -

- **“Vertical” spirituality** : transcending the day-to-day and developing connectedness to a God or spirit or the wider universe. This might include meditation rooms, accommodation of personal prayer schedules, moments of silence before meetings, retreats or time off for spiritual development, and group prayer or reflection.
- **“Horizontal” spirituality** : which involves community service, customer service, environmentalism, compassion, and a strong sense of ethics or values that are reflected in products and services.

Hence spirituality approach seeks attention on the values, motivation, ethics, leadership, work-life balance and other important elements of an organization.

Analysing the importance of ethical responsibility in the workplace

Ethics concern an individual's moral judgements about right and wrong. An ethical workplace is established through an organization's culture, values and leadership. Transparency, fairness and communication are the key elements for establishing and maintaining an ethical workplace. Decisions taken within an organisation may be made by individuals or groups will be influenced by the culture of the company. The application of moral principles, standards of behaviour or set of values regarding proper conduct in the workplace as individuals and in a group. Every company is different but they all should take the following into consideration in each other:---

Trustworthiness	Respect	Responsibility	Fairness	Caring
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Ethics is a requirement for human life. It is our means of deciding a course of action. Without it, our actions would be random and aimless. To the degree of rational ethical standard is taken, we can able to correctly organise our goals and actions to accomplish our important values. Communication is the key among management, employees and customers in order for respect to be extended to each person within the organization and promote the relationships that are based on honesty and integrity. Ethics applies to any relationship between management, supervisors, employees, colleagues and customers as well.

A strong ethical culture within your business is important for safeguarding our assets. Employees who abide by our workplace ethics would be able to protect and respect our business's assets. The ethical responsibility in the office promotes an ethical organisational culture based on our shared values of integrity, accountability, transparency and respect. The strong ethical responsibility boosts the employees who understand and possess a willingness to work hard. These are the Good ethical responsibility brings harmony in the workplace through:

Loyalty	Sincerity & Honesty with decision
Desirable Work Environment	A Good Working Environment
Produce Good Results	Possessing a Positive Attitude
Build Good Reference	Dependability and Responsibility
Growth and Expansion	Develop Punctuality
Fair Consequences	Use Time wisely (Utilisation)
Transparency	Develop Professionalism
Recognition	Cultivate Self Decision

The decision to behave ethically is a moral one; employees must decide what they need to think for the right course of action, as well as simultaneously attract customers. Thereby boosting sales and profits as the employees want to stay with the business, reduce the labour turnover and therefore increased productivity shall attract more employees wanting to work for the business, reduce recruitment costs and enable the company to get the most talented employees attract investors and keep the company's share price high.

Interdependence between Spirituality, Ethics and Business Organisation

Employees must understand and think about the right course of action to uplift the organizational objective and goals parallel to rising of profits, reducing the labour turnover, maximizing the production, attracting more employees, reducing the cost of recruitment by maintaining the stability of the business within the ethical context. Now a day's spirituality and profitability have become a common privilege in any organisation. The

improvement of spiritual values and ethics within the workplace has a positive impact towards increasing the productivity and profitability as well as employee retention, customer loyalty, and brand reputation. In addition, spirituality has become the explicit way to upgrade loyalty and build-up moral ethics at the workplace. On the other hand, large numbers of business people want their spirituality to be more than just faith and belief; they want it to be practical and applied. Therefore, the employers are visualizing spirituality as the medium to uplift the whole self-awareness to work through -body, mind and spirit. For that aspect organizations have bottom lined the business over a tagline of "Do well by doing well".

People at all levels in the corporate hierarchy increasingly want to nourish their spirit and creativity. When employees are encouraged to express their creativity, the result is a more fulfilled and sustained workforce. Happy people work harder and are more likely to stay at their jobs.

The decision to enact ethically is the moral values.

Spirituality and Profitability have become common privilege now days. The importance of Spiritual Values and ethics within the workplace has a positive impact towards increasing the productivity and profitability as well as employee retention, customer loyalty, and brand reputation.

The role of stress, employees work attitude that transformed into Workplace Spirituality

The study also investigated the extent to which workplace spirituality moderate the relationship between role stress and employees work attitudes. Stress has become a common issue for many employers as well as employees working in an organization and this is due to the increase in market competition, globalization, dynamic and complex working environment. Stress not only affects the employee performance but it also threat to the organization in the form of poor performance. Workplace spirituality an emerging concept in business world has strong influence on employees work attitudes as well as on the performance of the organization. This study has provided a comprehensive relationship between role stress, workplace spirituality and employee work.

