CHAPTER IV

POLICIES AND MEASURES IN LIC OF INDIA
(i)

**CHALLENGES IN HUMAN RESOURCE PLANNING**

**Human Resource Planning:**

Human Resource planning is the process by which an organization ensures that it has the right number and kinds of people, at the right placed, at the right time, capable of effectively and efficiently completing those tasks that will help the organization achieve its overall objectives. The job of Human Resource planning encompasses the whole range of sacerdotal, demographic, economic, and government regulatory factors which, influence change in the present and the future workforce. For this reason, it requires perhaps the most expansive view of what is significant in the world outside the company. What kind of changes will affect the nature of tomorrow's workforce and what policies will best emerald the goals of that workforce with corporate goals. Human Resource planning is an integral part of corporate goals. Human Resource planning is an integral part of corporate landing thus Human Resource people must be prepared to convert social and technical developments into hard caste to be involved in corporate strategic planning.
Effective human resource planning requires an appreciation of what might be called “relation’s of change”, of how the evolving forces that affect the labor force that affect the labour force interact with one another. The things that concern the modern human resource lanner is not limited to ones own company’s welfare. And they are not influenced only be demographic trends in the population at large. Just as human resource is increasingly concerned with the whole person as an individual, planning for future human resource policies and objectives must be increasingly concerned with the whole person as an individual, planning for future human resource policies and objectives must be increasingly aware of the total external environment that will shape the kind of workforce, and its prevailing concerns on hand tomorrow.

These scenarios highlight several important aspects of human resource planning. One aspect is that human resource planning is growing in importance as quickly as human resource management itself because of vast number of changes occurring in society. These changes have much significant impact on the effective management of human resources. Consequently Human Resource Planning must be aware of these changes and be responsible for translating or relating these changes for the rest of the organization. In addition, Human Resource planning must develop Human
resource Management programs to effectively deal with the changes. When programs are developed and implemented they can assist an organization in surviving and being profitable.

 Defined:-

 "Human Resource planning is a strategy for the acquisition, utilization, improvement, and preservation of an enterprise’s Human Resource”

STAINER

Challenges in Human Resource Planning:-

Human Resource planning is one of the most important elements in a successful Human Resource development program. In Life Insurance corporation the following are that challenges in Human Resource Planning:-

Human Resource planning begins by developing a profit of the current status of human resources. This is an internal analysis that includes an inventory of the workers and skills already available within the organization and a comprehensive job analysis.

In an era of complex computer systems it is not too difficult for an organization to generate a human resource inventory report. The input of this report derived from forms completed by employees and then checked by supervisors and the personal department. This report include a list of names,
education, training, proper employment, current position, performance ratings, salary level, languages spoken, capabilities and specialized skills for every employee in the organization.

The profile of human resource inventory provides crucial information for identifying current or future basis to the organization's ability to perform. It is pointed out that life Insurance corporation of India should use this information to identify specific variable that are assumed to have a particular relationship to training needs, productivity improvements, and succession planning.

3. On of the newer devices for providing skills inventory information's the human resource information system. This system is designed to quickly full fill the personnel information needs of the organization with almost no additional expenditure of resources. Its highly technical features permit an organization to track most information when it is needed. HRIS is useful for storing employment, training and compensation information on each storing employment, and training and compensation information on each employee in the corporation.

4. Demand for human resources is a result of demand for the organization's products or services. Its estimate of total revenue, the organization can attempt to establish the number and mix of human
resources needed to reach these revenues. In some cases, however, the situation may be reversed where particular skills are necessary and the supply of these skills is scare, the availability of satisfactory human resources will determine revenues.

As a result, before it can be estimated future human resources needs, some formal statement is required of what course the organization plans to take in the future, defined in terms of the sales or revenue forecast. The forecast should include not only a base dollar amount but a breakdown on how these dollars have been generated. The particular products that management expects to sell or services that experts to provide are important inputs in the determination of the employee minimum necessary ion organization in future periods.

5. An increase in the supply of any units human resources come from a combination of three sources: new hires, transfers-in, or individuals returning from leaves. The task of predicting these new is range from simple to complex.

New hires are easy to predict, since they are self-initiated. A unit recruits to its need, and hence, at least in the short term, the number and types of new hires that will be added can be determined with high accuracy.
Finally, the net effect on internal supply by people returning from leaves must be considered. This could include absence due to maternity, military or sabbatical leaves. Such increases, however, are usually easy to estimate, since they are usually for some fixed duration – to months, six months, two years, and so forth. Note that the law currently requires that individuals who take maternity and military leaves by guaranteed that their job, or an equal position, will be available to them on their return.

6. Decreases in the internal supply can come about through retirements, dismissals, transfers-out of the unit, layoff, voluntary quits, sabbaticals, prolonged illness, or deaths, Some of these occurrences are easier to predict than others.

The easiest to forecast are retirements, assuming that a specific age criterion exists within the organization. If mandatory retirement occurs at age sixty, there is no difficulty in forecasting. Those individuals reaching their sixtieth birthday will be required to terminate their ties with the organization. In some organizations, this can be modified by allowing the individual one fear delays-flowerer; this can only be done with the agreement of both the employee and the organization. It is, totally controlled by management and easy to forecast accurately.
In between the extremes, transfers, layoffs, sabbaticals, and dismissals can be forecast within reasonable limits of accuracy. Since all four of these types of actions are controllable by management— that is they are either intimated by management or are within managements veto prerogative— cache type can be reasonable predicated.

7. Recent graduated from schools and colleges expand the supply of available human resources. This market is vast and includes everyone from school graduates to individuals who have received highly specialized training at the graduate’s level. Entrants to the workforce from the sources other than school includes housewives who are seeking fulltime or part time work to supplement the family income, women returning to work on a full time basis in the capacity of primary breadwinner, students seeking part-time work, and individuals returning from military services.

