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EDITORIAL NOTE

Dear Readers,

On behalf of the Editorial Board of the XIBA Business review, I am glad to present the Volume 5, Issue 1 of the journal. The journal established in September 2014 has now published 10 issues and the average download per article is increasing every month. All these are promising signs. We could reach this stage through the constant support of Board Members and intellectual generosity of the readers and contributors (authors and reviewers). The second half of the year 2022 that changed all of us in some way or the other. While some aced their Management skills, others dedicated their time and focus to get fitter and better in their Administrative skills. XIBA Business Review gives a diversified knowledge on the various concepts of Business Management through Literature study and scientific study.

The study on job attrition among employees in manufacturing industries with special reference to Salem district displays the impact of employee attrition that leaves a long term negative impression on goodwill of organization. The article titled ‘The Impact of Workplace Stress on Teachers belonging to Privately Managed Business Schools in the Tirunelveli District’ describes the factors of Workplace stress which is linked to work circumstance, family-work interaction, personal competence, and professional competence growth. The article which titles the “Implementation of Green Human Resource Management Practices in Textile Sectors” emphasizes the importance of human resources departments in the execution of environmental policies and the development of a sustainable company culture.

Talent managers and executives are quickly adopting technologies like artificial intelligence (AI), machine learning (ML), data analysis, and the cloud in order to successfully deal with this change in the environment and make their ecosystem for human management more adaptable. This is dealt well in the article “Impact of Technology on Talent Management in Indian Companies”. The journal describes the Impact of Digitalization on Postal Services among Postal Employees in Kanyakumari District. Also this issue of XBR contains article which measures the Occupational Stress of Nurses in private hospitals and the Work Life Balancing Strategies Adopted by the Private Sector Bank Employees.

A study on The Quality of Work life from the perspective of employees belonging to Automotive Industry in South Tamil Nadu finds a place in this Journal too. By inviting contributions from Academicians, Industrialists, Professionals, Businessmen, Researchers and Students in the field of Business Administration XBR will soon be elevated to UGC Care List Journal. In conclusion I thank all our members of the editorial board and advisory board and reviewers for their continued support and encouragement. We hope this issue brings XBR closer to achieving its mission to incrementally provide a voice for scholars embarking on Corporate focused research.

Rev. Dr. A. Michael John SJ

Editor-in-Chief

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A STUDY ON JOB ATTRITION AMONG EMPLOYEES IN MANUFACTURING INDUSTRIES WITH SPECIAL REFERENCE TO SALEM DISTRICT

S. Sekar*

Abstract *Attrition is the departure of employees from the organization for any reason like resignation, termination, death or retirement. The main aim of this paper is to recognise the reasons, why attrition occurs in manufacturing industries in Salem District, to identify the satisfactory level of employees towards their job and working conditions and to find the ways to reduce the attrition in manufacturing industries in Salem District. In this present study, the sample size of 50 respondents were selected from manufacturing industries like textile mills, cotton mills, steel industries, automobile industries and electrical industries which are situated in Salem District. The result showed that there is a significant Difference (at 0.05 levels) amongst the different categories of experience of the respondents with the attrition factors.*

Keywords *Job Attrition, Motivational Factors, Attrition Factors, Manufacturing Industries*

INTRODUCTION

Attrition is a critical issue and pretty high in the industry these days. It's the major problem which highlights in all the organizations. Though the term 'ATTRITION' is common, many would be at a loss to define what actually Attrition is, "Attrition is said to be the gradual reduction in the number of employees through retirement, resignation or death. It can also be said as Employee Turnover or Employee Defection" Whenever a well-trained and well-adapted employee leaves the organization, it creates a vacuum. So, the organization loses key skills, knowledge and business relationships. Modern managers and personnel administrators are greatly interested in reducing Attrition in the organization, in such a way that it will contribute to the maximum effectiveness, growth, and progress of the organization. High attrition result to loss on the cost of company spent on recruitment and training. The impact of employee attrition leaves a long term negative impression on goodwill of organization. In simple words, it can said that employee attrition is caused due to non-fulfilment of employee's perception or expectation towards employer or failure of employer's commitment towards employee's satisfaction. The main objectives of this study is to know the reasons, why job attrition occurs, to identify the factors which make employees dissatisfy, to know the satisfactory level of employees towards their

job and working conditions and to find the areas where manufacturing industries in Salem District is lagging behind.

INDUSTRIES IN SALEM DISTRICT

One of the most famous industries of Salem is the textile industries. Salem has Indian Institute of Handloom Technology, which is second of its kind all over the country. Apart from that, the head office of State Department of Sericulture is located in Salem. The town also has many industries like sago, textile, automotive, poultry and steel industries, which provides employment to the citizens of Salem. With its rich resources in various fields and the means of transportation, Salem is an upcoming and fast-growing city in Tamil Nadu and South India. It is just a matter of time, when it catches up with the other cities. Salem district has a greater establishment of Large Scale Industries. Large Scale Industrial Units covers a wide range of product lines grouped into Chemical, Mineral based Industries, Opportunities in the district. There are 57139 registered micro, small and Medium Scale Industrial Units Steel, spinning etc., Major Large Scale Industries in the district are SAIL, Burn and Co., JSW Steels, MALCO, Chemplast Sanmar, Tamil Nadu Magnesite, Sago Serve, etc., providing employment with State Industries department. The district is bestowed with rich wealth of minerals such as Bauxite, Limestone, Quartz, Felspar, Magnasite and Granite.

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TYPES OF ATTRITION

Employee attrition is classified into five types, namely: (1) Internal versus External Attrition; (2) Skilled versus Unskilled Employee Attrition; (3) Functional and Dysfunctional Attrition; (4) Voluntary versus Involuntary; and (5) Pull and Push form of Attrition.

Internal Versus External Attrition

Like Recruitment attrition can also be classified into Internal and External attrition. Internal attrition involves employees leaving their current position in the organization and they take up new position inside the organization. This could happen either in positive as well as negative aspect. In the case of Positive aspect of employee attrition it could be because of increase in employee morale, appreciation of employees, etc. The negative aspect of employee attrition would be due to project or relational disruption and lack of expertise in a particular department. Internal attrition can be moderated and controlled by typical HR mechanisms such as Succession Planning. On the other hand, External attrition refers to employees leaving the organization for better terms of employment status or preferring higher salary. External attrition creates more impact to the organization and the employer is more concerned about it.

Skilled Versus Unskilled Employee Attrition

Unskilled positions often have high attrition, and employees can generally be replaced without the organization incurring any loss of performance. The ease of replacing these employees provides little incentive to employers to offer generous employment contracts; conversely, contracts may strongly favor the employer and lead to increased attrition as employees seek, and eventually find, more favorable employment. However, high attrition rates of skilled professionals may pose a risk to the business or organization, due to the human capital lost - skills, training, and knowledge lost. Notably, given the natural specialization of skilled professionals, these employees are likely to be re-employed within the same industry by a competitor. Therefore, attrition of these individuals incurs both replacement costs to the organization, as well as a competitive disadvantage to the business.

Functional and Dysfunctional Attrition

Functional attrition doesn't hurt the company. Employees who elect to leave their jobs might be part-time employees without unique skills, or they're simply not top performers.

The loss of their talents doesn't prevent work from getting done effectively. If they're poor performers, the company can even benefit by replacing them with better performers and improving the quality outcome of the affected jobs. With functional attrition, the benefits gained by replacing outgoing employees exceed the costs incurred. Dysfunctional attrition does hurt the company. The costs exceed any potential benefits. Some employees who are leaving might be top performers whose work has proved to have a direct impact on profitability. Others might have unique skills that are hard to come by, making it difficult – and costly – to recruit and hire replacements. Losing too many minority group members can affect the diversity of a company's workforce. When a company loses too many employees that fit any of these scenarios, the costs associated with replacing them combine with other costs, such as those associated with quality problems and customer complaints.

Voluntary versus Involuntary Attrition

Voluntary attrition or voluntary attrition means employees leave the organization out of their own will. They may tend to leave the job due to various factors such as lack of interest, salary problems and various problems with their peer groups, supervisors etc. Involuntary attrition refers to the employee discharge by the organization and it happens for various reasons such as retirement, unethical behavior, suspension, dismissals, corporate changes etc. There is another form of attrition known as compulsory attrition where the employees leave the organization due to the implementation of government rules and regulations and the impact of those rules on the organization.

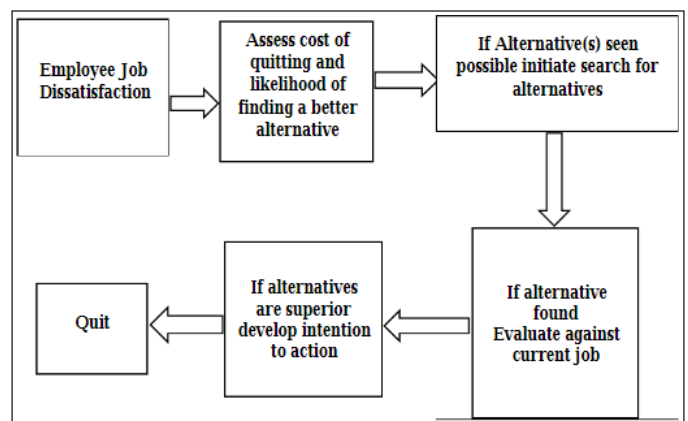


Fig. 1: Traditional Model of Attrition

Pull and Push Form of Attrition

The employee attrition is also interpreted in terms of causes arising from which side – the employee side or the employer

side? When an employee leaves his job/employment in an organization for his own reasons it is labeled as the Drag or Pull form of Attrition – the reasons for leaving drag the employee out of his job and the organization. On the other hand, the attrition is labeled as Drive or Push form of Attrition when the employer takes the initiative to ask the employee to quit the job and the organization. This classification of employee attrition does not make any distinction between the employees – anyone can be affected by the drag or drive factors.

CAUSES OF EMPLOYEE ATTRITION



REVIEW OF LITERATURE

Latha (2010) in her article “A Study on Employee Attrition and Retention in Manufacturing Industries in Nellore District, Andhra Pradesh” suggested that even though the employees are satisfied with their nature of job, it is identified in the study that many employees prefer to change their job due to lack of growth opportunities in their job. So the companies can look for some innovative technologies to decrease their attrition level by providing growth opportunities. The company should also think of recruiting people who are in the vicinity of the industry, so that the family related problems will not lead to attrition.

Brijesh Kish, Goswami, Sushmita Jha (2012), in their article “Attrition Issues and Retention Challenges of Employees” conclude that, Organizations planning for the future should be giving close attention to why attrition is occurring in the present. To ignore why people are leaving the organization is to ignore the organization’s greatest asset - its people. People are needed to accomplish the task but people are more than just tasks they perform. They are dreams, hopes, ambitions, creativity and innovation. To recognize and cultivate these valuable assets is one of the surest ways to build an

organization that leads rather than follows in domestic and global markets. Zahra et al. (2013) have highlighted the significance of commercialization of education which leads to faculty turnover. As the number of Universities are increasing there is a paradigm shift which is increasing the staff turnover because of abundant opportunities. (Vinit et al., 2013) highlighted that factors like appraisal, openness, training, and flexibility act as key influencers for employee turnover. Thus these are the parameters on which an employee thinks before deciding to leave an organization. Saleem and Affandi, (2014) investigated the impact which Human Resources practices have on the employee attrition. Fairness of rewards and growth opportunities were considered to be the key factors influencing the employee’s decision to leave an organization.

Even though there are many studies related to employee attrition, no study have focused on the manufacturing industries in Salem district. Hence, the present study helps to recognise the reasons, why attrition occurs in manufacturing industries in Salem District.

NEED FOR THE STUDY

The success of any manufacturing organization depends largely on the workers, the employees are considered as the backbone of any company. The study was mainly undertaken to identify the level of employee’s attitude, the dissatisfaction factors they face in the organization and for what reason they prefer to change their job. Once the levels of employee’s attitude are identified, it would be possible for the management to take necessary action to reduce attrition level. Since they are considered as backbone of the company, their progression will lead to the success of the company for the long run. This study can be helpful in knowing, why the employees prefer to change their job and which factors make employee dissatisfy. Since the study is critical issue, it is needed by the originations in order to assess the overall interest and the feelings of the employees towards their nature of job and organization. This study can be helpful to the management to improve its core weaknesses by the suggestions and recommendations prescribed in the project. This study can serve as a basis for measuring the organization’s overall performance in terms of employee satisfaction. The need of this study can be recognized when the result of the related study need suggestions and recommendations to the similar situation.

STATEMENT OF PROBLEM

The aim of the present study is to study factors like salary, superior – subordinate relationship, growth opportunities, facilities, policies and procedures, recognition, appreciation,

suggestions, co-workers by which it helps to know the Attrition level in the organizations. This study also helps to find out where the organizations are lagging in retaining.

SCOPE OF THE STUDY

The scope of this study is confined to manufacturing industries, which are located in Salem District, Tamil Nadu. The study is taken the survey with the employees of the Industries. The study throws light through valuable suggestion to decrease attrition level in the organization

OBJECTIVES OF THE STUDY

- To recognise the reasons, why attrition occurs in manufacturing industries in Salem District.
- To identify the satisfactory level of employees towards their job and working conditions.
- To find the ways to reduce the attrition in manufacturing industries in Salem District.

HYPOTHESES

H1: There is a significant relation between educational qualification and attrition factors of the employees.

H2: There is a significant relation between experience and attrition factors of the employees.

H3: There is a significant relation between educational qualification and motivational factors relating to employee retention.

H4: There is a significant relation between experience and motivational factors relating to employee retention.

RESEARCH DESIGN

The survey method used in the present study is sample survey and the research design choice, particularly for small scale enterprises, depends on the kind of problems being studied. Here descriptive research design may suit research topics for small enterprises.

SAMPLE SIZE AND SAMPLING METHOD

The target respondents of the study are the employees of manufacturing industries located industrial parks of Salem District, Tamil Nadu. The total sample size taken for the present study is 50 and the sample method used is convenient sample method. The selected respondents belonged to the manufacturing industries like textile mills, cotton mills, steel industries, automobile industries and

electrical industries. It is important to recognize that these categories of manufacturing industries are the predominant type of small scale enterprises in the Salem District.

DATA COLLECTION

The primary data were collected through questionnaire followed by the discussions with management and employees of manufacturing industries located in the Salem District, Tamil Nadu. The secondary data collected through websites, journals and magazines.

ANALYSIS TECHNIQUE

Statistical tools like Percentage Analysis and ANOVA Test are used to find the result.

LIMITATION OF THE STUDY

Almost 100 employees were interviewed before floating the questionnaire but only 50 of them agreed upon to respond. So the response were from 50 employee only. Moreover the study only focuses on five factors of attrition thus leaving many more.

ANALYSIS AND INTERPRETATION

Employee's Opinion about Salary

A salary is a form of remuneration paid periodically by an employer to an employee, the amount and frequency of which may be specified in an employment contract. The following table shows the employee's opinion about salary in various attributes.

Table 1: Employee's Opinion about Salary

Attributes	Very High	High	Medium	Low	Very Low	Total
My Salary when compared with Competitor company.	14 (28%)	19 (38%)	3 (6%)	10 (20%)	4 (8%)	50 (100%)
Performance Bonus given to me by the company.	9 (18%)	12 (24%)	21 (42%)	5 (10%)	3 (6%)	50 (100%)
Satisfaction level in Salary & Increment.	8 (16%)	7 (14%)	9 (18%)	19 (38%)	7 (14%)	50 (100%)

Source: Primary Data.

