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GEN AI - THE NEW AGE OF HUMAN CAPITAL MANAGEMENT (HCM)



NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT



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NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT
Southend Conclave, Tower Block
3rd Floor, 1582, Rajdanga Main Road
Kolkata - 700 107
Phone : (033) 2441 7254/7255
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Editorial

The tech giants Apple, Dell, IBM, Intel, Infosys, Infineon, Go Pro, Brave, and Share Chat etc., announced layoffs at a rapid pace in August, 2024. The talent war amid attrition in legal firms, DEI privilege, the recent augmentations and algorithms of AI i.e., Gen AI and AGI, and the FOTO are the FOMOs of the CHROs' while the holistic hiring, loud loyalty, and work place empathy are ebbs and flows.

AI permeates everywhere, every sphere, and every one's way and walk of life. The cobots, copilots, robots, and chatbots reinvent, reshape, and redefine the HCM. AI powered HCM includes the nuts-and-bolts of analytics and breakthroughs to maximise productivity and performance. AI enabled HCM amplifies cognitive skills, augment human expertise, accelerate the adoption, and provide intelligent solutions. The HCI streamlines the deployment of applications from pilot to production, and the apps and applets provide intelligent solutions in regard to tepid efficacy in recruitment, fallacy of 6-day week, Gen-X retirement, dry promotion, looming strikes, talent exodus, sick shaming at work, data hygienity, privacy, and security per se.

The Employee Experience (EX) has evolved as a key driver of Employee Engagement (EE) and a component of happiness at work. The Employee Engagement and Emotional Exhaustion are considered as psychological dimensions of wellness and wellbeing. The skilling, reskilling, and upskilling are on upfront, and the analytical and critical thinking remain the most important skills of 21st century. Green jobs are growing quickly across sectors and industries. The resiliency, agility, and adopting a test-and-approach will mark the winning strategies for 2024.

AI-mazing and HCI is awesome. Gen-AI powered HCI is emerged as an off-of-the shelf suite that offers value beyond the hype. The excitement around HCI is palpable and C-Suite would move ahead with thoughtful and intentional speed in a promising world of Gen-AI. Be a digital native and a pre-trained transformer. The Return on Human Capital Intelligence matters.

With Best Wishes,

Dr. PRK RAJU

Editor-In-Chief, NIPM-Personnel Today



Dear Members,

Greetings and best wishes.

I would like to thank Dr. PRK Raju, Editor, Personnel Today and his Team for releasing our 3rd Edition Personnel Today in Digital Format.

It gives me great pleasure to connect with you through our magazine, **Personnel Today**. This publication has long been a trusted source of knowledge and inspiration within the NIPM community, and I am continually impressed by the **quality of articles** that are shared.

I would like to take this opportunity to applaud the contributors for their insightful and thought-provoking content. These articles have enriched our understanding of key topics in people management, offering fresh perspectives and innovative solutions.

A special note of appreciation must go to our Editorial Team, whose tireless efforts and commitment ensure that the magazine is published at regular intervals with the highest standards of excellence. Their hard work behind the scenes allows us to stay informed and connected, and for this, I extend my heartfelt thanks.

As we now turn our attention towards **NATCON 2024**, I personally invite each one of you to participate in this flagship event. 40th NIPM-National Conference - **NATCON 2024** is hosted by NIPM-Mangaluru Chapter at Dr. TMA Pai International Convention Centre, Mangaluru on 27th & 28th September 2024. The Conference Theme chosen viz., "**India@2047 - Human Capital for a Developed India**" is felicitous to the human resources in the current context of country's aspiration to be a developed nation by 2047. NATCON provides a unique platform to explore the latest trends in HR, network with industry leaders, and engage in meaningful discussions that shape the future of our profession. Let us come together, learn from each other, and make **NATCON 2024** a truly memorable event. I look forward to seeing you there!

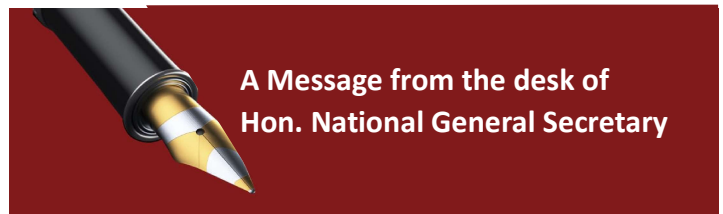
Thank you for your continued support, and I look forward to the conversations and collaborations that will undoubtedly emerge from this exploration.

Looking forward to meet you all at our National Conference-**NATCON 2024**, scheduled on 27th & 28th September'24 at **Mangalore**.

I once again, convey my hearty greetings to everyone of you.

Warm Regards,

Dr. M.H. Raja
National President, NIPM



Dear Members,

In the present context 'GEN AI THE AGE OF HUMAN CAPITAL MANAGEMENT [HCM]' creates & values the human capital in order of the day & helps any management. In the present scenario Human Capital is more important to our need & supplement for running of any Management business module with perfect combination of latest technological tools like Artificial Intelligence and thus make an impact of 'GEN AI THE AGE OF HUMAN CAPITAL MANAGEMENT [HCM]'.
AGE OF HUMAN CAPITAL MANAGEMENT [HCM].

In this issue our authors are covered & extensive use of Artificial Intelligence in Human Resource Management and some of them tested on job & seen the good results also.

This issue released during our NIPM National Conference [NATCON'2024] & best wishes to our contributing authors, book reviewers and Editorial team members.

My best wishes to the team working behind the resounding success of NATCON'2024.

Best regards,

P R BASAVARAJU

Hon. National General Secretary

Chat GPT in Human Capital Management (HCM) -The Applications and Analytics

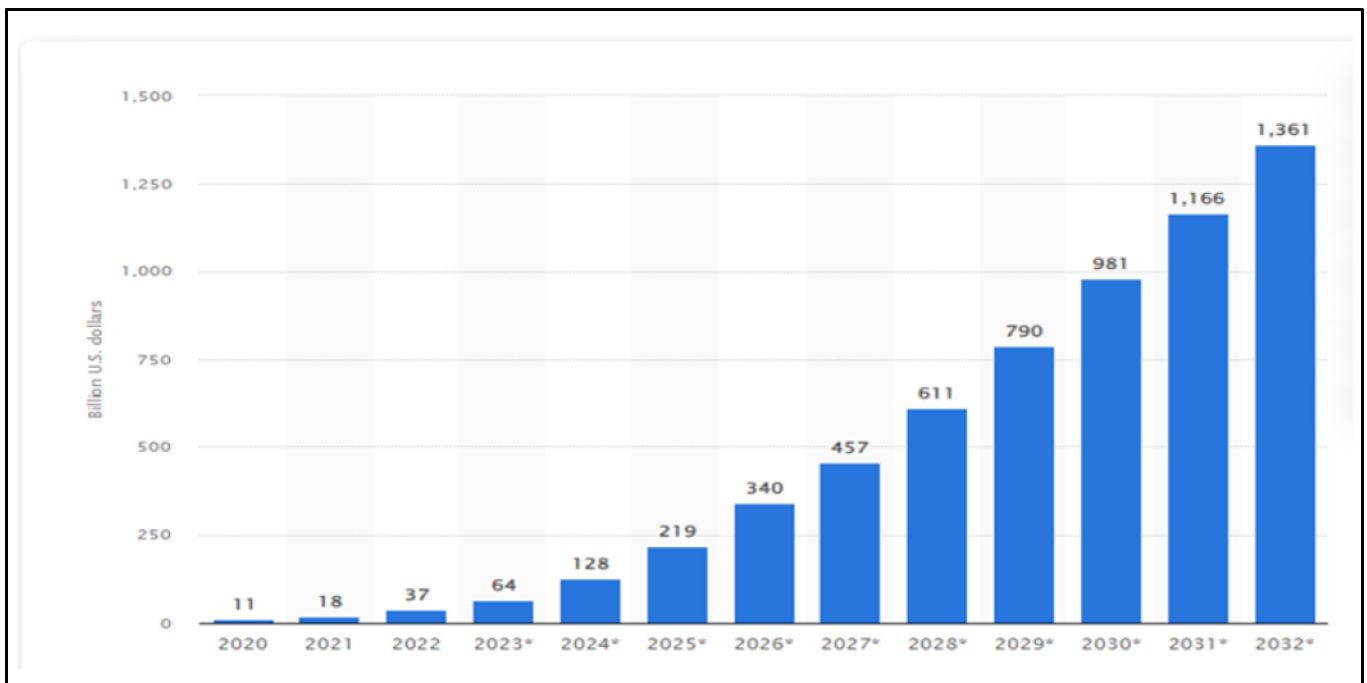
Dr K. Bhanu Prakash & Dr. P R K Raju

1. Chat GPT-The Premiere

The *Digital Hand* has transformed the world of work, work force, and the siloes and signatures of work in developed as well as developing nations (**James W. Cortada, 2011¹**). AI is seemingly everywhere and evolving. The AI unveils its arms' race and Gen-AI is emerged from the realms of AI. The Generative Artificial Intelligence (Gen-AI) Models are at the heart of the AI revolution today (**Arun Chandrasekaran, 2024²**). Open AI's ChatGPT is an AI's Chatbot that can understand natural language and produce human-like responses for everyone and everything (**Duan et al., 2019³**, p. 63, **MIT Technology Review**).

Disruption has become a norm and Artificial Intelligence will have a positive impact on HCM (**Rotman, 2013⁴**). The Chat is an AI-powered Chatbot developed by Open AI while Generative Pre-Trained Transformer (GPT) is an algorithm that produces a Chatbot's human-like conversations by predicting which word is most likely to come next. The Chat GPT has become the golden child of AI and it continues to rise and implement algorithmic HCM for hiring, firing, and training employees

Exhibit-1: Global Revenue In flows of Gen-AI from 2020 to 2032- A Bird's-Eye-View.



Source: www.statista.com

* **Dr. K. BHANUPRAKASH**, Professor & CHRO, MN Infra Pvt., Ltd., E-Mail: bhanucool@yahoo.com, Mobile No. 9440321648

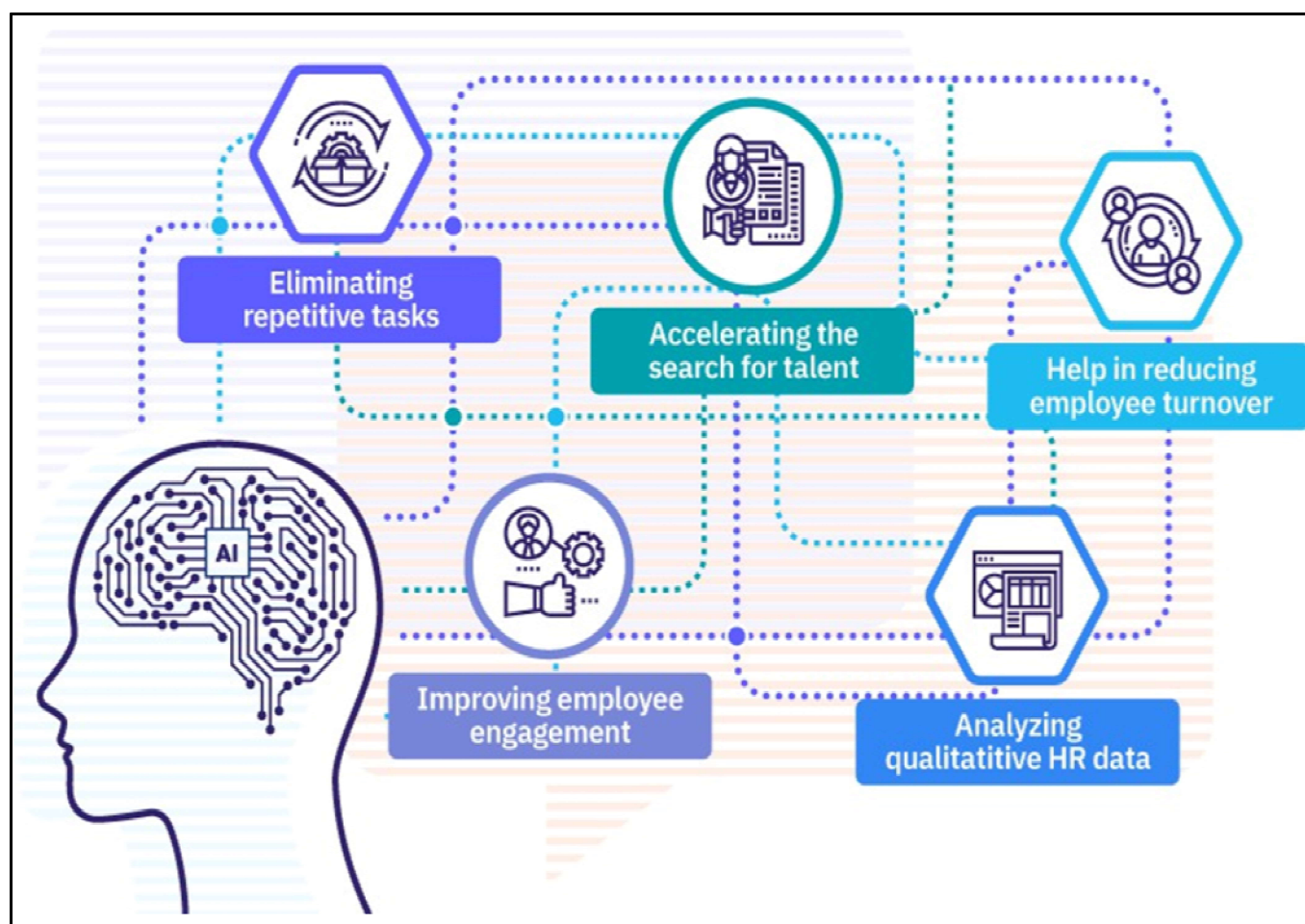
Dr. PRK RAJU, Professor (DMS), Director (Skill Development), Godavari Global University, Rajahmundry, E-Mail: prkaju008@gmail.com, Mobile No. 9491069222

Exhibit-1 presents the Global Receipts from Gen-AI from its inception 2022 to 2032. It is observed that the Gen-AI market shows a significant rise from \$US11billion in 2020 to 128 billion in 2024 and is expected to reach more than \$US 1.3 trillion in 2032 due to an explosion of Gen-AI tools viz., *Bard (Google)*, *Chat GPT(Open AI)*, and *Midjourney (Midjourney, Inc.)*

ChatGPT in Human Capital Management (HCM)-The Pointers and Ponders

The ChatGPT is AI's marvel and a game-changer in Human Capital Management (HCM). The CHROs' across the world are wielding ChatGPT to save time and boost efficiency, streamlines the process of recruitment and selection, employee onboarding and training, candidate engagement, performance management, employee assistance and support, employee feedback and engagement, and knowledge management (**Forbes, 2023**)⁵. ChatGPT can improve HR processes including employer experience, simplifying recruitment and onboarding, providing HR data management and analytics in a cost-effective manner (**Chowdhary, 2023**)⁶.

Exhibit-2: Chat GPT for Human Capital Management (HCM) -The Dimensions



Source: www.aihr.com

AI is for Gen-AI and the AI-enabled Machine Learning (ML) tools promote diversity (Daugherty *et al.*, 2018)⁷, employee recruitment (Pan *et al.*, 2022)⁸, while Chatbot's enhance the employee work experience (Malik, Budhwar, Patel, & Srikanth, 2022)⁹, and improves personalized learning (Beer *et al.*, 1984)¹⁰. The domain of HCM has metamorphosed for the last two decades and embracing the cross-functional and data driven approaches and plays a crucial role in the process of value creation (Bresciani *et al.*, 2021¹¹; Zhang *et al.*, 2021¹², DiClaudio, 2019¹³).

The upsurge of AI technologies revolutionize the way and work of work including the workforce from recruitment and selection to employee engagement and performance management. Open AI launched the ChatGPT-1 *i.e.*, a conventional ChatBot based on 'Transformer Model' in 2018, followed by GPT-2 in 2018, GPT-3 in 2020, and GPT-4 in Mar, 2023. These models are generating human-like text and have a wide range of applications including language translation, and language modelling for Chatbots. ChatGPT combines an LLM (Large Language Model) with an interaction layer that uses reinforcement learning. The LLM is a neural network that uses unsupervised learning to predict outcomes (KPMG, 2023¹⁴). ChatGPT can be integrated into the work environments as a component of a bespoke network of applications (OpenAI, 2023) and depending on use the ChatGPT can provide on-demand personalized support, novel responses to complex queries, and guidance on a host of topics (Hatzius *et al.*, 2023)¹⁵.

Chat GPT in HCM -The Empirical Tones and Textures

The term 'Human Capital Management (HCM)' is at first coined by Adam Smith in 1700 and defined it as a set of inherent abilities and skills that can be enhanced or increased through training and education. It is used in synonymous with HRM in software to deal with the core concepts of HR including hiring, engaging, and retaining employees.

Dr. Garima Saini *et al.*, (2023)¹⁶ in a compendium of scholarly episodes opine that the digital transformations influence the future of workforce and the adoption of AI in HR streamline processes thereby ensuring transparency, enabling accountability, and effectively improves the functioning of HR and human oversight. The 'AI-enabled Workforce Planning' reinvents and redesigns the future of work, workforce, and workspaces. Keeping in view the future of HR in the age of AI, it is recommended to incorporate ethical and legal considerations in adoption of AI in HRM.

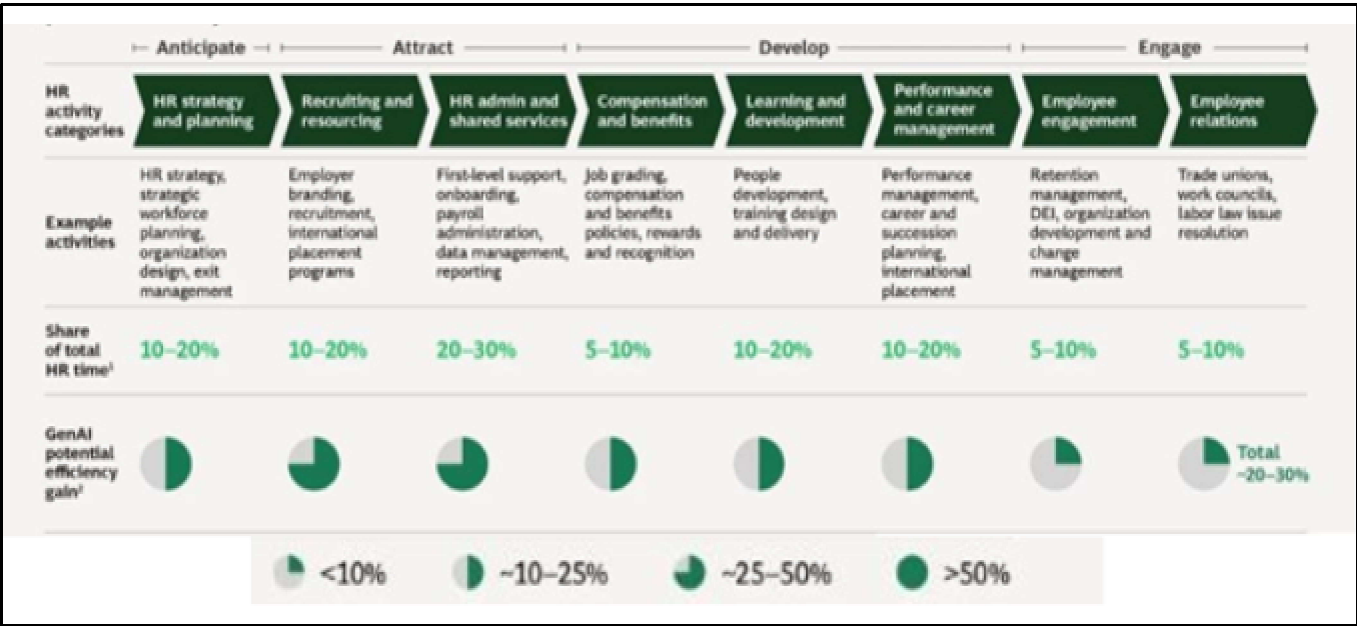
Fenwick A, Molnar G, Frangos P. (2024)¹⁷ advocate the AI-Human interaction and integration in HR functions and processes. The integration of AI in HR is spanning into three distinct phases *viz.*, Technocratic, Integrated, and Fully-Embedded. Further, examined the techno-human-ethical challenges and considerations at each phase and classifies HRM practices into three categories in relation to people management, culture, and compliance. A human-centric approach is recommended for designing a future road map and bringing the humans and machines together in the landscape of AI in HRM.

Pandey, A *et al.*, (2023)¹⁸ explore on the concepts of Employee Well-Being and Resilience, Change Management, and also investigated the working routines, workplaces, and remote working conditions at

times of COVID'19 and the *Great Resignation*. Moreover, emphasized the importance of an innovative approach i.e., *AI powered HRM* to navigate in the new era and to create an inclusive work environment. The reinvention of Strategic HR practices in *World 2.0*, and introducing digital upskilling, and Human Resource Analytics including Predictive Decision-making Analytics, People Management Analytics, and Talent Management Analytics in HRM are some of suggestions offered to create sustainability in Human Capital Management (HCM).

*Julie Bedard et al., (2023)*¹⁹ asserted the moments matter ut most to connect. The *Gen-AI powered 'Co-Pilots'* address the ease of use in real-time scenarios and will guide the rhythm of work, customising onboarding plans, inspiring high performers, and alert disengaged to connect. The empirical evidences revealed that Gen-AI applications in talent upskilling and career planning could boost HR productivity up to 30 per cent and reduce annual budget by 10 per cent y-o-y for the past three years. The adoption of Gen-AI in HCM automates 50 per cent tasks in a nonboarding journey with 3X speed and accuracy. Therefore, suggested a comprehensive data-driven eco-system i.e., *truly personalised and always on delivery of HR services with ethical AI*. Undoubtedly, the Gen-AI transforms HR processes to drive about 30 per cent increased productivity across HR value chain in near future.

Exhibit-3: Gen-AI Powered HCM Transformations-The Analytics



Source: BCG Report, 2023.