It should be noted that consideration of only those supply sources identified above tends to understate the potential supply because many people can be retrained. Therefore, the potential supply can differ from what one might conclude by looking at the obvious sources of supply.

These an organization that is having difficult securing individuals with skills and experience in book editing could consider those candidates who have had recent journalism or similar experience and were interested in being
editors. In similar fashion, the potential supply for many others jobs can be expended.

8. The objectives of human resource planning is to bring together our forecast of future demand and supply, The result of this effort will be to pinpoint shortages both in number and in kind to highlights areas where over staffing may exist and to keep abreast of the opportunities that exist in the lab out market to hire good people, either to satisfy current needs or to stockpile for the future.

The most important concern is determination of shortages, an organization should fine that the demand for human resources will be increasing in the future, than it will have to hire additional staff or transfer people within the organization or both to balance the numbers, skills, mix and quality of its human resources.

By focusing on productivity, organizations are realizing that it is imperative to hire employees who can do the job and be successful at it. It behooves the organization to find these people, bring them into the organization, and maintain their services. That is sound human resource planning and implementation. In fact, it is the some thing which is regarded equal employment opportunity.
It is unfortunate that organizations had to suffer through poor economic times before they realized that many of their hiring practice and personnel philosophic were out of synchronization. They can no longer just hire to hire. And they can no longer rest on the belief that must realize that training the new employee and ting training for correct employee is necessary. And sound human resource planning is one of ensuring this.

Human resources planning are full of “should”, but it is also influenced by “What is”. Ideally, the “should” should include an effective in the years ahead, coupled with the skill levels required. Additionally, there should be succession plan, whereby individuals are targeted to fill positions when the incumbent leaves.

As technology keeps improving, more software will be developed to aid organizations in their human resources planning. The need is evident, as organizations in their human resources planning. Organizations must be able to plan for their future human resource requirements and ensure that a continual supply of talent is available and ready to move into managerial ranks when the time comes.

JOB DESIGN AND JOB ANALYSIS

One of the most important factors that influence and employee’s motivational level is the structure of his or her work. Is there a lot of variety
or is the job repetitive. Is the work closely supervised? Does the job allow the employees discretion? The answers to questions like these will have a major impact on the motivational properties inherent in the job and hence the level of productivity that an employee can expect to achieve.

JOB DESIGN:-

There are no explicit elements in expectancy theory to suggest that the ways tasks are designed or scheduled will affect performance. However, the model tasks into account various needs that workers seek to satisfy. Some of these can be, and should be, satisfied off the job. Since the time a person puts into job represents about 35 percent of ones working hours, there are ample opportunities for findings fulfillment and satisfaction from non-job-related activities. It can be argued that if jobs are a bore, there are sufficient opportunities for finding excitement off the job. On the other had it can also be argued that job that are intrinsically rewarding those hat offer challenge and greater freedom and that employees find interesting to provide motivation in themselves and will permit substantially less reliance on externally initiated motivators.

It is no secret that the vast majority of jobs in the United States today are highly specialized. Activities broken down into smaller and smaller tasks resulting in a large segment of the work force doing routine and repetitive
activities exiting hours a day five week forty eight to fifty weeks a year. To many people, this way of organizing work leaves lot to be desired. This becomes relevant when we see that employees place a great deal of importance on the type of work they do.

JOB ANALYSIS:-

Recent years there was very little conscious effort to analyze the work carried out in an insurance office expect in a very broad way. Now job analysis has become of considerable importance and more or less sophisticated system of job analysis are to be found covering wide area of the work especially the clerical and administrative work of most insurance offices.

Job analysis assesses what employee are doing from job analysis, specific details of what is being done and the skills utilized in the job, is obtained. It enables managers to understand jobs and job structures to improve the work flow or develop techniques to improve productivity.

Job analysis is a procedure by which patient information is obtained about a job. “It is a process of absorbing” and recording several job aspects including the task characteristics, task duties, behaviors, and requisite skill and abilities of job in a given organizational setting”. In other words job analysis refers to the anatomy of the job.
Job analysis is a basis for or results in two components: Job Description and specification.

Job Description: - It is a written statement that explains the duties working conditions, and other aspects of a specified job. In other words, it tells us what is to be done and how it is to be done and “why”. It is a profile of the job.

Job Specification: - It describes what the job demands of employees, who do it and the human factors that, are required. In is profile of the human characteristics needed by the job. In other words, it is a standard of personnel and designates the qualities required for an acceptable performance.

**JOB DESCRIPTION**

RECRUITMENT

- Duties
- Characteristics
- Conditions
- Purposes
- Standards

SELECTION

PERFORMANCE

APPRAISAL

**JOB ANALYSIS**

**DIMENSIONS**
JOB SPECIFICATION

COMPENSATION

- Skills
- Knowledge
- Ability
- Preferences
- Interests
- Personality

TRAINING

AND

DEVELOPMENT

JOB ANALYSIS RELATIONSHIPS:

Contents of Job Analysis:-

A job Analysis provides the following information’s:

- Job Identification: Its title, including its code numbers,
- Significant Characteristics of a Job: It location, physical setting, Supervision, union jurisdiction, hazards and discomforts,
- What the typical worker does: Specific operation and tasks that up an assignment, their relative timing and importance, their simplicity, routine complexity, the responsibility or safety of others for property, funds, confidence and trust;
- Which materials and equipment a worker uses; Metal plastics, grains, yarns, milling machines, punch presses and micrometers,
- How a job is performed: Nature of operation – lifting handling, cleaning, washing, feeding, removing, drilling, deriving setting up and many others.

- Required personnel attributes: Experience, training, apprenticeship, physical demands, mental, capabilities, aptitudes, social skills.

- Job relationship: Experience required opportunities for advancement, patterns of promotions, essential co-operation, direction, or leadership from and for a job.