Table 1 explains that 38 percent of employees have the opinion that their salary compared with the competitor company as high, 42 percent of employees has an opinion that the performance bonus they getting is medium and 38 percent of employees has an opinion that they have low level of satisfaction with their salary & increment.

Employee’s Opinion about Superior – Subordinate Relationship

In an organization communication occurs between members of different hierarchical positions. Superior-subordinate communication refers to the inter actions between organizational leaders and their subordinates and how they work together to achieve personal and organizational goals. The following table shows the employee’s opinion about superior – subordinate relationship in various attributes.

Table 2: Employee’s Opinion about Superior – Subordinate Relationship

Attributes	Very High	High	Med-ium	Low	Very Low	Total
The encouragement getting from supervisors to work asteam.	14 (28%)	20 (40%)	5 (10%)	7 (14%)	4 (8%)	50 (100%)
The Supervisor’s effort for job Promotion.	8 (16%)	12 (24%)	10 (20%)	17 (34%)	3 (6%)	50 (100%)

Source: Primary Data.

Table 2 leads to conclusion that 40 percent of employees have the opinion that their encouragement from superior is high and 34 percent of employees have an opinion that the superior’s effort to help for job promotion is low.

Employee’s Opinion about Growth Opportunities

An employee’s perception of internal opportunities for growth and development is one of the more important predictors of employee engagement. The following table shows the employee’s opinion about growth opportunities in various attributes.

Table 3: Employee’s Opinion about Growth Opportunities

Attributes	Very High	High	Med-ium	Low	Very Low	Total
Opportunities provided by the company.	20 (40%)	10 (20%)	6 (12%)	9 (18%)	5 (10%)	50 (100%)

Attributes	Very High	High	Med-ium	Low	Very Low	Total
Chances of getting Promotion.	11 (22%)	18 (36%)	9 (18%)	6 (12%)	6 (12%)	50 (100%)

Source: Primary Data.

Table 3 leads to conclude that 40 percent of employees have the opinion that their opportunities provided by the company are very high and 36 percent of employees have an opinion that the chances of promotion are high.

Employee’s Opinion about Facilities

Facilities management is very important whatever type of organization is considered, the management of the pool and sports halls in a leisure center, including changing pool water, making sure that electricity and lighting is regularly maintained etc., the machinery and equipment in a manufacturing plant, the maintenance of the pitch, and stadium for a sports club -including regular checks on floodlights, health and safety equipment etc. The following table shows the employee’s opinion about facilities in various attributes.

Table 4: Employee’s Opinion about Facilities

Attributes	Very High	High	Med-ium	Low	Very Low	Total
Benefit and welfare facilities provided by the company.	12 (24%)	6 (12%)	10 (20%)	17 (34%)	5 (10%)	50 (100%)
Satisfaction getting with the physical working condition.	10 (20%)	19 (38%)	4 (8%)	8 (16%)	9 (18%)	50 (100%)

Source: Primary Data.

Table 4 leads to conclusion that 34 percent of employees have the opinion that the welfare facilities provided to them by the company is low and 38 percent of employees has an opinion that the physical working conditions are high.

Employee’s Opinion about Policies and Procedures

A policy is a principle or rule to guide decisions and achieve rational outcomes. A policy is a statement of intent, and is implemented as a procedure or protocol. Policies are generally adopted by the Board of or senior governance body within an organization whereas procedures or protocols would be developed and adopted by senior executive

officers. The following tables shows the employee’s opinion about policies and procedures in various attributes.

Table 5: Employee’s Opinion about Policies and Procedures

Attributes	Very High	High	Med-ium	Low	Very Low	Total
Employee policies and Procedures.	10 (20%)	6 (12%)	22 (44%)	5 (10%)	7 (14%)	50 (100%)
Adminis-tration of employee Policies.	9 (18%)	23 (46%)	6 (12%)	4 (8%)	8 (16%)	50 (100%)

Source: Primary Data.

Table 5 explains that 44 percent of employees have the opinion that the employee policies and procedures of the company are medium and 46 percent of employees have an opinion that the administrations of the policies are high.

Employee’s Opinion about Recognition

Employee Recognition is the timely, informal or formal acknowledgement of a person’s or team’s behavior, effort or business result that supports the organization’s goals and values, and which has clearly been beyond normal expectations. The following table shows the employee’s opinion about recognition in various attributes.

Table 6: Employee’s Opinion about Recognition

Attributes	Very High	High	Med-ium	Low	Very Low	Total
Recognition received abil-ities, efficiency and good work done.	13 (26%)	9 (18%)	21 (42%)	4 (8%)	3 (6%)	50 (100%)
Cash award/ salary in-crease/promo-tion getting for outstanding performance.	10 (20%)	7 (14%)	6 (12%)	19 (38%)	8 (16%)	50 (100%)

Source: Primary Data.

Table 6 explains that 42 percent of employees have the opinion that the Recognition received by the company for their abilities, efficiency and good work done are medium and 38 percent of employees has an opinion that the Cash award/salary increase/promotion getting for outstanding performance are low.

Employee’s Opinion about Appreciation

Employees expecting that for their hard work and contributions, their need appreciation. And, don’t forget to say please often as well. Social niceties do belong at work. A more gracious, polite workplace is appreciated by all. The following table shows the employee’s opinion about appreciation in various attributes.

Table 7: Employee’s Opinion about Appreciation

Attributes	Very High	High	Med-ium	Low	Very Low	Total
Appreciation receiving for the good work done.	11 (22%)	7 (14%)	3 (6%)	9 (18%)	20 (40%)	50 (100%)
Encourage-ment receiv-ing to learn new skills on the job.	8 (16%)	5 (10%)	6 (12%)	17 (34%)	14 (28%)	50 (100%)

Source: Primary Data.

Table 7 explains that 40 percent of employees have the opinion that the Appreciation receiving for the good work done are very low and 34 percent of employees has an opinion that the Encouragement receiving to learn new skills on the job are low.

Educational Qualification Vs Attrition Factor

H1: There is a significant relation between educational qualification and attrition factors of the employees. The following table shows relation between educational qualification and attrition factors.

Table 8: Educational Qualification Vs Attrition Factor

Factors	Mean Square	F Value	Sig.
Salaries	9.124	22.943	.000
Superior – Subordinate Relationship	2.971	31.648	.000
Growth Opportunities	3.954	19.247	.000
Facilities	4.102	26.513	.000
Policies & Procedures	2.184	23.514	.000

Source: Computed from Primary Data.

It was found by ANOVA test that there is a significant difference (at 0.05 levels) amongst the different categories

of educational qualification of the respondents with the attrition factors. So, hypothesis is accepted.

Experience Vs Attrition Factors Relating to Employee Retention

H2: There is a significant relation between experience and attrition factors of the employees. The following table shows relation between experience and attrition factors.

Table 9: Experience Vs Attrition Factors

Factors	Mean Square	F Value	Sig.
Salaries	13.246	4.002	.008
Superior – Subordinate Relationship	4.318	5.167	.001
Growth Opportunities	5.217	6.127	.001
Facilities	6.237	3.275	.012
Policies & Procedures	2.768	9.120	.000

Source: Computed from Primary Data.

It was found by ANOVA test that there is a significant Difference (at 0.05 levels) amongst the different categories of experience of the respondents with the attrition factors. So, hypothesis is accepted.

Educational Qualification Vs Motivational Factors relating to Employee Retention

H3: There is a significant relation between educational qualification and motivational factors relating to employee retention. The following table shows relation between educational qualification and motivational factors relating to employee retention.

Table 10: Educational Qualification Vs Motivational Factors

Factors	Mean Square	F Value	Sig.
Training	2.751	23.154	.000
Recognition	2.364	19.821	.000
Appreciation	1.372	23.340	.000
Suggestions	1.672	17.320	.000
Co-Workers Relationship	1.008	31.957	.000

Sources: Computed from Primary Data.

It was found by ANOVA test that there is a significant Difference (at 0.05 levels) amongst the different categories

of educational qualification of the respondent with the motivational factors relating to employee retention. So, hypothesis is accepted.

Experience Vs Motivational Factors Relating to Employee Retention

H4: There is a significant relation between experience and motivational factors relating to employee retention. The following table shows relation between experience and motivational factors relating to employee retention.

Table 11: Experience Vs Motivational Factors

Factors	Mean Square	F Value	Sig.
Training	2.943	9.327	.000
Recognition	3.612	1.057	.031
Appreciation	2.301	2.364	.027
Suggestions	2.473	2.120	.035
Co-Workers Relationship	2.750	7.329	.000

It was found by ANOVA test that there is a significant Difference (at 0.05 levels) amongst the different categories of experience of the respondent with the motivational factors relating to employee retention. So, hypothesis is accepted.

SUGGESTIONS

- Many employees have suggested improvement in working environment and employee motivation in the survey. So the companies should give attention to the factors which it can improve itself internally.
- Keeping open lines of communication is essential for employee retention.
- Even though the employees are satisfied with their nature of job, it is identified in the study that many employees prefer to change their job due to lack of growth opportunities in their job. So the companies can look for some innovative technologies to decrease their attrition level by providing growth opportunities.
- Employee compensation is absolutely essential in this competitive labor market for companies to offer attractive compensation packages.
- Every workplace has to deal with unpleasant changes occasionally, and the staff looks to leadership for reassurance.
- The companies should conduct regular meetings to know about what exactly employees expect. Organizations should focus on exit interviews.
- The companies may give training like Personality Development and Self-improvement training to the

employees, every three or six months once this status has to be reviewed and necessary action can be taken. It is better to have such training in the future.

CONCLUSION

The main aim of any organization is to earn profit. But to attain the maximum profit, the organization should concentrate more on employees and the ways to retain them for their long run. From the study it is identified that lack of growth opportunities and salary are the major factors which force employees to change their jobs. This study concludes that to reduce attrition industries should create some opportunities for the growth of their employees within the organization by adopting new Innovative Technologies and Effective training programs. The company should also think of recruiting people who are in the vicinity of the industry, so that the family related problems will not lead to attrition.

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THE IMPACT OF WORKPLACE STRESS ON TEACHERS BELONGING TO PRIVATELY MANAGED BUSINESS SCHOOLS IN THE TIRUNELVELI DISTRICT

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Abstract *According to students, teaching is one of the most difficult jobs on the planet. The competitive status of the global education sector has been shifting in a fast-paced commercial environment. With superior physical structures, corporate management structures, and business intelligence systems, private actors are quickly arising to fill the skills and knowledge gap. In this context, research is being done to see how educators working in private management educational institutes deal with workplace stress in light of a few demographic and job-related factors. A validated stress scale was used to survey teachers at privately operated Business Schools in the Tirunelveli District of Tamil Nadu for the study. Data were obtained from 67 respondents and analysed using SPSS in this quantitative study. Workplace stress was linked to work circumstance, family-work interaction, personal competence, and professional competence growth, accounting for 45 percent of respondents' workplace stress variation.*

Keywords *Workplace Stress, Personal and Professional Competence, Work Situation and Family-Work Interactions*

INTRODUCTION

Occupational stress is a major problem for B-School teachers nowadays. Due to their increased workloads and obligations, teachers in business schools could face stress. The topic of stress is intricate and multifaceted. In the 1930s, Selye coined the term "stress," concentrating on it as the body's effector reaction to demands (Harney, 2008). Stress was described as a bodily condition of stimulation that results in changes that interfere with regular physiological processes (Harney, 2008). Researchers are becoming more and more interested in the abundance of literature and tales about job stress. There have been very few studies on stress in academia, despite the fact that there has been a lot of work done in the business world on issues like low productivity, job satisfaction, high absenteeism, high turnover rates, and physical and psychological illnesses. The dearth of studies on faculty stress is explained by the notion that teaching is a profession with lower stress levels than working in the corporate world. Teaching is one of the 26 most stressful jobs, however, according to a survey done in the United States in 2006 by Jhonson, Cooper, Cartwright, and Donald Taylor. The current study looks into the topic of stress in academia in the business schools of Tamil Nadu's Tirunelveli District.

LITERATURE REVIEW

The purpose of this study was to investigate the variables that affect teacher occupational stress at privately owned business schools in Tirunelveli. The earlier pertinent literature on the subject will be discussed in relation to the topic in this chapter. Three independent variables, including the work environment, work-family environment, and professional competency development, will also be covered along with the research design.

According to Dhar and Magotra, workplace stress can be created by daily burdens, isolation, longer work hours, a hostile work situation, and a poor connection between coworkers and management (2018). Daily demands, isolation, longer working hours, a hostile work situation, and a poor relationship between coworkers and management, according to Dhar and Magotra, can all contribute to workplace stress (2018). (Wen Xin & colleagues, 2019) The context in which the task is accomplished is the work situation. The work situation is the physical location where a task is accomplished. The actual location of the office and its immediate surroundings make up the work situation. Other aspects of the workplace, such as air quality, noise level, and other employee benefits and privileges, are usually

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addressed (Dr. Aram Hanna Massoudi, 2017). Teachers are more stressed than the rest of the population (Tuettemann & Punch, 1992).

Other components of the workplace are often addressed, such as air quality, noise level, and other employee benefits and privileges. Dr. Aram Hanna Massoudi claims that teachers are more concerned than the broader population (Tuettemann & Punch, 1992). The rise of self-supporting educational institutions has transformed the higher education scene (Devi & Velayudham, 2003). According to Reddy and Poornima (2012), the majority of university instructors (74 percent) are under a lot of stress, and 86% of lecturers are burnt out. University professors were also found to have a relationship between working stress and professional burnout. Inadequate compensation, a lack of resources and facilities, and confrontations with superiors and peers are the most common reasons for stress (Jagadeesh, 2013). Stress causes mood disturbances, psychological anguish, worry, poor morale, cardiovascular disease, and exhaustion among teachers, according to Haryana, Song and Rani (2015). Kayastha and Kayastha (2012) established a correlation between high workplace stress and low job satisfaction in a study done in Nepal. Teachers' stress has a negative impact on their health, as well as the health of their students and their organisation. Stress has been shown to have alarming negative impacts on teachers' psychological, bodily, and behavioural reactions in studies.

Just a few of the negative effects include irritability, anger, exhaustion, anxiety, depression, headaches, loss of concentration, disturbed sleep, persistently negative thoughts, low appetite, gastrointestinal issues, musculoskeletal issues, blood pressure, heart disease, stroke, cancer, and suicide (Nagra & Arora, 2013). Employees are required to bring their home responsibilities, financial concerns, and personal troubles to work, causing them to lose focus while doing their duties, resulting in a delay in work submission and subsequent stress. Michie is a fictitious character who appears in a number of comic books (Michie, 2002). Professional competence refers to the set of skills, knowledge, and attitudes required to work in a certain sector or profession. You'll require discipline knowledge as well as the application of concepts, methodologies, and skills to succeed in any industry. Employers increasingly demand a qualification based on technical knowledge and competency that includes cooperation skills, proactivity, innovation, and the ability to apply knowledge from many fields (Leontyev & colleagues, 2016). Stress is defined by Singh (2016) as a person's overwhelming desire for jobs that are beyond their intellect and physical abilities. Excessive stress can lead to major health conditions like heart disease,

digestive disorders, high blood pressure, and headaches to mention a few. Stressed people find it difficult to strike a healthy balance between work and their normal daily activities. In the Tirunelveli District, there has never been a study on occupational stress among teachers of privately owned Business Schools. The link between the workplace, family work interactions, and professional competence development is still unknown. As a result, the study looked into the relationship between the qualities and workplace stress on teachers in privately run business schools.