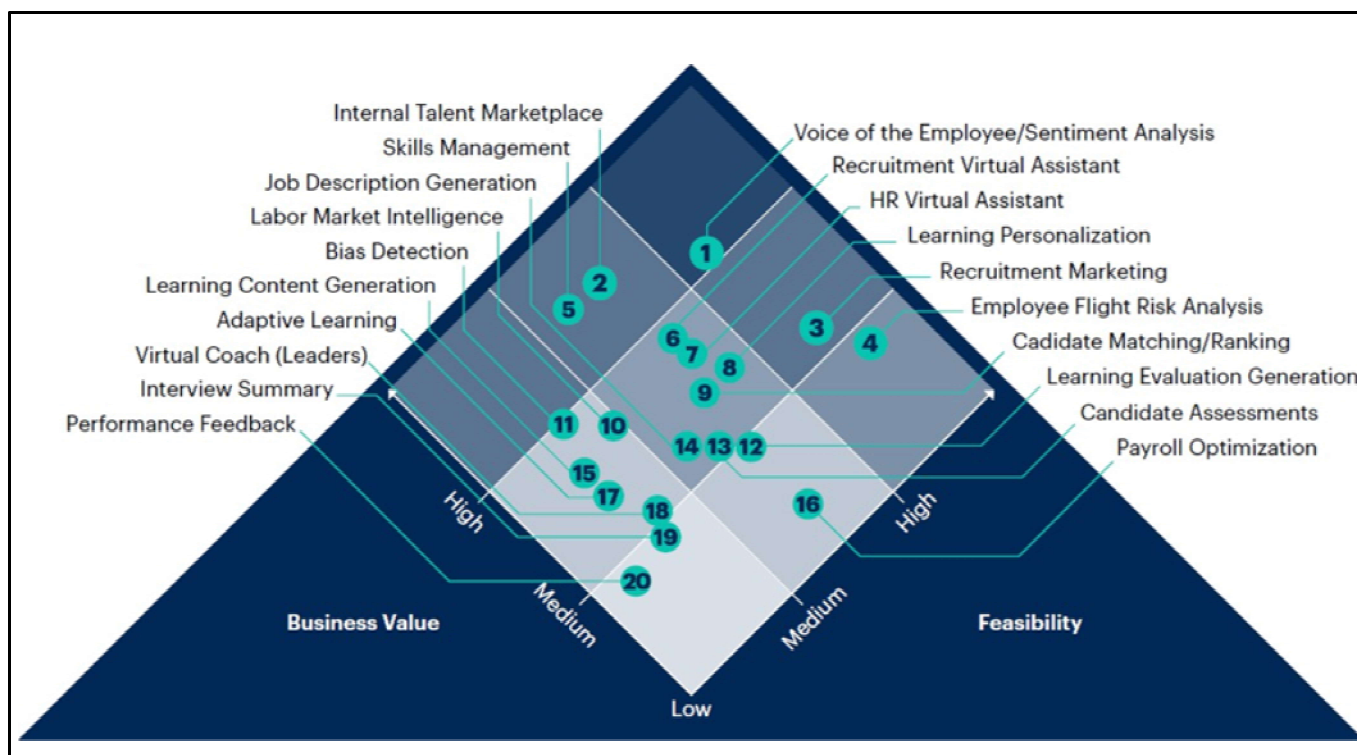
Pawan Budhwar et al., (2023)²⁰ in a series of scholarly articles synthesize the literature on AI, Gen-AI, and HCM from the perspective of ChatGPT. The GPTs are ramped up the AI arms race and the algorithms may pose great opportunities as well as raising significant ethical and moral issues to the policy makers, HR practitioners, and society at large. The adoption of ChatGPT in HCM can lead to increased efficiency, better employee experiences, and more strategic decision-making. However, it is crucial to address potential challenges to maximize the benefits of this technology. **ChatGPT in Human Capital**

Management (HCM) - The Applications and Applets

The application of ChatGPT in Human Capital Management (HCM) is pervasive and continuous process. The ChatGPT can be integrated into HCM in recruitment and hiring, employee onboarding, training and development, performance management, employee engagement and support, workforce analytics, compliance and risk management (<https://chatgpt.com>). Google's Gemini, and Anthropic's Claude-2 is the fiercest competitors to GPT-4o in terms of reliability and capability.

The process of '**Recruitment and Training**' involves the screening of the candidates, scheduling for an interview, and engagement of the candidate etc., **Employee Onboarding, Employee Engagement, and Support** addresses the employee queries in relate to policies, benefits and procedures and also providing insights for the improvement of Employee Satisfaction. **Training and Development** in HCM aims to improve productivity and performance and also provide personalised learning and 24/7 support to resolve issues. The goal setting and performance reviews are major functions of **Performance Management**. The analytical insights on workforce analytics, predictive analytics, talent analytics and other metrics are provided by **Data Analysis** while policy compliance and risk mitigation strategies are discussed elaborately in **Compliance and Risk Management**. Some of the **Challenges and Considerations** are data privacy, bias and fairness, integration of ChatGPT with HCM processes, user acceptance per se.

Exhibit-4: AI in Human Capital Management (HCM)- An Overview



Source: www.gartner.com

Exhibit-4 presents the integration of AI in HCM processes and it generates improved 'Business Value' in terms of goals of HR, Employee Engagement (EE), Employee Value Proposition (EVP), Employer Brand, Operational Efficiency (OE) and Organisational Health (OH). The term 'Feasibility' refers to technical feasibility, external feasibility, where AI demands for ethical legislation.

ChatGPT in Human Capital Management (HCM) - The Future Forward

Gen-AI solutions are to be embedded in HCM in future and ChatGPT embrace the power and potential of AI in improving work efficiency and effectiveness. The workforce digital dexterity, agile learning, a human-centric work processes and environments keeping in view the physical and psychological needs of employees create a healthy and supportive workplace. This results in higher levels of engagement, motivation and overall well-being, as well as increased productivity and better business outcomes (HRM Outlook, 2024).

The next inflection point is moving from individual experience to strategic value (**McKinsey, 2024**), and brings order from chaos and confusion to clarity, builds trust, transparency, auditability, and openness in data driven solutions (**Gartner, 2024**). The fusion teams, hyper-automation, Business Intelligence, AI-driven skills, hybrid work culture, increased sensorization, advanced analytics are future pointers of reference.

The Augmented AI, Ethical AI, and Retrieval Augmented Generation (RAG) are the future face of AI. ChatGPT may have open ended effects on HCM, indeed, economy and society at large. AI may also play a significant role in 'Human Augmentation' *i.e.*, enhancing cognitive skills and physical abilities for critical thinking and problem-solving. The AI possibilities are promising and future of Gen-AI will be prosperous, yet, ethical and legal implications must be addressed for a successful future. The ChatGPT in HCM remains the best to improve lives, drive innovation, and shape a better future for humanity.

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**Children imitate their Parents,
Employees their Managers**

- Amit Kalantri

Redefining Leadership Competencies for the Hybrid Workplace: Challenges and Opportunities

Vijayalakshmi S and Pushpa B V

Abstract

As businesses adapt to the evolving work environment in the post-pandemic era, effective leadership in hybrid work teams has become increasingly critical. This study explores the hybrid work model, which integrates both traditional office and remote work practices, and examines its impact on leadership dynamics. We propose a conceptual model focusing on key constructs such as communication, trust, team effectiveness, and team cohesion. Our research highlights how these factors redefine leadership roles and contribute to organizational efficiency in a hybrid context. The shift to hybrid work models—combining in-office and remote work—has transformed organizational dynamics and leadership practices. This transition necessitates a re-evaluation of traditional leadership approaches to address the unique challenges and opportunities presented by hybrid work environments. Effective leadership in this context requires a blend of traditional and remote management techniques, adaptation to new work practices, and a focus on fostering intentional collaboration.

Introduction and Background of the study

Digitalization has profoundly transformed the corporate world, introducing increased volatility, uncertainty, complexity, and ambiguity in both living and working environments, impacting employees and manager's alike (Mack & Khare, 2016). Key megatrends such as globalization, digitalization, and demographic shifts are reshaping daily life and societal structures. The COVID-19 pandemic has accelerated this transformation by prompting an ad hoc shift to mobile working and digital processes. This rapid transition to remote work, online meetings, and virtual conferences has highlighted the potential for growth and adaptability despite inherent challenges.

The pandemic has demonstrated that virtual workspaces can become routine, showcasing resilience and flexibility. As organizations navigate this new normal, leaders are increasingly confronted with the dual challenge of managing employees in both remote and face-to-face settings. This hybrid leadership approach necessitates balancing the strengths of remote communication with the benefits of in-person interactions, while also addressing new obstacles that arise from this blended mode of operation.

The pandemic has accelerated the adoption of hybrid work models, with nine out of ten organizations now combining remote and on-site work (McKinsey, 2021). Digital technology has facilitated remote work across various sectors (Desilver, 2020), and digitalization remains a key megatrend reshaping the business landscape. Organizations are increasingly required to adapt their processes and integrate digital technologies to remain competitive (Glückler & Armbruster, 2003; Soderholm, Parida, Johansson et al., 2018). Technological

Dr. Vijayalakshmi S, Assistant Professor, M P Birla Institute of Management, Bangalore
Pushpa B V, Associate Professor, M P Birla Institute of Management, Bangalore

advancements have given rise to virtual work environments (Bell & Kozlowski, 2002; Raghuram, Garud, Wiesenfeld et al., 2001).

A significant paradigm shift is occurring in the workplace, largely driven by digitalization. This shift was observable even before the COVID-19 pandemic and is expected to continue well beyond the crisis (Gerdenitsch & Korunka, 2019). Leaders are increasingly leveraging virtual work arrangements due to advancements in technology, globalization, and the evolving focus on work-family balance. The transition to hybrid work models reflects pre-pandemic trends accelerated by digitalization (Allen et al., 2015; Cascio & Montealegre, 2016).

In virtual settings, effective leadership often necessitates active engagement, with shared leadership models showing stronger impacts on outcomes (Hill, 2005; Hoch & Dulebohn, 2013; Muethel et al., 2012). As deeper disconnects in workplaces can lead to increased employee attrition, organizations must develop tailored hybrid working models to navigate this uncertainty. There is no one-size-fits-all solution; firms need to craft their own hybrid work strategies.

This study aims to explore the most effective leadership skills for managing hybrid teams and maintaining employee performance in virtual environments. The focus is on understanding how leadership and digitalization impact business success, with an emphasis on resilience and accessibility as crucial leadership qualities in hybrid work settings.

Key Challenges and Adaptations

1. Integration of Leadership Approaches

Leaders must integrate conventional management techniques with new remote practices to effectively manage hybrid teams. This integration involves adapting strategies and processes to align with flexible work arrangements.

2. Addressing Disconnection

Hybrid work can create physical and emotional disconnections between leaders and employees. Overcoming these gaps requires deliberate efforts to maintain engagement and build relationships.

3. Navigating Digitalization

The increasing reliance on digital tools presents challenges in communication and collaboration. Leaders must develop new skills to effectively utilize these tools and manage virtual teams.

4. Enhancing Employee Autonomy and Performance

Flexible work arrangements improve employee autonomy and performance. Leaders need to support this flexibility while ensuring accountability and alignment with organizational goals.

Conceptual Model and Constructs

Our study introduces a conceptual model that redefines leadership within the hybrid work model. We focus on the following constructs:

1. Team Cohesion

Maintaining team cohesion is essential in a hybrid work environment. Regardless of where team members are physically located, leadership must promote a sense of togetherness and teamwork among them. Regular team-building exercises, online gatherings, and open lines of communication that guarantee everyone feels included and respected can help achieve this.

2. Organisational Culture

In hybrid work model, where employees remotely and in the office, it might be difficult yet important to maintain a consistent Organisational culture. Leadership plays a crucial role in developing a culture that transcends physical spaces. This entails making certain that every employee, regardless of location of employment, consistently communicates and embodies the company's core values, beliefs, and procedures. In order to ensure that remote workers feel just as integrated and appreciated as those in the offices, leaders must actively encourage inclusivity, collaboration and tru

3. Communication Guidelines

To prevent miscommunication and guarantee that every team member is aware of the situation and on the same page, a hybrid work paradigm requires clear and constant communication. Leadership needs to set up rules for communication that specify how information is distributed via various media (such as email, instant messaging, and video conferencing). These rules aid in upholding openness and guaranteeing that all individuals, irrespective of their place of employment, have access to the required data.

4. Definitive and Transparent goals

In a mixed work environment, setting explicit and transparent goals is essential to guaranteeing accounting and giving direction. To guarantee that everyone on the team is aware of their roles and responsibilities in accomplishing these goals, leadership must clearly define them and convey them to all team members. Even when remotely, teams can remain motivated and focused with the support of transparent goals.

5. Work-life boundaries

Leadership needs to support and honour work-life boundaries in a mixed work environment where it might be difficult to distinguish between work and personal life. This entails establishing guidelines for working hours, supporting frequent breaks, and advocating for a positive work-life balance. Leaders may avoid employee burnout and maintain employee satisfaction and productivity by taking this proactive measure.

6. Innovation

Maintaining competitiveness and adjusting to changes in a hybrid work style require innovation. It is imperative for leaders to foster an environment that values innovation and creativity, enabling staff members to confidently suggest fresh concepts and fixes. This could entail establishing procedures or environments that creativity, including cross-functional teams, innovation labs, brainstorming sessions.

7. Trust

In a hybrid paradigm, effective leadership is built on trust. Regardless of where they work, leaders must have faith in their staff to carry out their responsibilities efficiently. Employees should have faith in their leaders to help them, provide them, provide them clear guidance, and make decisions that are in the best interest of the team and business. The confidence should be reciprocated. Establishing and upholding this trust is crucial to creating a supportive and effective work environment.

8. Integration in Leadership in a Hybrid work Model

In this situation, effective leadership is striking a balance between these components to produce a supportive, transparent, creative, and unified work environment. To maintain organisational success, leaders need to be skilled at negotiating the difficulties of managing a distributed workforce, utilising technology, and cultivating a culture that crosses geographical boundaries.

Research Gap

Literature reviews have highlighted various issues related to leadership in hybrid work environments. Researchers have suggested that effective leadership may become even more critical than in fully collocated teams when employees are working from dispersed locations. Despite these insights, there remains a gap in understanding how managers fulfill their leadership roles within hybrid settings (Blackburn, Furst & Rosen, 2003; Kozlowski & Bell, 2003; Kirkman, Gibson & Kim, 2012).

Purpose of the study

The purpose of the study is to describe the leadership challenges in a hybrid working arrangement. Organisational culture, Team cohesion, Team effectiveness, organisational culture, work life boundaries, structure and clear goals, communication, Innovation, Technology and trust are some of the prominent leadership challenges. Studies on hybrid work productivity lack explanation; further research are needed on leadership and hybrid work post- pandemic. (Ozkan N, Erdil., & Gok M.S, 2022)9

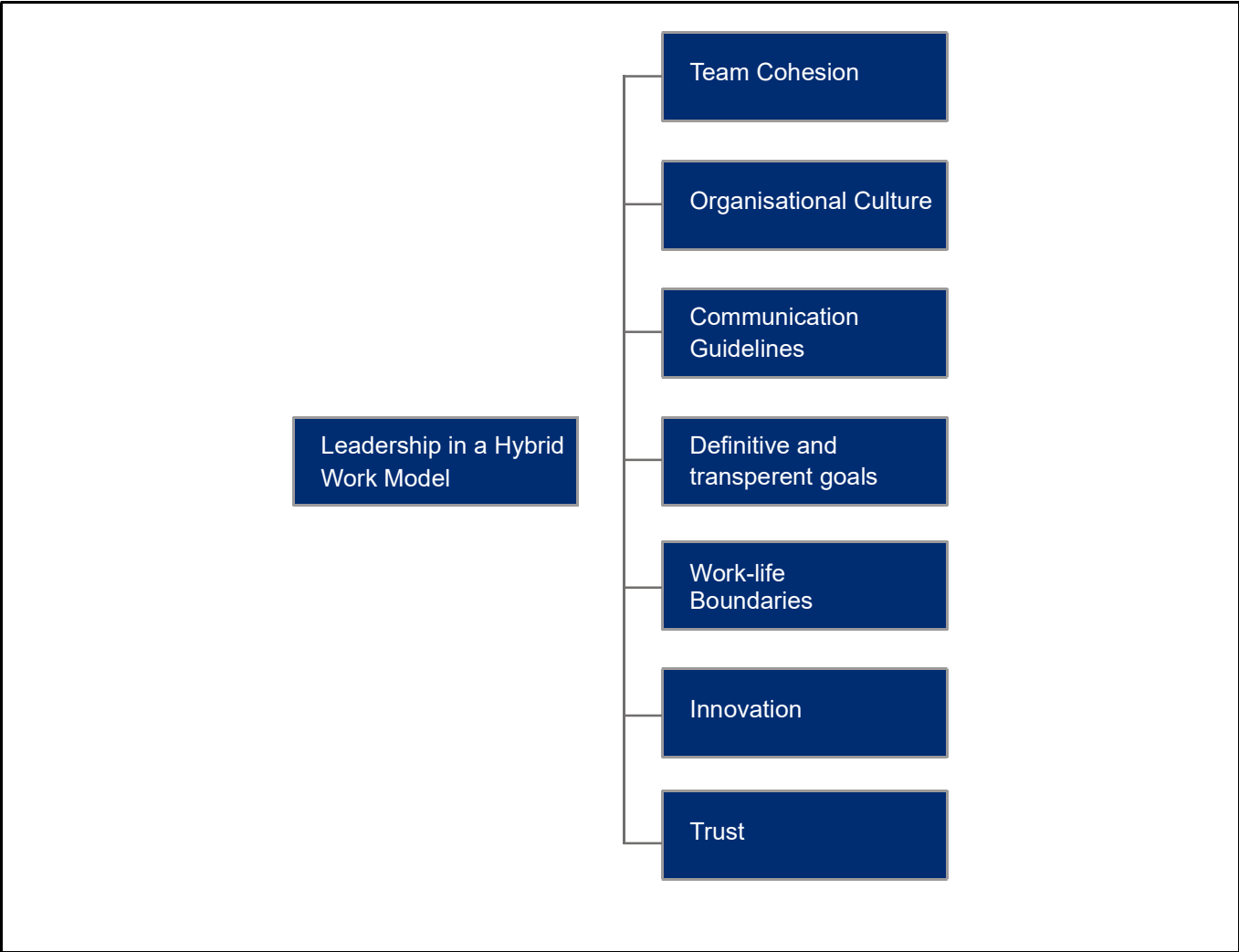
Research questions

- 1. What Leadership skills are essential for team success in hybrid work arrangements?
- 2. Why Leadership is vital for Hybrid Modern business?
- 3. How the shift of hybrid work model affects leaders and Leadership?

Methodology

This paper is descriptive and conceptual. A conceptual framework linking up Team Cohesion, Organizational Culture, Communication Guidelines Definitive and Transparent Goals, Work life boundaries, Innovation, Technology and Trust constructs with leadership that redefines Leadership effectiveness in Hybrid Model work place.

Figure: 1 Conceptual Model : Variables that redefines the Leadership in Hybrid work Model.



Source: Variables Collated from literature reviews (Authors

Discussions & Implications of Leadership in the Hybrid work Place

It is more important than ever for company leaders to re-evaluate their approach to hybrid work and adapt to meet people where they are given that the corporate world is dealing with a talent shortage as many workers change professions and there is an urgent need for organisations to be more competitive. The transition to hybrid work offers leaders a chance for professional growth to establish plans that will enable productive outcomes in both a hybrid and in-person work environment. Businesses that encourage leaders to change their leadership style to accommodate the needs of today's hybrid workforce are likely to be successful in luring top talent and will start to reap the rewards immediately. Some of the variables that redefines the definition of leadership in the hybrid work place are discussed as below.

Team Cohesion

Leadership challenges include maintaining cohesion and belonging among employees working from home and onsite. This can lead to positive co-location and in-person collaboration, while remote workers may feel disenfranchised and unhappy. (Alexander et al 2020)¹⁰. Leaders should encourage feedback, vulnerability, and sharing through listening tours, fireside chats, and reverse town halls to create a safe environment.

Organizational culture - A business's culture is a unified web of beliefs and ideas that keeps team members committed to the bigger picture. In remote settings, creating a culture of trust fosters accountability, camaraderie, and teamwork. Employees feel comfortable sharing valuable information, and a culture of trust encourages open communication and collaboration. This connection increases engagement, productivity, and longevity by recognizing individual cultural uniqueness.

Communication Guidelines - Establish In remote settings, clear communication is crucial for establishing cohesion and maintaining rapport among teammates. Establishing guidelines and protocols early on helps ensure that virtual "doors" are closed and members are not disturbed. Use "Do Not Disturb" settings in chat apps and block off times for focused work and days off in shared calendars. Respecting time and limiting online meetings to consecutive days can help maintain rapport and facilitate productive collaboration.

Definitive and Transparent Goals - Definitive goals are easier to achieve, while transparency helps employees understand the broader motive and purpose behind them. Clear goals help team members understand their work's fit into the business trajectory, fostering confidence in contributions. Create purpose-led teams with clearly defined goals, communicated processes, peer support, and prioritized communication to create a supportive environment.

Work-life Boundaries

Effective leadership is crucial for team success and organizational performance. (Chua et al 2019; Northouse, 2021)¹¹. Leaders' anxiety stems from daily emergencies and feeling distant from goals. Leaders acknowledge burnout threat, provide help, but struggle with self-care, revealing stressful and exhausting years. Leaders should address wellbeing and burnout issues in hybrid work arrangements for employee happiness. (Thompson et al 2020)¹² Over the past few decades, research on work-life boundaries has grown. (Adkins and Premeaux 2014; chen and Karahanna 2018)¹³

Meeting norms require refreshing to maximize efficiency, accelerate decision-making, and build social cohesion. Leader will learn through trial and error, testing and learning. Team leaders must prioritize sharing, listening, and hearing employee needs to foster true partnership. This early intervention can prevent deeper morale issues and ensure a smooth work-life balance of employees. Leaders must support mental wellbeing, inclusivity, creativity, and job satisfaction in teams.

Innovation

Innovation involves conceptualizing new products, processes, and ideas, or revaluating existing ones. Innovation is hindered by remote work, but work location flexibility is crucial. Leaders should invest in digital culture and permanent location policies, as only a small percentage believe in complete in-office policies. To stay competitive, Leader should embrace permanent flexibility, invest in automation, collaboration tools, and team-building policies. Collaborative tasks, like product development and strategic planning, are social and crucial for innovation processes. Leaders must calculate office-to-remote work ratio to enhance innovation.

Technology

Technology enables team communication and collaboration through software, apps, and devices, enabling employees to track progress. It supports innovation and real-time employee performance management. Focused creative tasks, like code writing or brochure design, require minimal teamwork and can be easily transitioned to virtual work. Coordinated group tasks require human interaction but are more challenging with remote participants. Leaders facilitate effective technology use through technology adaptation, improving work interactions with followers. (Thomas & Bostrom 2010 a, b).¹⁴

Conclusion

In today's rapidly evolving work environments, leaders are confronted with the dual challenge of managing both remote and in-person teams. This dynamic necessitates a shift from traditional metrics of success, such as "clock-in" times, towards a focus on task completion and objective outcomes. The rise of hybrid workplaces, where employees are dispersed and often working remotely, has fundamentally transformed leadership practices. Leaders must now adeptly influence and motivate their teams without the benefit of face-to-face interactions.

The body of research on virtual leadership underscores the significance of traditional leadership functions while highlighting new demands introduced by digital and hybrid work arrangements (Blackburn, Furst & Rosen, 2003; Kozlowski & Bell, 2003; Kirkman, Gibson & Kim, 2012). However, there remains a need for a more comprehensive understanding of how leadership functions are adapted in hybrid work settings. Our study addresses this gap by developing a conceptual model that rethinks leadership within the hybrid work model.

This conceptual model emphasizes the importance of communication, trust, team effectiveness, and cohesion as pivotal elements for successful leadership in hybrid environments. By focusing on these factors, leaders can enhance organizational efficiency and foster a resilient and adaptable workforce. The model offers a framework for empirical research, enabling further exploration into how hybrid leadership practices can be optimized.

In conclusion, while the hybrid work model presents both opportunities and challenges, it is crucial for leaders to adapt their practices to navigate the complexities of this new work paradigm. By leveraging insights from both traditional and contemporary leadership research, leaders can effectively manage hybrid teams, driving both performance and innovation in an increasingly digital and flexible work landscape.

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**When people go to work, they shouldn't
have to leave their hearts at home**

- Betty Bender

Mind Control and the Bhagavan's Mercy

Subba Rao Pulapa (Suhridam Das)

Introduction:

The Bhagavan is the friend of those who would devote themselves to the lotus feet and surrender unto Him. Devotion and surrender unto Bhagavan would be possible when one's intelligence reveals the truth that the Bhagavan is permanent, cause of all cause and Supreme Personality of Godhead and concentrates his/her mind fully on the Bhagavan's name, form, pastimes and the like. But the mind of the people is shaky.

Shaky Mind: While the Bhagavan Krishna was telling to Arjuna about equanimity, the latter replies to the former that the yoga that Krishna has summarised seems unworkable and intolerable as latter's mind is restive and shaky (BG 6.33). Arjuna further said that, mind is restless, turbulent, tenacious and powerful. Therefore, it is difficult to control mind more than controlling wind (BG 6.33).