**The three Phases of Job Analysis Information**

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Job analysis information provides the foundations of an organization human resource information system. Analysts seek to gain a general understanding of the organization and the work it performs. Then they design job analysis questionnaires to collect specific data about jobs, jobs holder characteristics, and job performance standards.

Job analysis information can be collected through interviews, mail questionnaires, employee logs, direct observation, or some combination of
these techniques. Once collected, the data are converted into such useful applications as job descriptions, job specifications, and job standards.

Job analysis information is important because it tells personal specialists what duties and responsibilities are assorted with each job.

Purpose and use of Job Analysis: The following are the purpose and use of job analysis:

(i) Organization and Manpower planning.
(ii) Job re-engineering
(iii) Employee Training and Management Development
(iv) Health and safety
(v) Performance Appraisal
(vi) Wage and salary administrations: By indicating the specific qualifications required for doing a specified job and the ranks and hazards involved in its performance it helps in salary and wage administration. It is used as a foundation for evaluation.

THE JOB ANALYSIS FUNCTION IN LIFE INSURANCE CORPORATION

Some management scholars argue that staffing is not a separate function but is actually a part of organizing. But everyone in the life Insurance
Corporation believes that staffing at all levels is one of the major concerns of management. Staffing would be a major concern for two good reasons:

First (and most important), in a field whose stock in trade is personal service the success of the whole enterprise often rests on the kind of employee and how ones performs a certain job.

A second for in the importance of staffing is significance of its cost. Life Insurance Corporation spends less then 10% of their sales on payroll costs. Aside from wage rates, another major contributor to high cost of labor is high turnover, because there are definite costs associated with hiring and training an employee.

Although some managers have always tried to choose the right person for the job, particularly in responsible positions, there was no general awareness of the importance of this practice. In some Divisional offices of the corporation tradition determine who would take a job.

A large number of successful, independent office owners appear to follow no formal staffing procedures but they achieve effective results. But if they ignore formal procedures, these owners generally following informal procedures picked up through experience, in talking with competitors, etc. In practice, these informal procedures may come close to more formalized programs. These owners by and large, are the “old war horses”. Although
their information procedures may come close to more formalized programs. These owners by and large are the “old war horses”. Although their results are good, beginners would probably do better to start with proven fundamentals.

Some form of job analysis is been used to identify the categories of skill or aptitude required. It refers to a process of analyzing the demands which a job maker on the person performing it and the condition which it is to be performed. There are certain minimum standards for an applicant with regards to the following:

(a) Physical Requirements: An employee’s job may require some minimum height requirements and his weight should be approx 45 kilogram. In the cadre of Assistant/ Higher Grade Assistant, the employee should be looking smart because the work of the corporation is only providing services to the policyholders.

(b) Mental or Intellectual ability: Desk Clarke and other public contact employees must be able to speak reasonable clear Hindi and English. An employee should be an intelligent person. He should have all the knowledge of the corporation’s working and satisfying the customers.

The purpose of this process is that of securing a gift of person and work tasks. The variable requirements of the difficult jobs available in the
industry pose a general problem of ailing people with jobs appropriate to their personalities and abilities. It helps to define the aptitudes and skills and the desired participation of the workers required.

RECRUITMENT

Recruitment means search of the prospective employees to suit the job requirements as represented by job specification a technique of job analysis, out of the prospective applicants, in right type of persons to match the jobs are selected for the job under placement the selected person is placed on the job which is most suited to him.

In the words of Dale.s.Beach, "Recruitment is the development and maintenance of adequate manpower resources. It involves the creation of a pool of available labour upon whom the organization can depend when it needs additional employees." *1*

According to Edwin Plopped, "Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization".

Limitation:

No employer could ever freely choose the "best candidate because various forces impugned upon the selection. Such constraints are:-

- Image of the organization
- Organizational Policy – promotion from within highly specialized.

- Job recruitment may limit the no. of applications- jobs.

- Compensating policy of the organization

- Employment status – (Full time job or) part time and temporary

- International Hiring Policies – foreign job opening to be staffed with local citizen

- Manpower Planning

- Government influence – policy Reservation

- Recruiter’s Habit – E.g. Having inclination towards a particular source.

**SOURCES**

In general, sources of manpower supplying can be classified into two brand categories –

1- Internal Sources

2- External sources

Internal sources:

(i) Casual and Temporary workers

(ii) Promotions

(iii) Lay off personnel’s
(iv) Resigned Parsons may be called back.

Merits:
(a) It improved the morale of employees.
(b) It builds loyalty and creates a sense of sincerity among the employees.
(c) It ensures stability and continuity in the organization.

JOB ANALYSIS    SELECTION    ORIENTATION TRAINING
HUMAN RESOURCE PLANS   PROCESS DEVELOPMENT PERFORMANCE:
RECRUITS

APPRaisal.

COLLECTIVE ACTION

PERSONAL CONTROL.

(d) The employer is in a better position to evaluate the worth of the personnel.
(e) They are tried people and can, therefore, be relied upon.
(f) The persons are familiar with the activities and requirements of the concern, and would require little training.
(g) If encourages, other executives and employees in the lower ranks to look forward for rising to higher levels.
(h) It is less costly.
Demerits:

(a) It often leads to inbreeding and discourage new blood from entering and organization.

(b) It severely narrow the area of selection

(c) It leads to stagnation and conservation in the services.

(d) As promotion is based on seniority the danger is really capable ones may not be chosen.

(e) Since the learner does not know more than the Lecturer, no innovations worth the name can be made.

External Sources:

It is always not possible to recruit the workers from within the employer has to go to external sources of manpower supply, Amongst the most commonly used outside sources are as follows :-

(i) Contacts through present employees.

(ii) The college students i.e. young mostly inexperienced potential employees.

(iii) The unemployed with a wide range of skills and abilities.

(iv) Other not in the labor force.
Merits:-

(a) External sources provide the requisite type of personnel for an organization, having skill, training and education up to the required standard.