OBJECTIVES OF THE STUDY

- To examine the differences in workplace stress with respect to the demographic profile of the privately managed B-School teachers.
- To assess the link between B school teachers' work conditions, family-work interaction, personal competency, and professional competence.
- To measure the impact of workplace stress on the faculty members of Business Schools on practising Contemporary teaching skills.

METHODOLOGY

This study was based on a theoretical framework and literature reviews, and it employed primary data. Quantitative research assesses a topic by generating numerical data or data that can be turned into statistically significant figures. Before extending the findings to a larger group, it evaluates attitudes, beliefs, behaviours, and other distinctive traits. A Quantitative research is also more systematic than qualitative research (DeFranzo, 2011). For this study, questionnaires were utilised to collect data, handled electronically through the internet. Descriptive and inferential approaches can be used to examine the data (Datt, 2016). The study's core respondents were teachers from a Tirunelveli District business school, and the questions focused on how workplace stress was influenced by the work situation, family-work interaction, and professional competence development. Non-probability sampling was used in this investigation. As long as they work at business schools in the Tirunelveli District, random selection will be used. The questions are usually constructed utilising a 5-Likert scale.

Framework for Research

Employees' performance can be affected by stress, work quality, and absenteeism.

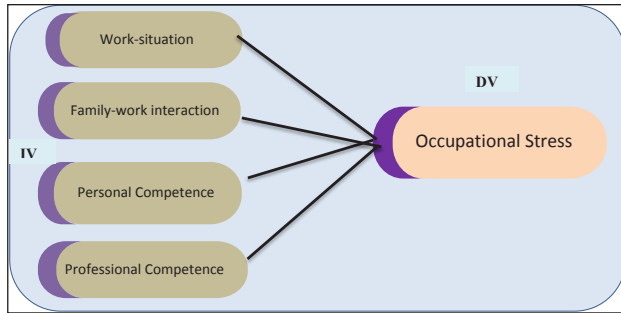


Fig. 1: Research Framework

Demographic Data

A total of 67 people were included in the study. According to the descriptive analysis, female respondents accounted for 58.2% of the total, while male respondents accounted for 41.8 percent. The majority of teachers who responded are between the ages of 36 and 45 (56.7 percent), with 22.4 percent between the ages of 26 and 35 (22.4 percent). 16.4 percent of respondents were over 45 years old, while 25.3 percent were under 25. 61.2 percent of business school

professors are married, while 38.8% are single. 62.7% of the institutes are located in urban areas, and 37.3% are in rural with well-structured innovations. 8% of teachers’ are drawing salary less than Rs. 15000 followed by 19.4% teachers who draw salary from Rs. 15000 to Rs. 25000 and Rs. 25000 to Rs. 50000. About 9% of the teachers draw a salary of above the Rs 50000. The business school teachers living with 3 family members is 68.7%, and 3-5 members are 31.3% and 53.7% of respondents’ live as nuclear family. Business school teachers are living in a joint family which is about 46.3%. About 77.6% of the business school teachers are Postgraduates followed by 17.9% of Doctorates 17.9%. This demonstrates that the vast majority of respondents have postgraduate education. Around 64.2 percent of respondents have worked for less than 10 years, 21.2 percent are having work experience of 10-20 years, and 9.0 percent are working for more than 20 years.

DATA ANALYSIS

The following diagram shows the relationship between the dependent variable, workplace stress, and the independent components: job circumstance, family-work interaction, and personal and professional competence development.

Table 1: Analysis of Pearson Correlation

		Workplace Stress	Work Environments	Family Work Interaction	Personal Competence	Professional Competence
Workplace Stress	Pearson Correlation	1	.353**	.408**	.518**	.639**
	Sig. (2-tailed)		.003	.001	.000	.000
	N	67	67	67	67	67
Work-Environments	Pearson Correlation	.353**	1	.787**	.355**	.351**
	Sig. (2-tailed)	.003		.000	.003	.004
	N	67	67	67	67	67
Family Work Interaction	Pearson Correlation	.408**	.787**	1	.377**	.328**
	Sig. (2-tailed)	.001	.000		.002	.007
	N	67	67	67	67	67
Personal Competence	Pearson Correlation	.518**	.355**	.377**	1	.748**
	Sig. (2-tailed)	.000	.003	.002		.000
	N	67	67	67	67	67
Professional Competence	Pearson Correlation	.639**	.351**	.328**	.748**	1
	Sig. (2-tailed)	.000	.004	.007	.000	
	N	67	67	67	67	67

** Correlation is significant at the 0.01 level (2-tailed).

Table 2: Results of Regression Analysis

Model	R	Square R	Adjusted R Square	Std. Error of the Estimate
1	.674 ^a	.454	.419	.44468

a. Predictors: (Constant), work situations, Professional Competence, Personal Competence, Family Work Interaction.

Estimated Regression Analysis

The estimated regression analysis results of the QWL of respondents are presented in the table.

Table 2 shows the result of the regression analysis. It is found that the R square value is 0.454, which means that 45 percent of the variability shows the workplace stress of respondents. In this case, the independent variables are general wellbeing, work situation, family-work interaction, Personal competence and professional competence.

Table 3: ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.210	4	2.553	12.908	.000 ^b
	Residual	12.260	62	.198		
	Total	22.470	66			

a. Dependent Variable: Workplace Stress.

b. Predictors: (Constant), Work Environments, Professional Competence, Personal Competence, Family Work Interaction.

Table 3 depicts the significant value of regression analysis. This analysis gives more significant value and is much valid, as proved by its significance value 0.000.

Table 4: Coefficients

	Model	Unstand-ardized Coefficients		Stand-ardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.577	.544		1.061	.293
	Family Work Interaction	.295	.174	.261	1.689	.096
	Personal Competence	.022	.130	.025	.172	.864
	Professional Competence	.553	.142	.555	3.885	.000
	Work Environments	-.084	.229	-.056	-.365	.716

a. Dependent Variable: Workplace Stress.

Table 4 shows the respondents' coefficient results. General well-being, family-work interaction, and professional competence are two of the four elements that positively and significantly impact workplace stress. These variables will grow by 1% while everything else stays the same. Workplace stress may cause a .295 and .553 percent rise in these variables, respectively.

Thus, it is inferred from the analysis that the variable, job satisfaction and general wellbeing, have a greater influence on the workplace stress of the respondents as per the highest values 3.885 and 1.689, respectively. The remaining factor, such as Personal competence, has no significant impact, and work situations negatively influence the respondents' workplace stress.

RESEARCH FINDINGS

Workplace stress can be predicted by gender. Men faculty members are more anxious at work than women faculty members, according to the findings of the study. Business School faculty members in their forties and fifties are more stressed in their jobs. Male instructors, are more likely experience stress than female teachers in few B-schools. Female teachers face stress as a result of their working relationships and wage cutbacks, whereas male instructors experience anxiety as a result of education reform and external school reviews.

In addition, 22.4 percent of respondents are between the ages of 26 and 35, while 56.7 percent of respondents are between the ages of 36 and 45. It seems that business school professors in their 40s and 50s are more stressed out at work. Furthermore, the majority of respondents are seasoned teachers with more than 20 years of experience in the classroom. According to a 2005 study by the Health and Safety Laboratory and the Health and Safety Executive, women between the ages of 10 and 20 reported are experiencing the much stress, while men between the ages of 20 and 30 experience high stress. Additionally, one must take their educational background into account. Statistics show that the majority of teachers possess at least a master's degree. According to Shkmbil, Fleura, Melonashi, Erika, Fanaj, and Naim (2015), referencing Blaug Kenyon & Lekhi, business-degree holders in the classroom may experience higher levels of stress than educators with less education (2007). On the other hand, no association between education and job stress was found by Darmody and Smyth (2011).

CONCLUSION

The purpose of this study is to identify the variables that affect occupational stress among Tirunelveli district business school teachers. The dependent variable, workplace stress, was examined using the independent variables, work situation, family work interaction, personal and professional competence development, and the independent variable, work situation. The results of this study showed that the dependent variable, workplace stress among teachers, had the strongest connections with professional competence, personal competence growth, and the relationship between family and work. According to the study, professional competence, rather than job circumstance, family-work connection, or personal competence growth, has the strongest link to workplace stress.

The annual performance review of teachers in Tirunelveli District's business schools is the most stressful aspect of their jobs. Thus supervisors' support is critical. Instructors' professional competency and facilities and the training course schedule should all be upgraded to alleviate

workplace stress. Teachers' relationships with one another and their performance can benefit from more effective communication between them and their superiors or co-workers. Teachers must understand and comprehend their colleagues, supervisors, and pupils when conversing with them to reduce workplace stress. Furthermore, effective instructional planning and methods and a better learning environment can aid business school teachers in reducing workplace stress. Finally, the development of personal competence is closely linked to the DV.

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IMPLEMENTATION OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES IN TEXTILE SECTORS WITH SPECIAL REFERENCE TO SOUTHERNMOST DISTRICTS OF TAMIL NADU

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Abstract *Green HRM is a subset of corporate social responsibility that refers to the use of HR policies to promote the efficient use of company resources while also supporting the environment. It strengthens HRM's role in bringing the concept of sustainable development to life. Green HRM refers to the degree to which human resource management practices have been greened, whereas its implementation necessitates the modification and adaptation of individual stages of human resource management in order to become green—i.e., those involved in Green HRM issues draw attention to a number of environmental practices applicable to the field of human resource management at each stage of the HR process. It emphasizes the importance of human resources departments in the execution of environmental policies and the development of a sustainable company culture. It is a major tool for implementing sustainable development throughout an organization in this setting.*

Keywords *Green HRM, CSR, Green Organisation, Culture and Practices*

INTRODUCTION

Green HRM is a subset of corporate social responsibility that refers to the use of human resource policy to encourage the sustainable use of company resources while also supporting the environment. Its main goal is to instil ecological awareness in employees and make them aware of how their actions may impact the environment. This is about inspiring people to participate in green activities and having them feel proud of themselves for doing so. Green HRM helps to create a green workforce that knows, appreciates, and practises environmental activities in this way. Green HRM is sometimes defined as the application of personnel practises to enhance environmental performance. This is because human resources procedures play a critical role in the implementation of sustainable development policies and the creation of a sustainable development culture. Green HRM, without a doubt, strengthens HRM's role in realising the concept of sustainable development. It emphasises the importance of human resources departments in the execution of environmental policies and the development of a sustainable company culture. It is a major tool for implementing sustainable development throughout an organisation in this setting.

GREEN HUMAN RESOURCE MANAGEMENT: NATURE AND IMPORTANCE

It is undeniable that environmental considerations are critical to the operations of today's businesses. Environmental practices increase firm performance and provide a competitive advantage, according to research. As a result, an increasing number of businesses are becoming engaged in environmental issues, recognizing that environmental protection is in their best interests. As part of sustainable human resource management, green human resource management may play an important role in environmental management (SHRM). This is a novel method to achieving the HR function, with the goal of incorporating ecological objectives into all HRM sub-areas, from job planning through recruitment, selection, and employee motivation and development, as well as their evaluation and impact on working conditions. This mandates that the HR function be developed to include not only economic but also ecological considerations in order to provide added value to stakeholders. As a result, Green HRM refers to the degree to which human resource management practices have

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been greened, whereas its implementation necessitates the modification and adaptation of individual stages of human resource management.

During each stage of the HR process, bringing attention to a number of environmental practices applicable to the field of human resource management is very much needed.

GREEN HUMAN RESOURCE MANAGEMENT ELEMENT

The enhancement of employee rights with reference to the implementation of green projects, referred known as Green empowerment, is a crucial component of Green HRM. It entails encouraging employees to make environmentally conscious decisions as well as empowering them to accept responsibility for their actions, resulting in cost awareness, a sense of belonging to a common community, improved performance, and improved team relations thanks to the belief that employees are given genuine decision-making power. As a result, empowerment increases employees' involvement in environmental projects as well as their satisfaction with achieving environmental goals. Green HRM also includes disciplinary measures, including as warnings, penalties, or work suspensions, imposed against persons who do not follow the environmental standards that apply to all businesses. If a company wants to meet environmental goals, this may be necessary. Trade union backing is essential to adopt Green HRM principles in large organizations.

GREEN HRM IMPLEMENTATION

Green HRM concepts are implemented early in the job analysis and design process. It is critical to have a similar design that adheres to the principles of environmentally friendly jobs, and that each work role defines tasks connected to environmental preservation. Many organizations have formed a separate job in which the holder is in charge of coordinating various areas of environmental management. Green HRM implementation entails informing candidates, even during the recruiting process, that as part of their jobs inside businesses, they are required to maintain an ecological attitude as a norm, with environmental protection being of paramount importance. Companies with a reputation for being environmentally conscious are better equipped to attract top talent. According to research, even recent grads who are just starting the workforce want to work for companies that are known for their environmental stewardship. Green recruitment, on the other hand, is not just about exposing environmental ideals in order to attract candidates that are eco-aware, but also about the approach to the recruitment process itself, i.e., limiting the use of paper throughout the process.

This is because environmentally conscious businesses is required to have a clear set of rules and principles governing employee behavior and encouraging them to respect environmental protection regulations. Employee motivation to participate in environmentally friendly activities plays a vital role in the successful implementation of Green HRM. Green Compensation, according to studies, is an important instrument for supporting environmental management and may aid in the achievement of environmental goals. Awards and rewards for promoting environmental initiatives across organizations are effective strategies. Managers can develop green attitudes among employees by incorporating components of green management into the pay programme. Other non-monetary incentives include praise, merit diplomas for the most engaged members, and funding for environmental projects, among others. Another critical issue is the formation of a participatory work environment in which employees may freely offer their environmental views, which may help to improve resource efficiency. Because of more efficient resource consumption, limited wasteful practices, and reduced contamination, employee participation improves the efficacy of environmental management systems.

ORGANIZATIONAL GREEN PRACTICES

Green HRM, which promotes a green organizational culture and encourages environmentally conscious employee behaviour, is helpful to businesses for a variety of reasons. The first result is a boost in image quality. The success of modern businesses is becoming increasingly reliant on their image. Given the foregoing, pursuing voluntary environmental initiatives rather than simply adhering to legally obligatory environmental standards is increasingly becoming a strategy of gaining a competitive advantage. The importance of increasing ecological awareness and the impact of diverse stakeholder groups is critical. Consumers are looking for environmentally friendly items, while business partners are looking for environmental certifications. Companies that want to keep their market share are pushed to take an environmentally responsible stance. As a result of this strategy, businesses are progressively adopting a new management mindset, in which spending on environmental protection is no longer viewed as an expense, but rather as an investment in the growth of the company.

Human resources can considerably contribute to the establishment of ecological organizations, according to an understanding of Green HRM. Environmental policies in terms of recruiting, performance management, training, development, and payment, they claim, are effective tools for engaging employees in the practical implementation of environmental protection measures. Green HRM tools, procedures, and practices can help enhance

employee participation in ecological innovation, minimize environmental waste, improve goods, enhance process efficiency, and save money. Green HRM, like greening operations, greening accounting and finance, greening retailing, and greening marketing, is a component of green management.