In fact, most of us also feel that mind control is next to impossibility. The Bhagavan Krishna also of the view that it is undoubtedly difficult to curb but it can be brought under control by repeated practice/meditation and detachment (BG 6.35). One who controls mind, can achieve his/her goal. It does mean that in order to achieve the desired goals like self-realisation and success in life one has to control mind.

Now, we discuss exalted devotees who could control their mind to achieve the highest goal.

Background-King Bharat: King Bharata, eldest son of Rishabadev was affectionate to his people and a top most devotee of the Bhagavan Vasudev. He gave up his material life, gave wealth he had to his sons, detached from family, and went to Pulahasrama, in Haridwar on the bank of Gandaki River, best of all rivers, to worship the Supreme Personality of Godhead, Sri Hari.

King Bharat was offering flowers, Tulasi leaves, Gandaki River water, roots and fruits to the Bhagavan and worshipping Him every day. He situated in steady devotion service and fully satisfied. He engaged in constant devotional service and was ecstatic love with the Supreme Personality of Godhead.

Situation that Diverted Bharata's Mind: On one morning while Bharata was sitting on a bank of the river, a pregnant and thirsty doe came there to drink water. A lion close by the doe roared while the doe was drinking water. The frightened doe suddenly jumped across the river. While crossing the river out of fear, the infant deer fell from its womb and was floating in the waters. The mother doe after crossing the river, out of distress died in a cave.

I am grateful to our Guru Maharaj His Holiness Vedavyasa Priya Swamy Maharaj, International Society for Krishna Consciousness for his valuable suggestions, and guidance while writing this paper.

Bharata's Mind Diverted: Bharat used to go around with the baby deer when it was going into the forest in order to protect it. He forgot to perform his activities for spiritual advancement as well as worship the Bhagavan. He couldn't concentrate his mind on worship and attributed the reason that neglecting the deer would be his great fault as it took his shelter. Baby deer grew into a deer and it joined its mates in the forest. Bharat couldn't find it and started experiencing depression. He died out of depression thinking of the deer. He was born as deer in the next birth as his mind was fixed in the deer at the time of his death. Thus, Bharat failed to fix his mind on spiritual progress for which he left home even at the time of death.

King Bharat detached from his wealthy family of kith and kin and could control his mind at that stage. In fact, it would be difficult stage as his opulence was greater than those of demigods. Later when he saw the infant deer that lost its mother, he failed to control his mind, as he might have felt that there was no one to take care of the motherless infant deer and it was his responsibility to protect it. But he continued of taking its care even after it has grown up. This was because he might have developed attachment to it. In this process he gave-up his daily routine prayers. Thus his failure of mind control evolved and grown-up due to increase in his attachment to the deer from infant stage to grown-up stage until he left his body. He took deer birth in his next birth as he was thinking of it until he died.

Deer Life and Jada Bharata: Bharat in his deer life used to come to the ashram and used to repent for his actions in the previous life and used to pray the Bhagavan. However, after deer life he took birth in a brahmana family and fully controlled his mind, and detached from all as he lost his parents. Brothers neglected him after observing his inertia. In fact, Bharata in brahmana life could remember his previous births and he decided to detach himself from all material things and behaved like an inactive person and fully fixed his mind on the Supreme Personality of Godhead. He was called Jada Bharat due to his inactivity in this life. He learnt the art of mind control, practiced it and detached himself from material world and behaved like an inactive person. But he was fully active in his spiritual progress by fixing his mind on the Supreme Personality of Godhead. Jada Bharata taught the art of mind control and mind concentration on the Supreme Personality of the Godhead to the king of State of Sauvira, by name Rahuguna from his own experiences. Rahuguna completely aware of the position of soul and detached from the body conception and material world. (SB.5.13.25).

Bharat story makes us clear that failure to control mind out of attachment resulted in loss of one birth in achieving the life's goal. However, the Bhagavan Krishna was merciful towards Bharata and provided him an opportunity to control and concentrate his mind unto the lotus feet of the Supreme Personality of Godhead with complete faith with the hope that he may 'perpetually engage in transcendental loving service of the the Bhagavan.' (SB.5.14.45). Bharata could attain his goal in his birth as Jada Bharata.

In case of King Indradyumna who did deep worship/ meditation to the Bhagavan Narayana, couldn't do much devotional service latter due to his birth as elephant, except offering his prayers at the end, surrender to the Bhagavan in the current life as elephant and prayer for eternal liberation. But the Bhagavan Narayana

took his deep prayers in previous birth, his surrender and desire of eternal liberation in current life and awarded sarupya-mukti, in addition to saving from the clutches of crocodile due to His causeless and boundless mercy.

But in case of Bharata, he couldn't do deep devotion in his life as Bharat as well as in his life as deer. In addition, he (as deer) didn't surrender to the Bhagavan unlike Gajendra. Hence, it is inferred that he had to take third life as Jada Bharat to perform deep devotion by controlling his mind and achieve his goal.

Failure to control mind results in waste of time and resources. Mind control is essential and paramount to achieve one's goal particularly devotion to the Bhagavan.

Ajamila-Background: Ajamila was a Brahman lived in Kanyakubja, studied Vedic literature, worshipped the fire-god, honouring guests, loving all living beings, free from egoism, and possessed most of other good qualities. One day he went to the forest to fetch flowers, fruits, sticks for sacrificial fire etc., for prayer, at his father's order. On his way back home he saw a drunken male and a female prostitute kissing and embarrassing each other out of lust in a bush. He tried his level best to control his mind and senses, but failed to do so and inspired with excessive passion and yielded to the arrows of lust. He brought the prostitute to his home as a maid initially. He started ignoring his young wife, old parents and used to spend all the money inherited from his father for the desires of the prostitute in the form of presenting gifts etc. He was victimised at the lustful glance of the prostitute and engaged in sexual intercourse with the prostitute and addicted to all kinds of forbidden activities. Thus he completely lost control over his mind and senses and more or less forgotten his spiritual life and sacred activities of worship. By doing so, he attained the age of 88 and became old. He used to rob, steal, cheat, gamble and arrest the people to earn for the livelihood and to bear other expenses of the prostitute and children.

Ajamila story indicates us that the one who lived under controlled environment may fail to control his/ her mind, once he/she is exposed to vulnerable environment.

Ajamila though well versed with the theory of mind control to some extent by studying various literature, he failed to control in practice. This might be due to the variations in environment he was brought up which was spiritual (mode of goodness) and environment outside which was more vulnerable and highly materialistic and for sense enjoyment (mode of passion and mode of ignorance). He couldn't cope-up immediately and was attracted by sense enjoyment/ mode of ignorance and mode of passion.

Added to this, he couldn't come out of it even during in his 80s and he slipped down from mode of goodness to mode of passion and to mode of ignorance as he used to rob the people and even arrest them. Thus falling down from mode of goodness to mode of ignorance is easy than shifting from mode of ignorance to mode of goodness. Therefore, those who are in mode of goodness should be with firmness and full faith and commitment in their mind, so that they may not fall down.

By that time, he had ten children with the prostitute and he named the youngest son as Narayana. He used to pamper him a lot and used to feed him and took care of him. Thus he attached immensely to the youngest son and used to call his name Narayana quite frequently.

Atrocities and Consequences: Ajamila habituated to carry-out prohibited activities due to his inability to control mind. Thus he committed a number of sins. He was about to take his last breath and at that time he saw three frightening persons- servants of God Yamaraj with ropes and extremely scared. Then he loudly called his youngest son Narayana out of his attachment. By calling the name of his son, he chanted the holy name of Narayana. Servants of Yamaraj were about to take the soul of Ajamila out of his body and take it to Yamaraj for the award and execution of punishments for his sinful actions and thus purify him.

Consequence of Calling Narayana: Immediately, servants of the Bhagavan Vishnu arrived on the spot and prevented the servants of Yamaraj to take the soul of Ajamila by presenting expert logic that all his sins were already extinct and he was purified as he uttered the holy name of the Bhagavan Narayana. In fact, Sri Caitanya Mahaprabhu told Chand Kaji that he had uttered the name of the Bhagavan Sri Krishna once and it abandoned all his sins (CC Adileela, 12.217).

Servants of Yamaraj released the soul from their ropes and left the scene to brief their master. Ajamila came to his senses and offered his obeisance to the servants of the Bhagavan Vishnu. While Ajamila was about to say something to the servants of the Bhagavan, they disappeared.

Ajamila listened to the detailed discussions based on his sins presented by the servants of Yamaraj as well as glories of the Bhagavan Vishnu presented by the servants of the Bhagavan Vishnu and realised how sinful he was and how the sins extinct even by uttering the name of the Bhagavan Narayana just once even by directing his son.

Supreme Personality of Godhead was so merciful towards Ajamila mostly due to his efforts during his current birth until the stage of seeing the prostitute. The Bhagavan mercifully made him to call his son Narayana and took it as uttering his name and saved him. This provided wonderful opportunity to Ajamila to correct himself in the current life.

Ajamila's Realisation: At that time Ajamila lamented of all his past sins and remember the glories of the Bhagavan Narayana. He realised that he should worship the Bhagavan with dedication and detached himself from the material conception and left for Haridwar. Ajamila fully controlled his mind, detached from all material entanglements based up on his previous knowledge as well as the discussions of the servants of the Bhagavan Vishnu, and fully fixed his mind unto the lotus feet of the Supreme Personality of the Godhead. Then, Ajamila saw the same servants of the Bhagavan Vishnu again and he offered his obeisances to them. Then Ajamila left his material body, boarded the flight and he reached the abode of the Bhagavan Vishnu.

Thus this is a clear case of failure to control mind out of lust. Ajamila's mind got diverted towards prostitute, but later after listening to the discussions of servants of God Yamaraj and the Bhagavan Vishnu, Ajamila could fully control his mind and concentrated on the Bhagavan. Then Ajamila could achieve his life goal due to the mercy of the Bhagavan.

King Dhruva: We have studied King Dhruva's story earlier. We can infer from King Dhruva episode that he could control his mind completely, soon his mother confirmed that performance austerities and worship the Supreme Personality of Godhead only solves his problem as indicated by your step-mother. In addition, Devarshi Narada reconfirmed the same. Then Dhruva performed austerities and worshiped the Supreme Personality of Godhead with full control of mind and achieved his goal.

Dhruva's story makes us to realise that mercy of Supreme Personality of Godhead showered on the 5 years old boy and hence he fully controlled his mind detaching from his mother and playmates. Hence, Dhruva achieved his goal just in six months at the age of around 5 years.

It is thus clear that the Bhagavan's mercy plus own efforts are essential in controlling mind. We have to exert our efforts and then the Bhagavan may shower his grace to control our minds.

Summary of Inferences to Managers

- **Mind Control and Mission:** *Managers have to control their minds and fully concentrate on organisational mission and goals, otherwise it will result in disaster. Managers and employees should commit and dedicate themselves, in formulating the best mission, goals and achieving them, so that their minds may be directed with firmness towards mission and goals.*
- **Learn to Cope-up with Environment and Mission:** *Managers have to expose themselves to all kinds of environment and also enable (through training and job rotation) their employees to expose to all kinds of environment, so that they learn to cope-up in different environments. So that they may not deviate from the mission or goal, even environment varies.*
- **Mercy and Mind Control:** *Initially, Ajamila and Bharata failed in mind control, latter, they could do due to mercy of the Bhagavan. Dhruva could control his mind fully due to the blessing of Devarshi and also the Bhagavan. So belief in external locus of control allows managers to pray for the Bhagavan's mercy which is paramount in mind control in addition to their efforts and practice.*

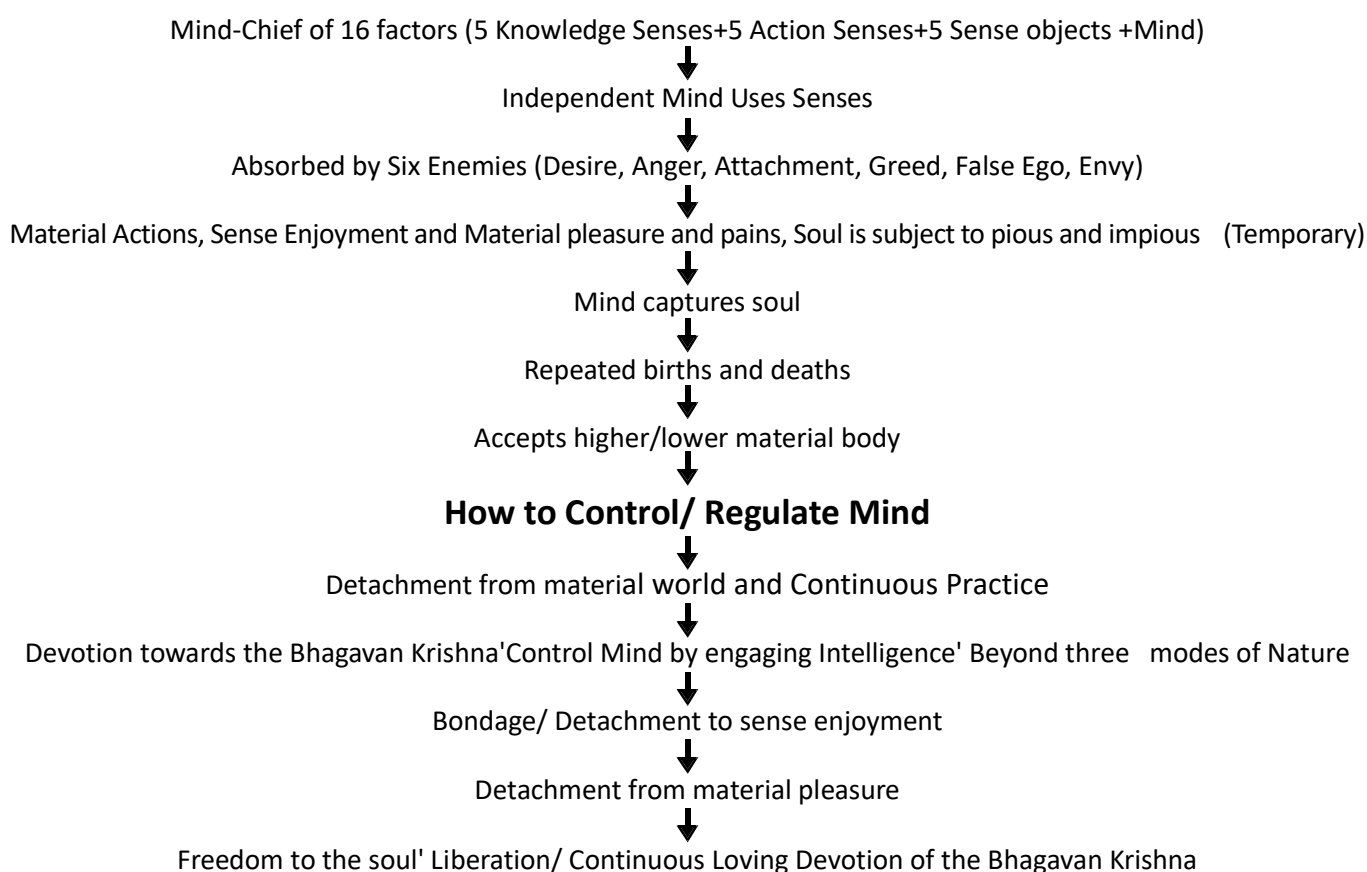
These stories indicate the paramount role played by mind control in achieving organisational as well as personal goals.

Now, we shall discuss how to control mind through our own efforts and practice initially and await the mercy of the Bhagavan.

Concept of Mind

Mind is the cause of all actions. Material body is just like a machine which functions based on the orders of the mind, which may be under the control of intelligence/ brain. It is a friend, if it is under control of intelligence as well as under the jurisdiction of intelligence. Otherwise, mind is dangerous and enemy. Hence, mind needs to be controlled. Material impurities, three modes of nature and desire for material benefits make the mind our enemy.

Fig: Mind Functioning



We infer based on the three stories we studied and experience of majority of all spheres, 'mind control' assumes greater significance. As explained in the above figure mind is the chief of all knowledge senses, action senses and sense objects. Normally mind has to listen to intelligence, but many times it overtakes and ignores it.

Independent mind uses senses, but mind that depends on past knowledge as well as three modes of nature, functions by itself even without taking inputs from knowledge senses. Brain normally processes the information received from knowledge senses and intelligence uses that information and analyses it based on its previous inputs and then it is passed on to the mind. But the mind that dominates intelligence, acts by itself and issues directions to action senses ignoring intelligence. This is true in case of persons/ situations act emotionally and impulsively.

Mind Process: Mind is thinking, feeling, imaging, memorising, and willing processes. Mind works based on material impurities, deficiencies in physiology, sociology and psychology, three modes of nature, and desire to have short run material benefits or long run eternal benefits and the like. Mind selects one from alternatives at a single point of time. It may select another alternative in the next moment. Thus mind acts like a dynamite and hence it is highly dynamic. It is highly difficult to predict what will mind pick up in the next second.

Our six enemies like desire, anger, attachment, greed, false ego, and envy intervene the thinking process of mind. Human being will be involved in the process of repeated births and deaths, if the mind is heavily involved in material gains and influenced by mode of passion and ignorance.

How to Control Mind?

Everyone formulates and would like to achieve goals by making the mind to concentrate on the best goal, but the mind gets deviated by various factors discussed above. Even Arjuna told to the Bhagavan that, it is highly difficult to control the mind. The Bhagavan agreed, but suggested to control the mind through detachment from material enjoyment/ pleasure and continuous practice like meditation. Rupa Goswami also indicated the need for mind control along with the control of speed of speech, anger, tongue/ desire to eat, and desire for sex. (*Upadeshamrutam, First Bindu*). Controlled mind provides freedom to the soul that in turn helps to achieve the goal including liberation/ serve the Bhagavan with great love as happened in case of Dhruva, at the early age, Ajamila at the old age and King Bharat during his birth as Jada Bharata. Controlled mind is a friend to achieve the goal whereas uncontrolled mind is an enemy as happened to Bharat and Ajamila initially. In fact, it is the experience of most of us that mind gets deviated from the goal quite frequently.

Observe the mind closely when it starts getting deviation, and take immediate action for bringing it back to the track immediately. Otherwise it goes far off in the deviated path as happened in case of Ajamila. If it doesn't listen to you, then pause that activity for a while and do another small work and see that the deviation disappears. Then re-start the work that is paused. Practice it like this when mind gets deviation. This provides a sort of relaxation to the mind and it may reduce the frequency of deviations. In addition meditation and association of like-minded people also help to control mind. By doing so, we have to exert all our efforts to control mind from deviations and concentrate it on the desired long-run goal through detachment from non-goal areas

Outcome: Mind is thinking, feeling, imaging, memorising, and willing processes.. It has no place in human physiology. It is a part of subtle body. Mind is a friend of oneself, if one is successful in controlling it based on intelligence and concentrate on one's own goal. Otherwise, mind is an enemy as uncontrolled mind causes devastation to one's own career. People who are intelligent and could concentrate on their goals, are high achievers in their respective careers. Devotion needs full control of mind on the name, fame, form, pastimes, and lotus feet of the Supreme Personality of Godhead. In fact, Prahlada, Dhruva, Ajamila in later part and Jada Bharata became successful in devotion due to control of their respective mind.

Managers and employees should learn to control their mind and concentrate on organizational strategies to make the organization to achieve its mission successfully. Observe the mind closely when it starts getting deviation, and take immediate action for bringing it back to the track immediately.

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Note for References: BG=Bhagavad Gita and SB=Srimad Bhagavatam

For Bhagavad Gita: Chapter number and Verse number and for Srimad Bhagavatam: Canto number, Chapter Number and Verse number.

**Change doesn't just happen.
It happens with urgency
- Candice Helfand - Rogers**

Imposed Flexible Work Arrangements (work-from-home): Enhancing or Harmful? The Role of Culture

Prof. Munmun Goswami & Dr. Lalatendu Kesari Jena

Abstract

Since January 2020, humanity was grappling with an unprecedented crisis - Covid19 pandemic. All human beings were affected, irrespective of race, ethnicity, gender, caste, or creed. People were forced to work from home, constricted, and restricted within the boundaries of their own home. This changed the normal way of work completely, bringing in forced work-from-home options. Previous research on flexible work arrangements emphasized the beneficial effects of such arrangements (improving employee morale, job satisfaction, work-life enrichment, work-life balance). In this conceptual paper, the authors looked at the impact of work-from-home arrangement (especially when forced) on job satisfaction more critically and the mediating role of work-to-life enrichment and work-to-life conflict. They also propose that this relationship is moderated by support (supervisor, spouse), and job demands, and that this is expected to vary culturally.

Introduction

Humanity grappled with the worst crisis since World War II - the pandemic created by the coronavirus (aka Covid19). Since early January 2020, the world was battling the most significant health scare of the century. This virus was discovered to be a new strain of virus from the family of SARS and MERS outbreak, named 'severe acute respiratory syndrome coronavirus 2'. It is traced to have started somewhere in December 2019 (Gennimo, 2021). The only known way to combat the spread at that time was through social distancing and isolation. To implement this, countries were placed under lockdown. Schools, colleges, and public utility spaces like gyms, theatres, malls, etc., were shut. In this kind of scenario, online platforms came to the rescue of socially isolated human beings. Forced to stay home and unable to venture out, people turned to online avenues for business, education, entertainment, and social interactions. Whoever could shift to working from home, many continue to do so. Many organizations opted for, even imposed mandatory work-from-home policies for their employees, wherever and whichever role possible.

New-age stalwarts like Google, Facebook, Twitter, and Amazon mandated one-year or even lifetime work-from-home options, should the employee desire. In India, too, companies like Citibank, BCG, HUL, KPMG, RPG Group, Cognizant, Infosys, Philips, Pfizer, Pidilite, and TCS (Basu, 2020), to name a few, mandated that only essential workers are required to be physically present in the office premises. 85% of the IT workforce in India was working from home, with MHA (India) extending the work-form-home mandate till 31st December 2020 for IT and BPO companies (Ghosh, 2020). A survey conducted by Lenovo revealed that the majority of Indians preferred to work from home (BW Online Bureau, 2020). While such surveys revealed that remote working increases productivity levels, they also revealed that respondents were more stressed and struggled to maintain work-life balance. This was due to increased role conflict, inability to manage time, and demarcate work and life.

Prof. Munmun Goswami, Assistant Professor (OB & HRM), Indian Institute of Management Rohtak Email: munmun.goswami@gmail.co

Dr. Lalatendu Kesari Jena, Associate Professor (HRM), School of Human Resource Management, XIM University, Bhubaneswar, Email: lkjena@xim.edu.in

Early 2021 ushered in hope with the availability of vaccines. However, countries face multiple waves with multiple strains and fast virus mutation, often more devastating than the other (Hong *et al.*, 2021). It forced nations to ensure that social distancing measures are kept in place, including lockdowns and other safety measures (Gillespie, 2021). While the pandemic had subsided across nations since 2022 and termed as endemic (Klobucista & Ferragamo, 2023), the way of work had changed, and, in all probabilities, this 'new usual way of life' is here to stay (Herath and Herath, 2020).

In the present study, the authors intend to look at work-from-home (WFH, one type of flexible arrangement - flexplace), its impact on job satisfaction, and the role of work-to-life conflict (WLC) as well as work-to-life enrichment (WLE) in this relationship, and the differentiating effect of culture.