(b) The new recruits are not reliable

(c) Recruiting employees from outside the organization is costly affair.

(d) This system suffers from what is called “brain drain” especially when experienced persons are raided or hunted by austere concerns.

METHODS

The possible recruiting methods are summarized three categories:

1. Direct;
2. Indirect; and
3. Third party

1. Direct Method:
   
   (1) Campus Interview
   
   (2) From college and institution
   
   (3) Unsolicited application
(4) Universities sending bio-data directly to the organizations.

2. Indirect Method:-

   (i) Advertising in newspaper on the radio in trade and professional journals technical magazines and brochures.

3. Third Party Methods:-

   (i) Recruiting Agencies

   (ii) Employment Exchange

   (iii) Placement cells in the Universities.

   (iv) Friends & relatives of working employees

   (v) Voluntary organization.

   (vi) Trade Unions and Association

   (vii) Computer Data Banks

   (viii) Private employment agencies.

The best management policy regarding recruitment is to look first within the organization. If that source fails external recruitment must be tackled.

**SELECTION**

Selection is a process by which the qualified personnel can be chosen from the applicants who have offered their services to the organization for employment.
In the words of Dale Yoder, "Selection is the process in which candidates for employment are divided into two classes those who are to be offered employment and those who are not".

Selection Procedure

The various steps in the selection of the desirable person in the employment of the organization should be finalized by the organization. The following are the important steps which must be passed satisfactorily by an applicant to be selected.

1. Inviting Application: - First step in the selection process is inviting application from prospective candidates. The main purpose of application is to obtain information in the applicant's own hand writing regarding his suitability for employment.

2. Reception of Application: - At the fixed date of selection the applicant are required to present themselves in the office of the company.

3. Personality Tests – To determine characteristics of the candidate to judge the emotional balance and temperamental qualities of a person.

4. Judgments Tests – To evaluate the ability to apply knowledge judiciously in solving a problem.

5. Employment Interview: - Perhaps this is the most complex and difficult part of the selection process. The purpose of interview is to
determine the suitability of the applicant for the job and of the job for the applicant.

6. **Reference Check**: If the applicant crosses all the above hurdles, an investigation may be made on the references supplied by the applicant regarding his past employment education, character personal reputations etc.

7. **Medical Examination**: It is a part of selection process for all suitable applicants. It is conducted after the final decision has been made to select the candidate. A thorough physical examination is also essential to be sure that the candidate is able to handle the job efficiently.

8. **Final Selection**: If a candidate successfully overcomes all the obstacles or test given above would be declared selected. An appointment letter will be given to him mentioning the terms of appointment pay scales, post on which selected etc.

**DEPENDENCY OF P.M. ACTIVITIES ON THE SELECTION PROCESS**

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SUCCESSIVE HURDLES:

_Recruitment and selection in Life Insurance corporation:_

Recruitment is the process by which an organization secures the required human resources. It is the creation of a pool of human resources from which a selection can be made. This has been a major function of the specialist personnel department for most of its history.

In recent years much thought has been given to staff recruitment in the corporation. At one time it was the common practice to recruit mainly male entrants with lot posts. Young women were generally recruited only for jobs which for many years have been recognized as almost exclusively female preserves, such as shorthand typists, other punch card operator and some time routine clerk.
A variety of reasons has caused a considerable change in the attitude of the corporation towards staff selection, all of them connected either with the need to ensure that an organization's labor force must be used to be of utmost efficiency or with the realization that selection for employment in present society is very much a two way process the organization must sell itself to the potential recruit to the same extent as the potential recruitment sell his services to the organization.

An organization did wish still to recruit mainly young men most of the best and indeed the great majority of such young men proceed to some form of further full time education, so that those who leave school at that level are generally not likely to be of the highest caliber and with rate exceptions are never likely to be suitable management material.

Corporation are seeking staff with a view to their future development. Job evaluation studies in the corporation have often shown that the greater part of the clerical work can be performed by persons with little or no formal qualifications. It is wasteful to employ persons on work for which they are over qualified.

There has been a notable change in the attitude of the corporation's management toward the employment of women in insurance as the result of
more general changes in social attitudes in the corporation the major source of prospective employees is the operation itself i.e. the internal sources.

**Internal Sources:-**

1. **Present Employee:** Employees recommended their friends and relatives for work. A few employers pay a bonus to employees who refer applicant who take a job and stay in it for a specified period of time. They argue that hiring people who come with the recommendation of reliable employees increase the chances that the new employee will fit in with the existing organization. Because the person recommending the new employees has to go on record not only with the boss but also with follow employees, one is likely to make recommendations continuously.

2. **Former Employees:** - A second internal source very frequently tapped by the personnel managers in the corporation is the pool of former employees. These former employees may have left either to raise children or pursue further schooling some may have changed employers for what looked like a better opportunity the arguments put forward in favor of such former employees are that these


are a known quality they know the organization and its practices and thus they have an advantage over a new applicant.

Although internal sources offer the advantages of a known quantity, these sources are not able to supply enough people in today's tight human resources market and especially in the field of skilled manpower. Since these workers are inadequate the organization look outside also.

**External Sources:**

The two major means of contacting employees which is now been frequently used by the corporation, are through advertisements and employment agencies.

1. **Advertisements:** - The strengths and weaknesses of advertising lie in the number of applicant it generally yields. In a newspaper help wanted ad direct your request to a large readership from this large number of readers a good number of people are likely to apply. thus the employers are able to choose those who appear to be best qualified from among a large pool of applicant when several position are to be filled or when a new operation is being started the large number of applicants offer obvious advantages. On the other hand those large number can be a disadvantages dealing with a
great number of applicant is time consuming because applicant are members of the public that is members of the community from which the customers came. Each applicant must receive courteous attention of management risks losing their patronage or that of their relatives and acquaintances. Because applicant is members of the public that is members of the community from which the customers came each applicant must receive courteous attention of management risks losing their patronage or that of their relatives and acquaintances. Because of the time commitment necessary man employers use manpower advertising only if they have a number of positions to fill or especially for highly skilled jobs where there is an acute shortage.