Environmental preservation, renewable energy, waste reduction, and energy-saving training are all important aspects of Green HRM implementation. Employees can obtain ecological knowledge and improve environmental awareness through this type of training. According to research, this is the most significant aspect of the human resource management process and aids in the achievement of environmental goals. As a low-emission economy and optimal use of environmental resources is a goal for the EU, environmental qualifications are also stressed in major EU papers, such as The Strategy for Education for Sustainable Development. The “Skills for Green Jobs European Synthesis Report” assumes that each work has the potential to become more environmentally friendly, as well as presenting the major demands for green skill development. The study is conducted mainly to understand the level of awareness about the GHRM among the employees in various retail sectors in southernmost districts and to explore the extent to which GHRM practices are implemented in retail sectors. Also the attitude of employers on Green HRM practices in selected textile retail outlets in southernmost districts of Tamil Nadu.

HYPOTHESES

- H1: Green Recruitment and selection affects EP positively textile retail outlets.
- H2: Green Training and development affects EP positively in textile retail outlets.
- H3: Green Performance management and appraisal affects EP positively in textile retail outlets.
- H4: Green Reward and compensation affects EP positively in textile retail outlets.

Southernmost districts of Tamil Nadu have been chosen for the study considering it to be more prominent area to collect the data. Southernmost districts include Madurai, Tirunelveli, Tuticorin, Virudhunagar. Researcher has opted

for stratified random sampling and no of respondents were 390. Respondents were from different textile outlets with total employees of more than 200.

DATA ANALYSIS AND INTERPRETATION

Table 1: Gender Wise Classification of the Respondents

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	195	50.0	50.0	50.0
	Female	195	50.0	50.0	100.0
	Total	390	100.0	100.0	

The research has factored to determine whether the respondents' gender affects their level of perception about GHRM. Equal weight has indeed been given to both genders by the researcher. Table 1 reveals that the gender classification in the study includes 390 respondents, 50 percent of the respondents are male and 50 percent of respondents are female selected from 13 textile retail outlets in Tamil Nadu's southernmost districts.

Table 2: Frequency Distribution of Age Group of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	92	23.6	23.6	23.6
	31-40	127	32.6	32.6	56.2
	41-50	108	27.7	27.7	83.8
	51-60	53	13.6	13.6	97.4
	Above 60	10	2.6	2.6	100.0
	Total	390	100.0	100.0	

In this study, 32.6 percent of respondents were between the ages of 31 and 40, while 27.7 percent were between the ages of 41 and 50. There were 23.6 percent and 13.6 percent of respondents in the age groups of 18 to 30 and 51 to 60, respectively. The responders who were between the ages of 20 and 25 make just 2.6% of the total.

Table 3: Frequency Distribution of Position of the Respondents

Position	Frequency	Percent	Valid Percent	Cumulative Percent
HR Manager	5	1.3	1.3	1.3
IT Employee	35	9.0	9.0	10.3
Sales Executive	285	73.1	73.1	83.3
Floor Manager	39	10.0	10.0	93.3
Session Supervisor	26	6.7	6.7	100.0
Total	390	100.0	100.0	

The aforementioned Table 3 looks at the roles of the respondents at particular retail outlets and which category of employees contributes the most to GHRM practices. Overall, 73% of the respondents are sales executives, 10% are floor managers, and 9% are IT personnel. Only 6.7 and 1.3 percent of responders are session supervisors and HR managers, respectively.

DESCRIPTIVE STATISTICS

Table 4: Mean Score of Green HRM Practices

Factors	Mean	Std. Deviation	Rank
Preserve the natural environment	3.5769	1.28786	VII
Ensure healthy working environment and raise employee morale	3.4872	1.31184	VIII
Gain competitive advantage	3.3282	1.33182	IX
Save cost	3.7538	1.01956	II
Increase the company's image	3.6026	1.36368	VI
Reduce intervention from the government and other law enforcing agencies	3.6949	1.23227	IV
Develop eco-friendliness and environmental learning among the employees	4.0923	.91359	I
Stimulate innovation and growth	3.7462	1.20823	III
Facilitate green learning and shape green behaviours	3.6923	1.44574	V

The mean employee opinion score for GHRM practices is shown in Table 4 for various employee categories working in the textile retail industry. Applying the perception score, it is clear that employees have a very positive perception of developing environmental awareness and friendliness. It can be said with confidence that the likelihood of selected textile sectors gaining a competitive edge through ensuring corporate responsibility is relatively low when compared to other considerations. Employee perceptions of how GHRM reduces costs and fosters innovation and growth are moderately average, on average.

Another aspect of Green HRM is the creation of green employment, which are defined as environmentally conscious, resource-efficient, and socially responsible roles. Green collar workers are those who work in these types of jobs. The list of green jobs includes jobs such as ecological auditor, ecological campaign management professional, and energy efficiency counsellor, in addition to those related to farming or forestry. Overall, it should be underlined that ecologically friendly Green HRM methods should be adopted in textile outlets leading to the creation of "green" human resources, i.e., highly skilled personnel who understand and adhere to ecological development principles.

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IMPACT OF TECHNOLOGY ON TALENT MANAGEMENT IN INDIAN COMPANIES

Amali Arockia Selvi J.*, Stella P.**

Abstract *In the twenty-first century, talent management is the most significant instrument for HR management. Because the information and technology (IT) industry is vital to the country's economic development, it is crucial to guarantee that operations function smoothly. In this technology-enabled world, where every firm is digital and data, the rapid changes and maturation of emerging are redefining talent management. Long-term growth and development may be achieved with fewer impediments. The majority of individuals require the use of technology to perform their occupations, resulting in ongoing innovation. Most people must rely on technology to do their jobs, which leads to constant innovation. This is necessary to meet the growing demand for new features. We obtained access to technology about two decades ago, which allowed us to market the school as an employer of choice and convert all of our paper-based activities into online paperwork and application forms, allowing us to speed up the process. The rapid developments and maturation of emerging technologies are changing talent management in today's technology-enabled environment, where every organisation is digital and data. Talent managers and executives are quickly adopting technologies like artificial intelligence (AI), machine learning (ML), data analysis, and the cloud in order to successfully deal with this change in the environment and make their ecosystem for human management more adaptable. The purpose of this study is to examine how modern digital tools and technology are affecting talent management practises.*

Keywords: *Technology, Talent Management, Indian Companies*

INTRODUCTION

Each organization's heart and soul is talent, and effective talent management is essential for long-term success. According to Gartner, by 2021, 70% of businesses will have implemented AI to help employees be more productive. Technology has a bright and hopeful future; it will surely benefit both companies and employees. The rapid expansion of technology and digitization has led to the emergence of new skill sets in the fields of information technology, telecommunications, automation, data science, machine learning, and artificial intelligence. In order to keep up with cutting-edge technologies like AI, IoT, machine learning, and blockchain, 40% of India's workforce, according to NASSCOM, will need to undergo retraining in the coming five years. The growing need for specialised skills has made luring and keeping people a costly endeavour, according to Accenture's research on Fueling India's Skill Revolution. Over the next ten years, if the skills gap is not bridged, the US will lose \$1.97 trillion in GDP growth.

Learning technologies and effective learning and development (L&D) programmes can assist firms in addressing skill gaps. Artificial Intelligence Technology, without a doubt, has a bright and promising

future; it will undoubtedly assist both businesses and employees. With artificial intelligence (AI), augmented reality/virtual reality (AR/VR), and blockchain technology, people can learn more quickly, efficiently, and affordably. As a result of the epidemic, businesses faced several challenges. The list is extensive, covering everything from major pivots to personnel and workplace changes and policy changes. It also had an impact on people's work habits. Because of the pandemic, businesses have been able to refocus their goals and develop new operational models that were previously difficult to modify. Imagining the future Workplace can be a strategic activity for businesses, allowing them to plan for future talent markets. However, when developing a futuristic scenario, it's important to think about future realities that are ready to accommodate participation. When norms shift, organizations must adopt a people-first mindset, emphasizing empathy, resilience, and empowerment. Choosing the correct technology improves HR services and allows the firm to achieve its goals and objectives while expanding. In this post, we have outlined a number of technological factors that influence talent acquisition. We will understand why these factors make it so easier for HR to find candidates.

There are six ways for businesses to use technology to improve their learning and skill development.

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Education on Mobile

With millennials predicted to make up 75% of the global workforce by 2025, mobile learning is an affordable option that enables simple access whenever, whenever, and just-in-time learning (Generations-Demographic Trends in Population and Workforce). According to a survey on mobile learning, 82% of businesses claimed that it has “enhanced employee efficiency, and 76% link it to improved company results.”

Personalized Education

In many businesses, personalised learning is rising in popularity as a preferred training delivery strategy. The World Economic Forum claims that existing educational practises are “inadequate” to meet future demands. Utilizing learning technology tools and LMSs, learning programmes may be customised to meet the needs of each individual by assessing and tracking their specific learning patterns. According to Courseware World, personalized/tailored learning, also known as adaptive learning, is increasingly recognised as a possible trend in India where a lack of employability is a big concern.

Gamification

Gamification is a great strategy for boosting learners’ involvement in educational programmes. In order to improve adoption and use of the learning and communication platform, Fitness First India implemented a game-based paradigm in their LMS. They made it a competitive learning and engagement tool by adding a scoreboard and game components that offer badges and points to students.

Social Interaction as a Means of Education

Team association is facilitated by social learning. Many learning systems include social learning elements such as discussion boards, which are an excellent method to collaborate on tough challenges and find “experts” inside the organization. Social Learning promotes a culture of continual learning by ensuring knowledge sharing across all teams.

Skill Development

LMS systems help in the development of learning interventions as well as the identification of key competencies and

skill gaps. By offering chances for ongoing learning, an LMS, for instance, can assist with compliance training and continuing professional development.

An Integrated Learning Environment

An effective Learning Management System (LMS) may create a complete Learning Ecosystem for employees and assist them throughout their corporate lifespan.

- Integrating learning delivery procedures and standardizing system processes are just a few advantages of having a learning ecosystem.
- Among other things, it allows for knowledge collaboration, social learning, and performance assistance.
- Developing a one-of-a-kind and ever-changing learning environment.

In today’s highly competitive corporate environment, determining the value of learning technologies has become increasingly complex. As a result, the ability to adapt to the learning environment has become mission-critical.

TECHNOLOGY’S PART IN TALENT MANAGEMENT

Technology is Transforming Talent Management

“The COVID-19 pandemic has profoundly altered today’s workplaces, causing a paradigm shift in how corporations manage employees worldwide.” Employers must embrace current tools and technologies as remote working becomes the new normal, ensuring a smooth workforce experience now and in the future. Add in the influx of Generation Z employees. All along the talent development value chain, they desire seamless, always-on, always-connected experiences. To properly manage this change and make it more agile, talent managers and executives must quickly integrate artificial intelligence (AI), machine learning (ML), data analytics, and cloud into their personnel management ecosystems.

Talent Acquisition and Onboarding

One of the biggest benefits of integrating technology into HR and talent management processes is that it enables talent managers to draw the right people with the right skills to their business. Virtually evaluating and gaining fresh prospects, which seemed unachievable just a few years ago,

is now a reality thanks to the quickening of time. Employers may study candidates' profiles more thoroughly with deep analytics' intelligent data, helping them to make faster and better decisions. Online quizzes and demonstration films are also used to evaluate applicants, allowing firms to respond quickly. Onboarding is the process of submitting and compiling a deluge of papers after virtual recruitment. The modern IT stack allows for the online collection of all recruit documentation and the online management of pertinent personnel formalities such as employee ID generation, mentor assignment, and resource allocation. As a result, everyone involved benefits from onboarding being made simpler, more seamless, and paperless by implementing paperless processes and remote technologies.

Collaboration and Learning

Remote learning has gotten a lot easier because of technological improvements. The focus has been improved employees' digital capabilities as the epidemic has emphasised the need for a stronger and more skilled workforce. According to global research, roughly 87 percent of CEOs say automation and new technology are causing talent gaps. Many modern businesses use AI and machine learning-based technologies to analyze individual skill sets and give individualized staff education and training. Traditional learning programmes have surpassed training programmes driven by these tools to facilitate innovative learning. When compared to face-to-face training, online learning enhances information retention rates by 25-60%, according to a research. Employees increasingly interact and engage with remote solutions like Microsoft Teams, Zoom, and other collaboration platforms. Employees with similar skill sets can use these platforms on a daily basis to interact, collaborate, and share best practises.

Reward Management and Workplace Culture

There is an increase in the use of the cloud to track employee issues and complaints. These important insights support human resource managers in identifying existing gaps that may be filled to enhance employee satisfaction and establish a fully interconnected, empathic, and productive workplace culture. Businesses can more efficiently design, develop, and manage rewards and recognition programmes by utilising the right tools and technologies. Appraisals, wage increases, and other procedures are also sped up, leading to a contented and productive workforce.

Tomorrow's Workplace

Tomorrow's Workplace starts with a vision of what the Workplace will be like. Intelligent systems, real-time intelligence, and adaptive surroundings are all developed to make our lives easier and more efficient. Artificial intelligence, machine learning, and edge intelligence will all be in more demand in the near future. Companies will emphasize work style and employee well-being to recruit, retain, and motivate workers. Early investments in automation and intelligent systems are seen as speeding growth, cutting costs, and giving the operational flexibility required to drive innovation and meet companies' need for more rapid change.

FACTORS OF TECHNOLOGICAL INFLUENCE ON TALENT MANAGEMENT

HR functions can improve with the correct technology, helping the firm expand and fulfil its goals and objectives. We've created a list of technology factors that influence talent recruiting below. You'll see why these attributes make it so easier for HR to find and recruit people.

Influence of Social Media

Social recruiting is one of the most rapidly expanding aspects of talent acquisition. Despite the fact that it isn't a new concept, it has gained a lot of traction in recent years. Social media's impact and influence are well-known among human resource professionals. As a result, they've begun to include it into their hiring process. Social media is vital because it lends a fresh, never-before-seen, informal tone to recruitment. Recruiters and managers can use the information accessible on social media to learn more about their candidates.

A more simplified hiring process has increased the effectiveness of HR departments. Castaway resumes require very little of their time. More time has been available for them to concentrate on internal problems and enhance the working environment. In recent years, posting jobs has become more simpler. The correct audience is reached at the right time and place by marketers using Facebook and Instagram. Weak candidates are less likely to apply to opportunities, particularly for jobs, as a result of the internet-based advertising strategy.

Blockchain Offers Improved Security

All organisations recognise the need for security, yet they focus all of their resources on safeguarding HR records. The operation of a business is built upon these documents, which must be protected. All computers come with antivirus and anti-spyware software, but they don't have all the capabilities. Because of this, more and more companies are utilising blockchain technology. Furthermore, it increases system transparency. Anyone with access to HR information can do so without worrying about getting hurt.

Their decision to alter their security was deemed to be ground-breaking, leading to major job shifts. HR recruiters can utilise blockchain to store data on work performance, candidate information, and training programmes for talent management. HR management can better oversee their analytical data now that everything is secure from tampering and theft. Additionally, they can assess candidates' alignment with their goals more precisely.

Recruiters and Job Seekers are Connected via Mobile Apps

Information transmission is the most important and difficult aspect of the recruitment process. Flawless communication is critical for finding the proper people to fill a position. Phone conversations, SMS, emails, and other forms of immediate communication are useful, but they are inefficient and frequently have delivery problems. HR recruiters have begun to use mobile apps as a technology-assisted means of establishing improved communication channels. Mobile apps significantly ease the recruitment process and require no additional resources or work. HR can immediately set up an interview with the most impressive candidate. Recent technological advancements have also made it possible to better manage time; interviews can now be more extensive, focusing on character analysis.