Theoretical background

To understand this impact of imposed work-from-home on interferences of work (professional life) and life (family life, personal life), the two perspectives, i.e., conflict and enrichment, are explored in unison. These are opposite ends of a spectrum, i.e., conflict and enrichment lie in the same continuum, albeit at extreme ends of each other (Tompson and Werner, 1997). The conflict perspective is built on the premise that work interferes with life (and vice versa), built on the scarcity hypothesis (Goode, 1960). Time, attention, and energy are finite resources for which work and non-work aspects compete. Since these resources are limited for an individual (time, energy, and attention), these resources are exhausted faster when handling multiple roles, and these multiple demands on limited resources thus create conflict and stress

The enrichment perspective, on the other hand, is based on the premises of the Role Accumulation Theory (Sieber, 1974) and the Expansionist approach (Marks, 1977). Researchers aligned with this approach argued that combining work and non-work roles can create positivity, too, not only conflict and stress. Thus, as rephrased under the expansionist theory (Barnett and Hyde, 2001), handling multiple roles can benefit the functioning of an individual, increasing energy obtained from one role to another, creating a positive spillover of effect from one role to the other.

The overlap between work and life (non-work) is increasing for several reasons, including more women joining the workforce, greater use of flexible work arrangements, and changing gender norms (Greenhaus and Kossek, 2014). Acknowledging the importance of family in an individual's functioning at work, researchers have established that organizations having supportive work-family culture, with family supportive policies, as well as family supportive behaviors from colleagues and supervisors (social support), lead to positive work-related outcomes like increasing job satisfaction (Gordon *et al.*, 2007; Zhang *et al.*, 2015), organization commitment (Gordon *et al.*, 2007), performance (Kumar *et al.*, 2018) and decreasing turnover intentions (Wayne *et al.*, 2006) for the organization. Prior researchers have established that flexible work arrangements (FWA), a type of organisational supportive intervention, increase bidirectional work-family enrichment

(Rastogi *et al.*, 2016). Before the pandemic was created due to Covid19 (i.e., pre-2020), though organizations had such supportive policies, applicability was voluntary and restricted to specific employees (e.g., those with young children, with aged parents, etc.). However, with the social isolation and lockdown imposed to curb the spread of the Covid19 disease, work-from-home (WFH) became the norm majorly forced. Whoever can, Schools, colleges and offices shifted to working from home and continue to do so. Many organizations opted for, even imposed, mandatory WFH policies for their employees, wherever and whichever role possible. This has focused on changing equations of the work-family (as well work-life) interface per se (Vaziri *et al.*, 2020).

Review of Literature

Flexible Work Arrangements

Flexible work arrangements are "*employer provided benefits that permit employees some level of control over when and where they work outside of the standard workday*" (Lambert *et al.*, 2008, p. 107). The main point of flexible work arrangement is to aid employees in attaining work-life balance (Lee *et al.*, 2002). Researchers have broadly demarcated them as 'flextime' and 'flexplace', the former meaning having flexibility in the time of work, whereas the latter meant flexibility in the location where work is done.

Work-from-home (WFH)

Due to the advent of digitisation, it has been possible change in work profiles (jobs that can be completed online/ virtually/ remotely) and family-supportive organization policies and practices. Prior researchers have established associations with various attitudes and outcomes like productivity, performance, and job satisfaction (Baltes *et al.*, 1999; Chen *et al.*, 2018). Conversely, WFH also increases the probability of work-to-family conflict due to blurring boundaries in conflict situations (Kossek *et al.*, 2006; Lapierre and Allen, 2006). Benefits to the employees include greater work-life-balance, lesser commute time, and lower stress, thus increased well-being (Shockley and Allen, 2007; Hayman, 2009; Rudolf and Baltes, 2017) and work-family enrichment (Wadsworth and Owen, 2007; Zhang *et al.*, 2015; Jain and Nair, 2017).

Work-to-Life Conflict (WLC)

The conflict perspective is built on the premises when work interferes with family (and vice versa), built on the Scarcity Hypothesis (Goode, 1960). Time, attention, and energy are finite resources for which work and family compete. Work-family conflict is "*a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect*" (Greenhaus and Beutell, 1985). Since these are limited resources for an individual (time, energy and attention), they are exhausted faster when handling multiple roles. These multiple demands on limited resources thus create conflict and stress.

Work-to-life Enrichment

The enrichment perspective is based on the premises of Role Accumulation Theory (Sieber, 1974) and Expansionist approach (Marks, 1977). As rephrased under the expansionist theory (Barnett and Hyde, 2001), handling multiple roles can benefit an individual's functioning, increasing energy obtained from one role to another, creating a positive spillover of affect from one role to another. Work-family enrichment is "the extent to which experiences in one role improve the quality of life in the other" (Greenhaus and Powell, 2006, p. 73). The authors stated that role experiences give five types of resources - skills and perspectives, psychological and physical, social-capital, flexibility and material. Enrichment happens by affective pathway; that is to say, an increase in resources in one role increases functioning in another role by spillover or positive mood.

It is pertinent to mention here that work-life is studied rather than work-family. Family, in its traditional form, included only spouses and children. However, the life domain includes other roles, viz., self, friend, child, sibling, in-law, etc. Interactions and experiences in these different roles also create enrichment and conflict, as also observed by researchers (Fisher *et al.*, 2009; Keeney *et al.*, 2013). In collectivistic societies, the family includes parents, siblings, relatives, in-laws, and often friends. Hence, it is essential to consider work-life rather than work-family to make the study all-encompassing.

Job Satisfaction

Job satisfaction is a kind of job attitude defined as "*a positive (or negative) valuation or judgment one makes about one's job or job situation*" (Weiss, 2002, p. 175). As per the Work-Family Enrichment framework (Greenhaus and Powell, 2006), flexibility is a kind of work resource, which create positive influences (i.e., work-family enrichment). This, in turn, positively influences their job satisfaction, as employees are found to reciprocate the favourable treatment received from organizations (Rhoades and Eisenberger, 2002). Other researchers have also proved that work-to-family enrichment generated greater job satisfaction (Balmforth and Gardner, 2006; Wayne *et al.*, 2006).

Possible propositions

Imposed WFH and WLE

The role of work-from-home in predicting work-life enrichment have been established by many researchers. Flexibility (temporal as well as operational, with temporal being stronger) was found to be significantly related to WFE (Rastogi *et al.*, 2016), as also work-life enrichment (Au and Ahmed, 2015). However, forced arrangements (imposed WFH) create stress, and thus, it is envisaged that such arrangements will negatively impact work-to-life enrichment. Thus, it is expected that:

Proposition 1A: Forced work-from-home arrangement negatively impact work-to-life enrichment

Imposed WFH and WL

Flexible arrangements are found to decrease work-life conflict (Au and Ahmed, 2015), though flextime had better rate of decreasing conflict than flex-space (Byron, 2005; Mesmer-Magnus and Viswesvaran, 2006; Shockley and Allen, 2007). Also, additional stress is created due to forced WFH, and the probability of conflict increases due to blurring boundaries (Kossek et al., 2006; Lapierre and Allen, 2006). Based on the above, it is expected that:

Proposition 1B: Forced work-from-home arrangement positively impact work-to-life conflict

WFH and Job Satisfaction

Flexible work arrangements like work-from-home are associated with various important organizational attitudes and outcomes, like productivity, performance, and job satisfaction (Baltes et al., 1999). The mediating role of WFE in the relationship between flexible work arrangements and job satisfaction had also been established by prior researchers (Chen et al., 2018), even after controlling for gender, age, marital status, education, number of children, and hours worked (McNall et al., 2009). Hence, it is expected that:

Proposition 2A: Forced work-from arrangement negatively impacts job satisfaction, and the relationship is mediated by work-to-life enrichment (decrease)

However, for conflict situations, flex-space arrangements actually increase the probability of work-to-life due to the blurring of boundaries (Kossek et al., 2006; Lapierre and Allen, 2006), more so if it is imposed. Hence, it is expected that:

Proposition 2B: Forced WFH arrangement negatively impact job satisfaction, and the relationship is mediated by work-to-life conflict (increase)

Moderating Role of Support and Job Demands

For this study, support received from supervisor and spouse and job demands (within work demands) are explored as moderators. There is considerable literature which shows that support, be it from family or social (supervisor, colleague), aids in enhancing work-life enrichment (Wadsworth and Owen, 2007; Jain and Nair, 2017). In work-from-home arrangements, the support received from the supervisor and spouse becomes all the more significant. Additionally, demands from work reduced work-to-life enrichment, be it job demands (Karimi and Nourini, 2009) or time demands (Brosch and Binnewies, 2017). In one study, researchers established that social support from the work domain increased job satisfaction by providing resources which enhance work-life facilitation (Zhang et al., 2015). Thus, it is expected that:

Proposition 3A: The relationship between forced WFH arrangement and work-to-life enrichment is moderated positively by support (supervisor, spouse), and negatively by job demands

Continuing in the same vein, support decreased work-to-life conflict, be it social support (Wadsworth and Owens, 2007; Karimi and Nourini, 2009), while work demands increased work-to-life conflict, be it job demands (Karimi and Nourini, 2009) or time demands (Brosch and Binnewies, 2017). In one study, researchers also established that social support from the work domain increased job satisfaction by providing resources which attenuate work-life conflict (Zhang *et al.*, 2015). Thus, it is expected that:

Proposition 3B: The relationship between forced WFH arrangement and work-to-life conflict is moderated by support (supervisor, spouse), and job demands

Moderating Role of Culture

Hofstede (2001, p.9) defined culture as "*the collective programming of the mind that distinguishes the members of one group or category of people from another*". It refers to the deep-rooted group differences in cognitive, attitudinal, and behavioural patterns, which affect and guide an individual in his/ her interaction with others in all domains of life. The cultural influences on the work-life interface have not been acknowledged in much in work-life literature or the cross-cultural organizational behaviour literature. This cannot deny that societal or national culture has a key role in shaping the work-life interface. Norms and values related to the cultural meaning may influence the nature and strength of the relationships and experiences of the individual, in the overlap of the two domains of work and non-work (life) (Ashforth *et al.*, 2000). Borrowing from Powell *et al.*'s conceptual paper (2009), wherein they listed four cultural dimensions for making work-life interface theories more culture-sensitive. Based on evidence from prior research, the authors examined the role of culture on the forced work-from-home arrangements and job satisfaction (including the mediating role of WLC and WLE), subsequently formulating the given propositions.

Individualism/ Collectivism. One of the most researched cultural dimensions of Hofstede (2001), it emphasizes the nature of linkages or relationships among people (Triandis, 1995). Prior studies have proved that members of collectivist cultures generally display greater concern for their work-life interface quality. Studies showed that the relation between work support and WFE is weaker in collectivistic cultures, due to presence of large amount of family support (Jin *et al.*, 2013). With respect to work-life conflict, how it differs from individualistic to collectivistic societies have been explored in quite depth by researchers. One study established that individualists displayed higher WFC when work (job) demands were higher, leading to reduced job satisfaction (Spector *et al.*, 2007).

Additionally, in individualistic cultures, people were found to be more achievement oriented and competitive which (could) lead to spending more time at work and having more work demands and consequently more WFC (Aycan, 2008; Billing *et al.*, 2014). Also, collectivists have more enormous family support, this act as a buffer, so work demands have less impact on WFC (Jin *et al.*, 2013; Spector *et al.*, 2007). Based on the above, it is expected that:

Proposition 4: (employees from) Individualistic cultures will exhibit lower job satisfaction than collectivistic cultures, such that

- *Effect of Work demands => increased for individualist culture, leading to greater WLC and lesser WLE*
- *Effect of Supervisor support => increased for individualistic culture, as for collectivistic culture family support act as a buffer*
- *Effect of Spousal support => increased for individualistic culture*

Humane Orientation. Humane orientation is the degree to which individuals in organizations or societies encourage and reward individuals for being fair, altruistic, friendly, generous, caring, and kind to others (House and Javidan, 2004, p. 12). Societies with a high humane orientation have high expected social support, and individuals are willing to take responsibility for others' well-being. This is one sparsely researched area in work-life domain. Researchers observed that humane orientation is negatively related to WFC because social support is higher in more humane-oriented cultures than lower humane-oriented cultures, contributing to less WFC (Powell *et al.*, 2009). Thus, it is expected that:

Proposition 5: (employees from) higher human oriented (HO) cultures will exhibit higher job satisfaction than those from lower HO cultures

- *Effect of Work demands => decreased for more HO, as buffered by social support, leading to greater WLE and lesser WLC*
- *Effect of Supervisor support => decreased for more HO as social support is higher*
- *Effect of Spousal support => decreased for more HO as family support is higher*

Specificity/ Diffusion. This is defined as the level of particularity or wholeness a culture uses to define different constructs (Hampden-Turner and Trompenaars, 2000). Members of diffuse cultures may exhibit stronger linkages between participation in their work domain and participation in their family domain than members of specific cultures because they are less likely to segment or compartmentalize their work life (conducted in public) from their family life (conducted in private). Being yet another sparsely researched area in work-life domain, one prior study observed that more specific cultures are more likely to view work and life as more separate, and hence are more likely to experience more WFC (Powell *et al.*, 2009). Thus, it is expected that:

Proposition 6: (employees from) specific cultures will exhibit lower job satisfaction than diffusive cultures

- *Effect of Work demands => increased for specific culture, leading to greater WLC and lesser WLE*
- *Effect of Supervisor support => increased for specific culture, as for collectivistic culture family support act as buffer*
- *Effect of Spousal support => increased for specific culture*

Gender Egalitarianism. This is defined as the degree to which an organization or a society minimizes gender role differences while promoting gender equality (House and Javidan, 2004, p. 12). It has been observed that cultures that are higher in gender egalitarianism have a higher proportion of women in positions of authority, more female participation in the labor force, and less sex segregation. Gender, as well as gender egalitarianism, has been of utmost interest for researchers, as has been individualism/collectivism. In one study, researchers observed that work-life balance is not expected in less egalitarian cultures where roles are still very distinct and therefore will not translate into benefits because achieving balance is inconsistent with traditional gender role expectations (Haar *et al.*, 2014). In yet another study, it was seen that gender differences are more minor in more egalitarian cultures because women's work roles are more similar to men's in more egalitarian contexts, which should make their experiences of WFC more convergent (Powell *et al.*, 2009; Ruppanner and Huffman, 2013). Additionally, it was found that people are more likely to divide housework more evenly in more egalitarian cultures, lessening the WFC burden for all (Kasearu, 2009). Thus, it is expected that:

Proposition 7: (employees from) more egalitarian cultures will exhibit higher job satisfaction than lesser GE cultures

- *Effect of Work demands => decreased in more egalitarian cultures, as roles are less distinct, and WLC experiences more convergent*
- *Effect of Supervisor support => decreased in more egalitarian cultures*
- *Effect of Spousal support => decreased in more egalitarian culture*

Figure 1 below represents the previous propositions pictorially put together.

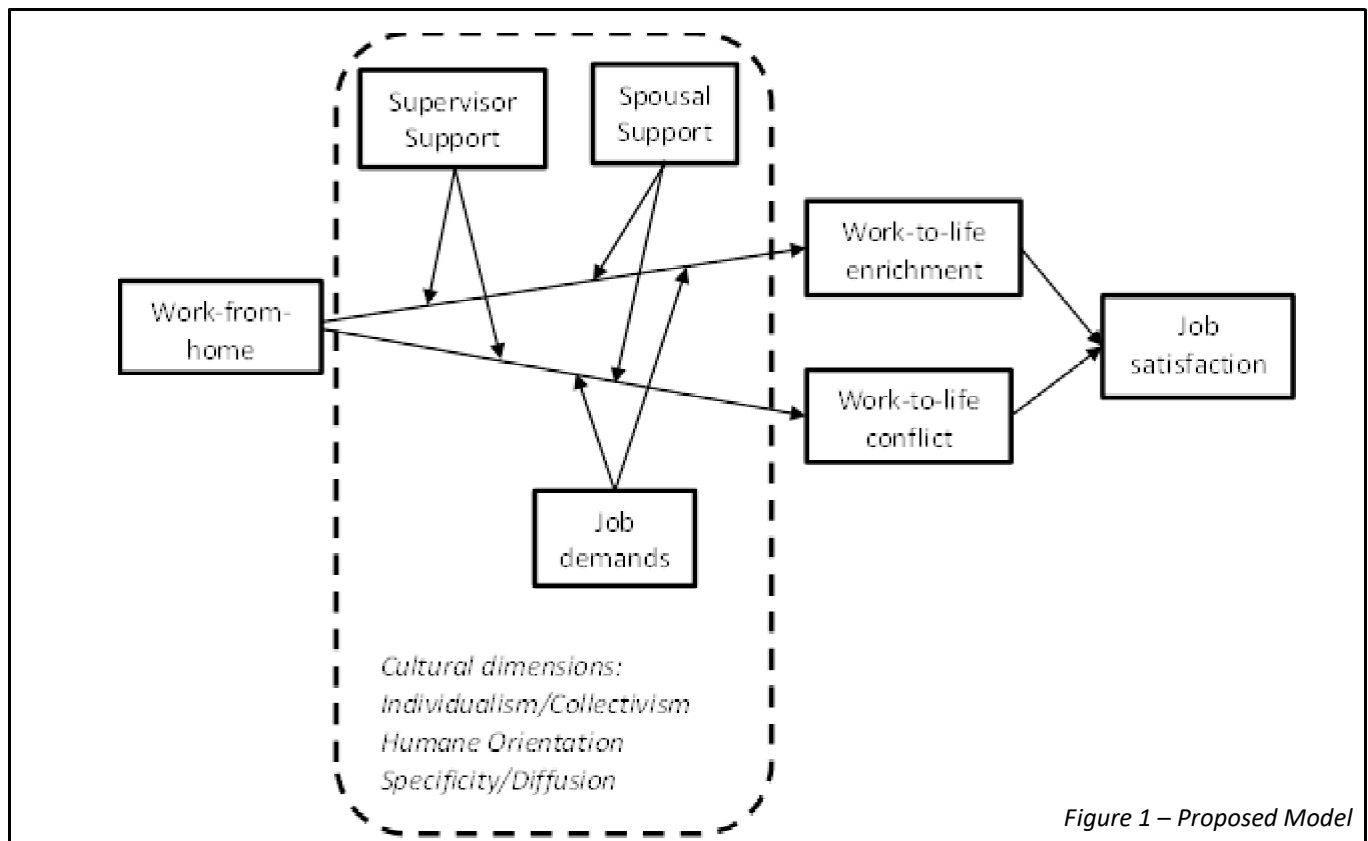


Figure 1 – Proposed Model

Implications and Conclusion

This paper is a conceptual study unsupported by empirical data (yet), and it is early to suggest concrete implications. Nevertheless, the authors would like to mention a few theoretical as well as practical implications, as a rough guiding point. For academicians, it is believed that this model would help by defining the important role of culture, thus prompting more cross-cultural studies in the future. In addition, the contention that forced work-from-home creates work-to-life conflict as well as work-to-life enrichment, is in itself a combined study in the work-life domain, (looking at both perspectives in unison), and it is hoped that it piques the interest of future researchers to explore both domains in unison more. The Covid19 pandemic made the world sit up and take notice of the possibility of such pandemics in the future too (Heyman *et al.*, 2022). In this context, work-from-home become a norm, and it is envisaged organizations would continue with these arrangements whenever such pandemic arises. In fact, hybrid mode of working is the norm being followed, with amny employees preferring to work-from-anywhere options rather than coming back to physical office. This has tremendous social, environmental, cultural, economic, and global impact. The proposed model, is thus, aimed at making sense in this transition process, to enable practitioners make better informed decisions and address the workforce's demands/ requirements/ motivations accordingly. One direct impact is having segregated policies/ treatment for different group of employees, and not having a blanket work-from-home policy (as companies have practised before the pandemic). Even when the policy is forced, it needs to be flexible enough to satisfy employees collectively. Thus, specific HR interventions and strategies can be designed and implemented, based on the findings of the proposed model.

In this paper, the authors have attempted to provide a theoretical model to look at the role of culture in the consequences of forced work-from-home arrangements. While some surveys have been conducted to look at the stressful effects of WFH, especially in this pandemic situation, where people are confined to their homes, to the best of the authors' knowledge, there is no prior in-depth article acknowledging the role of culture. Hence, it is believed that this model would aid academicians and practitioners in understanding this domain. It would be interesting how empirical data pans out the propositions, whether they are supported or refuted, and which will definitely help in fine-tuning this model.

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**The best investment you can make
is in your people
- Don Miguel Ruiz**

HUMAN RESOURCE ACCOUNTING CAPABILITY - A STUDY OF IMPORTANT PHASES AND FACTORS IN DEVELOPING AN IDEAL SYSTEM OF HUMAN RESOURCE ACCOUNTING IN AN ORGANISATION

Dr. Bandaru Venkata Reddi Naidu, Dr. P S. Raju & Dr. R. RAJA

Abstract

Human Resource Accounting aims at accounting for people as organizational resources. It tends to supply approximately correct and useful information and once it is accepted that human resources are assets the question of measuring the cost of this asset arises. Human Resource Accounting aims at accounting for people as organizational resources. The monetary approaches to measurement of human assets are broadly based either upon cost or economic value. The cost approaches involve the computation of the cost of human resources to organization. The costs are capitalized and amortized over the useful life of the asset. The most feasible and usable system seems to be based on historical costs and replacement costs. However, different methods can be used for different purposes as per reporting needs. The systems of human resource accounting can be grouped according to user groups and which system of human resource accounting the organization will choose, will depend upon what the reporting objective is. Keeping in mind the above, the main objective of present work is to review theoretically various earlier studies relating to the implementation of a system of Human Resource Accounting in an organization. Hence, it is necessary to study various Phases and factors in developing an ideal system of Human Resource Accounting before implementation in a business enterprise.

INTRODUCTION:

Human Resource Accounting aims at accounting for people as organizational resources. It tends to supply approximately correct and useful information and once it is accepted that human resources are assets the question of measuring the cost of this asset arises. Human Resource Accounting aims at accounting for people as organizational resources. The monetary approaches to measurement of human assets are broadly based either upon cost or economic value. The cost approaches involve the computation of the cost of human resources to organization. The costs are capitalized and amortized over the useful life of the asset. The most feasible and usable system seems to be based on historical costs and replacement costs. However, different methods can be used for different purposes as per reporting needs. The systems of human resource accounting can be grouped according to user groups and which system of human resource accounting the organization will choose, will depend upon what the reporting objective is.

Dr. Bandaru Venkata Reddi Naidu, Professor & Head, School of Management Studies, Godavari Global University, Rajahmundry, Andhra Pradesh, E-mail : drnaidubandaru@gmail.com

Dr. P S. Raju, Director, Siddhartha Institute of Engineering & Technology, Andhra Pradesh E-mail ID: psraju6655@gmail.com

Dr. R. RAJA, Assistant Professor, School of Management Studies, Godavari Global University, Rajahmundry, Andhra Pradesh, E-mail : rachagundlaraja123@gmail.com

Literature Review:

The American Accounting Association's Committee on Human Resource Accounting defines human resource accounting as "Human resource accounting is the process of identifying and measuring data about human resources and communicating this information to interested parties." In the words of Geoffrey M.N. Baker- "Human resource accounting is the term applied by the accountancy profession to quantify the cost and value of employees to their employing organization." Eric Flamholtz has defined human resource accounting as accounting for people as "Human resource accounting means accounting for people as organizational resources. It means the measurement of the cost and value of people in organizations. More formally human resource accounting can be defined as the process of identifying, measuring and communicating information about human resources and it ought to be viewed as a metaphor. Human resource accounting is not only a system of accounting for the cost and value of people to organizations, but also a way of thinking about the management of people in formal organizations". Many executives say that people constitute the most priceless asset of the business yet current account practices neither measure nor report their value. There are two major reasons for treating investments in people as assets in corporate financial reports first present and potential investors need such information to help assess the value of a business enterprise and secondly investments in people satisfy the criteria for treatment as an asset.