2. Private Employment Agencies: - A few employers make it a point to become personally acquainted with the managers and private employment agencies. If the agency staff knows an employers applicant standards, the agency can save a great deal of time by screening applicant for the employer. The experienced counselor often helps employers make hiring choices and the counselor's recommendations can also influence suggests that the greatest users of these private employment agencies in the corporation are supervisory and executive personnel.
In addition to above the other external sources somewhat tapped by the employers in the corporation is campus interview especially for skilled manpower and occasionally through unsolicited applications.

To this point we have explored ways to determine what kind of employees is required and ways to contact potentials employees. We turn out attention now to the process of selecting and breaking in new workers.

3. From Chartered Insurance Institute: - One extremely useful and economic method of recruiting staff at certain levels is the appointments service o the chartered insurance institute. The service is available to insurance employees seeking trained professional personnel and on the other hand to diploma holders of the institute seeking a change of occupation the service is operated in the strictest confidence and allows diploma holders to register details of their careers qualifications, type of appointment sought and salary required all at no cost to the member.

The Selection process basically involves gathering classifying and analyzing information available from several sources an application blank often tells more than an applicant realizes. The applicant from usual helps screen out applicant retaining the ones that management is interested in interviewing. A form that suggests on organization approach of summarizing an interviews and an applicant evaluation are shown in the figures application are asked to
list their references and former employers on the application blanks. and these entries are checked. During the first part of interview any ambiguous information on the application is classified. The interviewer also gives to the applicant information about the company and the job this interchange helps most interviewers begin the process of sizing up the applicant determining what kind of a person he or she is and how he or she would get along with the present employees. Generally at the end of the interview the applicant is told whether or not he or she is to be hired.

Most employers maintain a file of applications from people who were not hired this person not chosen at one time may be contacted later.

In addition to the interview use of different types of employment tests are very common in the corporation for example trade tests are must for micro processor operator and punch card operator aptitude test for front office & sales personality tests for enquiry & public relation assistant etc.

PERFORMANCE APPRAISAL

In the whole organization matrix, people are probably the most frustrating for managers since they constitute the most difficult variable to control and predict. No matter how predictable society tries to make its members through its various socializing mechanisms people continue to give managers the most trouble managers an always complaining about those
workers if only they would do what we tell them or learn to follow instructions we would surpass all our quotas. It is this obsession with the product and the consequent neglect of human needs that could fill case history books with stories of management's insensitivity to workers. This insensitivity is often around the explained as a lack of worker activation.

Over the last five years many organizations have launched performance appraisal system, hoping to increase management's knowledge of strength and weaknesses and in turn focus human resource more effectively.

Every employees performance affects productivity some employees have a positive effect and some a negative one. But everybody contributes to overall performance of the organization. If managers can learn how to give clear precise and can did feedback in a manner that implies confidence and trust in the employees it is believed that this will reinforce an increased positive performance and redirect the negative.

The PAS is laying the foundation for effective management development by providing a database on performance potential; identify high performance and setting standards to which all employees can be held accountable. It has given us a realistic assessment of one corporation strength and has assisted them in development a corporate identity and common understanding of what will be required in this rapidly changing environment.
Evaluating employee’s performance is an essential function that supervisors and employees perform informally on an ongoing basis. Most people seek feedback on their performance and those who manage others must evaluate individual performance in order to know what action to take. Although employees may learn about how well they are performing through informal means such as co-workers telling them what a great job they all doing or their supervisor giving them an occasional put on the back but they are insufficient. Informal evaluations seldom leave any documentation of either good of poor performance because when performance is good that behavior should be reinforced likewise when performance is substandard the manager or supervisor must take corrective action.

“Performance Appraisal is defined here as a formal structured system of measuring, evaluating, and influencing an employee’s job related attributes, behaviors, an outcomes, and level of absenteeism, to discover at what level the employee is performing presently on the job. That is how productive, the employee is, and whether the employee can perform as or more effectively in the future so that the employee, organization, and society all benefit”.

To account for all of the factors that affect this formal, structured system of measuring and evaluating performance, the term performance Appraisal system is used.
Performance Appraisal has strategic importance because an effectively designed performance appraisal serves as a contract between the organization and the employee. This contract help to act as control and evaluation system that enables performance appraisal to serve better a multitude of purposes.

**PERFORMANCE STANDARDS:-**

Performance evaluation required performance standards. They are the bench marks against which performance is measured. To be effective they should relate to the desired results of each job. They cannot be set arbitrarily knowledge of these standards is collected through job analysis. Job analysis uncovers specific performance criteria by analyzing the performance of existing employees.

From the duties and standards listed in the job description, the analyst can decide which behavior are critical and should be evaluated. When this information is lacking or unclear, it standards are developed from observations of the job or discussions with the immediate supervisors.

**PERFORMANCE MEASURES:-**

Performance evaluation also requires dependable performance measures. They are the ratings used to evaluate performance. To be useful, they must
be easy to use, be reliable and report on the critical behavior that determines performance.

**DIRECT VERSUS INDIRECT OBSERVATION OF PERFORMANCE:**

The observation regarding performance can be made either directly or indirectly. Indirect observation occurs when the rater can evaluate only substitutes for actual performance e.g.; written test on procedures.

Direct Observation: - Occurs when the rater actually sees the performance e.g.:- a supervisor monitoring the procedures used.

**OBJECTIVE VERSUS SUBJECTIVE MEASURES:**

Another dimension of performance measures is whether they are objective or subjective. Objective performance measures are those indications of job performance that are verifiable by others. e.g. Gross unit produced scrap rates number of computational errors or some other mathematically precise measure of performance.