The great 'difference' that spirituality offers is its capacity for radical transformation. When you look into any spiritual practice, you will find it yields insights into personal change or transformation, self-knowledge and inner learning. Since people and organisations are continually and increasingly facing change, both planned and unanticipated, it makes sense to gain some understanding from spiritual wisdom, which has been supporting deep change.

Benefits of spirituality and ethical responsibility at workplace

Those who are strongly motivated from a spiritual orientation can see clearly that there are many possible benefits to be gained from putting practice of spirituality in the workplace. The benefits evolve from really knowing how to treat people well so that they thrive and are able to accomplish their best within the organisation.

The spirituality and ethical responsibility will transform the human being where People can be highly productive, innovative and cooperative in the right environments. They can feel fulfilled through

their work and know that what they do each day is of value. This brings an important sense of job satisfaction. It generates happy and enthusiastic employees and the productivity rises. Therefore spirituality is a way to help in creating conducive work environment where people can thrive and flourish.

Organizations that promote a spiritual culture recognize that employees have both a mind and a spirit, seek to find meaning and purpose in their work, and desire to connect with other employees and be part of a community. An organization can realize many benefits from learning how to properly empower its employees; not all of which are strictly monetary. An empowered employee helps a company improve service delivery, continuously become more innovative, increase productivity, and gain a competitive edge in this competitive world.

Abiding by the wisdom of "Sanatan Dharma" and the findings of modern research, the characteristics of spiritual and ethical responsible organization are as follows:-

- **Strong Sense of Purpose:** Organizational members know the purpose of existence of the organization they are working for and values of it.
- **Focus on Personalized Development:** Employees are needed to be nurtured to help them grow as they are the part of the organization; these also include the characteristics of Job security.
- **Faith and Acceptance:** The associations among the organizational members are portrayed by mutual faith, honesty, and acceptance.
- **The Transparent working Environment:** The working cultural environment of the organization enables the employees to express their moods and feelings without any hesitation or fear.
- **Trust and openness:** Organizational member relationships are characterized by mutual trust, honesty and openness.
- **Employee empowerment:** Employees are allowed to a make work related decisions that affect them, highlighting a strong sense of delegation of authority.

The benefits of a positive working environment

Spiritual alignment is beneficial both to deal with personal challenges and problems, as well as to provide a way to create a positive work environment. Management is concerned with achieving high performance from staff, and the type of management practices and approaches of the managers put in place and use have substantial effects on whether or not this is achieved. The impact of good management is not only felt by staff, but can be measured through economic outputs, using measures such as quality, productivity and profitability. The argument is that when management practices are positively regarded, they are charged with high commitment and high performance in discretionary effort from staff and therefore profitability will also increase. Here are some of the tips to inspire your employees to take more responsibility and create a more positive work environment for everyone involved:

- Demonstrate Your Trust (Trustworthy).
- Communicate a Clear Vision.
- Don't avoid Small Talk which will lead a gap and conflict.
- Encourage Self-Improvement (Self Confidence).
- Leave Your Office Door Open (Transparency).
- Delegate more than just work (Dedication).
- Employee Assistance Programs (Supporting Attitude).
- Programs that co-ordinate and integrate work/family (Integrity).
- Management systems that encourage personal and spiritual transformation.
- To serve others first in preference to self (Helping Attitude).
- Integration of core values and business decisions and practices.
- Leadership practices that support the growth and development of all employees.

Conclusion

Companies have understood the fact that engaging the employees through pay, intellect and

mind would not work anymore. The companies understand the need to inculcate spiritual values in the organization to engage the souls of employees to be able to stay relevant. An organization that treats its employees as a part of its community and emotionally engage them to company's purpose, it will lead to motivation and loyalty and lastly, a better organization performance. Each day, more and more business people are helping to create a better world by being more socially responsible in how they treat people and the environment. They are proving that spirituality helps, rather than harms.

Finally the study concludes that spirituality and ethical responsibility has become the life-blood of business in the recent times that includes integrity, honesty, accountability, quality, cooperation, service, intuition, trustworthiness, respect, justice, and service. The spirituality and ethical responsibility in business movement is one of the positive signs that business, as the most powerful institution in world today, may be transforming with a positive energy.