SYSTEMS OF HUMAN RESOURCE ACCOUNTING:

Different organisations may require different types of human resource accounting capability. One firm may require only the most elementary while only the most advanced human resource accounting capability may be satisfactory for another company. Also the human resource accounting capability for a firm at one stage may be quite inadequate at a later stage. Five systems of human resource accounting can be thought of as different levels of human resource accounting capability which are as under:

(I) Prerequisite Personnel System:

This system consists of nominal but very elementary human resource accounting capability i.e. it consists of personnel systems which are aimed at the same functions of more sophisticated human resource accounting systems but which lacks the advanced capabilities.

(II) Basic Human Resource Accounting System:

Under this system the human resource planning function incorporates estimates of costs of recruitment and training. Personnel costs are budgeted separately and not merely lumped in 'general and administrative expenses'. Personnel policy decisions are based on cost value calculations. Personnel decisions are based on such criteria as a person's expected value to the firm. Decision makers are more aware of the trade offs between one person with a high expected conditional value and another with a high expected realisable value. Management not only has data on turnover rates but it also has data on the cost of turnover. Hence, turnover is expressed in a meaningful common denominator. Attitudinal data such as measures of satisfaction

and perceived motivation are available and they are used as lead indicators to forecast probable changes in turnover. Human resource evaluation is based on criteria of perceived value that are obtained by alteration ranking methods. The efficiency of the human resource management process is assessed and reports compare actual costs with historical costs of similar activities.

(III) Intermediate Human Resource Accounting System:

Under this system human resources planning incorporates replacement costs as well as original costs. Budgetary and policy decision making for human resources is subject to more systematic analysis. There is a formal system for budgeting recruitment, training and so forth. Personnel needs are planned as a formal part of overall corporate planning and not just on an ad-hoc basis. Policy decisions involving trade-offs between human resource variables are subjected to analysis. The replacement cost of turnover is measured and reported. Managers may be requested to explain controllable turnover. The human resource evaluation process is based on psycho-metric predictions of a person's potential and value is assessed in non-monetary terms using interval scaling methods. The efficiency of the overall human resource management process is based on a comparison of budgeted and actual personnel costs and explanations of variances are required.

(IV) Advanced Human Resource Accounting System:

Under this system human resource planning is based on standard personnel costs. Stochastic models are used to forecast personnel mobility and predict future human resource needs. Optimisation models are used for personnel policy decisions. Human resource conservation is assessed not only in terms of historical and replacement cost but also in terms of opportunity cost of human resources. The firm also has an ongoing turnover control programme and it uses measures of expected opportunity cost of turnover as a basis for turnover control decisions. The organisation accounts for the value of groups of people but not for individuals. The efficiency of human resource management process is evaluated by comparing actual costs against standards and there is a formal system of reporting and explaining variances.

(V) Total Human Resource Accounting System:

Under this system human resource planning is based on a stochastic rewards valuation model and simulation of the effects of overall corporate plans on human resource value are performed. In the decision making process there is a formal human capital budgeting. Return on investment is the criterion used to assess capital expenditures in human resources just as it is used for other resources. Personnel policy decisions are based fully on a cost-value calculations e.g., compensation is based on a person's expected value to the firm. Anticipated human resource depletion is measured in terms of expected conditional and realisable replacement cost. Turnover control programmes are initiated when expected depletion is too high. The organisation has a human resource accountability sub-system and managers are charged with the opportunity cost of controllable human value depletion. They are expected to conserve human as well as physical and

financial assets entrusted to them. The efficiency of human resource management function is assessed not only by comparison of actual against standard costs but also by comparison among comparable organisational units. This system represents maximum human resource accounting capability.

The HRA system to be successful in any organisation should begin on the pattern of five stages/systems as discussed above.

IMPORTANT FACTORS TO BE CONSIDERED IN DEVELOPING AN HRA SYSTEM:

The four major factors to be considered while designing a system of Human Resource Accounting in an organisation are type of organisation, size and structure of organisation, existing human resource accounting capability and availability of data for human resource accounting

i) Nature :

The more an organisation is people intensive, the greater is the need for human resource accounting. Thus service organisations which are very people intensive should account for human resources e.g. aero- space, advertising, banking, electronics, insurance, consulting firms, retailing firms. Human resource accounting is required not only in human capital intensive firms but also in any organisation with a substantial investment in human assets e.g. airlines, communications, automotive manufacturing.

ii) Size :

The size of the organisation has both direct and indirect influence on system of human resource accounting required e.g., in a smaller organisation (less than 100 employees), this is more likely that management can exercise personal control over human resource management and there may be no need for human resource accounting because management has personal knowledge of operations. In larger organisations there is greater degree of decentralisation. In decentralised organisations, corporate management lacks personal knowledge of local operations and it relies upon formal systems of financial reporting to provide knowledge and control over operations. In such cases unless the financial control system monitors human resources, it is very likely that important aspects of human resource development and conservation will be neglected.

Thus a human resource accounting system must be designed as a sub-system to the overall management information system.

iii) Organisational climate:

Before introducing a human resource accounting system, the organisation should make sure that the organisational climate will support the introduction of the system. As a minimum prerequisite the senior management should have a strong commitment to this philosophy. Here it is worth noting that no system can work if it does not have the support of the top management.

iv) Preparedness of the organisation:

The organisation should be prepared to make a substantial commitment of time and effort to the development of human resource accounting system. It is necessary to determine if there are individuals within the organisation who are sufficiently interested in human resource accounting.

PHASES IN DESIGNING AND IMPLEMENTING A HRA SYSTEM:

There are five phases common to the development of any system of human resource accounting. These phases are as under

Phase-1: Identifying Human Resource Accounting Objectives:

To identify management's human resource accounting requirements, the human resource management process must be studied and analysed. The major functions of process must be identified and information required to fulfil these functions must be specified as precisely as possible. Each organisational unit responsible for human resource management should define its functions and indicate the kinds of decisions made, their relative frequency and the information needed to make the decisions. Information needs must be analysed in relation to present information flows and new information to be developed must be specified. Based on this analysis of management's information requirements, the scope of the desired human resource accounting system can be defined e.g., the objective may be an advanced human resource accounting system for the organisation as a whole or it may be a basic system for the organisation as a whole or it may be a basic system for only a department/division or a partial system for establishing a budgeting system for personnel costs and the setting of standard costs.

Phase-2: Developing Human Resource Accounting Measurements:

The desired human resource accounting measurements should be selected. The HRA system may include only a single measurement or a set of measurements, it may include monetary and non-monetary measurements or both or it may include measurements of cost and value of human resources. The validity and reliability of measurements should be tested by conducting special research studies. Once the measurements have demonstrated satisfactory reliability and validity they should be translated into forms to be used in the HRA system.

Phase-3: Developing Human Resources Accounting Data Base:

The data base is the source of inputs required for human resource accounting and includes cost data, time sheets, psychological measurements etc. The Company's chart of accounts should be restructured because the accounting system of many organisations does not classify personnel related costs separately and they are buried in more general classifications as 'administrative expenses'. The accounts should be organised in relation to responsibility centres e.g., recruitment, training, employee relations etc. The chart of accounts should include a summary account for each responsibility centre and sub-accounts to provide details on

costs incurred in each centre. Various types of non-financial data required for human resource accounting should be collected and probabilistic estimates of employee mobility generated by human resource planning process should be gathered for measuring human resource value. These data must become part of formal management information system.

Phase-4: Testing Human Resource Accounting System and Revising It:

The HRA system should be experimented and its weaknesses should be eliminated prior to fully implementing it. The system should be analysed for its utility, efficiency and cost and modified if necessary.

Phase-5: Implementing the Human Resource Accounting System:

The final step involves the actual implementation of the HRA system. In this phase the input and output documents must be standardised and instructions for administration of the system must be issued. A key step involves the orientation of the personnel to the new system, its purposes, uses and methods etc. In times it may become necessary to modify the system either because limitations in the system's design have been observed or because of changes in management's human resource accounting needs. The modifications may involve simple adjustments in the system or an entire recycling through the design and implementation process.

CONCLUSION:

HRA provides framework to help managers utilise human resources effectively and efficiently. This paradigm involves thinking of human resource acquisition, development, allocation and conservation as strategies designed to influence the value of people. As present the management of human resources in organisations is less effective because it lacks a unified framework to guide it. Managements have neither a valid, criterion nor a methodology for assessing the anticipated or actual consequences of such decisions. The human resource accounting notion of human resource value provides one possible solution to these problems. HRA is useful in the valuation process of human resources by developing reliable methods of measuring the value of people to an organisation. These monetary and non-monetary measurements and permit human resource management decisions to be based on a cost-value basis. If conventions in the human asset area are widely accepted, it is clear that the whole business community will benefit as a result of the efforts of both the accounting and personnel specialists and the management whom they serve. Actually, a well-developed system of human resource accounting can contribute significantly to internal decision making by management as well as external decision making by stock holders and investors. The efforts of some public sector companies in India, to include, as unaudited supplemental financial information, Human Resource Accounts and to disclose human asset values and ratios of human assets in their annual reports have, undoubtedly, been pioneering attempts.

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**To win in the marketplace,
you must first win in the workplace**

- Doug Conant

Digital Employee Experience: A Transition into New Workplace Culture with HR-IT Synergy

Dr. Subramanya Manjunath

INTRODUCTION:

With the rapid advancements and innovations in technology, the world of business is transforming and streamlining the entire sphere of work into digitalization. In other words, the younger generation is witnessing and experiencing digitalization in all their daily routines, and they expect the same level in their workspace too. This article is an attempt to showcase how organizations are transitioning into a new workplace culture with the support and synergy of HR and IT teams that facilitates the employees to have a seamless experience irrespective of their place of work. The article begins with an understanding of the concept of digital employee experience, then tries to accentuate why digital employee experience matters and needs attention at the workplace, and subsequently highlights the importance and benefits of digital employee experience. The study concludes with implications for HR to enhance the digital employee experience, which benefits employers and employees as well.

Indeed, it is a well-known fact that employees are the critical sources of organizational success. Though the industrial economy has undergone different phases for its expansion and to achieve growth, attracting and retaining talent has always been a challenge for any organization, and HR in particular. While post-economic development had necessitated industries to equip to attract knowledge workers, the dawn of the twenty-first century had seen another difficult phase in attracting and retaining talents with the advent of technological developments. More importantly, the innovations in mobile applications and information and communications technology (ICT) from the mid-second decade of the twenty-first century have resulted in phenomenal growth and progressive changes, followed by significant improvements in the digitalization of business and HR processes, which people across many industries have also experienced. Following these vibrant changes, the expectations of today's workforce from their employers have gone manifold. In today's environment, digitalization has become such a powerful word in both business contexts and in individuals' daily routines as well. Further, the younger workforce is so fascinated by experiencing digitalization in all their activities that they expect the same from their employer and want to enable all HR-related information to be made available online. Thus, with this preview, let's first get an insight into the concept of the digital employee experience.

Dr. Subramanya Manjunath, Former: Principal and Dean, SSIMS, Tumkur, Karnataka; Visiting Faculty: Christ University and Jain University, Bangalore; Advisor - HRM to Industries and Corporate Trainer, Email: drmsblr@gmail.com

Insight into Digital Employee Experience

In a way, thanks to the COVID global pandemic, despite the fact that it erupted as severe havoc to mankind, it had a significant impact on business and the way people live and work. Following the global pandemic, the nature of business and the people performing their work have transformed into a new way of doing business and living. Although the concepts of remote working, flexible work schedules, and hybrid models of working existed in a few sectors prior to COVID, in today's working environment, these terms have gained significant momentum across industries and have become one of the priorities as part of employee benefits. The employees of today are acclimatized to seamless technology, or, in other words, solutions that work effortlessly by using digital technology applications in their personal lives, and they expect the same level of digitalization irrespective of their workspace to do their work easily and successfully. Further, employers have also realized that while digitalization of business processes improves customer satisfaction, digitalization of workplace practices and HR processes boosts morale and employee satisfaction and enables them to engage in consistently improving productivity. Thus, digital employee experience (DEX) has become an important concept that refers to how effectively employees interact with their workplace digital tools and how it facilitates them to be engaged, proficient, and productive. The focus areas of digital employee experiences are collaboration and communication, workflow and productivity, access to employee-related information and HR practices, and learning and development through e-learning and virtual platforms (Andrea Boatman, 2024).

Indeed, it is a fact that the younger workforce is already experiencing seamless technology at every stage of their employment career. For instance, digitalization starts with employee job postings to access systems during onboarding, enabling digitalization in workplace practices and HR processes, learning and development through virtual platforms, data accuracy and elimination of paperwork through digitalization, and leveraging data analytics for better decision-making.

As we are navigating in the digital era and the world of business and the market economy is becoming more digitalized, it is not just a buzzword but an integral part of how employees perceive their workplace and impacts their overall job satisfaction. Hence, DEX has been considered a workplace strategy in most organizations, as it plays a crucial role in ensuring a seamless experience for employees from wherever they work. In one of the studies conducted by a leading global market research company, M/s. Forrester indicates that 60% of organizations have indicated DEX as a key IT objective and a critical factor in optimizing talent and positively impacting business results. It is believed that a well-defined DEX strategy increases employee engagement and empowerment, leading to better business outcomes. Furthermore, it is also pertinent to note that, irrespective of the type and nature of business, when the employees neither perceive nor experience any technical-related problems or IT issues, it facilitates not only an increased productivity boost for the employees but a great employee experience as well (Andrea Boatman, 2024).

Need and Significance of Digital Employee Experience

While organizations are transforming their business processes into digitalization to satisfy customer needs and sustain competitive advantage, it also necessitates that organizational leaders focus on the digital employee experience as a strategy by providing robust technical support and implementing effective digital tools. The effective implementation of digital tools fosters a greater sense of connectivity at the workplace, improving productivity, boosting employee job satisfaction, and enabling them to be an integral part of the organization. When employees perceive and experience satisfaction through effective utilization of digital tools, it results in higher levels of engagement, increased retention rates, streamlined processes, and an employer of their choice.

Further, it is observed from the studies that there exists a strong correlation between employee experience and the company position, its growth aspects, and the perceptions of the employee. This apart, employee experience in the company is rooted from the day one he or she joins the company till the period they stay in the company, which could be a culmination of good and bad experiences and are generally observed and experienced by them through the organization's work culture and HR practices. Thus, creating a successful employee experience is far from easy. Looking at the digital portion of the employee experience, it requires the coordination and synergy of HR and IT functions (Karun Gupta, 2023).

With more companies providing remote working and flexible work arrangements to their employees and embracing hybrid work models in the post-pandemic period, employees were given the opportunity to work with digital tools irrespective of their location of work. Further, with the changing nature of work, there is a need to digitalize workplace practices, and hence the role of HR has become more crucial and there is necessarily a need to collaborate with the IT function for the digitalization of HR processes. Likewise, the rapid technological advancements have transcended IT's traditional software development and redefined its process to align and support other operational functions in shaping business strategy and fostering employee engagement. In the changing working environment, IT has become an integral part of cross-functional teams, collaborating with business leaders to identify where technology can amplify strategic goals and be recognized as an architect of digital transformation. The collaborative efforts of HR and IT have enabled employees to gain insight and perceive digital experiences at work.

Key Aspects of Digital Employee Experience

Rapid advancements and innovations in technology have changed the way people live and work. As flexible work arrangements and remote working become more prevalent, the digital employee experience is an essential tool for enhancing productivity and improving employee job satisfaction. It is pertinent to note that a positive digital employee experience empowers employees and contributes to the success of an organization.

Few of the aspects that facilitate positive digital employee experience are viz., 1) providing digital tools and infrastructure which are update, reliable and secure; 2) enabling design and functionality of the digital tools which facilitate employees to interact; 3) customization of digital tools and processes to fit the needs of employees or teams that enables efficiency and satisfaction; 4) ensuring digital tools are accessible by all the employees and enabling remote work on various devices; 5) providing assistance to employees to understand and use the digital tools efficiently; 6) providing quick technical support to fix problems with digital tools; 7) enabling employees to give their suggestions and feedback concerning the digital tools and platforms they use. All these key aspects aid employees in a seamless and efficient digital experience, leading to improved productivity, increased satisfaction in their roles, and a thriving work culture (Susmita Sarma, 2023).

Benefits and Challenges of Digital Employee Experience

The digital employee experience is essential in today's working environment and offers significant benefits such as improving productivity, improved employee satisfaction, higher levels of employee engagement, increased retention rates, streamlining processes, enhancing employer brand identity, and so on. However, there are certain constraints to enhance the digital employee experience, if not properly addressed in certain areas, viz., 1) scattered employee data may hinder employee interactions; 2) outdated hardware may obstruct the employee's ability to access and use digital tools effectively; 3) unreliable application and software tools can lead to frustration and reduced productivity; 4) frequent interruptions in network connectivity can disrupt employees' digital experiences and impede their ability to work effectively; and 5) inequity in access to technology and digital tools can create disparities in the employee experience. By organizing structured training programs and offering motivational incentives to encourage employees to embrace digital tools fully, it may facilitate overcoming the above challenges (Nour Jane Kachicho, 2023).

Implications for HR

In today's competitive environment, organizations are becoming more employee-focused, followed by the global pandemic, and one of the major thrust areas is the well-being of employees. Apart from this, it is opined from the research studies that smart organizations mainly focus on ensuring a digital employee experience at every stage of the employee cycle. With the prevalent flexible work arrangements, remote working, and hybrid models that have redefined workplace practices, employees are recognized as the core of an organization. Further, the aspirations of today's workforce are different from those of their predecessors. As they look for a preferred choice of employer, their expectations of the digitalization of business and HR processes from their employers and their perception of the digital employee experience are not limited to the IT sector alone but also reflect the nature, size, and type of organizations. When such is the case, the HR function in other sectors too has become more critical and plays a vital role in enabling employees, irrespective of their location of

work, to stay connected and engaged in enhancing productivity and facilitating them to work with satisfaction by experiencing effective digital tools. Thus, in the changing nature of work and workplace practices, some of the implications for HR to fulfill the employees' aspirations and make them engaged with the digital experience are the following:

- Focus on the recruitment process that aids in improving candidate experience, streamline decision-making for talent acquisition teams, ensure transparency in workplace practices, and use social media as part of the employee experience strategy. Initiate virtual interviews for agility, convenience, and flexibility, and initiate a virtual portal to give insight into the recruitment process.
- Prioritize tech-based onboarding as an employee experience strategy to ensure new hires feel connected to their colleagues and happy at work.
- Facilitate online resource groups as part of the digital employee experience to enable employees to feel supported at work and provide a digital space for them to interact, which strengthens inclusion and belongingness among employees even though they are physically apart.
- Enable an employee self-service portal for HR-related tasks such as personalized performance plans, organization charts, job descriptions, leave policies, compensation structures, etc. as part of the digital employee experience (Monica Bright-Hill, 2022).

It is worth mentioning and important to note that when employees perceive the digital experience at every stage of their employment cycle, it fosters transparency and develops trustworthiness between the employer and the employees. And in turn, when the employees are empowered with the information they need, it helps them to do their job with satisfaction and benefits the organization by improving productivity and talent retention.

Way forward

Digitalization is predominant in all our daily routines and every sphere of work as well. Accordingly, the expectations of the younger generation for digital experience in their job are obvious. In today's stringent competition and with the abundance of opportunities available for talent, job aspirants look for the preferred choice of their employer. Further, more than the salary and pay benefits, which are secondary options for the employees of today, they look forward to digital experiences in their work content and in all HR-related activities. Hence, in such a prevailing work environment, attraction and retention become even more difficult. Thus, the primary role of the HR department is to envisage what makes the job aspirants and the employees happy and enjoyable at work, attract, motivate, and engage them in fulfilling organizational objectives, and ensure empowerment in the employee's job roles with digitalization.

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One machine can do the work of fifty ordinary men. No machine can do the work of one extraordinary man

- Elbert Hubbard

ADOPTION OF HYBRID REMOTE WORK MODELS FOR GEN - Z WORKFORCE

Dr. Sreenivas Thandava, Dr. K. Madhavi & Mr. K. Sivaramakrishna

INTRODUCTION:

The transition towards hybrid and remote work models has become a defining feature of the modern workplace, accelerated by technological advancements and shifting employee expectations. Hybrid work integrates both in-office and remote work, offers a flexible approach which meets diverse employee needs while maintaining organizational productivity. Research from Robert Half stated that a significant portion of the workforce prefers these models, with 60 percent of U.S. job seekers favoring hybrid roles and 37 percent opting for fully remote positions **(Robert Half Inc., 2024)ⁱ** **(Fionnuala Malone, 2024)ⁱⁱ**.

Organizations are redesigning office spaces to support these new work models, moving away from static cubicle layouts to dynamic, modular environments that facilitate collaboration and flexibility **(Asen Stoyanchev, 2024)ⁱⁱⁱ**. Such redesigns aim to create inviting workplaces that encourage employees to engage in essential in-person interactions, fostering a balanced work experience.

Hybrid and remote work models provide substantial cost savings and sustainability benefits. Companies can reduce expenses on office maintenance and utilities, potentially saving up to \$11,000 annually per employee working remotely part-time (Daan van Rossum, 2023)^{iv}. Employees also benefit from reduced commuting costs, contributing to higher job satisfaction and lower turnover rates.

However, these models present challenges, such as ensuring equitable access to information, career development opportunities, and maintaining a cohesive company culture. Effective strategies include improving documentation practices, fostering inclusive onboarding processes, and utilizing virtual team-building activities **(Daan van Rossum, 2023)^{iv}**. Additionally, managing global remote teams requires navigating complex legal and compliance issues, where Employer of Record (EOR) services can offer valuable support **(Daan van Rossum, 2023)^{iv}**.

As hybrid and remote work models become more prevalent, continuous growth is expected in their adoption. Hybrid and remote work models continue to evolve in 2024, reflecting shifts in employee preferences and organizational strategies.

Dr. Sreenivas Thandava, Assoc. Professor & TPO, Department of MBA, Acharya Institute of Graduate Studies, Bengaluru, Karnataka.
Mail: sreenivas2926@acharya.ac.in

Dr. K. Madhavi, Assoc. Professor & HOD, Department of MBA, Acharya Institute of Graduate Studies, Bengaluru, Karnataka. Mail: madhavi2769@acharya.ac.in.

K. Sivaramakrishna, Research scholar, Dept. of Commerce & Management Studies, Andhra University, Visakhapatnam, Andhra Pradesh. Mail: ksrk985@gmail.com.

The key components associated with these models are as follows:

Flexibility: Majority of workers prefer hybrid work arrangements. Hybrid work models offer employees the flexibility to work both remotely and in-office. This approach caters to individual preferences and promotes work-life balance.

1. **Technology:** As hybrid and remote work blur the lines between business and leisure travel, new compliance challenges arise. Companies need to ensure they manage tax, immigration, and labor law risks effectively. The use of technology for tracking work locations and managing remote teams is becoming increasingly important to address these complexities **(Fionnuala Malone, 2024)ⁱⁱ**. Effective hybrid and remote work depend heavily on technology. Software related to communication, collaboration, and related project management to be able to maintain organizational structure and working relationship for different departments in an organization and with clients in another location when working in a distributed setting.
2. **Workplace Redesign:** This kind of office design is fast changing as has been seen in the recent past. It is worth noting that modern organizations are shifting from rigid cubicle structures to more flexible, 'stakable' structures that can accommodate a range of working styles and requirements. This includes; open landscape, relaxed furniture, and movable furniture in regard to office design flexibility. Offices that allow employees to work in different ways are also becoming more common, oriented towards openness, transformable furniture, and work zones during the employees' presence **(Asen Stoyanchev, 2024)ⁱⁱⁱ**.
3. **Employee Well-being:** Much attention is paid to the state of people's mental health with corporations offering tools for protecting against stress and ensuring a proper work-life balance **(Fionnuala Malone, 2024)ⁱⁱ**. Flexible work schedules and remote work options are related to better mood and organizational workplace commitment. They offer certain freedoms to the employees achieving work-life balance and fulfilling them with increased satisfaction levels. These, in turn, enable organisations to recruit and maintain the best employees possible who can take responsibility of the company's success **(Daan van Rossum, 2023)^{iv}**.
4. **Focus on Upskilling and Inclusion:** Continuous learning and development are crucial for adapting to hybrid work environments. Companies are investing in upskilling programs, particularly in areas like cybersecurity, virtual communication, and collaboration. Additionally, fostering an inclusive

culture that values contributions from both remote and in-office employees is essential to maintaining team cohesion and engagement.