1. **Management Development:** It provides a frame work for future employee development by identifying and preparing individuals for increased responsibilities.

2. **Performance measurement:** It establishes the relative value of an individual’s contribution to the company and helps evaluate individual accomplishments.
3. Performance improvement: It encourages continued success—full performance and identifies individual’s weakness to make employees more effective and productive.

4. Compensation: It helps determine appropriate pay for performance and equitable salary and bonus incentive based on merit or results.

5. Identification of Potential: It identifies candidates for promotion.

6. Feedback: It outlines what is expected from employees against actual performance level.

7. Human Resource planning: It audits management talent to evaluate the present supply of human resources for replacement planning.

8. Communications: It provides a format for dialogue between superior and sub-ordinate and improves understanding of personal goals and concerns. This can also have the effect of increasing the trust between the rater and the ratee.

Other purpose of performance appraisal is foot only terminations, internal recruitment and research. As shorthand, these many purposes are often condensed into two general categories.

METHODS:-

Past Oriented Methods: In importance of performance evaluations has led academicians and practitioners to treat many methods to apprise past
performance. Most of these techniques are a direct attempt to minimize some particular problem found in other approaches. No one technique is prefect each has advantages and disadvantages.

Past accented approaches has the advantage of dealing with the performance that has already occurred and to sore degree, can be measured the obvious disadvantage is the past performance can not be changed. But by evaluating past performance, employees can get feedback about their efforts. This feedback then may lead to renewed efforts at improved performance. The most widely used appraisal the techniques that have a past orientation include.

**Rating Scale**:perhaps the oldest and most widely used form of performance appraisal is the rating scale, which requires the rater to provide a subjective evaluation of an individuals performance along a scale from low to high The evaluation is based solely on the opinion of the rater, although subordinates or peers may use it the form is usually completed by the immediate supervisor, who checks the most appropriate response for each performance dimension, Responses may be given numerical values to enable on average score to be compacted and compared for each8 employs. The number of points attached may be linked to salary increased; so many points equal a raise of some percentage. Usually, they are quantitative.
Subjective performance measures are those ratings that are not verifiable by others. Usually, such measures are the rater’s personal opinion. These are low in accuracy. Accuracy is likely to be even lower when the rater uses an indirect observation.

**Rater Biases:** The problem with subjective measures is the opportunity for basis; Bias is the inaccurate distortion of a measurement. It is usually caused by raters who fail to remain emotionally unattached while they evaluate employee’s performance. The most common rater biases include:-

**The Halo effect:** The halo effect occurs when the rater’s personal opinion of the employee sways the rater’s measurement of performance e.g.; Supervisor personal liking or disliking of an employee.

**The effort of central Tendency:** Some raters do not like to rate employees as effective or ineffective and each employee appears to be average.

**The leniency and strictness biases:** The leniency basis results when tens to be easy in evaluating the performance of employees. The strictness basis is just opposite. It results from raters being too harsh in their evaluation of performance.

**Personal prejudice:** A rater’s dislike for a group or class or people may distort the ratings those people receive.

Halo effect | effect | one’s judgment of individual
Prejudice effect entire groups.

The recent effect; Ratings are effected strongly by the employee's most recent actions. Recent action either good or bad is more likely to be remembered by the rater.

Advantage of this method is that it is inexpensive to develop and administer, rater's need little, training or time to complete the form, and it can be applied to a large number of employees.

<table>
<thead>
<tr>
<th>Excellent</th>
<th>good</th>
<th>Acceptable</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

1. Dependability

2. Initiative

3. Overall output

4. Attendance

5. Attitude

6.

7.

8.

9.

Totals:-
Disadvantages are numerous a raters' biases are likely to be reflected in a subjective instrument of this type. Specific performance criteria may be omitted to make the form applicable to a variety of jobs.

**Check List:** The check list rating method requires the rater to select statements or work that describes the employee's performance and characteristics. Again, the rater is usually the immediate superior. But unknown to the rater, the personal may assign weights to different items on the check list, according to each items importance.

The advantages of a checklist are economy, ease of administration, limited training of raters, and standardification. The disadvantages include susceptibility to rater biases (especially the halo effect), use of personality criteria instead of performance criteria, misinterpretation of checklist items, and use if improper weights the personnel department. Moreover, it does not allow the rater to give relative rating. On item 1 in figure, for e.g. employees who gladly work overtime get same score and those who do so unwillingly.

Weights:

1. Employee works overtime when asked.
2. Employee keeps work station or desk well organized
3. Employee cooperatively assists others who need help.
4. Employee plans actions before beginning job.

**Forced Choice Method:** This method attempts to correct a rater’s tendency to give consistently high or low ratings to all the employees. Under this method the rating elements are several sets of paired phrases or adjectives relating to job proficiency or personal qualifications. The rater is asked to indicate which of the four phrases is most and least descriptive of the employees e.g.:-

1. Learns Quickly. .......................... works hard.
2. Work is reliable and accurate............................
   Performance is example to others.
3. Absent too often ......................... usually tardy.

**Critical Incident Method:** The essence of this method is that it attempts to measure the worker’s performance in terms of certain “events” or “episodes” that occur in the performance of the rate’s job. These events are known as “critical - incidents”. The supervisor keep a written record of the events (either good or bad) that can easily be recalled and used in the cause of a periodical or format –

Appraisal. Limitation and negative incidents more noticeable.

Performance Tests and observations:-

Based on test on knowledge or skills –
Group Evaluation Methods:

1. Ranking Method
2. Point allocation Method
3. Paired compassions
4. Forced Distribution: Requires raters to sort Employees into different grades.

Future Oriented Appraisal:

1. Self Appraisal
2. Psychological Appraisal – Employing all time psychologists and one through in-depth interviews, psychological tests discussion with supervisors etc.
4. Assessment Centers: Standardized for of employee appraisal that relies on multiple types of evaluations and multiple raters.