Big Data Make Things Faster

Many HR departments have traditionally struggled with data management. Even if they execute great recruiting operations and post the job opportunity, the information

is still vulnerable. Big data is one of the most significant technological breakthroughs. HR experts have acquired a far better image of their applicants because of a larger influx of data. Leaders profit from big data because they are able to pinpoint the particular needs and resources of their applicants. Few people are aware that HR professionals may be directly influenced by big data to tailor their services to the demands of their applicants, creating a more fair labour market. Additionally, there is a close relationship between big data and talent acquisition analytics. A new hire will be closely watched, and analytical data will be used to predict his success in the future. Big data may therefore assist your business in luring new staff.

CONCLUSION

In today's corporate world, organizations use a variety of strategies to manage present and potential personnel. Businesses of all sizes are increasingly using new technologies in their talent management strategies. Indian firms can increase workplace diversity, employee experience, staff retention and attraction, employee engagement, and productivity, among other things. Corporate practises' long-term survival is becoming increasingly vital as various new technologies transform business structures.

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IMPACT OF DIGITALISATION ON POSTAL SERVICES AMONG POSTAL EMPLOYEES IN KANYAKUMARI DISTRICT

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Abstract *Due to new innovations and digital age, the postal service industry is facing an unavoidable digital transformation in its business. With a view to digitize financial services, banks introduced net banking and ATM facilities. Advances in information and communication technologies are blurring the lines between traditional postal communication deliveries to electronic devices. Therefore, this digitization has had an inordinate impact on the growth of the postal market across the country. The postal departments face some challenges to implement these new technologies across all branches of post offices. The purpose of this study is to find out employee's adaptation, problems faced during adoption and satisfaction with digitalization of postal services. To achieve its results, the researcher conducted a survey by collecting data from the post office employees in the selected areas of Kanyakumari District.*

Keywords: Digitalization, Net Banking, Postal Market

INTRODUCTION

The postal sector has been around for more than a thousand years, playing an important role in the economic development of the country. Postal services play an important role in every part of the world. It maintains the country's economy and relations with the people of the country.

There are more than 1.5 lakh post offices in India. 1,39,000 people in rural areas and 23,444 people in urban areas are connected to the postal service, providing banking, financial services, mail and other parcel services. After the advent of privatization and digitization, there has been deterioration in parcel and mail services.

There is a considerable competition in the market with parcel service and private courier companies. With digitization playing an important role in every service sector in the world, the postal sector is not lagging behind in digitizing its services. The postal industry has realized a steady decline in trade in postal and parcel services in latest stages. Hence the Department of Posts has found a new opportunity to increase business and revenue by diversifying its services widely. Non-postal services such as financial and logistic services were focused.

Industrial development of traditional postal services is urgent as both customer and business side adopt digital process in various domains and customer is immersed in high usage, low cost fast service. Digital Advancement of Rural Post

Office for New India (DARPAN) project was implemented in 2017.

In many countries the postal sector has a very large network and covers a large rural area. The government has invested Rs 140 million in this project as a part of digitization. Till date, more than 44,000 post offices have been digitized under the DARPAN system.

Efforts towards digitization have impacted the Indian Postal Service at several levels. Postal operators have more alliances with private online ecommerce companies like Snapdeal, Myntra and IndiaMart.

Challenges of Digitalisation

Industrial changes and advancements in the postal industry benefit both customers and postal workers. On the other hand the customer needs to change from old-fashioned manual process to digitized process. The postal department consists of various levels of employees who carry out routine traditional activities. Much creativity was introduced with the broad objectives of widening financial inclusion to overcome the rural-urban gap and for Compensating the declining revenue from outdated postal services. The expected results did not emerge. It is also emphasized that the major problem arising from insufficient infrastructural support for the digitization process.

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Due to the resourcefulness of digitization postal employees are expected to perform their services in digitalized mode.

Services such as savings bank accounts, social security payments and cash certificates are delivered digitally. However, service workers are expected to perform duties at a reduced rate to customers. Lack of training for employees distresses service quality, resulting in stress for the postal service provider.

The Federation of National Postal Organizations (FNPO) has noted that inadequate infrastructure is the foremost problem of the digitalization process.

Around 25% of post offices do not have access to internet conveniences. Also, the service delivery process is affected due to poor connection. Inadequate infrastructure and lack of training are the essential factors that cause the work stress of the entire postal workers community, said by The FNPO Secretary General in a press meet. Employees are ready to follow technological changes with more adequate facilities and training which helps to Customers, Employees and Community.

LITERATURE REVIEW

Thangapandi (2013) Study said that post offices provide numerous services to the economy. The objective is to assess the opinion of the customers towards postal services and how frequently they use the services and to offer suggestions for improvement in them. The focus is on demographic profile of the customer namely literacy, occupation, location where there is a significant change in their relationship.

Giri (2014) Study revealed that the India Post is a very old institution, perhaps one of the oldest. But with the help of incorporating technology reforms covering all aspects. The India Post is a magic wand in the hands of the Government of India for the mammoth tasks regarding technology transformation like e-post office, e-PLI, CBS with the given size and population of this country. This transformation helps Government of India to reduce operating costs and again popularity among global competitor.

Rafee (2015) Researcher highlights the changing face and role of post offices in Indian services sector. India has the largest postal network in the world. It plays a very crucial role in socioeconomic development. It also focused on the various suggestion for India post to provide better services to citizen. Thus, a transformation role is needed to the India Post.

Birajda et al. (2016) Studies states due to globalization India Post is facing the acute competition from other strong competitors. The conclusive efforts need to be made by

India post for improving the overall quality of services. The department of post is trying to make necessary improvements in service delivery process.

Hillebrand et al. (2016) According to their study technology is the key enabler for such new services. Consumers in general benefit from new technology which enables them to access an increasing range of new services, particularly in relation to online retail fulfillment.

Subramanyachary (2017) In an initiative by the Central Government of India, the technology sector is “designed to transform India into a global digital hub” by revitalizing India’s comprehensive digital sector with the help of improving digital connectivity and capacity building and various incentives.

Kaul and Mathur (2017) Study revealed that digital campaign aimed to connect rural areas with high speed internet network and to improve the digital literacy. Indian economy is growing at a fast pace that requires the people to be financial literate to take judicious decisions.

Otsetova (2019) In EU there was lot of changes in postal sector due to digitalization. He said that the new technologies are to be utilized to improve the quality of digital services.

Samal (2013) Due to the immense use of electronic media, customer demand, globalization, corporatization and liberalization challenges, the postal sector has to make an effort to digitize their services to survive in the market. 45 post offices are computerised and 500 post offices are modernised at a initial stage – by “Project Arrow” while emphasizing the initiatives of digitalization concept during the year 2002. He also states the more than ten thousand post offices in India were modernised under 11th plan.

Shekond and Gupta (2018) Finds digitization improves effectiveness and efficiency of work being done. Digitization of governance activities, i.e., e-governance, enhances quality of life of its citizenry by increased transparency in Government departments and easing service delivery. It increases speed and reduces time duration requirements for performing various activities and functions.

The factors used for this study are identified using the above literature survey.

The factors used to study the impact of digitalisation on postal services among postal employees in Kanyakumari district are broadly classified as follows:

- Adoption of digital services
- Challenges in adopting digital services
- Satisfaction in digitalisation of services

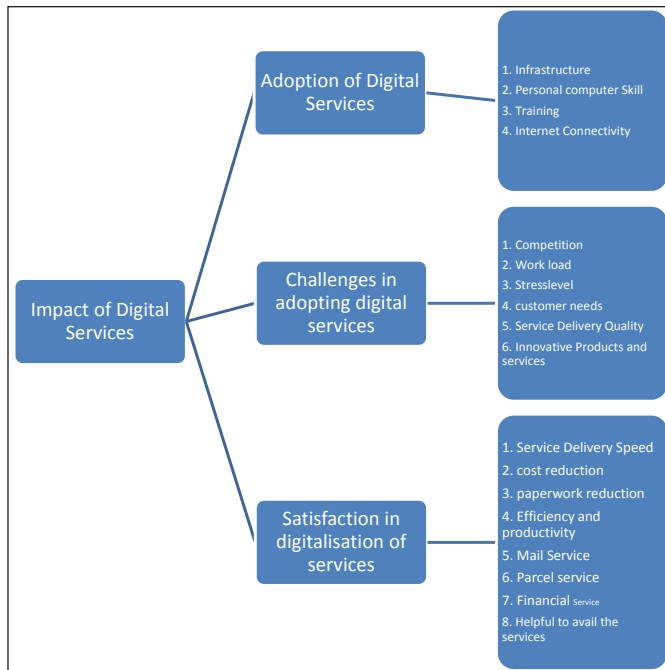


Fig. 1

Factors related to Adoption of digital services are:

- Infrastructure
- Personal computer Skill
- Training
- Internet Connectivity

Factors related to Challenges in adopting digital services are:

- Competition
- Work load
- Stresslevel
- customer needs
- Service Delivery Quality
- Innovative Products and services

Factors related to satisfaction in digitalisation of services are:

- Service Delivery Speed
- Cost reduction
- Paperwork reduction
- Efficiency and productivity
- Mail Service
- Parcel service
- Financial Service
- Helpful to avail the services

OBJECTIVES OF THE STUDY

- To know the demographic profile of postal employees in Kanyakumari district.
- To find the impact of digitalisation on postal services among postal employees.
- To know the challenges faced by postal employees in Kanyakumari district towards digitalisation on postal services.
- To identify the satisfaction level of postal employees in Kanyakumari district on digitalisation of postal services.

LIMITATIONS OF THE STUDY

It is not possible to establish contact with the respondents until unless the researcher personally visits the workstation of the respondents. There are six taluk and two revenue divisions in Kanyakumari District. The revenue divisions are Nagercoil and Padmanapapram. The respondents are selected only from Agastheeswaram and Thovalai Taluk of Nagercoil division. Only 50 respondents were responded in this method.

METHODOLOGY OF THE STUDY

Sample Size of this study is 50 and Target Population of this study is postal employees in Kanyakumari district. Convenience Sampling technique is used to collect data. In this study, the primary data is collected using the questionnaire. Secondary data refers to data that is collected by someone other than the user. Information collected by government departments, Censuses, Organisational records and data that was originally collected for other research purposes are the common sources of secondary data for social science. The secondary data is collected from the journals, articles related to this study. The instrument used for data collection in this study is Questionnaire. Primary data were collected through questionnaire survey. The respondents were asked to give their opinion relating to major factors of digitalisation. The first part of the questionnaire comprises the socio demographic factors with optimal questions. The second part contains statements related to digitalisation with Likert's five Point's Scale. All related statements were included to derive responses. The researcher circulated the framed questionnaire among the postal employees in Kanyakumari district. The information related to the study was collected through personal standardized questionnaire. The mixed mode of data collection was followed through offline personally by the researcher.

DATA ANALYSIS AND INTERPRETATION

The female respondents are very few in number, it clearly express that males give most prefer to postal services as their career.

24% of the respondents belong to 36-45 age groups, 20% of the respondents belong to above 46 age group and more than 50% of the respondents belong to young and middle age group. It clearly interprets that the youngsters prefer postal services job.

46% of the respondents are undergraduates, 32% of the respondents are postgraduates and 20% of the respondents have professional qualification.

72% of the respondents are Postal Assistants, 10% of the respondents are Assistant Superintendent of Post, 8% of the respondents are Inspector of Post, 6% of the respondents are Superintendent of Post and 4% of the respondents Branch Post Masters. This shows that majority of the respondents are postal assistants.

22% of the respondents belong to experience category below 10 years, 46% of the respondents belong to experience

category 11-15 years and 32% of the respondents belong to experience category above 16 years.

4% of the respondents earn below Rs.20,000 and Rs.40,000 to Rs.50,000, 68% of the respondents earns Rs.20,000 to Rs.40,000 and 24% of the respondents earns above Rs.50,000.

92% of the respondents said that digitalisation has positive effect on postal services and 8% of the respondents said that digitalisation has no positive effect on postal services.

62% of the respondents learn the new technology on their own and 38% of the respondents learn the new technology through trainers.

Personal computer skill of the respondents is the most effective factor that influence the adoptability of digital services.

Competition from private players is the most challenging factor that the respondents have to face.

Factors Affecting Satisfaction in Digitalisation of Services

Ranks Given by the Respondents

Factors	GARRETT RANK							
	Rank1	Rank 2	Rank 3	Rank 4	Rank 5	Rank 6	Rank7	Rank 8
Service Delivery Speed	6	7	8	5	4	6	8	6
cost reduction	8	6	5	4	3	12	5	7
paperwork reduction	13	4	5	4	8	2	8	6
Efficiency and productivity	9	9	5	8	7	5	4	3
Mail Service	17	8	5	9	4	3	2	2
Parcel service	4	6	5	7	8	5	9	6
Financial Service	10	11	6	2	5	6	7	3
Helpful to avail Services	9	10	6	6	7	5	3	4

Percent Positions and Garret Values

Sr. No.	$100(R_{ij}-0.5)/N_j$	Calculated Value	Garret Value
1	$100(1-0.5)/8$	6.25	80
2	$100(2-0.5)/8$	18.75	68
3	$100(3-0.5)/8$	31.25	60
4	$100(4-0.5)/8$	48.75	51
5	$100(5-0.5)/8$	56.25	47
6	$100(6-0.5)/8$	68.75	40
7	$100(7-0.5)/8$	81.25	32
8	$100(8-0.5)/8$	93.75	20

Calculation of Garrett Value and Ranking

Description	GARRETT RANK								Total	Ave- rage	Rank
	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Rank 6	Rank 7	Rank 8			
Service Delivery Speed	1040	1360	1740	969	376	480	416	40	6421	55.35	IV
Cost reduction	1120	1632	1200	1173	846	480	160	-	6611	56.99	III
Paperwork reduction	1920	272	420	1479	658	400	736	100	5985	51.59	V
Efficiency and productivity	1200	2244	1380	816	658	400	128	20	6846	59.02	I
Mail Service	2320	1700	840	612	423	600	256	80	6831	58.88	II
Parcel service	960	408	600	255	1692	880	576	140	5511	47.50	VI
Financial Service	560	272	540	357	282	720	800	820	4351	37.50	VII
Helpful to avail Services	160	-	240	306	517	680	640	1120	3663	31.58	VIII

Based on the Garrett's Ranking Technique it was revealed that Efficiency and productivity is the major factor with highest Garret score of 6846 and an average score of 59.02. Accordingly Mail Service with average scores of 6831 and an average score of 58.88 is represented second. The calculation with an average score of 56.99 ranked cost reduction facility third. Helpful to avail Services with average score of 31.58 is the least.

TESTING OF HYPOTHESIS

Independent Sample T-Test

1. Independent Sample t-test was conducted to know if there is any differences in Adoption of digitalisation in postal services of the respondents with respect to their Gender.

Hypothesis

H0- There is no significant mean difference in Adoption of digitalisation in postal services based on Gender.

H1- There is a significant mean difference in Adoption of digitalisation in postal services based on Gender.