5. **Sustainability and Cost Savings:** Hybrid work models contribute to sustainability by reducing the need for large office spaces and daily commuting, which lowers carbon footprints. Organizations also benefit from cost savings on office maintenance and utility expenses. According to Global Workplace Analytics, companies can save around \$11,000 annually for each employee who works remotely half of the time **(Daan van Rossum, 2023)^{iv}**.

These trends indicate a continued shift towards hybrid work as the preferred model, with a strong focus on flexibility, employee well-being, and efficient use of technology to support remote work arrangements.

Classification of work models:

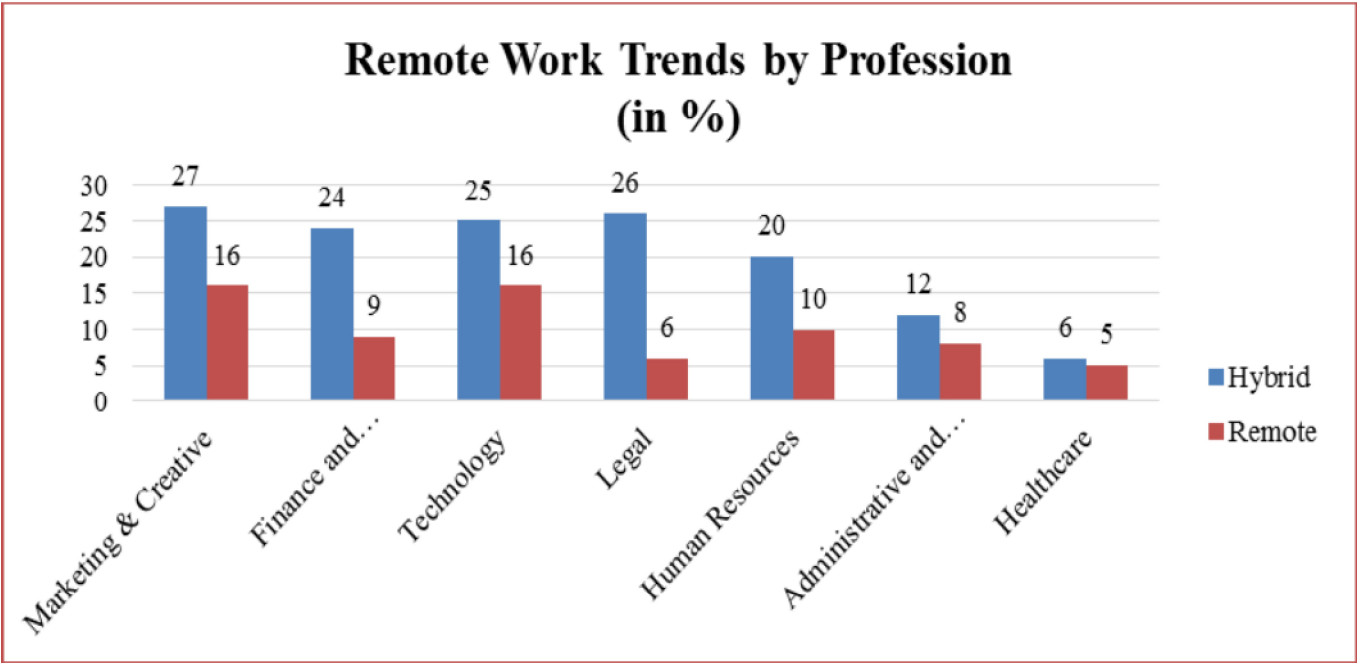
- i) **Fully Remote:** Team members are free to live and work from any place they want since companies don't have offices. All workers, even executives, work remotely as there are no physical locations for them to visit.
- ii) **Remote-First:** Although most people work from home or other places, offices are still open. There is no minimum number of days that must pass before reporting to the office, according to the organization.
- iii) **Hybrid Remote:** is a well-balanced combination of remote and in-office work that is available in three common variants:
 - a) **Hybrid Choice:** *individuals are permitted to select the day they wish to attend the office, provided that they do so within a specified minimum number of days, as determined by the company or you.*
 - b) **Partial Choice:** *individuals are permitted to select which day they wish to attend the office, with the exception of one or more fixed days, provided that they remain within the minimum number of days required*
 - c) **Fixed Days or Organized Hybrid:** *The company or you determine the days on which employees are required to be in the office.*

- iv) **Mostly Office-bound:** implies that although your primary place of employment will be the office, you will sometimes be allowed to work from other places. In the pre-pandemic work environment, this period was existent.

As a result, vulnerable groups such women, people with disabilities, parents of young children, millennials, and Generation Z workers stand to gain a great deal from the hybrid role.

Based on the **Rober Half studies (2024)**ⁱ on remote work trends by profession here's a breakdown of findings:

Exhibit 1: Remote Work Trends by Profession



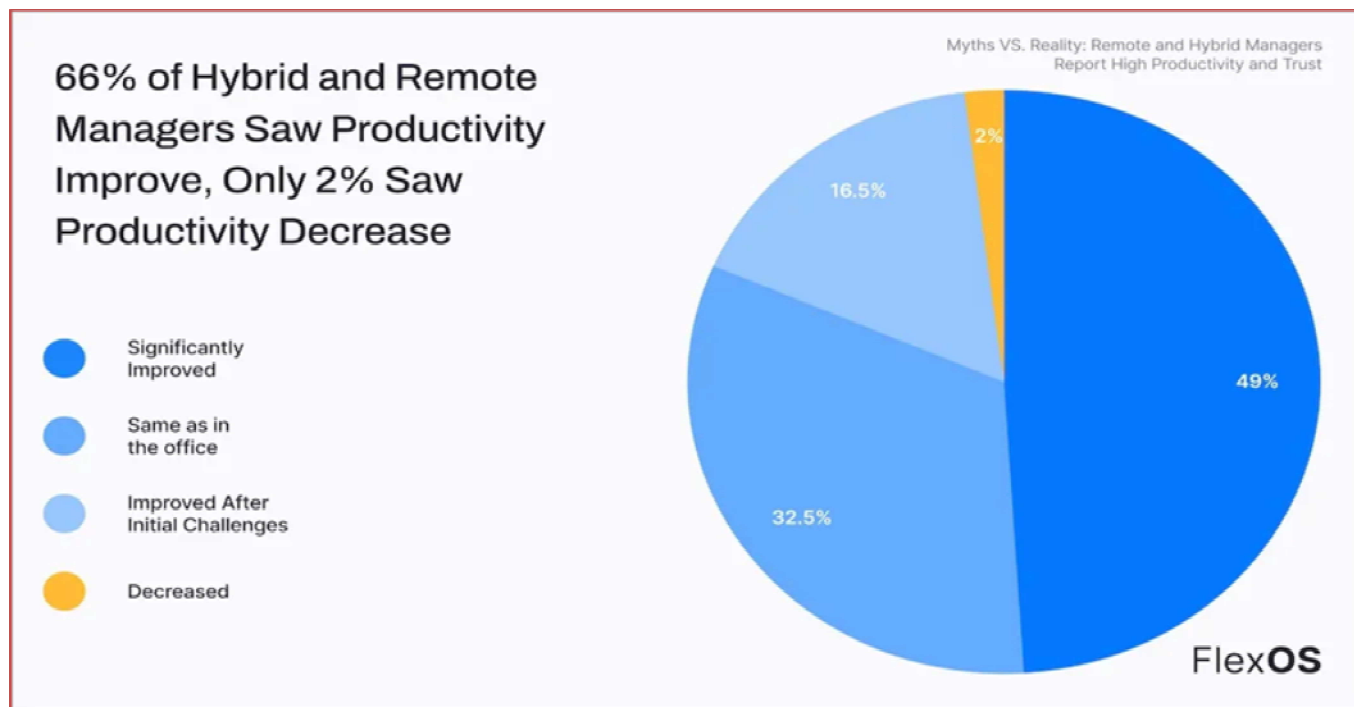
Source: Robert Half, Remote Work Statistics and Trends for 2024, June 5, 2024.

Based on the above statistics it is observed that, the marketing and creative profession, legal profession, technology and finance & accounting profession can perform works 27 percent, 26 percent, 25 percent and 24 percent in hybrid mode respectively and healthcare profession can perform only 6 percent through hybrid mode.

Benefits of Hybrid Remote Work:

- 1) **Increased Productivity:** Work-from-home and hybrid productivity have been studied by FlexOS, and 98% of managers say that employee productivity has either grown or remained the same.

Exhibit 2: Hybrid Remote Work Productivity Results



Source: Daan van Rossum, Hybrid Remote Work, October 21, 2023

1. **Better work-life balance:** With greater flexibility, workers may more skillfully manage their personal and professional lives. Employees are better able to manage and find fulfillment in their everyday lives when they are given the freedom to handle their personal obligations, family duties, and hobbies.
2. **Fewer sick days:** In the post-pandemic period, hybrid-remote work is especially relevant since it gives workers the flexibility to choose between on-site and remote work, giving them control over their exposure limits and health concerns.
3. **A larger pool of talent:** Most people are not interested in full-time employment in an office. Employers are offering hybrid work arrangements in an effort to attract a more skilled and effective staff.
4. **Greater job satisfaction:** Companies that offer full schedule flexibility are able to offer a considerable degree of schedule flexibility. This flexibility can be utilized to support other flexibility arrangements, like the preference for employees with disabilities or the timely completion of work schedules.
5. **Cost savings:** Although it's a new nation, a number of studies have shown that the hybrid work paradigm may lead to financially advantageous outcomes for both businesses and workers. According

to Global Workplace Analytics, companies may save \$11,000 a year for each half-time teleworker by reducing conventional office space, energy use, food costs, and other expenditures.

6. **Lower turnover rates:** The hybrid-remote work feature, which allows for more flexibility in the workplace, promotes a better work-life balance, which raises employee satisfaction and lowers employee turnover rates within the company. As such, it's a useful instrument for hiring and retaining personnel.
7. **Better sustainability:** The adoption of hybrid-remote working leads to a decrease in office space and a decrease in transportation, which exacerbates the need to form socially conscious companies. This fits with the worldwide movement toward sustainability.

Challenges and Solutions

1. **Information Accessibility:** Employees who work remotely using hybrid methods have a number of difficulties, one of which is that their physical presence outside the building makes it difficult for them to get vital information. Incomplete information is the outcome, which causes annoyance, perplexity, and eventually poor performance. To meet all of these issues, more documentation and effective communication between the different firms and their members are required.
2. **Preserving Company Culture:** Employees who work remotely using hybrid methods may feel alone or inferior to their coworkers who work in offices. To solve this problem, organizations need to put a high priority on inclusiveness, remote onboarding, and creating a hybrid culture that values the contributions of every team member regardless of where they work. Because there are so many virtual team-building activities available, this is now more accessible than ever (**Daan van Rossum, 2023**)^{iv}.
3. **Career Advancement Opportunities:** Because of their lack of visibility, remote workers in hybrid-remote configurations could be overlooked for promotions, career advances, and lateral organizational moves. To overcome these challenges, businesses need to provide fair development opportunities for both on-site and remote team members, ensuring that remote workers are not left behind in their career advancement.
4. **Legal and Compliance Issues:** Hiring remote workers from across the world may quickly turn into a payroll, benefits, and compliance headache. As a result, a multitude of Employer of Record services have surfaced in the last several years, all claiming to tackle these challenges.

5. **Physiological Stress in Office Environments:** Some team members may be obliged to work in open-plan office spaces under hybrid-remote arrangements, which have been linked to higher levels of physiological stress in studies. Employers that value employee well-being must support remote work arrangements, provide flexible workstation alternatives, and establish a healthy work environment for all workers, regardless of location.

Conclusion

Hybrid and remote work models are reshaping the modern workplace, offering numerous benefits such as flexibility, cost savings, and improved employee satisfaction. However, they also present challenges that organizations must address through effective use of technology, inclusive practices, and continuous learning initiatives. New forms of work, such as hub and home work, have continued to evolve, due to modern workers' desire for flexibility, as well as the advances in technology. The successful application of these models means that companies have to pay attention to communication, compliance, knowledge management, and diversity for success.

Remote work is the new normal or the new way people work since there's going to be a continuous increase in the implementation of such models. Organizations that embrace technology and the culture of inclusion and learning will also likely have better productivity and employees' engagement. Hybrid and remote work are innovative paradigms in today's organizations that provide a long-term and efficient solution to the future of work.

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**Human Capital management (HCM)
is a set of practices related to
People Resource Management**

- Gartner

Exploring the Future of Artificial Intelligence in Human Resource Management: Prospects for India's Private Sector

Dr. P.V.V.SATYANARAYAN

Abstract:

The study aims to gain insights into the utilization of artificial intelligence (AI) in human resource management (HRM), particularly in the Indian context. It explores how AI can enhance HR practitioners' understanding across various frameworks, anticipating significant opportunities in line with India's 2030 vision for digital transformation. This transformative vision has begun reshaping workforce dynamics in private sector organizations, fostering gender equality by enabling equal competition between women and men for diverse roles. However, this shift also presents challenges, necessitating HRM to adapt to the evolving demand for gender equality. Furthermore, the integration of AI opens avenues for incorporating feminist principles into HRM strategies, contributing to a more inclusive workplace. The study underscores the critical role of modern AI applications as a strategic imperative for organizations navigating dynamic and unpredictable environments.

INTRODUCTION

Artificial intelligence represents a significant breakthrough in business management, profoundly impacting the operations of employees, particularly within human resources and employment departments. AI technologies revolutionize HR management by designing customized training and development plans for each employee, leveraging big data and real-time analytics of employment practices. Essentially, AI acts as a tool trained to perform tasks requiring human-level intelligence. Its practical and effective use enhances HRM tasks such as employment processes, performance evaluation, HR planning, training, job assessment, and labor market forecasting. The rapid pace of technological change has led to innovative uses of AI, as evidenced by leading cloud-based application providers, enhancing workflow efficiencies in HR and recruitment. Many companies showcase AI's ability to improve care quality and reduce costs, aligning with predictions that in around 20 years, about half of all jobs may become obsolete, including in healthcare. Understanding the nuances of AI methods is crucial alongside developing suitable algorithms and data infrastructure to maximize its benefits.

The International Labour Organization (ILO) emphasized in its January 2019 report the vast potential for enhancing career opportunities, closing gender gaps, and addressing global inequality. The report underscored the significant ongoing economic shifts driven by new technologies, demographic changes, and climate considerations, impacting economies and workplaces globally. It stressed the need for substantial investments directed towards creating decent work environments and promoting sustainable human development, aligning with the 2030 Agenda for Sustainable Development. Advancements in communication technologies facilitate progress tracking towards sustainable development goals, enabling efficiency improvements across developmental activities. As highlighted in a World Economic Forum report, employees must adapt

Dr. P.V.V. Satyanarayan, Assistant Professor, School of Management Studies, Jawaharlal Nehru Technological University, Kakinada, Email: dr.pvvs@gmail.com

their skills to navigate the Fourth Industrial Revolution's rapid changes, with organizations playing a crucial role in facilitating skill development. The study by the World Summit of Governments and McKinsey & Company identified various methodologies to bridge future skills gaps, emphasizing digital transformation's impact on workforce requirements and societal participation. The transition to AI-driven workplaces will challenge traditional job structures, with an estimated 800 million global jobs potentially replaced by automation by 2030, necessitating significant skill enhancements, including programming, adaptability, and interdisciplinary competencies. These shifts underscore the increasing importance of AI within global economic growth indicators, reflecting the transformative nature of the Fourth Industrial Revolution. Overall, the study aims to explore AI's role in enhancing human resource practices, particularly within India, offering a future-oriented perspective on HR practitioners' attitudes and perspectives across diverse frameworks.

1. LITERATURE REVIEW

According to Wang et al "Artificial Intelligence is that activity devoted to making machines intelligent, and intelligence is that quality that enables an entity to function appropriately and with foresight in its environment". In computer science, artificial intelligence (AI), refer to machine intelligence, intelligence demonstrated by machines, in contrast to the natural intelligence displayed by humans and others being. Computer science defines AI research as the study of "intelligent agents": "any device that perceives its environment and takes actions that maximize its chance of successfully achieving its goals". Kaplan and Haenlein defined AI as "a system's ability to correctly interpret external data, to learn from such data, and to use those learnings to achieve specific goals and tasks through flexible adaptation". Colloquially, the term "artificial intelligence" is applied when a machine mimics "cognitive" functions that humans associate with other human minds, such as "learning" and "problem solving".

2. METHODOLOGY

According to Wang et al, Artificial Intelligence (AI) involves the development of machines capable of intelligent behavior, where intelligence is defined as the ability to function effectively and proactively within its environment. In computer science, AI refers to machine intelligence, contrasting with natural human intelligence. AI research focuses on creating "intelligent agents," which are devices that perceive their surroundings and take actions to maximize goal achievement. Kaplan and Haenlein further define AI as a system's capacity to interpret external data, learn from it, and apply those insights to achieve specific objectives through adaptable strategies. The term "artificial intelligence" colloquially refers to machines replicating cognitive functions like learning and problem-solving associated with human minds.

OPPORTUNITIES OF ARTIFICIAL INTELLIGENCE IN HR

In today's era, artificial intelligence (AI) is revolutionizing how organizations manage their workforce and develop human resource strategies to enhance productivity and elevate employee performance. This shift emphasizes not only aligning employees' skills with job requirements but also ensuring their interests are met, particularly in attracting and retaining younger talent. The integration of cutting-edge technologies is crucial in today's dynamic business landscape, characterized by evolving work-life balance norms, job

content dynamics, and ethical considerations. The new generation of workers values independence and continuous growth. Effective communication with them relies heavily on technology, such as smartphone apps and self-service platforms. These workforce transformations necessitate digital transformation through AI adoption to attract top talent, enhance customer service, and stay competitive. Furthermore, leveraging technology in the workplace should empower employees with flexible access to work anytime, anywhere, aligning with the demands of the digital age. Discussions at the World Government Summit on Artificial Intelligence underscored the importance of AI governance and its role across various sectors like science, engineering, healthcare, and communications, highlighting the need for a collective effort to shape a better future. Projections suggest a significant 35% shift in required human skills within organizations between 2022 and 2023, emphasizing the ongoing need for adaptation and skill development amidst technological advancements. Experts emphasized the critical role of governments collaborating with diverse stakeholders and sectors to develop human resources capable of navigating the transformative impact of artificial intelligence on job nature and career specializations. They stressed the need for comprehensive community dialogues to create new career pathways and enhance human-machine integration, leading to increased automation, productivity, innovation, and cost-effectiveness. Major trends in HR technology highlight a shift towards personalization, enabled by AI, where customized environments tailored to each employee's needs foster engagement and improve work experiences. Lifelong learning is deemed essential, given the evolving automation landscape, requiring sustained support for employees to adapt and acquire new skills continually. This goes beyond job assignments or hiring practices, emphasizing continuous learning and skill development to ensure future success amidst technological and business changes. Enterprises must establish supportive infrastructures to enable employees to enhance their capabilities and effectively navigate evolving job requirements.

Recruitment

Many organizations are leveraging artificial intelligence (AI) in their recruitment processes, incorporating it into selection, evaluation, and hiring procedures, as well as utilizing chatbots and other tools. A recent example that caught my attention is a regional company's ability to accurately sift through thousands of applicants by analyzing self-recorded video interviews using personal analysis tools—a remarkable technological advancement. Housman highlights the significance of leveraging decision support in a service-based economy, where the workforce stands as a critical asset, offering a competitive advantage through informed people decisions. The ability to gather relevant evidence swiftly and cost-effectively, while ensuring data protection, lays a strong foundation, starting with recruitment processes. AI seamlessly integrates into employee onboarding programs, aiding new hires in navigating institutional information and connecting with colleagues. AI significantly enhances recruitment system efficiency, attracting skilled individuals to institutions and companies. Real-time monitoring of employment indicators and the use of criteria that mitigate disparate impact based on race and ethnicity ensure a fair and comprehensive approach. By maintaining an up-to-date database, managers gain a holistic view of employee skills and experiences, facilitating quick task assignments. Predictive analytics tools enable managers to forecast future skill and personnel requirements, streamlining workforce organization and planning for upcoming needs—an efficient and effective approach to workforce management. Imagine a recruitment process where the system

autonomously identifies and engages with suitable candidates, answering their queries even before the interview stage. HR professionals could effortlessly pinpoint candidates best suited for their workplace and plan for future workforce needs. With predictive talent analysis and employee risk models, HR's approach to workforce planning undergoes a revolutionary transformation. The ability to input data into ranking tools and receive accurate predictions swiftly feels almost magical. However, the complexity of real-world scenarios often requires human intervention, especially in developing comprehensive travel risk models. AI's role in automating repetitive tasks allows employees to focus on value-adding activities that leverage their skills and expertise. This shift enables HR professionals to dedicate more time and resources to providing personalized care and attention to other staff members.

Career Path

Artificial intelligence integrated with learning management systems and training modules holds immense potential within the HR sector, offering employees personalized career paths and opportunities for skill development to excel in their roles and aspire to higher positions. Leveraging advanced big data technologies, AI can efficiently analyze vast datasets, including biographies, performance reviews, and historical data, to design tailored training and education models specific to each employee's career level and experience. Many global organizations rely on AI techniques to empower their workforce, creating an attractive work environment that attracts and retains top talent. Sentiment analysis further enhances employee career progression by uncovering their attitudes and biases, even analyzing emotions expressed on social media platforms like Twitter and Instagram. As more entrepreneurs adopt these technologies, emotion analysis applications will likely see broader adoption in HR to gauge employee sentiment, engagement, and role satisfaction. By analyzing user responses and assigning positive or negative scores to core words, AI-driven sentiment analysis provides invaluable insights for companies striving to optimize their HR practices. While the journey to effectively integrate AI in HR is challenging, the rewards of enhanced employee development and organizational success make the effort worthwhile. As per a previous report by the World Economic Forum from October 2018, one of the most critical challenges facing the future workforce is the availability of skills necessary to keep pace with rapid technological advancements. It's crucial to ensure that the workforce is equipped with the skills required to support and leverage new technologies effectively. The digital divide is widening globally, particularly between developed and developing countries, due not only to affordability concerns but also to the high-level technical and professional skills needed for designing, operating, and maintaining digital infrastructure. Mastering basic skills and information and communication technology is becoming increasingly essential. The overarching message is that skill development plays a vital role in reducing inequality and bridging knowledge gaps among workers.

Talent Acquisition

The primary concern of HR departments lies in identifying and appointing the most promising talents. Talent management, crucial for addressing future organizational needs, operates strategically within a framework aligned with the company's long-term goals. It involves identifying key positions essential for growth and selecting the best-suited candidates to fill those roles. Companies aiming to nurture leadership from within their talent pool and invest in robust talent management programs find them integral to their human capital strategy's long-term success.