Performance Appraisal in Life Insurance Corporation:

The basic concept of Human Resource Development in Life Insurance corporation of India is that the human potential inherent in every human being is vast and it can be further enhanced by various interventions like training, job rotation, performance appraisal, counseling, etc. of the various
system available for the development of the employees in an organization performance appraisal is very significant and far-reaching.

The use of performance appraisal as a development tool in the corporation, it is important that there should be a clear cut goals and standards for every employee in the organization. Ones should know his responsibilities, the expectations of the organization and in what manner ones should canalize ones energies to make his role effective. The job should provide opportunities for the employee to fully utilize his knowledge, skill and energy so that one can aim at full productivity. There is bound to be full commitment from the employee if there is greater of his personal capacity and talents.

**Methods Used by Life Insurance Corporation**

To achieve the objectives of the corporation, a variety of performance appraisal methods have been developed. The choice of method depends on the manager of the corporation. Some of the most prevalent methods are as follows.

1. **Confidential Reports:**

   The manager of corporation makes an evaluation of such characteristics of the subordinates as intelligence, loyalty, attendance, conduct. It is assumed that since the immediate superior is one who has maximum contact with the
person assessed he is the best person to evaluate him. The following points are being kept in mind while sending confidential report of the employees.

- The confidential report is kept closed except for the remarks of the reporting officer one's self appraisal.

- Self appraisal begins from sub-staff employees and above.

- The confidential report for the officer's fare totally abolished because their jobs do not lend to confidential report writing. In the place of confidential report W.P.R. is filled by the officer himself.

2. Graphic Rating:-

It consists of a number of characteristics and qualities which are judged on a point scale. The extreme points on the scale refer to the points of judgment. The characteristics could be quantity and quality of work, job knowledge, co-cooperativeness, dependability, industriousness, attitude, initiative, leadership etc. the supervisor evaluates these characteristics on point scales ranging from high to low excelled to poor etc. A rating scale is given below.

<table>
<thead>
<tr>
<th>Excellent</th>
<th>Very good</th>
<th>Good</th>
<th>Average</th>
<th>Poor</th>
</tr>
</thead>
</table>

95
Job knowledge
Quality of work
Quantity of work
Dependability
Attitude

3. Incentives:-

Wage incentive is extra financial motivation. A wage incentive scheme is the payment for work of an acceptable quality produced over and above a specified quality of standards.

Business of the corporation is to sell more and more policies to the public. This work is used to be done only by the development officer. Their incentives are calculated at the end of every financial year.

One of the major pit-falls in the actual operation of the system in the corporation is that the managers at different levels do not have the experience in conducting performance review and analysis with the result that they may often make snap judgment. It may therefore, be necessary for the managers to undergo the necessary training for appreciating the philosophy of human resource development as a whole and the various subsystems through which development of the employees can be achieved.
Performance appraisal could, thus be seen as an objective method of judging the relative worth or ability of an individual employee in performing his tasks. If objectives done, the appraisal can help identify a better worker from a poor one.

In the corporation periodic assessment should be done to take stock of the situation. It may be necessary to revise the goals and make any addition or deletion in the light of fresh data available. This will strengthen the supervisor-subordinate relationship and develop an organizational culture. In which team work and collaboration would be strong and employees would be motivated to achieve better results.
(ii)

TRAINING AND DEVELOPMENT

Challenges:

A major purpose of training and development is to remove performance deficiencies. Training for performance improvements is particularly important to organization with stagnant or declining rates of productivity. Training is also important to organization that are rapidly incorporating new technologies and consequently increasing the likelihood of employee obsolescence.

Another purpose of training and development that is especially relevant to organization that is rapidly incorporating new technologies is that of making the current work force more flexible and adaptable. Training and development can also increase the level of commitment of employees to the organization and increase their perceptions that the organization is a good place to work.

The Challenges in training and Development:-

- What is the best way to train employees?
- Training and development programs never seem to work for very long. A program people just go about doing what they did before how can the
effects of training and development programs be made to last?

- Who should be trained how can organizations determine who should be trained and what type of training should be offered?

- How can the effectiveness of training and development programs are assessed.

It can examine training and development with keeping above challenges in mind in Life Insurance Corporation of India.

DETERMINING TRAINING AND DEVELOPMENT NEEDS

Training and development needs involve establishing areas where individuals (employee) lack skill, knowledge and ability in effectively performing the job and also identifying organizational constraints that are creating roadblocks in the performance.

Training and development programs are necessary in any organization for improving the quality of work of the employees at all levels, particularly in a world of fast changing technology, changing values and environment.

Training is a short term process utilizing a systematic and organized procedure by which non managerial personnel acquire technical knowledge and skills for definite purpose. It refers to instructions in technical &
mechanical operations. Like operation of some machine. It is designed primarily for non managers it is for a short duration and it is for specific job related process.

Development means to prepare people to perform work beyond that which currently engages them and to accept responsibilities greater than they now have.

Training and development in this broader sense rest on a perception that a person learns both to be and to do largely through experience which may be product of such learning’s and an appreciation of how ones learns is a requisite of any training activity.

**Training and Development Needs**

The total need can be determined by analyzing the situation in respect of each skill and each number of the workforce. This can be done in the following ways:-

1. Analysis of an activity: - List in a logical sequence the activities in producing a product or services or part thereof and determine what new knowledge or skill is called for or which aspects of peer present knowledge or skill need to be modified.

2. Analysis of Problems: - To analyze problems and determine what additional skills, knowledge or insights are required to handle it
3. Analysis of Behavior: - To analyze typical behavior by individuals or groups and determine the corrective action involving training.

4. Appraisal of Performance: - To analyze performance and determine if someone should get something be it additional knowledge skill or understanding.

5. Brain Storming: - To bring together a homogenous group and to ask individuals in the group to call on any ideas they have for answering how to question and identify items which call for additional knowledge skill or attitude.