Group Statistics

Gender		N	Mean	Std. Deviation	Std. Error Mean
Adoption of digitalisation in postal services	Male	39	4.32	1.001	0.154
	Female	11	4.18	0.914	0.289

From the Group Statistics table, it is inferred from the mean values that the male (4.32) has High level of adoption of digitalisation in postal services than female (4.18).

Independent Sample T-Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	Df	Sig. (2-tailed)
Adoption of digitalisation in postal services	Equal variances assumed	.573	.453	-.387	50	.701
	Equal variances not assumed			-.409	14.610	.688

*Significant at 0.05 level (two tailed).

The Levene's test statistics shows that the p value (.453) is greater than the level of significance (5%). Therefore, Homogeneity of variance is assumed.

The Independent Sample t-test results show that the significance p-value (.701) is greater than the Level of Significance (0.05).

There is no significant mean difference among Male and Female as we failed to reject the null hypothesis.

2. Independent Sample t-test was conducted to know if there is any differences in Adoption of digitalisation in postal services of the respondents with respect to their Nature of job.

Hypothesis

H0- There is no significant mean difference in Adoption of

digitalisation in postal services based on Nature of learning.

H1- There is a significant mean difference in Adoption of digitalisation in postal services based on Nature of learning.

Group Statistics

Adoption of digitalisation in postal services	Nature of Learning	N	Mean	Std. Deviation	Std. Error Mean
	Self-Learning	19	4.56	1.057	.243
	Trainer	33	4.14	.909	.158

From the Group Statistics table, it is inferred from the mean values that the self learning (4.56) has High Adoption of

digitalisation in postal services than Learning through a trainer (4.14).

Independent Sample T-Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	Df	Sig. (2-tailed)
Adoption of digitalised postal services	Equal variances assumed	1.632	.207	-1.529	50	.133
	Equal variances not assumed			-1.467	33.213	.152

The Levene's test statistics shows that the p value (.207) is greater than the level of significance (5%). Therefore, Homogeneity of variance is assumed.

failed to reject the null hypothesis.

Cross Tabulation

The Independent Sample T test results show that the significance p-value (.133) is greater than the Level of Significance (0.05). There is no significant mean difference among self-learners and learning through trainer, as we

H0 - There is no significant impact of digitalisation on cost reduction.

H1 - There is a significant impact of cost reduction after digitalisation.

Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Cost reduction after digitalisation	50	1.00	5.00	3.4936	0.22556	1.56672	2.764
Overall Quality of Digitalisation	50	1.00	5.00	3.1753	0.18971	1.46786	2.145
Satisfaction with present online Services	50	1.00	5.00	3.5630	0.19567	1.43896	2.197
Contribution of new technology to the success of post office	50	1.00	5.00	3.1876	0.19876	1.45632	2.321
Digitalisation of post office is helpful to avail the services	50	1.00	5.00	3.0864	0.17651	1.42872	2.091
Valid N (listwise)	50						

The above table shows that the cost reduction after digitalisation of post office means is 3.49 and standard deviation is 1.66 likewise variance 2.76, the overall quality of computerization of post office mean 3.17, standard deviation is 1.46, variance 2.14, satisfaction with present online service shows mean is 3.56, standard deviation is 1.43, likewise variance 2.19, contribution of new technology to the success of post office identified mean 3.18, standard deviation 1.45, variance 2.32, digitization of post office

is helpful to avail services identified mean 2.92, standard deviation 1.45, likewise variance 2.10.

Spearman correlation is calculated using cross tab statistics of SPSS. It was found there is a high correlation (0.799) and (P value was 0.000 P value is greater than 0.05). Which implies that H0 is rejected and alternative hypothesis is accepted that there is a significant impact of cost reduction after digitalisation.

Cost Reduction after Digitalisation and Digitalisation of Post Office is Helpful to Avail the Service

Cross Tabulation

			Digitalisation of Post Office Is Helpful to Avail the Services					Total	
			Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied		
Cost reduction after digitalisation	Highly Dissatisfied	Count	8	3	0	0	0	11	
		%within Cost reduction after digitalisation	72.7%	27.3%	0%	0%	0%	100.0%	
	Dissatisfied	Count	0	5	0	0	0	5	
		%within Cost reduction after digitalisation	0%	100.0%	0%	0%	0%	100.0%	
	Neutral	Count	0	4	0	0	0	4	
		%within Cost reduction after digitalisation	0%	100.0%	0%	0%	0%	100.0%	
	Satisfied	Count	0	4	0	0	0	4	
		%within Cost reduction after digitalisation	0%	100.0%	0%	0%	0%	100.0%	
	Highly satisfied	Count	1	1	5	8	11	26	
		%within Cost reduction after digitalisation	3.8%	3.8%	19.2%	30.77%	42.30%	100.0%	
	Total		Count	9	17	5	8	11	50
			%within Cost reduction after digitalisation	18.0%	34.0%	10.0%	16.0%	22.0%	100.0%

On applying cross tab in SPSS it was found that 42.3% majority of respondents were in the category of highly satisfied, that means respondents are agreeing to the fact that there is very high impact of digitization on cost reduction.

The Association Between Personal Factors, Adoption Factors, Challenges Related Factors And Satisfaction Related Factors

Correlation

H0: There is no association between Satisfaction, Personal Factors, adoption factors and challenges Related Factors.

H1: There is a association between Satisfaction, Personal Factors, adoption factors and challenges Related Factors.

Correlations

		Personal Factors	Adoption Related Factors	Challenges Related Factors	Satisfaction
Personal Factors	Pearson Correlation	1	.479**	.245	.523**
	Sig. (2-tailed)		.000	.068	.000
	N		50	50	50

		Personal Factors	Adoption Related Factors	Challenges Related Factors	Satisfaction
Adoption related factors	Pearson Correlation		1	.252	.262
	Sig. (2-tailed)			.061	.051
	N			50	50
challenges Related Factors	Pearson Correlation			1	.220
	Sig. (2-tailed)				.146
	N				50

** Correlation is significant at the 0.01 level (2-tailed).

The significant p values remain significant at the 1% level of confidence for all variables. Personal Factors has moderate positive relationship with adoption related factors at 0.479, personal factors has weak positive relationship with challenges Related Factors at 0.245, adoption related factors has weak positive relationship with challenges Related Factors at 0.262. Personal Factors has moderate positive relationship with satisfaction 0.523, Adoption related Factors has weak positive relationship with satisfaction at 0.252 and challenges Related Factors has weak positive relationship with satisfaction at 0.220.

Anova

		Sum of Squares	Df	Mean Square	F	Sig.
Personal Factors	Between Groups	5.573	3	1.858	3.843	.018
	Within Groups	16.437	46	.483		
	Total	22.010	49			
Adoptionrelated Factors	Between Groups	1.412	3	.471	1.516	.228
	Within Groups	10.556	46	.310		
	Total	11.968	49			
Factors related to Challenge	Between Groups	4.578	3	1.526	3.372	.030
	Within Groups	15.389	46	.453		
	Total	19.968	49			

Interpretation

The ANOVA statistics, for 'Contribution of Personal Factors and Income Group', is statistically significant at 5% level of significance with the p value of .018. Therefore it is inferred that there is a difference among different income groups towards the level of satisfaction.

The ANOVA statistics, for 'Contribution of adoption related factors and Income Group', is not statistically significant at 5% level of significance with the p value of .228. Therefore it is inferred that there is no difference in the opinion among different income groups towards the contribution of adoption related factors.

The ANOVA statistics, for 'Challenge-related Factors and Income Group', is statistically significant at 5% level of significance with the p value of .030. Therefore it is inferred that there is a difference in the opinion among different income groups towards the Challenge related factors.

FUTURE IMPLICATIONS AND CONCLUSION

- Digital India has to ensure that government services are made available to citizens electronically by improving online infrastructure and by increasing internet connectivity or by making the country digitally empowered in the field of technology.
- India had started experiencing the digital transformation, it takes some time to feel the full impact of this change.
- Government of India has provided training for each employees to know digital programming.
- The training programmes should be more effective.
- Most of the postal employees are not satisfied towards digitalisation.

- Poor network connectivity, lack of proper training and fewer infrastructures provided are the factors influence dissatisfaction.
- To render continuous services, it is suggested to provide adequate facilities and equipment.
- Also training for various levels of employees is to be conducted by the postal departments.

CONCLUSION

The process of digitization in postal services has had a great impact on the work culture of postal employees. Traditional methods of delivery of services have been followed from the introduction of postal services. The changes in the process make the employees to find difficult in adopting the technology. This research paper considers only the impact of digitalisation on postal services among postal employees in Kanyakumari District. Future research can be conducted to analyse the impact of digitalisation of postal services in other districts of Tamil Nadu and all over India.

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MEASURING OCCUPATIONAL STRESS OF NURSES IN PRIVATE HOSPITALS

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Abstract Occupational stress happens when a job's requirements aren't met by the employee's resources, skills, or needs. This can make you feel bad and make your body feel bad in the working environment. In the past decades, it has been brought up as a big problem over and over again. Some people say that being a nurse is one of the most stressful occupations. When nurses are stressed and depressed, it impacts how they and their organizations work, as well as the care they give. There are a lot of things at work that can make nurses feel stressed. Some of these stressors are about the person, while others are about the workplace, the way the organization is set up, or how they talk to service users. The major objective of this study is to measure the level of stress among nurses who are working in private hospitals. The expanded nursing stress scale is being used in this study to measure how stressed out the nurses are. The nurses who work in private hospitals in Tirunelveli were asked to fill out the structured questionnaire. For the study, 120 nurses who work in private hospitals were chosen at random to find out how stressed they are. This study found that nurses are stressed at work due to death of patients, problems with their peers and supervisors and workload.

Keywords: Stress, Occupational Stress, Nurses, Healthcare, ENSS, Hospitals

INTRODUCTION

People who work in health care, like nurses, doctors, and hospital administrators, have to deal with stress every day. Stress at work has big direct and indirect effects in the profession. It mostly has indirect effects on job satisfaction, mental health and well-being. Among various categories of employees working in healthcare sector, Nurses might be a patient's best friend. Even though they get paid to do their jobs, the care and concern they show for their patients is unmatched and, most of the time, more important than any money they might get. There are times when nurses are under a lot of stress, which can lead to bad work environments that take away their spirit and enthusiasm for their jobs. So, unhappy workers could lead to burnout, which has been linked to stress in healthcare workers like nurses and is seen as a risk for people who do "people work."

Stress at work is a rapidly cause of illness and injury at work, especially among people who work in healthcare. Occupational stress is a key sign of mental illness because it can cause due to depression and anxiety when people have to deal with a lot of deaths and long shifts with a lot of unknowns and demands. Stress at work and satisfaction on job are the two important factors that affect the productive of a workforce. It's important to keep health care workers, especially nurses, happy with their jobs if you want high-

quality medical care. There is a lot of evidence that the way things are changing in the workplace could hurt the satisfaction of the employee in that job. Job satisfaction is the way an employee feels about the job. It has two parts: positive and negative affectivity. Positive affectivity is shown by enthusiasm, high energy, and involvement that is enjoyable, while negative affectivity is shown by distress, involvement that is not enjoyable, and edginess. Occupational stress is an important part of job satisfaction. It acts as a mediating factor; it will lead to satisfaction, creativity, and less boredom. If it acts as a negative factor, it will result in aggression and dissatisfaction in job. Further, being happy at work may protect employees from stressors and help control stress. So it is necessary to investigate the occupational stress of nurses in the healthcare sector.

MATERIALS AND METHODS

This study is focusing on measuring the stress level of the nurses using expanded nursing stress scale. The structured questionnaire was used to collect data from the nurses working in private hospitals in Tirunelveli. The questionnaire was structured with socio-demographic characteristics like age, education, marital status, years of experience, work hours in a day, and shift duties of the nurses and expanded nursing stress scale to measure the stress level of the nurses.

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The Expanded Nursing Stress Scale (ENSS) was adapted from French et al., 2000 which is a valid and reliable tool to measure nurses' stress. This scale consists of 57 variables grouping under 9 factors on a five-point Likert scale. The collected data were statistically analyzed using SPSS program. The variables were loaded with 9 factors i.e., death and dying, conflict with physicians, inadequate emotional preparation, problems with peer support, problems with supervisors, workload, uncertainty concerning treatment, patients and families and discrimination. 120 sample respondents were selected for the study to measure the stress level among nurses working in private hospitals.

Research Question

What is the significant relationship between the levels of stress with factors of ENSS?

RESULTS AND DISCUSSION

Occupational stress is when an employee is unable meet

the demands in a job don't with one's own resources, skills, and needs. This can lead to negative emotional and physical reactions. It is a response to several bad things about the work itself, the way it is organized, and the place where it is done. Over the last few decades, it has constantly been called out as a major problem. It has been said that nursing is one of the most stressful jobs. Stress on nurses affect their work, organisational image and the care they give to patients. There are many things that can cause nurses to feel stressed at work. Some of these stressors have to do with the person, while others have to do with the workplace structure. Therefore, this study measures the stress level of the nurses working in private hospital. The socio-demographic characteristics shows that 67% of them are in the age of between 25 to 30 years, 73% of them are married, 81% has completed B.Sc nursing, 63% of them having less than 5 years of experience, 72% of the nurses are working 9-12 work hours in a day, and 88% of the nurses are working in the shift system. The following table describes the level of stress among nurses working in private hospitals.

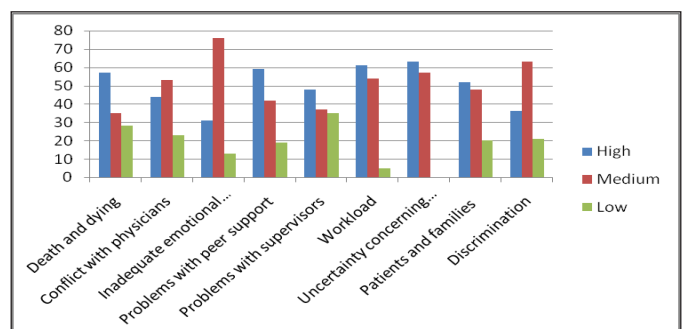
Table 1: Measuring the Level of Stress using Factors of ENSS

Factors	High	Medium	Low	Total
Death and dying	57 (47.5%)	35 (29.17%)	28 (23.33%)	120 (100%)
Conflict with physicians	44 (36.67%)	53 (44.16%)	23 (19.17%)	120 (100%)
Inadequate emotional preparation	31 (25.83%)	76 (63.34%)	13 (10.83%)	120 (100%)
Problems with peer support	59 (49.17%)	42 (35%)	19 (15.83%)	120 (100%)
Problems with supervisors	48 (40%)	37 (30.83%)	35 (29.17%)	120 (100%)
Workload	61 (50.83%)	54 (45%)	05 (4.17%)	120 (100%)
Uncertainty concerning treatment	63 (52.5%)	57 (47.5%)	-	120 (100%)
Patients and families	52 (43.33%)	48 (40%)	20 (16.67%)	120 (100%)
Discrimination	36 (30%)	63 (52.5%)	21 (17.5%)	120 (100%)

Source: Computed Data

Nurses are highly stressed due to uncertainty in concerning treatment i.e., physician ordering improper treatment to a patient, the physician not present in a medical emergency, feeling training provided in education and work place are inadequate, not knowing how to communicate with the patient and their family about the status of the syndrome and treatment, being exposed to hazards, even sometimes scheduled as in charge without having adequate experience, uncertainty about the medical treatment, success ratio of the operation and functioning of equipment and fear of treatment. Also because of inadequate emotional preparation i.e., feeling unprepared with the emotional needs of the family and having no answer to the patients. It shows that young nurses who are having less than 5 years of experience are emotionally not prepared to deal with their patients and families. Fig. 1 clearly states that, nurses are stressed in their working environment due to death and dying, problems with

peer group members and supervisors and workload. Nurses are moderately stressed due discrimination at work place.