Talent management encompasses integrated strategies or systems designed to enhance recruitment, development, and retention of skilled individuals, ensuring alignment with current and future organizational requirements. The rapid pace of global changes necessitates a shift from traditional recruitment methods towards a more innovative approach to attract and retain talent while staying updated with technological advancements like artificial intelligence. Many international institutions increasingly rely on AI-driven talent acquisition software, enabling swift scanning, reading, and evaluation of applicants to streamline the recruitment process by eliminating unsuitable candidates efficiently.

This streamlined process allows HR professionals to focus on analyzing and evaluating a smaller pool of qualified candidates, thereby enhancing the quality of hiring decisions. Moreover, HR units leverage technology, such as chatbots, to provide instant responses to routine queries, freeing up HR analysts to tackle more complex issues. Regular analysis of staff morale helps HR management gauge employee commitment, supported by effective incentive policies to ensure individual engagement and organizational success.

Training and Development

In the dynamic landscape of technology, continuous learning and professional skill enhancement are imperative for all employees. Artificial intelligence (AI) plays a pivotal role in planning, organizing, and coordinating training programs across the workforce. Online courses and digital classrooms emerge as popular solutions in this context, catering to the diverse learning needs of employees. Research indicates that the average employee allocates less than 25 minutes per week for training and learning activities, underscoring the importance of utilizing this time effectively for skill development.

Team managers leverage AI-driven skill-gap assessments to identify training opportunities tailored to their team's needs. Computerized information systems facilitate seamless career path planning by providing electronic access to comprehensive employee profiles, including skills, competencies, performance evaluations, and career progression within the organization. Additionally, self-assessment software aids employees in formulating and evaluating their career trajectories. A variety of programs, such as Career Planning Center and Parys, offer expertise in human resources management, guiding individuals through their career progression journey.

Performance analysis

The performance appraisal process holds significant importance within organizations, serving as a crucial tool for assessing all assets, from top management to entry-level employees. It acts as an administrative control mechanism, comparing actual performance against project objectives to evaluate achievement levels. AI technology plays a pivotal role in enhancing this process by efficiently sourcing and screening employees, aligning their objectives with performance metrics. This integration of AI in HR enables managers to set clear objectives and ensure departmental alignment with the organization's overarching vision.

AI-driven systems provide managers with factual insights for informed decision-making during performance reviews, promoting transparency and accuracy. Through AI, goal-setting becomes more structured, with

individuals having specific targets and timelines. Real-time monitoring of progress and instant feedback based on performance status further enhances productivity and goal attainment.

Motivation plays a crucial role in driving individuals to actively pursue and achieve organizational goals. The Human Resources Officer's role in crafting motivational policies is vital, as it influences employees' engagement and alignment with their ambitions. Effective incentives, tailored to individual needs and aspirations, can significantly impact morale and performance.

Maintaining human competencies presents challenges due to the complex interplay of physical and moral factors. This challenge is evident in the migration of talent from developing to developed countries, often attributed to the absence of clear policies for talent retention and development. Addressing these challenges requires a strategic approach to talent management and ongoing efforts to foster a conducive work environment that nurtures and retains key competencies.

Compensations

Today, computerized systems enable the efficient compilation of wage and remuneration lists, with software applications designed to streamline the evaluation process and ensure quality. Specialized programs are available to facilitate wage calculation and performance assessment, particularly beneficial for large organizations. These systems not only expedite the evaluation process but also contribute to fairness in awarding rewards. For instance, there are programs dedicated to pension fund calculations, ensuring accuracy in determining various types of compensation.

RESEARCH IMPLICATIONS AND

CONCLUSION

Economic studies underscore the critical need for human resources to embrace artificial intelligence and automation, given their significant impact on digitizing HR processes. Human resources professionals must be fully equipped to support digital transformation within their organizations; otherwise, they risk falling behind other departments. However, this presents a valuable opportunity for HR to align closely with organizational goals and add substantial value through digital and data-driven approaches. We anticipate witnessing a shift towards digitizing human resources in our kingdom, leading to more effective transformations.

The current study delves into the impact of artificial intelligence on human resources and offers insights into this evolving landscape. It explores how AI can enhance transformational initiatives and create a more engaging user experience. Upon reviewing existing opportunities and potentials, the key takeaway is evident: AI is pivotal in transitioning HR functions into the digital age. With the increased use of technology, the nature of businesses and required skills has evolved significantly. Activities such as training, development, and organizational structuring are becoming increasingly crucial to adapt to these internal shifts, potentially leading to a reevaluation of certain roles and tasks within the workforce. Hence, it is imperative for HR to establish a solid foundation in computer services to tackle the challenges prevalent in many large organizations today, enhancing their capacity to furnish valuable insights to management for informed

decision-making regarding human resources. To stay competitive in the global economy, organizations must explore incorporating conversational AI for HR transactions into their decision-making processes. By leveraging AI for administrative tasks, HR departments can streamline operations and become more efficient, allowing HR professionals to focus on strategic organizational planning. With India's implementation of Vision 2030, the public sector stands to benefit significantly from embracing digital transformation. This shift has reshaped workforce dynamics, fostering gender equality as both men and women compete in various roles. Consequently, HR faces the responsibility of managing this diversity and ensuring equal opportunities, necessitating senior management to support HR initiatives for gender inclusivity. The integration of AI into HR functions can lead to improved efficiency, reduced administrative burdens, and enhanced support for tasks such as recruiting, retention, and ROI measurement, thereby optimizing employee experiences and outcomes.

For your research, the implications and conclusions can delve into several key areas:

1. **Strategic Integration:** Discuss how AI can be strategically integrated into HR processes to enhance recruitment, training, performance management, and employee engagement. Highlight the potential benefits such as cost savings, improved decision-making, and productivity gains.
2. **Skill Development:** Explore the implications of AI in HR for skill development. Consider how AI-driven platforms can provide personalized learning experiences, upskill employees, and align training programs with organizational goals.
3. **Ethical Considerations:** Examine the ethical implications of AI in HR, including issues related to data privacy, bias in algorithms, and the impact on job roles. Discuss strategies to ensure fair and transparent AI implementation in HR practices.
4. **Employee Experience:** Evaluate how AI can enhance the employee experience by offering personalized career paths, feedback mechanisms, and support systems. Discuss the role of AI in promoting a positive workplace culture and employee well-being.
5. **Change Management:** Discuss the challenges and opportunities of implementing AI in HR from a change management perspective. Address resistance to technological changes, the need for upskilling HR professionals, and strategies for successful AI adoption.
6. **Future Directions:** Provide insights into the future directions of AI in HR for the private sector in India. Consider emerging trends such as AI-driven talent analytics, predictive workforce planning, and the integration of AI with other HR technologies.

In your conclusion, summarize the key findings and insights from your research. Reflect on the implications of AI in HR for the private sector in India, highlighting both opportunities and challenges. Offer recommendations for organizations looking to leverage AI in HR effectively, emphasizing the importance of ethical AI practices, continuous learning, and strategic alignment with business objectives.

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**If everyone is moving forward together,
then success takes care of itself**

- Henry Ford

A comprehensive investigation on Human Resources Development Practices in select Healthcare Organizations of Hyderabad, Telangana

Dr. Nagaraju Battu,

Abstract:

This study provides an in-depth exploration of Human Resource Development (HRD) practices within Hyderabad's healthcare sector, focusing on aspects such as staff satisfaction, engagement, patient care quality, safety, and organizational challenges. Utilizing a diverse range of methodologies, including quantitative approaches, the research meticulously documents the existing HRD practices, showcasing the commitment of healthcare institutions to staff development. The paper serves as a valuable resource for practitioners and policymakers, offering insights into HRD from training initiatives to shaping organizational culture. A significant aspect of the study is the identification and examination of barriers to HRD implementation. From budget constraints to cultural factors, the research sheds light on the multifaceted challenges faced by healthcare organizations. The analysis incorporates robust statistical methods, including regression, ANOVA, and one-sample tests, revealing a positive association between HRD practices and employee effectiveness, HRD effectiveness, and employee satisfaction. These findings underscore the substantial impact of strategic HRD interventions on job satisfaction and employee well-being. Furthermore, the study delves into the direct and indirect implications of HRD practices on patient care quality, safety, and overall healthcare outcomes. The results demonstrate the indispensability of HRD in enhancing patient care, emphasizing the integration of staff development programs into the fabric of healthcare institutions. In conclusion, this research not only unveils the current landscape of HRD practices in Hyderabad's healthcare sector but also provides evidence-based recommendations for improvement. The findings contribute to strategic planning and targeted actions, offering a nuanced understanding of the intricate relationships between HRD, employee engagement, and patient outcomes. This study serves as a valuable resource for shaping HRD strategies that positively impact both organizational and healthcare delivery outcomes.

Introduction:

The healthcare sector plays a vital role in safeguarding the well-being of individuals and societies. The quality and efficiency of healthcare services are intrinsically linked to the competence and commitment of the healthcare workers. To meet the growing demands of a dynamic society, it is essential to cultivate and retain a skilled and motivated healthcare workforce. The focus is on Human Resource Development (HRD) practices in this environment. Human Resource Development (HRD) encompasses a range of strategies and initiatives aimed at enhancing the expertise, competencies, and capabilities of healthcare professionals, while also fostering an environment that nurtures their growth and advancement.

Dr. Nagaraju Battu, Dean & Head, School of Management Studies, Acharya Nagarjuna University, E-mail: battunraju@yahoo.co.in

During the present age of significant healthcare challenges, the importance of Human Resource Development (HRD) practices in the healthcare business cannot be overstated. The healthcare profession is tasked with delivering exceptional patient care while concurrently adapting to technological advancements, adhering to regulatory requirements, and managing the intricate expectations of patients and legislators. The intricate web of responsibilities underscores the need of adopting effective Human Resource Development (HRD) efforts, which aim to both maintain a highly qualified workforce and improve the quality of healthcare delivery (Elliott C and Turnbull S, 2005)

The objective of this research is to investigate the HRD practices in the healthcare business, specifically focusing on Hyderabad, a city known for its vibrant healthcare sector. Hyderabad has become a hub of medical proficiency, accommodating several healthcare institutions, including large corporate hospitals as well as specialty research institutes. These institutions will be used as the framework for analysing HRD practices in this study. The objective of this study is to examine the HRD practices used in healthcare companies located in Hyderabad. The goal is to reveal the specific strategies used by these institutions, determine the challenges they encounter, and evaluate the direct and indirect effects of HRD on both the healthcare personnel and patient care. The anticipated outcomes of this study endeavour are poised to provide significant revelations, contribute to the ongoing discourse around Human Resource Development (HRD) in the healthcare sector, and maybe offer pragmatic recommendations for enhancing HRD in this pivotal domain. (Lawless A, Sambrook S, Garavan T & Valentin C, 2011)

Background of the BPO sector in Hyderabad:

In recent years, India's healthcare industry has grown substantially, becoming one of the country's most important economic drivers and employers. Everything from hospitals and clinical trials to medical devices and outsourcing to telemedicine and medical tourism to health insurance and medical equipment is a part of healthcare (Patil and Choudhari, 2013). Due to increased coverage, services, and governmental and private sector investment, India's healthcare business is seeing explosive development. Both the public and commercial sectors play an important role in India's healthcare system. A small number of urban-based secondary and tertiary healthcare facilities make up the public healthcare system. Specifically, it aims to support Primary Healthcare Centres (PHCs) in such areas by delivering essential healthcare services (Dang 2016). The private sector is mostly responsible for the provision of urban areas' tertiary, quaternary, and auxiliary healthcare services. The large number of highly qualified medical professionals in India is the country's greatest asset. When compared to its counterparts in Western and Asian countries, India shows more cost competitiveness. According to Aswathapa (2007), compared to the US or Western Europe, the cost of surgery in India is around 10%.

In India, medical practitioners and private healthcare institutions play an essential role in providing healthcare. More and more facilities, in both urban and rural areas, have sprung up to meet the growing need for healthcare (Debnath 2015). Patients' perceptions and actual healthcare needs are profoundly affected by their interactions with private healthcare professionals. It is believed that this link will play a crucial role in managing illness patterns and developing treatments. Concerns over the efficiency of resources, accessibility, and equity of healthcare facilities, as well as the existence of financial mechanisms

to support private healthcare, have arisen in response to the sector's recent advancements. In addition, healthcare service costs and quality are directly affected by how this industry uses its resources. The existing structure of India's healthcare system is profoundly affected by the existence of these healthcare facilities.

From 2011 to 2020, the Indian healthcare industry is projected to have substantial expansion, with a CAGR of 17%. This, in turn, would create a market size of \$280 billion USD. The healthcare industry is expected to be in the top three fastest-growing markets by 2020, according to research by Suresh Kumar, Karthikeyan, and Mohanraj (2014). Five percent of India's gross domestic product was allocated on healthcare in 2013. It is expected to remain at this level until 2016. From \$96.3 billion in 2013 to \$195.7 billion in 2018, healthcare expenditure is forecast to rise at an annual growth rate of roughly 12%. High inflation and rising healthcare expenses, whether public or private, will slow the rate of growth (Sinha and Sigamani 2016).

An area of human resource management known as "human resource development" is concerned with assisting employees in their professional growth and development. As part of human resource development, organisations help individuals acquire new skills by providing them with training and other learning opportunities, and by allocating resources that will help them succeed. Structured learning experiences are designed to bring about changes in workers' behaviour and other developmental activities over a certain period of time.

The Problem Statement:

An important characteristic of the healthcare sector is the impact it has on the public's health and well-being as a whole. Because of the direct effect that the skills and motivation of healthcare workers have on the quality of patient care, this workforce is vital to society. Efficient Human Resource Development (HRD) processes are vital for the healthcare industry to provide the finest treatment to inhabitants of Hyderabad, a city with a rich and expanding healthcare environment.

However, owing to shifting demographics, advances in medical technology, and increased regulatory requirements, the healthcare industry is confronted with substantial challenges. There are many challenges to ensuring a competent, motivated, and adaptable healthcare workforce in this dynamic environment. These include creating an organisational culture that supports the growth and happiness of healthcare workers as well as providing them with continuous education and training.

Despite the critical importance of HRD practices in healthcare, there is a severe lack of in-depth study on the specific HRD strategies used by healthcare institutions in Hyderabad. Extensive comparative study is necessary to fully understand the complex interplay between HRD practices, employee happiness, and patient care quality in this specific context.

The primary goals of this study are to improve healthcare in Hyderabad by resolving the following issues:

- **Disparities in HRD Practices:** It is important to learn about the varied HRD approaches taken by various healthcare organisations in Hyderabad, such as public healthcare facilities, specialised research institutes, and big corporate hospitals, and to determine what variables contribute to these differences.
- **Difficulty & Obstacles:** There is a lack of sufficient documentation about the difficulties encountered by healthcare organisations when attempting to apply HRD practices. Recognising these obstacles is critical for making focused changes.
- **Impact on Staff Morale and the Quality of Patient Care:** No one has looked at healthcare organisations in Hyderabad to determine what effect HRD practices have on staff morale and the quality of patient care. Investigating how HRD practices affect these crucial areas, both directly and indirectly, is of the utmost importance.

In order to give evidence-based suggestions for improving HRD practices, increasing employee happiness, and raising the standards of patient care in this crucial domain, this study intends to address these problems and provide a deeper understanding of the HRD landscape in Hyderabad's healthcare sector.

Significance of the Study:

The findings of this comparative study on Human Resource Development (HRD) methods in the healthcare business in Hyderabad would have a significant influence on a number of different stakeholders. To begin, it offers a one-of-a-kind opportunity to assess and improve human resource development (HRD) strategies in healthcare companies, which ultimately leads to an improvement in the capabilities of healthcare people. Consequently, this instantly improves the quality of medical treatment and ensures the safety of patients throughout the whole process. With the help of this study, which focuses on the specific challenges and roadblocks that healthcare institutions in Hyderabad face, it is possible to get insight into areas that demand attention and innovation. In addition to this, it provides proposals for enhanced human resource development techniques that are backed by empirical evidence, which is an invaluable resource for healthcare administrators, lawmakers, and HR experts.

A. Research objectives:

- To conduct a thorough investigation of the current human resource development (HRD) practices within the healthcare sector in Hyderabad.
- To provide a comprehensive description of the existing HRD practices employed by healthcare organizations in Hyderabad.
- To formulate evidence-based recommendations aimed at improving human resource development (HRD) practices within the healthcare sector in Hyderabad.

B. Hypothesis of the study:

- **Hypothesis 1:** "Human resource development practices within healthcare organizations in Hyderabad are significantly influenced by the ongoing changes in healthcare regulations and technological advancements."
- **Hypothesis 2:** "HRD practices that focus on professional development and compliance with national healthcare standards, which significantly enhances employee performance and retention."

Literature Review:

The roots of HRD are a subject of much debate among experts and transcend regional and cultural borders. Jacobs (2011) proposed that the origins of HRD may be traced back to the United States of America (USA) at the onset of the Industrial Revolution around 1800. The transition from an agrarian to an industrial economy occurred in both Europe and the USA throughout the 18th century. The transition occurred as a result of improved working conditions and heightened productivity within the industrial sector. During this period, investors were eager to develop techniques that would maximise output regardless of the expenses involved (De Simone and Werner, 2012). However, according to Haslinda (2009), the origins of HRD may be traced back to 1913 when Ford motor began providing training to its workers in the mass manufacture of automobiles on the assembly line. Werner (2014) provide an alternative viewpoint, suggesting that HRD may be attributed to apprenticeship training programmes that operate in conjunction with schooling. De Simone and Werner's viewpoint is reinforced, who posited that the apprenticeship system was originated by the ancient Greeks and Babylonians. The primary purpose of the apprenticeship system was to provide instruction to novice workers in a certain craft, including the production of domestic artisanal items like furniture, garments, and footwear throughout that era. During the Industrial Revolution, which took place in the 1800s, comprehensive training became essential for factory workers who lacked the necessary knowledge and abilities to properly contribute to increased output.

The objective of Human Resource Development (HRD) as a systematic process is to enhance the likelihood of job performance and foster personal development within an organisation. Mehlape (2017) describes the objective of enhancing human expertise inside an organisation and individual training and development as a method to enhance performance. According to Singh (2012), HRD is the systematic facilitation of ongoing learning and development among individuals from diverse groups, with the aim of enhancing their self-sufficiency. According to Smith (2019), HRD is a process that enhances the talents of individuals by focusing on both organisation development (OD) and people training. The goal is to improve the job performance of public officials. The primary objective of HRD is to enhance the efficiency of personnel, ensuring that individuals, teams, and organisations may achieve their intended level of performance (Meyer, 2016 and McGraw, 2014). Additionally, HRD aims to provide workers with the necessary skills and knowledge to effectively contribute to organisational success.

Theoretical frameworks of HRD:

The term "theory" is defined by the Oxford English Dictionary (2020) as a conceptual framework designed to explain a phenomenon, particularly one that relies on overarching principles that are not contingent on the phenomenon itself. Therefore, it delineates the anticipated occurrences or potentialities. The notion of theory originates from the Greek term "theoria". It refers to seeing or perceiving things from a certain perspective. The term is described as a conjecture or a set of concepts used to elucidate something, based on certain principles that are unrelated to the item being elucidated. Swanson and Chermack (2013) propose that a theory is developed to explain, forecast, and comprehend occurrences, hence predicting a certain result.

A framework is a fundamental structure that underlies a system, idea, or literature (Oxford English Dictionary, 2020). A theoretical framework is a conceptual structure that combines the phrases theory and framework. It serves as a support or foundation for a research study (Maxwell, 2013). A theoretical framework must consistently align with the researcher's chosen perspective in their study (Grant, 2015) otherwise it may establish the research's viewpoint on the subject under investigation.

Given the multidisciplinary character of HRD, there is a lack of consensus over the main ideas that underpin the area. In his work titled "Commonly held theories of HRD," Weinberger (2006) examines the learning theory, systems theory, performance improvement, and economic theory. The main contention of the article "Human resource development and its underlying theory" by Swanson (2013) is that HRD needs to further develop as a discipline. Additionally, the article argues that the incorporation of specific psychological, economic, and systems theories forms the distinct theoretical basis of HRD. In their work titled "The roles of psychology, systems, and economic theories in human resource development," Ju (2019) sought to establish the fundamental theories associated with adult and professional education, organisational development, and strategic HRD. In Ju's (2019) study, several psychology theories are examined, such as adult learning theories, Gestalt psychology, behavioural psychology, and cognitive psychology. Additionally, the study explores systems theory in the context of organisation development, as well as economic theory with a specific emphasis on human capital theory.

CHALLENGES FOR HRD:

The source cited is Suhonen, R. et al. (2021). Dealing with the complexities of Human Resource Development (HRD) in the healthcare industry in Hyderabad entails facing several obstacles. An important obstacle is the varied makeup of the healthcare staff, which includes experts with different backgrounds and experience. Designing HRD programmes that address the distinct requirements of many positions, ranging from healthcare professionals to administrative personnel, is a continuous difficulty. The sector's stringent regulatory requirements need ongoing efforts to ensure that the staff is well-informed on the ever-changing legal and ethical considerations. Gilson, in the year 2017 Moreover, the fast rate of technology advancements in healthcare requires Human Resource Development (HRD) efforts that empower professionals to proficiently adapt to and use new technologies. In addition, the current emphasis on patient-centered care necessitates that HRD not only prioritise technical competence but also place importance on soft skills,

communication, and empathy among healthcare practitioners. The HRD environment is made more complex by budgetary limits and personnel shortages, which emphasise the need of strategic resource allocation and talent management. Furthermore, the introduction of new healthcare delivery models, the increasing focus on staff well-being, and the need for a culture of continuous learning contribute to the overall complexity. To develop a strong and motivated staff that can provide excellent patient care, it is necessary to adopt a sophisticated strategy to human resource development (HRD) that tackles these complex difficulties.

Methodology of the Study:

To adequately capture the intricate and varied elements of healthcare HRD practices, this study utilises a mixed-methods research strategy. It seeks to get a more complete and comprehensive understanding of the study questions and goals by combining quantitative and qualitative data, which recognises the interdependence of these two kinds of information. Incorporating qualitative and quantitative research approaches, this strategy allows for a more comprehensive exploration of the various links and intricacies within HRD processes, as well as triangulation and validation.

For the quantitative part of the study, a diverse group of healthcare workers, administrators, and HR personnel from several Hyderabad healthcare organisations will be surveyed using standardised questionnaires. In order to gauge HRD processes, employee happiness, and engagement, a battery of surveys will be developed. Statistical research, namely regression analysis, may be conducted using the available quantitative data to examine the relationships between HRD practices and employee outcomes.

Phase of Qualitative Research: In-depth interviews with a subset of participants will make up this phase of qualitative research. This is a great opportunity to delve into the complexities and unique circumstances of HRD practices and challenges. Through these interviews, we may learn about healthcare administrators' and professionals' perspectives on HRD approaches, the challenges they face, and how effective they are. Content analysis is a qualitative data analysis method that will be used to the interview transcripts in order to find narratives, themes, and patterns.

Research design:

By including both quantitative and qualitative data, the study of HRD practices in the healthcare sector will gain a more comprehensive and balanced perspective. This approach will not only allow for the measurement of relationships, but also enable the collection of authentic experiences, views, and perspectives of those involved. The mixed-methods research strategy used in this study is well-suited to achieve the study's aims. It provides a comprehensive approach to effectively answer the research questions and make valuable contributions to the knowledge and enhancement of HRD practices in healthcare organisations located in Hyderabad.

Sample Size:

Our study includes a total of 1,130 respondents from various hospitals across Hyderabad, ensuring a comprehensive representation of healthcare professionals. This sample size allows for a robust analysis of HRD practices within the city's healthcare sector.