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A Study on Employment and Skill Development through bamboo sector in Jharkhand

Rajni Singh¹

Abstract

The poverty in Jharkhand is estimated at 46%; however 60% of schedule caste and schedule tribes are still below poverty line. Hence, it may be said that agroecological and social factors are main causes for poverty in Jharkhand state. The present study has been envisaged to analyze the growth prospect of bamboo sector through skill building amongst rural people. The State Forest Development Corporation and various institutes are found involved in the physical and financial development of bamboo. The process of plantation, upbringing and making various products out of the versatile bamboo is being done. Lack of good knowledge, suitable training and proper guidance are the cause of the sluggish behaviour of this sector. Through this paper an attempt has been made, whether the 'emperor grass' will serve the purpose of poor man's timber, in eradicating poverty and will it be wisely known as green gold of future. Hence, the study.

Keywords : Bamboo, Employment, Rural people, Skill development.

Introduction

Jharkhand state, carved out from Bihar state in 2000, is well known as it is rich in mineral resources and poor in agricultural production. More than 75% of work force is engaged in agriculture, but generates only 20% of state's GDP. About 45% area is under non-agricultural use and 32% is culturable wastes which are unsuitable for agricultural production and only 23% area is under cultivation. Despite the abundance of industrial production, rural population has not benefited and majority are earning their livelihoods through agriculture. During last ten years agriculture could not grow in the state as per expectations, resulting higher rural poverty.

The poverty in Jharkhand is estimated at 46%; however 60% of schedule caste and schedule tribes are still below poverty line. Different steps have been actively taken by the big business house like Tata. As per ANI, 21 June 2011, Bamboo makes Jharkhand tribals stay busy at home. As reported by the news agency the adivasis of Jharkhand have been forced to migrate seasonally to states like Punjab, Assam and Bengal in search of livelihoods and stay away from home for three months in a year. They have found a homegrown answer to the periods of unemployment or under-employment,

this answer has come through another homegrown item, bamboo.

The bamboo is a group of woody grass and regarded as "Emperor" among the grasses. Commonly known as poor man's timber, bamboo is a type of flowering plant that belongs to the family poaceae (grasses) and sub-family bambusoidae. Bamboo is one of the most exploited plants on the planet because its cultivation doesn't require too much effort. In India, it grows abundantly almost all over the country, except in Kashmir Valley, and represented by 20 genera and 136 species. On the basis of genetic diversity of bamboo, India is second richest country after China. The annual production of bamboo in India is about 4.6 million tonnes; about 1.9 million tonnes is used by the pulp industries. The economic impact of the agroforestry-based bamboo system may influence general economic development considerably. In India, more than 50% of total bamboo species occur in North Eastern States. The forest of bamboo covers 10.3 million hectare which contributes 12.8% of total forest area of country (Rai and Chauhan, 1998).

In North Chotanagpur, natural bamboos occur within dry bamboo brakes (Champion and Seth, 1968) spread over most of the district. Outside the forest, large scale cultivation is practiced in

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villages. The bamboo species were identified based on the morphological and anatomical descriptions of the plants (Cambell 1988; Verma and Bahadur 1980; Tewari 1993) and Culm sheath morphology (Chatterji and Raizada 1963).

Giant bamboo is the world's tallest grass plant, with some species in India reportedly reaching 151 feet (46 meters). This durable and tough plant is found on every continent and in every place that is warm and moist. From tropics to mountains it can survive anywhere. Some of them can grow up to 30 meters in height and others a few inches above the ground.

Special features of bamboo

- Bamboo is the fastest growing plant on the planet. It can grow 3 feet in height in 24 hours under appropriate climate conditions. Unlike other woody plants, bamboo reaches maturity after only 3 to 5 years. It has been around for 30 million years and still going strong.
- Flowers of bamboo are rarely seen. Some species of bamboo develop flowers after 65 or 120 years. Interesting fact about flowering is that all plants of one bamboo species develop flowers at the same time, no matter where they are located in the world.
- Bamboo releases 30% more oxygen into the atmosphere and absorbs more carbon dioxide compared to other plants. Because of these features, bamboo greatly decreases amount of greenhouse gases in the atmosphere and cleans the air.
- Bamboo has stronger structure than steel and it is widely used in the construction industry. Other than that, bamboo is used in the manufacture of floors, furniture, house walls, skateboards, bicycle frames and helmets.
- Bamboo is used widely for building materials due to its high tensile strength. The tensile strength of steel is 24,000 psi and of bamboo is 28,000 psi. It can be used as a great replacement for wood in flooring, furniture and utensils too.
- Clothes made out of Bamboo keep the skin cool and dry. These fibers never cling to the body and are great for people with skin allergies. It works as a natural thermostat to

control the temperature of the body. One can even find bamboo bed sheets, bamboo linens, shirts, deodorants, and even socks.