Source: Computed Data

Fig. 1: Measuring the Level of Stress using Factors of ENSS

RECOMMENDATIONS

- Nurse administrators could plan ways to relieve stress among nurses by focusing on specific sources of stress, such as problems with supervisors, too much work, and not being emotionally ready.
- Workload can be cut down by cutting down on non-nursing tasks, planning the duty schedule well.
- The hospital management needs to hire qualified skilled nurses, and train nurses how to set priorities.
- To prevent nurses from not being emotionally ready, hospital management could give nurses chances to improve their emotional stability and give them ways to improve their communication.
- In-service education program should be conducted often to the nurses. It will help nurses to learn new things and feel better about themselves.
- The hospital management need to arrange refresher courses to the nurses to equip themselves emotionally, technically, mentally and physically good to work in the organization without stress.
- Conflict with administrators can be solved by giving supervisors training and counseling in the field of administration, as well as planning ways to help team members get along better with each other.
- A stress-reduction program that focuses on certain important stressors will help nurses deal with the stress of their jobs.
- Simple stress burnout and cope up strategies need to be followed in the workplace.

CONCLUSION

In general, nurses work in places that can be physically, mentally, and socially stressful, and this is especially true for nurses who work directly with patients. The most important stressors for the nurses are due to physical working environment. This includes overtime, frequent night shifts, unsuitable work/rest schedules, and working under pressure to finish tasks quickly. Also, a lot of their stress comes from their psychological work environment, such as having to deal with death and dying, not being emotionally ready, and not knowing what treatment to give. Concerning the social working environment stressors for these nurses, an analysis of items related to the factor “problems with peers” showed that not being able to share experiences and feelings with peers was a big job stressor, which may be because they didn’t have enough chances to do so. “The problem with patients and their families” is another important social factor. When hospital visits are blocked, nurses become the major connection between patients and their families. This means they are more likely to be abused and given unreasonable

requests, which puts them under a lot of pressure. So, the hospital management needs to take care of the stress of the nurses working in their hospitals to increase the productivity and pleasant working environment to the employees in the healthcare sector.

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QUALITY OF WORK LIFE AS PERCEIVED BY EMPLOYEES OF AUTOMOTIVE INDUSTRY WITH REFERENCE TO SOUTH TAMIL NADU

J. Sahaya Shabu*, M. Prabakaran**

Abstract *This paper explores employee's perceptions about quality of work life in automotive Industry in South Tami Nadu. It also examines the level of Quality of work life, relationship between quality of work life and job performance and various dimensions of quality of work life of employees working in automotive industry. 310 automotive industry employees across the south Tamil Nadu was randomly selected as sample for the study and a well-structured questionnaire was given to them to collect the first hand information. The findings revealed that majority of the employees perceived level of quality of work life in automotive industry was moderate, the study also evident that there is a significant positive relationship exist between perceived quality of work life and job performance of the employees. The elements that are relevant to an individual's quality of work life include the physical work environment, autonomy at work, job satisfaction and security, training and development, compensation and rewards and organisational culture, administrative system and relationship between life on and off the job.*

Keywords: *QWL, Job Satisfactions, Job Performance, Work Life, Perception*

INTRODUCTION

“Human Resource Management helps in creating better rapport between the management and the subordinates. It helps subordinates to realize individual and organizational goals.”

HRM is an organizational function that deals with people-related issues such as Compensation, Hiring, Performance Management, Organizational Development, Safety, Welfare, Benefits, Employee Engagement, Communication, Management, and Training. Organizations cannot build great teams of professionals without great people. The main tasks of the human resources management (HRM) team include talent recruitment, training, performance evaluation, employee motivation, workplace communication, and occupational safety. Organizations without a proper human resource management structure will suffer serious problems in managing their normal activities. As a result, today's businesses must invest significant effort and energy into building a strong and effective HRM.

An organization's success is highly dependent on how it attracts, recruits, motivates and retains its employees. Organizations today need to be more flexible to develop their talent and enjoy engagement. Organizations must therefore adopt strategies to improve the “quality of work” (QWL) of their employees in order to meet both organizational goals

and employee needs.

The term (QWL) refers to the favorable or unfavorable of the overall work environment for people. The QWL program is another way organizations recognize their responsibility to develop good workplaces and working conditions for both people and the economic well-being of the organization. Serey (2006) defines QWL is fairly consistent and best reflects the modern working environment. This definition refers to meaningful and challenging work that emphasizes the 4 C's: Concern, Consciousness Capacity and Commitment. It includes: (i) an opportunity to exercise one's talents and capacities, to face challenges and situations that require independent initiative and self-direction; (ii) activities that are rewarding to those involved; (iii) activities that include understanding the role individuals play in achieving overall goals; (iv) I take pride in what I do and how well I do it. This issue of meaningful and satisfying work is often confused with the discussion of job satisfaction and is seen as more informative for QWL.

AUTOMOTIVE INDUSTRY

The automotive industry is the most important engine of our growing economy. A robust transportation system plays an important role in the country's rapid economic and industrial development. India's well-developed automotive

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industry is adept at playing this catalytic role, producing a wide variety of vehicles. The automotive industry includes the automobile and auto parts sector. Includes passenger cars. Light, medium and heavy commercial vehicles. Multi-purpose vehicles such as jeeps, scooters, motorcycles, tricycles and tractors. Automotive parts such as engine parts, drivetrain and transmission parts, suspension and brake parts, electrical, body and chassis parts. Growing middle-income and young population is creating strong demand in the Indian market. The total production volume of passenger cars, three-wheelers, two-wheelers and four-wheelers in June 2022 was 2,081,148 units. India has a huge opportunity for electric and self-driving cars by 2030. India's automotive sector is expected to attract more foreign investment by 2030. The Indian government has announced his PLI program of Rs 2,593.8 billion (US\$ 3.49 billion) for automobiles and auto parts in September 2021.

REVIEW OF LITERATURE

QWL has been described as a friendly work environment that supports and promotes well-being by providing employees with rewards, job security, opportunities for advancement, etc. Hackman (1980) recognized that the work environment that's able to satisfy employees' individual needs is considered to give a positive interaction impact, which can lead to a great QWL.

Cunningham and Eberle (1990) emphasized that individual needs are met when organizational rewards such as: B. Compensation, promotion, recognition, and development meet their expectations. Factors related to the quality of an individual's work life include tasks, the physical work environment, the social environment within the organization, management systems, and the relationship between work and non-work life.

Chan and Einstein (1990) explained that QWL reflects people's experience at work, their relationships with other people, their work environment, and their effectiveness at work.

European Foundation for the Improvement of Living Conditions 2002 explains that the QWL is a multi-dimensional structure of many interrelated factors whose conceptualization and measurement require careful consideration. It is related to job satisfaction, job engagement, motivation, productivity, health, safety, job security, skill development and work-life balance. Work-life quality is the process by which an organization responds to employee needs and develops mechanisms that enable employees to participate fully in decisions that shape their work-life. In a study by Saraji and Dargahi (2006), QWL improves employee satisfaction, enhances learning in the workplace, and helps employees better manage their work

by conducting descriptive and analytical research. It is described as a comprehensive department-wide program aimed at helping individuals transition and change.

According to research by Che Rose et al. (2006 A) QWL programs help solve work-related problems, build collaboration, improve work environments, carefully restructure tasks, and improve human resource outcomes and pay-outs.

Hosseini and Jorjatki (2010) found that job satisfaction, job performance and work balance are not only important variables for improving quality of work life, but also quality of life (QWL) and work system. Quality is also the most interesting way to create motivation and an important way to enrich the workplace. Motivation of employees and managers that paying more attention to fair wages, growth opportunities and continuous promotion will improve employee performance and QWL of social security worker in Tehran.

According to Rethinam (2008), QWL is a multidimensional construct comprised of a number of interrelated factors that necessitate careful consideration in order to conceptualise and measure. It is linked to job satisfaction, job involvement, motivation, productivity, health, safety, and well-being, job security, competence development, and a balance between work and non-work life, and he concluded that QWL is challenging for both individuals and organisations. However, based on the literature, QWL can be viewed as a broad concept that includes job satisfaction, participative management, and improving the work environment.

COMPONENTS OF QUALITY OF WORK LIFE

The elements that are relevant to an individual's quality of work life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job (Cunningham & Eberle, 1990).

QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non-work life as is conceptualized by European Foundation for the Improvement of Living Conditions (European Foundation for the Improvement of Living Conditions, 2002).

Rethinam (2008) and Serey (2006) explained QWL is quite conclusive and best meet the contemporary work environment. The definition was related to meaningful and satisfying work. It includes (i) an opportunity to exercise

one's talents and capacities, to face challenges and situations that require independent initiative and self-direction, (ii) an activity thought to be worthwhile by the individuals involved, (iii) an activity in which one understands the role the individual plays in the achievement of some overall goals, and (iv) a sense of taking pride in what one is doing and in doing it well. This issue of meaningful and satisfying work is often merged with discussions of job satisfaction, and believed to be more favorable to QWL.

According to Lau and Bruce (1998), QWL is a dynamic multidimensional construct that currently includes concepts such as job security, reward systems, opportunities for training and career advancement, and participation decision making. According to Kalra and Ghosh (1984), studies show that in the Indian context, environmental factors such as physical environment, safety, and other working conditions, as well as relational factors such as work group relations and labor-management relations, are more important in terms of QWL.

From the literature survey, following 9 important components of quality of work life were considered for the literature review.

- Work environment
- Organization culture and climate
- Relation and co-operation
- Training and development
- Compensation and Rewards
- Facilities
- Job satisfaction and Job security
- Autonomy of work
- Adequacy of resources

Lau et al. (2001) explained QWL as the favourable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities. According to Winter et al. (2000) QWL for academicians as an attitudinal response to the prevailing work environment and posited five work environment domains that include role stress, job characteristics, supervisory, structural and sectoral characteristics to directly and indirectly shape academicians experiences, attitudes and behaviour.

The task, the physical work environment, the social environment within the organisation, the administrative system, and the relationship between life on and off the job are all relevant to an individual's quality of work life. Eberle and Cunningham (1990). Kirkman (1989) defines QWL as an integrated improvement plan designed to improve the working environment and meet the individual needs of employees. According to Hackman and Oldham (1980), a work environment that can meet employees' personal needs such as skill variety, task identity, task significance,

autonomy, and feedback provides a positive interaction effect, which leads to an excellent QWL.

Certo (2004) study shows that quality of work life is the degree of opportunity of workers to make decisions that influence their work situation. The greater the opportunity of workers to make such decisions, the higher the quality of work life. According to Cavry (1995) Organizational features such as policies and procedures, leadership style, operations, and general contextual factors of setting, all have a profound effect on how staff views the quality of work life

According to Rose, Beh, Jegak and Idris (2006 B) study QWL is associated with career development and career is evolving from such interaction of individuals within the organizations. Robbins et al. (2002), Bandura et al. (1988) in their study they explained Human care can also increase staff's self-confidence and self-efficacy, and actively overcome the difficulties.

Skrovan (1983) and American Society for Training and Development (ASTD) defined the QWL as a process for the working organization, which enables the employees at each hierarchy to actively participate in building the organization environment, developing organizational model so as to produce the organizational achievements. This process is based on the two goals together 1) To improve organizational efficiency and 2) To improve the quality of working life.

Mirvis and Lawler (1984) highlighted that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the "basic elements of a good quality of work life" as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement. Oshagbemi, Sloane and Williams, who highlighted differences in remuneration aspects received by the employee will suddenly affect their work satisfaction and work performance. Drobic et al. (2010) suggest that employees that have secured jobs and pay would feel comfortable at the work place and this affects their quality of life. Meeting socially determined needs and fair compensation can create an appropriate work environment (Weisboard, 2007). According to Saraji and Dargahi (2006) the Nursing Work life Satisfaction survey results showed that Pay and Autonomy were the two most important components of nurses' quality of work life.

Sayeed and Sinha (1980) investigated the connection between QWL, job stress, and performance. According to the findings, higher QWL leads to greater job satisfaction. According to Lashbrook's (1997) research, leadership style has a significant impact on employee job satisfaction. According to Bogler (2002), different leadership styles will stimulate different working environments and have a direct impact on employee job satisfaction. According to Watson et al. (2003) research, many different aspects of the job, such as pay, promotions, supervision, fringe benefits, coworker

support, and excessive working hours, are associated with job satisfaction.

Pelsma et al. (1989) found that psychological distress and morale contributed equally to teachers QWL. They determined that in the work climate of an occupation, QWL can be assessed by combining the amount and the degree of stress and the degree of satisfaction experienced by the individual within his/her occupational role. Noor and Abdullah (2012) and Koonmee et al. (2010) study indicate that there is a significant relationship between job satisfaction and quality of work life. Job satisfaction is found to carry more weightage in explaining the relationship among job satisfaction, job involvement and job security with quality of work life.

A dramatic change of workforce in contemporary work environment has revealed a significant amount organization change (Watson et al., 2003). organization change such as downsizing, rightsizing and outsourcing have adversely affected employees' loyalty, morale, motivation and perceived job security. Organization of Economic Cooperation and Development (1996) survey highlighted that job security is the most controversial issue in contemporary work environment. Job security, the central aspect of QWL represents strength of the organizations to provide permanent and stable employment regardless of the changes in work environment. Drobnic et al. (2010) suggest that employees that have secured jobs and pay would feel comfortable at the work place and this affects their quality of life.

Robins (1989) suggests that QWL is a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work. According to Scully et al. (1995) greater autonomy on job enhances the acquisition and utilization of knowledge whilst greater participation is held to promote cognitive growth via increased knowledge transfer among employees.

Feuer (1989) and Che Rose et al. (2006) explained people also conceive of QWL as a set of methods, such as autonomous work groups, job enrichment and high-involvement aimed at boosting the satisfaction and productivity of workers.

Rethinam (2008) study highlights, If the organization provides the appropriate authority to design work activities to the individual employees, then it is highly possible that the work activities can match their employees needs that contribute to the organizational performance.

According to Speitzer et al. (1997) study Staff's perceived significance of work and decision-making power in psychological empowerment can improve satisfaction and eliminate tension. Saraji and Dargahi (2006) explained the Nursing Work life Satisfaction survey results showed that

Pay and Autonomy were the two most important components of nurses' quality of work life.

Resources should match with stated objectives; otherwise, employees will not be able to attain the Objectives. This results in employee dissatisfaction and lower QWL. According to Chelte (1983) adequacy of resources has to do with enough time and equipment, adequate information and help to complete assignments.

OBJECTIVES

- To find out the level of Quality of Work Life as perceived by the employees.
- To find out significant difference between the mean scores of employees perception of Quality of Work Life with respect to background variables.
- To find out significant differences in the mean scores of employees work performance with respect to background variables.
- To find out significant correlation between Quality of Work Life and the Work Performance of employees.