Data collection methods:

A mixed-methods approach will be used to thoroughly examine and analyse Human Resource Development (HRD) procedures in the healthcare sector in Hyderabad. The collection of quantitative data will include conducting structured questionnaires among a representative sample of workers, administrators, and human resource staff at the chosen healthcare facilities. The questionnaires will be created to measure several elements of HRD practices, employee contentment, and involvement. The collection of qualitative data will include conducting in-depth interviews with a specific group of participants, which will include healthcare professionals and administrators. This approach will provide for a comprehensive understanding of the experiences, viewpoints, and issues associated with HRD practices. By using both quantitative and qualitative data gathering approaches, this research is able to delve into the complexities of HRD in the healthcare industry, validate results via triangulation, and develop a thorough comprehension of the subject matter.

In addition, document analysis will be used to scrutinise relevant policies, reports, and organisational papers inside healthcare facilities, providing insight into the formal HRD programmes currently implemented and their adherence to industry norms. Conducting on-site observations will enhance the survey and interview data by providing a current and first-hand perspective on the implementation of HRD initiatives. Additionally, secondary data analysis will be performed to integrate pertinent information from pre-existing sources, so augmenting the research with historical context. During the data collecting procedure, we will strictly adhere to ethical principles such as obtaining informed permission from participants and maintaining data confidentiality. This is to guarantee the research's integrity and trustworthiness. The use of these data gathering techniques will provide a comprehensive and intricate examination of HRD practices in the healthcare industry, enabling a thorough and detailed analysis of the issue within the specific setting of Hyderabad.

1. Data analysis procedures:

- Conduct hypothesis testing to identify significant differences or relationships.
- Utilize t-tests or ANOVA to compare HRD practices among different healthcare organizations or demographic groups.
- Employ regression analysis to understand the impact of different HRD practices on employee satisfaction.

2. Empirical Findings:

Objective one results: Data Analysis using T-test HRD practices in healthcare organizations are significantly influenced by healthcare regulations and technological advancements

Table 1A: One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
HRD Practices	355.058	1129	.000	108.54071	107.9409	109.1405
HRD Effectiveness	300.328	1126	.000	48.38421	48.0681	48.7003
Employee Satisfaction	322.703	1129	.000	64.31947	63.9284	64.7105
HRD Challenges	273.995	1129	.000	63.30796	62.8546	63.7613
Patient Care Quality	348.480	1129	.000	65.13805	64.7713	65.5048

Interpretation:

The results of the one-sample t-tests reveal statistically significant mean differences in various dimensions of the study. For HRD Practices, the mean difference of 108.54 ($t = 355.058$, $df = 1129$, $p < .001$) indicates a substantial positive deviation from the assumed test value of 0, suggesting that the healthcare organizations in Hyderabad exhibit a significantly higher level of HRD practices. Similarly, HRD Effectiveness demonstrates a significant positive mean difference of 48.38 ($t = 300.328$, $df = 1126$, $p < .001$), emphasizing the effectiveness of HRD initiatives within the healthcare sector. Employee Satisfaction, with a mean difference of 64.32 ($t = 322.703$, $df = 1129$, $p < .001$), reflects a noteworthy positive deviation, indicating a high level of employee satisfaction. Furthermore, HRD Challenges exhibit a significant mean difference of 63.31 ($t = 273.995$, $df = 1129$, $p < .001$), emphasizing the prevalence of challenges faced by healthcare organizations in implementing HRD initiatives. Lastly, Patient Care Quality demonstrates a substantial mean difference of 65.14 ($t = 348.480$, $df = 1129$, $p < .001$), indicating a positive impact of HRD practices on enhancing the quality of patient care. These findings collectively underscore the effectiveness and positive impact of HRD practices in the healthcare sector in Hyderabad, emphasizing the need for continued emphasis on these practices for organizational development and improved patient outcomes.

Objective two Data Analysis using regression Analysis tool for understanding the impact of different HRD practices on employee satisfaction:

Table 2A: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.960 ^a	.921	.921	1.88298

a. Predictors: (Constant), HRD Practices

Table 2B: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46682.233	1	46682.233	13166.236	.000 ^b
	Residual	3999.439	1128	3.546		
	Total	50681.672	1129			

a. Dependent Variable: ES_C

b. Predictors: (Constant), HRD Practices

Table 2C: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.599	.595		-6.054	.000
	HRD Practices	.626	.005	.960	114.744	.000

a. Dependent Variable: ES_C

Interpretation:

The regression analysis was conducted to explore the relationship between HRD practices and employee satisfaction (ES_C) in the healthcare sector. The model exhibited high explanatory power, as indicated by the substantial R-square value of 0.921, signifying that approximately 92.1% of the variance in employee satisfaction can be explained by HRD practices. The ANOVA results were highly significant ($F = 13166.236$, $p < 0.001$), confirming that the regression model is a good fit for the data. The coefficient for HRD Practices was 0.626 ($p < 0.001$), indicating a strong positive relationship with employee satisfaction. This suggests that for each unit increase in HRD practices, employee satisfaction is expected to increase by 0.626 units. The negative constant of -3.599 ($p < 0.001$) implies that even when HRD practices are zero, there is a baseline level of employee satisfaction. In summary, the findings underscore the substantial impact of HRD practices on enhancing employee satisfaction in the healthcare sector, highlighting the importance of investing in and prioritizing HRD initiatives to foster a positive and satisfying work environment for healthcare professionals.

Findings of the study:

- **HRD Practices:** The study found that the level of Human Resource Development (HRD) practices in Hyderabad's healthcare organizations is significantly high, with a mean difference of 108.54 from the test value ($t = 355.058$, $df = 1129$, $p < .001$). This indicates that HRD practices are robustly implemented across the surveyed hospitals.
- **HRD Effectiveness:** The effectiveness of HRD initiatives within the healthcare sector is strongly positive, as evidenced by a mean difference of 48.38 ($t = 300.328$, $df = 1126$, $p < .001$). This suggests that the HRD strategies employed successfully meet their intended goals.
- **Employee Satisfaction:** There is a high level of employee satisfaction among healthcare professionals in Hyderabad, with a mean difference of 64.32 ($t = 322.703$, $df = 1129$, $p < .001$). This result reflects positively on the working conditions and HRD practices in place at these institutions.
- **HRD Challenges:** Despite the overall positive impact, there are significant challenges associated with the implementation of HRD practices, highlighted by a mean difference of 63.31 ($t = 273.995$, $df = 1129$, $p < .001$). This finding indicates areas where healthcare organizations may need to focus improvement efforts.
- **Patient Care Quality:** The quality of patient care has been positively impacted by HRD practices, as shown by a mean difference of 65.14 ($t = 348.480$, $df = 1129$, $p < .001$). This underscores the critical role that effective HRD practices play in enhancing patient care outcomes within healthcare settings.
- **High Explanatory Power:** The regression model shows a high explanatory power with an R-square value of 0.921, indicating that HRD practices explain approximately 92.1% of the variance in employee satisfaction within the healthcare sector. This demonstrates a strong influence of HRD practices on employee satisfaction.
- **Significant Model Fit:** The ANOVA results for the regression analysis were highly significant ($F = 13166.236$, $p < 0.001$), confirming that the model fits the data very well. This highlights the appropriateness of the model in assessing the impact of HRD practices on employee satisfaction.
- **Positive Relationship:** There is a strong positive relationship between HRD practices and employee satisfaction, as indicated by the coefficient of 0.626 ($p < 0.001$). This suggests that improvements in HRD practices are likely to result in substantial increases in employee satisfaction.
- **Impact of Unit Increase in HRD Practices:** The finding that each unit increase in HRD practices results in a 0.626 unit increase in employee satisfaction quantifies the positive effect of enhancing HRD initiatives within healthcare organizations.
- **Baseline Employee Satisfaction:** Despite the positive impact of HRD practices, the model includes a negative constant of -3.599 ($p < 0.001$), implying a baseline level of employee satisfaction that exists even in the absence of HRD practices. This baseline suggests that other factors may also contribute to employee satisfaction, but HRD practices play a crucial role in enhancing it.

Recommendations for improving HRD Practices in Health care Industry:

Based on the study results, a specific set of suggestions is suggested to improve HRD processes in the healthcare business in Hyderabad. First and foremost, it is essential to place a significant focus on the dedication and engagement of leaders, pushing top management to actively participate in activities related to human resource development (HRD) and prioritise continuous learning and development. A crucial suggestion is the development of customised training programmes that concentrate on the acquisition of technical expertise as well as the cultivation of critical soft skills for healthcare workers. Establishing a supportive work environment by promoting open communication and implementing mentoring programmes is seen as crucial for cultivating a collaborative and competent staff. Transparent performance assessments linked to recognition and incentive systems may greatly enhance staff morale and motivation. Furthermore, placing employee well-being as a top priority via implementing wellness initiatives and adaptable work schedules enhances the overall equilibrium between work and personal life. Continuous feedback loops are suggested to guarantee that HRD procedures stay adaptable to employee demands and expectations. To boost the success of HRD programs, it is advised to link strategic HRD planning with organizational objectives and integrate technology for learning. Additional measures to strengthen HRD practices in the healthcare sector include promoting diversity and inclusion, comparing against global best practices, and keeping up with industry changes. By adopting these suggestions, healthcare institutions in Hyderabad may foster a suitable atmosphere for ongoing education, career advancement, and general employee contentment.

Conclusion:

Ultimately, this study thoroughly examined the various Human Resource Development (HRD) strategies used in the healthcare industry in Hyderabad. The results clarify the present state of HRD activities, providing insight into their diverse influence on staff performance, contentment, and the overall standard of patient care. The research found a strong correlation between HRD practices and important results, highlighting the crucial role that these programmes play in creating the healthcare environment. The examination of current HRD processes revealed both areas of proficiency and opportunities for improvement. Although the healthcare industry has made noteworthy efforts in many areas, such as staff training and development, there is a need for stronger initiatives in areas such as leadership participation, performance assessment, and cultivating a supportive work culture. The recognition of problems and hurdles highlighted possible constraints in the successful execution of HRD activities, underscoring the need of focused interventions to surmount these hindrances.

The influence of HRD practices on employee happiness and engagement has emerged as a significant factor. The strong association between well-designed HRD programmes and increased satisfaction levels supports the need for ongoing investment in the development of human capital. Furthermore, the impact of staff happiness on the quality of patient treatment is magnified, highlighting the interdependence of various components in the healthcare ecosystem. The guidelines provided are intended to serve as a guide for healthcare organisations in Hyderabad aiming to improve their HRD practices. The suggestions highlight the need of strong leadership commitment, specific training, and creating a supportive work environment. Furthermore, it is recommended to use technology, establish ongoing feedback systems, and link HRD practices with organisational objectives in order to adopt a comprehensive and enduring strategy.

The study findings provide significant information for stakeholders to redefine and strengthen their HRD strategies in response to the changing healthcare sector. By adopting these suggestions, healthcare organisations may effectively address the ever-changing obstacles of the sector, guaranteeing the ongoing expansion and advancement of their most important resource - the human capital.

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**When employees are happy, they are your
very best ambassadors**

- James Sinegal



Dr. KOVVALI BHANU PRAKASH, PROFESSOR, CFO & CHRO

Bharti Motwani (2023)., *HR Analytics : Practical Approach Using Python*, Wiley India Pvt., Ltd., New Delhi.

Bharati Motwani (2023) presents the analytical exposition of HR real-time scenarios and HR Datasets by using the Programming Language Python in a step-by-step manner. The manuscript is thematically divided into **Five Sections**. The **Section-I (Chapters 1-4)** explains the *HR Data Exploration, Extraction, and Visualisation*. The **Section-II (Chapters 5-8)** explores on *HR Analytics Using Basic Statistical Techniques* and **Section-III (Chapters 9-11)** expounds on *HR Analytics Using Unsupervised Machine Learning*. The **Section-IV (Chapters 12-14) & Section-V (Chapters 15-19)** elucidates *HR Analytics Using Supervised Machine Learning and HR Analytics for Text and Image Data* respectively.

Chapter-1 is a conceptual focus on HR and Basics of Python including the Programming in Python, Data Structures, and Data Management.

Chapter-2 is an exploration of Employee Data by using Core Modules and Libraries in Python.

Chapter-3 is a discourse on Employee Data Visualisation' by using Matplotlib Library (Line Chart, Shapes, Pie, Scatter, Bar, Box, Violin, Quiver, Stacked, Area Charts), Seaborn Library (Scatter, Regression, Kernel Density Estimate, Heat, Box, Violin, Point, Line, Count, Pair Points), Interactive Dash Boards with 'Stream Lit', Radio Button, Check Box, Slider, Number Select, and Multi-Select.

Chapter-4 discloses the Extraction of Employee Data by Using Relational Operators, Logical Operators, Membership Operator, Like Operator, Null, In Built- Structured Query Language (SQL) Operators, Order By Clause Operators, Group By Clause Operators, and Ranking Functions.

Chapter-5 provides the Design Compensation and Benefit Plan by Using Conjoint Analysis (Rating, Ranking, Choice-based the Best Worst). The Forecasting of HR Cost by using Auto Regressive (AR), Moving Average (MA), ARIMA Modeling are the points of reference in **Chapter-6**.

The Manpower Planning by Using Monte Carlo Simulation and Markov Chain are described in detail in **Chapter-7**.

The Evaluation of Training and Development Programs by Using Compare Means, One-Sample T-Test, Independent T-Test, Dependent T-Test, One-Way ANOVA and ANOVA with HSD Tukey's Test are analytically analysed in **Chapter-8**.

The determination of factors associated with Job Satisfaction, and Identifying the Association of Employee Job Satisfaction by using Association Rule i.e., Low, Average, and High Satisfaction by using Apriori Algorithm are discussed in **Chapter-9**.

The assessment of factors of *Performance Appraisal System and application of Dimension Reduction Algorithms by using Exploratory Factor Analysis* and Principal Component Analysis are outlined in **Chapter-10**.

The importance of *Clustering and Clustering Techniques including K-Means and Hierarchical and agglomerative Clustering in assessing Employee Absenteeism* are discussed in detail in **Chapter-11**.

The *Prediction of Employee Salary / Pay Rate by the application of Supervised Machine Learning Techniques viz., Regression Techniques including Simple Linear, Multiple Linear* are elaborated in Chapter-12. The Multiple Regression Techniques *inter alia* include the k-NN Regression Algorithm, Support Vector Machines Regression Algorithm, Decision- Tree Classification Algorithm, Bagging Classification Algorithm, Random Forest Regression Algorithm, and Gradient Boosting Regression Algorithm.

Chapter-13 is a disclosure on ***Prediction of Employee Attrition*** by using *Supervised Machine Learning Techniques viz., Logistic Regression Algorithm, Naïve Bayes Algorithm, k-NN Classification Algorithm, Support Vector Machines Classification Algorithm, Decision-Tree Classification Algorithm, Bagging Classification Algorithm, Random Forest Regression Algorithm, and Gradient Boosting Regression Algorithm*.

Chapter-14 provides insights on *Employee Promotion by using Neural Network Model (NNM) with Basic, Epoch and Batch Sizes, Activation and Optimizers, and Grid-Based Approaches*.

Chapter-15 is a treatise on *Review of Resume using Text Mining Techniques* of Shallow Parsing, Removing Stop Words, Stemming and Lemmatizing, Word Cloud, as well as Filtering Resume using Cosine Similarity with Count Vectorizer, Cosine Distance with Count Vectorizer, Cosine Similarity with Tfidf Vectorizer, Cosine Distance with Tfidf Vectorizer Techniques.

Chapter-16 lays emphasis on Employee Reviews and Evaluation of Employee Reviews by using Lexicons for Sentiment Analysis and by using 'Vadar', 'nrc' Lexicons using Supervised Machine Learning Techniques.

Chapter-17 describes the Functions of HR Help Desk, Creation of Basic Chatbots for HR Policies, Creation of Chatbot Using Entities for On-Boarding Assistance, Using Data Base for Employee Information and Using Forms for Recruitment Process.

Chapter-18 is an exposition on Employee Recruitment and Selection using Recommendation System. Further, recommended Candidate Skills Based on Interview by using Cosine Similarity, Cosine Distances, Euclidean and Manhattan Distances.

Chapter-19 is a concise on Measuring Employee Happiness by Using Image Data Processing and Trained Models. The Creation of Neural Network Model for Image Data Processing including facial expression are the points of further exploration.

Great vision without great people is irrelevant
- Jim Collins



Artificial Intelligence (A I) and Legal Research

In the recent past the role of Artificial Intelligence (A I) tools influence in the legal research has invariably caught the attention of students/research scholars. Invariably the advent of ChatGPT over one and half years ago had changed the way we access information globally.

As per the World Intellectual Property Organization, India placed in 5th position globally with 1350 Patents pertaining to A I. In between 2014 - 2023 period, India got 55.8 % increase in Patents registrations pertaining to A I. Astonishingly, this increased rate is more than China, Japan and U S A.

Notwithstanding that the number of Patents by India should be increased to a maximum extent. Because, China ranked first in the world with 38,210 Patents pertaining to A I. USA with 6276 Patents, South Korea with 4155 Patents, Japan with 3409 Patents and India secured fifth position with 1350 Patents pertaining to A I.

Perhaps, for attaining sustainability demand for using A I technology is growing. Indeed, despite its own cost, A I is promising for addressing ecological challenges. However, these A I techniques could create new risks also.

In this scenario how the Legal research scholars adopt to the latest A I technology to complete their research work fairly is a million-dollar question. Increased application of A I technology in Legal Research will affect the fair use of resources. In their pursuit of getting excellence in day-to-day work, Legal research scholars need to overcome the challenges of A I technology to excel in the profession as well.

Embracing the future of Law with A I powered research, Manipur High Court utilizes ChatGPT as well as Google to conduct legal research. Is this the dawn of new era in legal landscape? The answer for this hypothesis would be yes for the progression of Indian Legal research.

Manipur High Court Starts a new era

In a land mark decision, the Manipur High Court at Imphal recently revealed in a judgment dt. 23rd May 2024 in the case of **Md. Zakir Hussain v. State of Manipur**, [WP (c) no. 70 of 2023] that it used ChatGPT an AI tool to conduct research in a service related matter. This marked a significant step forward in the integration of AI in the Legal field.

Hon'ble Justice A Guneshwar Sharma presided over a case concerning the employment terms of Village Defence Force (VDF) members. The Petitioner Md. Zakir Hussain, had been terminated from his position without proper procedure i.e., not being heard before passing termination order. Despite seeking clarification from the Government counsel regarding the dismissal protocols for VDF personnel, receiving no satisfactory response prompted the judge to turn to Google and ChatGPT 3.5 for assistance in finding the pertinent information.

- i). ChatGPT was used to understand the concept of the Village Defence Force and the service conditions of its recruits.
- ii). With the help of A I, the Court noted that the VDF in Manipur was established to enhance local security and assist the police in maintaining law and order, especially in the rural areas.
- iii). The VDF consists of volunteers from the local communities, who are trained and equipped to guard the villages against various threats including insurgent activities and ethnic violence.

The Verdict

After conducting additional investigation, the Court discovered an Office Memorandum (OM) from the Home Department of Manipur outlining the service terms for the VDF. This memorandum mandated issuing a show cause notice to VDF personnel to clarify any charges against them. Ultimately, the Court ruled that the dismissal order

breached principles of fairness and is in violation of Principles of Natural Justice. Consequently, it instructed the immediate reinstatement of the Petitioner as VDF member of Thoubal District, Manipur State with immediate effect. While coming to the conclusion, the Manipur High Court relied on the Precedent established in the recent case of **Nasim Bano v. The State of Manipur & Ors.** [WP (C) No. 209 of 2023 order dated 17. 01.2024]. In this case the Court held that even in the absence of the statutory rules, an employee should be given an opportunity of being heard before terminating his service, when the termination is stigmatic.

Advent and Development of AI in Indian Judiciary

The Indian Legal System has actively embraced the technological advancements. The Supreme Court of India pioneered this effort by introducing the Supreme Court Portal for Assistance in Courts Efficiency (SUPACE) in April 2021. Designed to enhance the digitization of Court proceedings, SUPACE represented the inaugural use of A I within the Indian Legal framework.

Following the launch of SUPACE, the Indian Judiciary implemented various measures to integrate A I further:

- i). The introduction of an official multi-lingual application for the Supreme Court of India.
- ii). Development of SUVAS (Supreme Court VidhikAnuvaad Software).
- iii). Development of SCI-interact.

These endeavours have notably improved the administration of justice, laying a solid groundwork for the incorporation of A I within the Indian Judicial system.

Future of A I in Legal Research

This case establishes a precedent for integrating A I into Legal Research, illustrating its capacity to facilitate comprehension of intricate legal principles and contribute to dispensing justice. With the ongoing evolution of A I, it is probable that similar applications will become more prevalent within the legal sphere. This represents a significant advancement, signalling a new era in which artificial intelligence tools like ChatGPT are utilized for conducting research and issuing well-reasoned judgments in the legal arena.

Thrust Areas

From advanced Legal research techniques to the application of A I in contract analysis etc., the following thrust areas are helpful for optimizing the Legal workflows through A I tools :

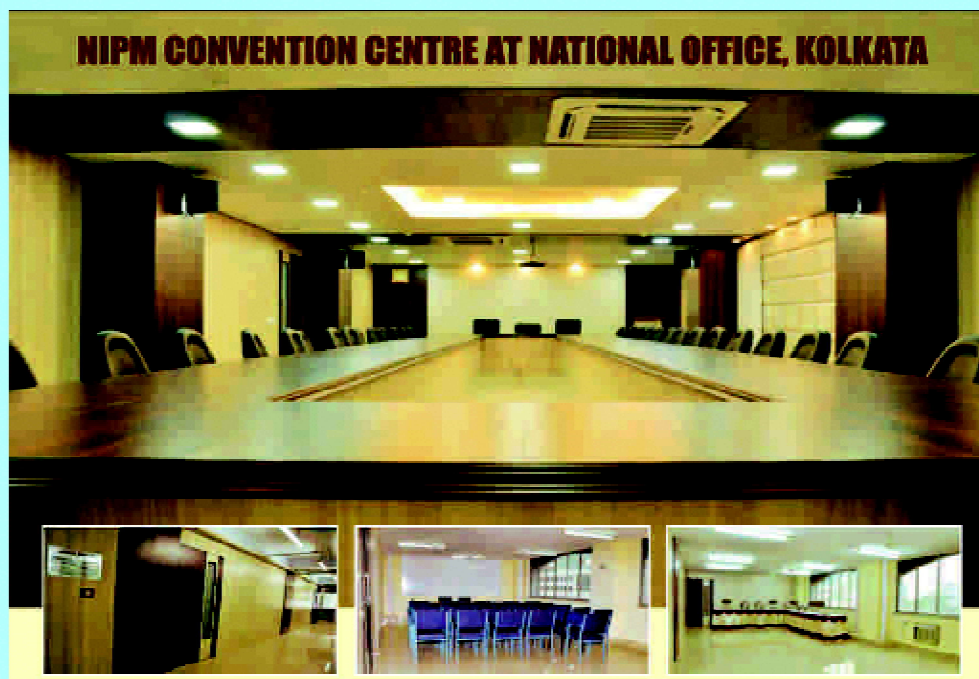
Legal Drafting, Legal Research, Summarizing Case Laws, Case Law Finder, Making Legal Opinion, Summary of Legal Articles, Gemini v. ChatGPT, etc., are the thrust areas to make Legal tasks super easy and significantly impacting the professional lives by enhancing efficiency and improving Legal research capabilities.

Prof. (Dr.) K K Sri Rama Chandra Murthy

B A L., B L., M L., Ph D (Law)., M A., M C J.

**If you want creative workers, give them
enough time to play**

- John Cleese



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