Objectives of the study

The following objectives have been taken for the present study.

- To discuss the bamboo resources and work done (physical and financial) for bamboo in Jharkhand.
- To study the various factors to enhance the functioning of training institutes and state corporation.
- To provide visibility and scoreboard to the Government of Jharkhand regarding scope of the bamboo sector.

Data & Methodology

The study is primarily based on secondary data. The data for the present study have been taken from published reports and documents, handbooks, articles, journals and various websites. The method used is analytical and descriptive.

Data Analysis

Bamboo Resources of Jharkhand

Studies have been conducted to assess bamboo resources at both forest and non-forest areas in the state of Jharkhand. Information on land use, bamboo overlapping areas in forests, demographic features of the villages, households owning bamboos, species diversity, their growth, productivity etc., have been collected on sample survey basis covering all the agro-climatic zones of the state. 14.51% of total forest area (TFA) is covered with potential natural bamboos of mainly *Dendrocalamus strictus* (>98% area) with average clump density of 170 (clumps ha⁻¹). Other species encountered are *Bambusa bambos* and *Gigantochloa albociliata*. The natural bamboos are in a state of severe degradation due to indiscriminate felling of this plant by villagers. Absence of any management system and lack of state vigilance worsens the situation. Altogether 10 bamboo species have been found with dominant species being *Bambusa nutans* (representing 84.58% of TBA and 1.31% of TBA), *Dendrocalamus strictus* (11.93% of TBA and 0.18% of TBA). This indicates that, by retaining 50% of land under these two

land use classes for other domestic purposes, it is possible to extend bamboo cultivation in additional 39.56% of land not used for cultural practices in the state with suitable species and adequate extension mechanism to safeguard ecological and economic scenario of the state.

Present Scenario

Jharkhand State Forest Development Corporation Limited, Ranchi works as Nodal agency to the National Bamboo Mission, which is operated by Government of India. In the light of directions given

by National Bamboo Mission, the work of bamboo plantation is done by regional forest division. So, the forest Corporation by the medium of regional division of Forest & Environment Department, carries various works like plantation of bamboo, encouragement of bamboo forest, its product, making bamboo handcrafts and even training of farmers. So far the work done by J.S.F.D.C. in bamboo is concerned, the data is as below. The total area under bamboo plantation during the period from 2007-08 to 2011-12 is depicted in Table-1.

Table 1-Bamboo plantation under National Bamboo Mission

Sl. No.	Financial Year	Total area (in hectare)
1	2007-08	550
2	2008-09	832
3	2009-10	850
4	2010-11	1600
5	2011-12	460
6	Total	4292

Source: www.jsfdc.nic.in/bamboo/yearwiseplantation 07-12

The achievement is measured in terms of area of cultivation for bamboo. Looking at the five years work, it is observed that plantation started off at 550 hectares, grew till 850 ha. in the year 2009-10. The year 2010-11 shows a data marking 1600 ha. But the plantation slashed to its one-third size in the last financial year 2011-12 as indicated above in Table1.

The basic reason for such downfall in the area of plantation in the year 2011-12 is that this fastest growing plant, bamboo, grows to the maximum for four years and after every fourth year the land needs to be cleaned up again for new plantation and growth. The financial achievement is presented in Table-2 below.

Table 2 : Financial achievement under National Bamboo Mission

Financial Year	Funds Released (in lakhs)	Financial achievement (in lakhs)	Percentage of fund utilised
2007-08	100.00	99.79	99.79
2008-09	276.56	178.18	64.43
2009-10	109.14	107.61	98.59
2010-11	352.00	327.20	92.95
2011-12	200.00	190.21	95.11
Total	1037.70	1002.99	96.66

Source: www.jsfdc.nic.in/bamboo/achievements 07-12

The financial achievement data says similar story as in the physical achievement. The financial year 2010-11 ranks highest in financial achievement too. Starting off, at the amount of 100 lakhs, the amount became double in the next period of 2008-09. The value went up in four progressive years and then dropped down in the financial year 2011-12.

Development of 'Bambike' by Jharkhand State Forest Development Corporation Ltd., Ranchi

To encourage the handicrafts and products of Bamboo through JSFDC, a bicycle of bamboo has been designed. The National Cycle Research institute was contacted, and technical advice was taken. As per advice, the bicycle was manufactured. In this bicycle, the main frame and handle was made with the use of treated regional hilly bamboo 'dendrocalamus strictus'. A preventive coating was done on it. In this bamboo made bicycle, instead of using five to six kg. of iron (non-renewable resource), the bamboo (renewable source) was used. Moreover, the bicycle is comfortable and

convenient to ride. This bicycle is available in market @ Rs. 3600/- whereas JSFDC has fixed its price at Rs. 3000/- only.