RESEARCH METHODS

The study is to explore the employee's perception of Quality of work life in the organization. The study helps to understand what good quality work life means to employees and how it affects the companies It helps to understand how good working conditions help employees to work more efficiently. 'Quality of Work Life' emphasises on how an employee and employer should keep a proper balance between their work and family. It emphasises how people can keep balance by making their work timings flexible. About 310 employees both male and female, senior and junior workers have responded to this present study. The QWL is measured in the dimensions such as Work Environment, Autonomy at Work, Job satisfaction and Security, Training and Development, Compensation and Reward, Organizational Culture. The present study is descriptive in nature, a structure and standardized questionnaire was used to collect information from the respondents. Convenience sampling techniques was adapted for sample selection.

HYPOTHESES

- There is no significant difference between the mean scores of employee's perception of Quality of Work Life with respect to background variables.
- There is no significant differences in the mean scores of employee's work performance with respect to background variables.

- There is no significant correlation between Quality of Work Life and the Work Performance of employees.

DATA ANALYSIS AND INTERPRETATION

Table 1: Distribution of Respondents based on Personal Data

Sr. No	Variable	Category	Count	Percentage
1	Gender	Female	120	38.7
		Male	190	61.3
2	Age	40 & below	141	45.5
		41 & above	169	54.5
3	Marital status	Married	241	77.7
		Unmarried	69	22.3
4	Years of Experience	10 & below	172	55.5
		11 & above	138	44.5
9	No. Dependents	4 and below	179	57.7
		5 and above	131	42.3

Differential Analysis

Null Hypothesis - 1

There is no significant difference between employees in perception of Quality of Work Life and its dimensions with reference to Gender.

Table 2: Difference between Employees in Perception of QWL with Reference to Gender

Dimension	Variable	Count	Mean	SD	't' Value	Result
Work Environment	Female	120	50.80	10.96	1.09	Not significant
	Male	190	49.49	9.33		
Autonomy at work	Female	120	50.13	9.41	0.19	Not significant
	Male	190	49.92	10.38		
Job satisfaction and Security	Female	120	51.55	9.30	2.23	Significant
	Male	190	49.02	10.32		
Training and Development	Female	120	50.67	9.35	0.96	Not significant
	Male	190	49.58	10.39		

Dimension	Variable	Count	Mean	SD	't' Value	Result
Compensation and Reward	Female	120	50.13	12.50	0.96	Not significant
	Male	190	49.92	8.07		
Organisational Culture	Female	120	50.27	10.99	0.16	Not significant
	Male	190	49.83	0.34		
QWL	Female	120	50.86	10.12	1.20	Not significant
	Male	190	49.46	9.91		

(At 5% level of significance the table value of 't' is 1.96).

It is very clear from the above table that the calculated 't' value for Job satisfaction and security is greater than the table value. Therefore there is significant difference between employee's perception of Job satisfaction and job security. Comparing the mean scores the female have better perception of job satisfaction and job security than the male employees.

Null Hypothesis - 2

There is no significant difference between the perception of employees in Quality of Work Life and its dimensions with reference to Age.

Table 3: Difference between Employee's Perception of QWL with Reference to Age

Dimension	Variable	Count	Mean	SD	't' Value	Result
Work Environment	40 & below	141	48.24	9.54	2.89	significant
	41 & above	169	51.47	10.16		
Autonomy at work	40 & below	141	50.13	9.16	0.61	Not significant
	41 & above	169	49.69	10.67		
Job satisfaction and Security	40 & below	141	49.82	10.29	0.29	Not significant
	41 & above	169	50.15	9.78		
Training and Development	40 & below	141	49.22	12.03	1.22	Not significant
	41 & above	169	50.65	7.89		
Compensation and Reward	40 & below	141	49.32	8.72	1.12	Not significant
	41 & above	169	50.57	10.95		

Dimension	Variable	Count	Mean	SD	't' Value	Result
Organisational Culture	40 & below	141	48.24	9.79	2.86	Significant
	41 & above	169	51.47	9.96		
QWL	40 & below	141	48.74	10.04	2.03	Significant
	41 & above	169	51.05	9.87		

(At 5% level of significance the table value of 't' is 1.96).

It is inferred from the above table that the calculated 't' values for Work Environment, Organizational Culture and

Quality of Work Life in Total are greater than the table value. Therefore there is significant difference between employees perception of Quality of Work Life with reference to Age. Comparing the mean scores the employees who are 41 and above age perceived better Quality of Work Life than the employees who are 40 and below age. In other dimensions there is no significant difference between workers in their perception of QWL.

Null Hypothesis - 3

There is no significant difference between the employee's perception of Quality of Work Life and its dimensions with reference to Marital Status.

Table 4: Difference between Employee's Perception of QWL with Reference to Marital Status

Dimension	Category	Count	Mean	SD	't' Value	Result
Work Environment	Married	241	49.65	10.13	1.20	Not significant
	Unmarried	69	51.23	9.49		
Autonomy at work	Married	241	49.76	10.20	0.83	Not significant
	Unmarried	69	50.83	9.28		
Job satisfaction and Security	Married	241	49.31	9.89	2.27	Significant
	Unmarried	69	52.42	10.07		
Training and Development	Married	241	49.37	7.63	1.46	Not significant
	Unmarried	69	52.21	15.58		
Compensation and Reward	Married	241	49.96	10.18	0.14	Not significant
	Unmarried	69	50.14	9.41		
Organisational Culture	Married	241	49.83	9.58	0.52	Not significant
	Unmarried	69	50.61	11.41		
QWL	Married	241	49.42	9.37	1.68	Not significant
	Unmarried	69	52.02	11.79		

At 5% level of significance the table value of 't' is 1.96)

It is concluded from the above table that the calculated 't' value for Job Satisfaction and Security is greater than the table value. Therefore there is significant difference between employee's perception of Job Satisfaction and Security with respect to marital status. Comparing the mean scores the unmarried employee's perception is better than the married employees towards Job Satisfaction and Security. But for the

other dimensions the employees do not significantly differ in their perception of QWL with respect to marital status.

Null Hypothesis - 4

There is no significant difference between employee's perception of Quality of Work Life and its dimensions with reference to Year of Experience.

Table 5: Difference between Employee's Perception of QWL with Reference to Year of Experience

Dimension	Category	Count	Mean	SD	't' value	Result
Work Environment	10 & below	172	49.36	9.71	1.25	Not significant
	11 & above	138	50.79	10.34		
Autonomy at work	10 & below	172	50.19	9.61	0.37	Not significant
	11 & above	138	49.76	10.50		
Job satisfaction and Security	10 & below	172	50.01	9.96	0.01	Not significant
	11 & above	138	49.99	10.09		

Dimension	Category	Count	Mean	SD	't' value	Result
Training and Development	10 & below	172	49.35	11.62	1.34	Not significant
	11 & above	138	50.81	7.47		
Compensation and Reward	10 & below	172	49.59	8.56	0.79	Not significant
	11 & above	138	50.52	11.56		
Organisational Culture	10 & below	172	49.05	9.93	1.88	Not significant
	11 & above	138	51.19	10.00		
QWL	10 & below	172	49.32	10.01	1.34	Not significant
	11 & above	138	50.85	9.96		

(At 5% level of significance the table value of 't' is 1.96).

From the table it is evident that the 't' values for all the dimensions such as Work Environment, Autonomy at Work, Job Satisfaction and Security, Training and Development, Compensation and Reward, Organisational Culture and QWL in total are less than the table values. Therefore the employees do not significantly differ in their perception of

QWL with reference to years of experience.

Null Hypothesis - 5

There is no significant difference between employee's perception of Quality of Work Life and its dimensions with reference to number of dependents.

Table 6: Difference between Employee's Perception of QWL with Reference to Number of Dependents

Dimension	Variable	Count	Mean	SD	't' Value	Result
Work Environment	4 and below	179	48.73	9.25	2.58	Significant
	5 and above	131	51.74	10.73		
Autonomy at work	4 and below	179	51.30	9.79	2.69	Significant
	5 and above	131	48.23	10.05		
Job satisfaction and Security	4 and below	179	50.19	9.75	0.38	Not significant
	5 and above	131	49.75	10.37		
Training and Development	4 and below	179	49.33	10.49	1.41	Not significant
	5 and above	131	50.91	9.25		
Compensation and Reward	4 and below	179	49.72	10.82	0.60	Not significant
	5 and above	131	50.39	8.79		
Organisational Culture	4 and below	179	48.74	10.02	2.63	Significant
	5 and above	131	51.72	9.74		
QWL	4 and below	179	49.56	9.72	0.90	Not significant
	5 and above	131	50.60	10.38		

(At 5% level of significance the table value of 't' is 1.96).

It is concluded from the above table that the calculated 't' values for Work Environment, Autonomy at Work and Organisational Culture are greater than the table values. Therefore there is significant difference between employee's perception of Work Environment, Autonomy at Work and Organisational Culture. Comparing the mean scores the employees who have 5 and above dependents, perceive better Work Environment and Organizational Culture. But

the employees who have 4 and below dependents perceive better Autonomy at Work.

Hypothesis - 6

There is no significant difference between employees in their work performance with reference to background variables.

Table 7: Difference between Employees in Their Work Performance with Reference to Background Variables

Variables	Categ-ories	Count	Mean	SD	't' Value	Result
Gender	Female	120	52.44	12.89	3.09	Significant
	Male	190	48.46	7.26		
Age	40 & below	141	47.03	4.67	5.29	Significant
	41 & above	169	52.47	12.34		
Marital status	Married	241	50.83	10.84	3.94	Significant
	Unmarried	69	47.09	5.36		
Years of Experience	10 & below	172	47.60	5.08	4.51	Significant
	11 & above	138	53.00	13.30		
No. Dependents	4 and below	179	49.63	8.59	0.73	Not significant
	5 and above	131	50.51	11.67		

It is observed from the above table that the calculated 't' values for work performance of employees with reference to Gender, Age, Marital Status and Years of experience are greater than the table values. Therefore the employees significantly differ in their Work Performance with reference to Gender, Age, Marital Status and Years of experience. Comparing the mean scores the female, workers who are 41 and above age, the married workers and the workers who have put up 11 and above years of experience show better work performance than their counter parts.

Correlation Analysis

Null Hypothesis - 7

There is no significant correlation between Quality of Work Life and Work Performance of employees with reference to background variables.

Table 8: Correlation between QWL and Work Performance with Reference to Background Variables

Variables	Categories	Count	'R' Value	Table Value	Result
Gender	Female	120	0.187	0.139	S
	Male	190	0.378	0.139	S
Age	40 & below	141	0.081	0.139	S
	41 & above	169	0.489	0.139	S
Marital status	Married	241	0.327	0.088	S
	Unmarried	69	0.301	0.235	S
Years of experience	10 & below	172	0.149	0.139	S
	11 & above	138	0.481	0.139	S
No Dependents	4 and below	179	0.275	0.139	S
	5 and above	131	0.357	0.139	S

(At 5% level of significance).

The table shows a significant result that there is a positive significant correlation between Quality of Work Life and the Work Performance of employees.

Null Hypothesis - 8

There is no significant correlation between Quality of Work Life and Work Performance of employees.

Table 9: Correlation between QWL and Work Performance

Total Sample	Count	'R' Value	Table Value	Result
Employees	310	0.141	0.088	S

Significant positive correlation is found between Quality of Work Life and Work Performance of employees.

RESULTS AND DISCUSSION

Majority of the employees perceived moderate Quality of Work Life. This finding is further supported by the previous research by Manouchehr et al. (2013) revealed that the Iranian EFL teachers experience medium and low level of QWL. Again the result of the present research contradicts the previous research by Swarnalatha (2014) reports that 69% and 31% of workers perceived high and low QWL. Further Saraji and Dargahi (2006) states that majority of the employees were dissatisfied with job security.

There is significant positive relationship exists between Quality of Work Life and Work Performance. The present result is further conformed by the previous studies that Seelan, Rethinam and Ismail (2008) records job satisfaction and job security is associated with QWL of IT employees. Again Muftah and Lafi (2011) reports that there is significant positive relationship between QWL and employee satisfaction. The study undertaken by Khadiye Rahmaty

Nia, Maryam Maleki (2013) produces similar result that there is a significant positive relationship between QWL and organizational Commitment. Behnam Talebi et al. (2012) also supports this finding states that there is significant and positive relationship between job security, work environment, autonomy at work and employee effectiveness.

There is significant difference between employee's perception of Job satisfaction and job security with respect to their gender. The female have better perception of job satisfaction and job security than the male employees. Nair (2013) supports this result says that there is significant difference between college teachers in their QWL and women teachers reported to show high level of job satisfaction. This indicates that the job security that is the tenure of women professional work life depends on the social environment that is the action against harassment, giving up leisure time or activities for work. This study was supported by previous research found that the social environment and job security were consistent (Rasool Davoudi & Seyed Hossein Mousavi, 2012). Employers can no longer promise job security, but they can help people maintain the skills they need to remain viable in the job market. Chandranshu 2012 There is a negative correlation between Job security and Work stress Valarmathi and Balakrishnan (2013) find that there is significant difference in the mean opinion for training among the varied gender.

There is significant difference between employees perception of Quality of Work Life and its dimensions-Work Environment, Organizational Culture and Quality of Work Life in Total with reference to Age. The employees who are 41 and above age perceived better Quality of Work Life than the employees who are 40 and below age. Very similar result was arrived by Stephen (2012) states that employees of small scale industries perceived the QWL variables such as autonomy at work, work environment and fringe benefits.

There is significant difference between employee's perception of Job Satisfaction and Security with respect to marital status. The unmarried employee's perception is better than the married employees towards Job Satisfaction and Security. Valarmathi and Balakrishnan (2013) recorded that there is significant difference in the mean opinion for job security among the varied designations.

There is significant difference between employee's perception of Work Environment, Autonomy at Work and Organisational Culture with respect to number of dependants. The employees who have 5 and above dependents, perceive better Work Environment and Organizational Culture. But the employees who have 4 and below dependents perceive better Autonomy at Work. This shows that job security that is the job tenure and fear of losing the job does have a greater impact on job autonomy

of IT professionals. This finding is supported by previous researches on career anchors which found the relationship between the job security and the job autonomy (Ronel, 1990) of the various factors that contribute to organizational success, job autonomy and control are important for sustaining and improving employee contribution to the organization. Job autonomy is one of the required factors for creating a supportive work environment (Mary, Vikram, Nancy & Borich, 2012).

There is a positive significant correlation between Quality of Work Life and the Work Performance of employees with respect to all the background variables such as gender, age, years of experience, marital status and number of dependants. Previous studies show that the work environment influenced by the job performance (Alla, Helena & Simona, 2008). The research by Nyagechi, 2013 on work environment factor that affect QWL revealed that poor safety and health, work pressure or stress and provision of inadequate working tools are environmental aspects that bring about poor quality of working life experiences. Hosseini (2010) registers that quality of work life is related to performance. Kulkarni (2013) states that training and development is one of the important features of QWL. Wyalt and Wah (2001) conclude that personal growth and autonomy is associated with QWL of employees of all categories.

CONCLUSION

Many aspects affect the management of human resources. One such aspect is Quality of Work Life (QWL). It is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. The elements that are relevant to an individual's quality of work life include the physical work environment, autonomy at work, job satisfaction and security, training and development, compensation and rewards and organisational culture within the organization, administrative system and relationship between life on and off the job. When quality of life improves the work performance also will improve.

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The core of XIBA education lies in forming leaders who make a difference positively in the lives of people in its every activity, be it academic or non-academic. XIBA aims at formation of character of students.

And forms excellent leaders with ethics.

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