Under National Bamboo Mission, two common facility center-cum-training have been opened at Charhi & Silli. One is the agarbatti making unit at Silly & the other is Bamboo treatment plant at Charhi. The bamboo treatment is a long process and hence is the asset created at that centre. Nearly 80% of asset is created there and the rest 20% is created at the other agarbatti making centre of Silly.

Department of Agriculture & Co-operation (DCA), Ministry of Agriculture had launched a centre sponsored scheme namely National Bamboo Mission (NBM) in 27 states including Jharkhand. One of the main objectives of this scheme was to generate employment opportunities for skilled and unskilled persons, especially unemployed youths. To list a few work done; the components, the target and work accomplished is presented in the Table-3.

Table 3- Work done under NBM

Sl. No.	Components	Physical (in ha./no.)		Financial (in lakhs)	
		Target	Achievement	Target	Achievement
1	Establishment of plantation in forest area (in ha.)	3882	3732	954	750
2	Advance works of plantation in non forest land (in ha.)	770	12	61	0.49
3	Improvement of existing stocks in non forest area (in ha.)	3665	3009	270	169
4	Training of farmers within state (in no.s)	1175	228	27	4.16
5	Training of farmers outside state (in no.s)	450	50	11.25	1.10
6	Training of field functionaries	625	70	50	5
7	Workshop/Seminar at National level (in no.s)	4	0	20	0
8	Workshop/Seminar at State level (in no.s)	4	2	12	5
9	Workshop/Seminar at District level (in no.s)	16	5	16	5

Sl. No.	Components	Physical (in ha./no.)		Financial (in lakhs)	
		Target	Achievement	Target	Achievement
10	Bamboo wholesale and retail markets at Chakulia, Sahebganj, Ranchi, Daltonganj and Hazaribagh	5	0	20	0
11	Bamboo bicycle making unit	1	1	0.75	0.75
12	Bamboo shoot & pickles unit	2	0	10	0
13	75 days training of artisans	450	30	112.50	7.40
14	Establishment of bamboo treatment plant	0	0	15.00	0
15	Bamboo charcoal unit	1	0	5	0
16	Evaluation and monitoring	0	0	11.38	5.50
17	Research and Development	0	0	318	0
18	Micro irrigation in non forest area	0.00	0.00	153.60	0.00
19	Consultancy services	0.00	0.00	27.54	9.13

Source: Bamboo Section, NBM, J.S.F.D.C., Head Office, Ranchi

It can be seen from the above table that the corporation needs to work more on training of farmers and artisans so that the local rural villagers can acquire new skill which would aid them in earning livelihood. They are half way in evaluation and monitoring work and have covered one-third of the target in consultancy services. The corporation is marred in its Research and Development wing of NBM which is an important component for a new project.

Utilising Bamboo & Skill Development

Bamboo plantations have been undertaken on a targeted 25,000 hectares. With a total project cost of Rs 30.97 crore, Jharkhand approached the Mission with agro-forestry in mind while earmarking 48 hectares per FDA on non-forest land. The plan involves planting bamboo with shade-loving agricultural crops, horticultural crops, cereal crops, medicinal plants and oilseeds, as per local requirement.

Steps forward

Development of bamboo-based agro-forestry farming systems under Birs Agricultural University,

Ranchi for a project cost of Rs 159 lakh, Space renovation and groundwork for establishing 24 centralized nurseries in public sector worth Rs 1.01 crore. Establishing 10 tissue culture units in private sector for Rs 1.07 crore, Survey and identification of existing bamboo resources and bamboo-based agro-forestry practices in all 22 districts for Rs 11 lakh has been done. Establishment of plantation of commercially important bamboo species in 1664 hectares of forest and non-forest areas for Rs 1.80 crore besides micro-irrigation on 5 hectares per FDA HRD and technology transfer through capacity building of scientists and staff, community organization, demonstration cum training workshop in 22 villages, training to stakeholders.

SHGs on handicraft and value-addition and seminars for Rs 94 lakh evaluation and improvement of existing stock and variety of bamboo used by craftspeople and artisans in over 200 hectares for Rs 1 crore Market development involving wholesale and retail markets at Chakulia (East Singhbhum) and Deoghar, a bamboo bazaar each at Ranchi, Daltonganj and Hazaribagh and retail outlet at Ranchi for Rs 21 lakh. Innovative intervention through establishment of revolving funds to

SHGs for providing micro-credit for raw material, transportation, etc, for an outlay of Rs 70 lakh.

Apart from the bamboo project of NBM, Jharkhand Skill development Mission Society, also aims to boost up the versatile bamboo, to train the villagers & to provide platform to learn new skills. The Department of labour employment and training provides skill training in furniture & furnishing's sector. The possibilities of job can be furniture making of bamboo, reed and cane. Any person who is 8th class pass can register and can get skills & certification by HUNAR (Hallmarking of Unrecognised Novice & Amature Resources). An amount of Rs. 80 lakhs was released by the Council of Handicrafts Development Corporation (COHANDS), Delhi under the Special Project on Bamboo Plantation and Allied Products in N. Bengal, Assam, Jharkhand, Chhattisgarh, HP and Gujarat in March 2003. There are few more training partners under 'The National Skill Certification & Monetary Reward Scheme'; to name a few AELIS pvt. Ltd., KGVK, SWADESI society. These training providers operate in vaious districts of Jharkhand with focus on 5J's as (Jal , Jangal, Jameen , Jaanwar and Jan), Tribal Development, livelihood Promotional through Income generation activities, Social development through Health, Hygiene & Sanitation Education, Environment through sustainable renewable energy, skill enhancement, skill development training, Vocational training programs, Micro enterprise creation, and other development programs in bamboo, Incense stick, terracotta etc.

Outcome of developed skills of Cane and Bamboo of Jharkhand

Jharkhand is very famous for making exquisite baskets, cane products and other utility items. Uses include building material, woven mats for floors, baskets etc. Furniture of cane and bamboo of this region is classic. Some of the important crafts in Jharkhand are bamboo crafts, wood crafts, metal works, Paitkar paintings, ornaments, stone carvings and toys. The bamboo crafts of Jharkhand exhibit wonderful hand work. The important bamboo articles in Jharkhand include different baskets. Other bamboo articles of the state are the accessories used for fishing and hunting. The Jharkhand crafts of wood are mainly of day-to-day use. The different

articles that the people of Jharkhand make include window, boxes and the panels of doors. Bamboo Work is done specifically in adjoining villages of ranchi like soso, chelagi, khunti, bamahani.

There are quite a few forms of craft in the eastern state of Jharkhand and one of them is the bamboo crafts of Jharkhand. The people of the state who belong to the different ethnic groups in the state are mainly engaged in this form of craft. The tribal people of Jharkhand are engaged in a great deal of intricate and fascinating hand work, which is quite unique to the state of India. The major articles that are made out of bamboo in Jharkhand include baskets and accessories used for fishing and hunting. The bamboo crafts in Jharkhand that the ethnic people of the state of Jharkhand make are mostly carved out of the bamboos available locally. The variety of bamboo produced by the bamboo grooves of the state is not very thick. However, these bamboos are suitable for the different kinds of bamboo crafts at Jharkhand, since they are not weak and yet can be twisted and turned to a great extent. The crafts of Jharkhand form a very significant part of the cultural lineage of the state of Jharkhand in India. The crafts at Jharkhand exhibit a great deal of expertise. But, the perfection of the craftsmanship is not matched with necessary promotional activities. Due to this, the crafts in Jharkhand, as a whole, have not received the national and international acclaim that it deserves.

Conclusion

The state forest development corporation and various institutes are found involved in the physical and financial development of bamboo. The process of plantation, upbringing and making various products out of the versatile bamboo is being done. However, the need of the hour is assurance of employment prior to conduct of training because if the person is able to make money out of his learnt skill, then only others will come and learn such skills. The Jharkhand Skill Development Mission Society and National bamboo Mission should work hand to hand and be incharge of the project.

The study reveals that lack of good knowledge, suitable training and proper guidance are the causes of the sluggish behaviour of this sector. The study emphasizes the need for conducting training programs by one common platform which would

take an indepth monitoring and supervision of the people and product at grassroot. Also, the same platform should provide an opportunity to the skilled artisans to serve in the sector so that they can earn a good income out of their talent and hard work. Moreover, this would set examples for other villagers to pour in and motivate the rural tribals including women as well and make the venture a success. Then only this “emperor grass” will serve the purpose of poor man’s timber, aid in eradicating poverty and thus will be wisely known as “green gold of future.”

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