6. Checklist: - To breakdown a job, process, programmed, activity or area of responsibility into a list of detailed parts of steps arranged in logical sequence. Then to have checked off by each employee the items about which he feels he would like to have more skill or knowledge.

7. Committee: - To constitute an advisory committee composed of persons responsible for or with a direct interest in an activity to identify training needs.

8. Consultants: - To employ outside consultants to determine training and developmental needs and develop ways to meet them.
9. Counseling: - To discuss between a training practitioner and a person seeing guidance regarding ways he can improve his on the job performance or prepare for advancement.

10. Observation: - To observe such things as may have values as indicators of training needs, especially the needs which are just under the surface or emerging.

11. Role Playing: - To get clues to his training needs in a skill area of knowledge or in understanding or attitude by observing how each role player acts in a role playing situation.

12. Studies: - To undertake studies which can turn up training needs which will have to be met if the plans were adopted.

13. Tests: - To perform tests to measure skill knowledge or attitude and to identify gaps.

14. Questionnaire: - To develop a questionnaire, to illicit information which can be used to determine training needs delimit the scope of the training identify course contents etc.

Formal training activity rests on the belief that there are correct or incorrect or desired and undesired ways of responding to situations and that the trainer will stimulate & encourage the trainee to adopt the correct modes and avoid the incorrect ones. This need not imply that
there is only one correct way but it does imply that those offering training are in a position to arbitrate between the correct and incorrect ones. The more complex is the response to be learned the more necessary is it that something more than mere experience is available to the learners.

Training and development requires a basically systematic approach and structure but a flexible application to accommodate individuals (trainees) differences.

IMPLEMENTING TRAINING AND DEVELOPMENT PROGRAM:

The method of training and development program to be adopted are likely to respond to the complexity of the matter to be learned and the capacity of the trainers learning but in addition they are likely to be influenced by other constraining factors such as the time and physical and human resources available and the cost of using them.

Training and Development program comprise a whole range of location, technologies and skills. The vocational choices can generally be classified as under:-
On-The-job Training:

It may occur either in the work area under the control of either the supervisor or the specialist training officer. It may comprise a formal course or involve the trainee in projects or assignments. The facility may be used in the employee’s time or in the employee’s own time.

Of-the-job Training:

It may be provided under full and time supervisor in an area way from the normal work place and using a properly defined syllabus, or it may involve the use of external education and training organization ranging from universities and colleges to industry and company staff colleges and consultants training facilities.

A good deal of personnel development takes place on an individual’s basis, with the person privately pursuing of study either in some educational establishment or through correspondence.

In recent years, improvement in communication technologies have made many new supports of training available. These are often included under headings of audio visual aids or educational technologies and include various types of image projectors cassettes and videos.
Specific Method of Training and Development Program:-

A number of district methods of implementing training and development programs are available and many may be used internally or externally, according to the particular objectives sought and the learning capacities and styles of those involves.

(a) **ON THE JOB TRAINING**: An employee is placed in a new job and is told how it is to be performed. It aims at developing skills and habit consistent with the existing practices of an organization and by orienting him to his immediate problems. A variety of training aids and techniques are used such as procedure charges lecture, aids and techniques are used such as procedure charges lecture, manuals sample problems demonstration etc.

(b) **VESTIBULE TRAINING**: - It involves classroom training theoretical training is given in the classroom while practical work is conducted on the production line.

(c) **SIMULATION**: - It is an extension of vestibule training the trainee work is in closely duplicated real job conditions. This is essential in cases in which actual on-the-job- practice is expensive.
(d) **DEMONSTRATION AND EXAMPLES:** - Here the trainer describe and demonstrate how to do a certain work. He performs the activity himself going through a step by step explanation of the why. How and what of what he is doing.

(e) **LECTURER:** - You are formally organized talks by an instructor or specific topics. The method is useful when philosophy, concept, attitude, theories and problems solving have to be discussed.

(f) **CONFERENCE:** - Under this method a conference is held in accordance with an organized plan. Mutual problem are discussed and participants pool their ideas and experiences. The members of the group come to teach each other and to learn together.

(g) **SEMINAR OR TEAM DISCUSSION:** - The group learns through discussion of a paper on selected subject. The material to be analyzed is distribution in advance in the form of required reading.

(h) **CASE DISCUSSION:** - Under this method a real or hypothetical business problem or situation demanding
solution, is presented to the group and members are trained to identify the problem present they must suggest various alternatives for tackling them. Analyze each one of these find out there comparative suitability and decide for themselves the best solution. It encourages open mildness patient listening respecting others views and integrating the knowledge obtained from different basic disciplines.

(i) **ROLE PLAYING:** - Here trainees act out a given role they would in stage play. It is method of human interaction which involves realistic behavior in an imaginary or hypothetical situation.

(j) **SENSITIVITY TRAINING:** - Members are brought together in a free and open environment in which participant discuss them and their interactive processes. It aims at improve listening skills, greater openness, increase tolerance for differences and improve conflict resolution skills.

(k) **SUPERVISORY TRAINING:** - Supervisors are trained for technical skills leadership qualities for handling
machines and men. National productivity council and central labor institute Bombay have done significant work in this area.

(I) MANAGEMENT TRAINING: - This type of training is for managers these training programs emphasize attitude and value conceptual knowledge analytical abilities and decision making skills. The purpose is to equip managerial personnel for management roles.

(m) INDUCTION TRAINING: - Where in a new recruit is introduced to the organization condition of service rules of behavior etc. in addition it is also given to familiarize a new entrants with the job.

Above methods of implementing training and development programs are standard programs the choice depends on the training needs and the contents of training for example induction training which is meant to introduce a new employee to the company people and job is organized for all levels. The only differences are in the contents which reflect the need. So the senior managers may get a lot of exposures to the organizational culture in such programs while workers may be given more data on terms and conditions of employment of working conditions.
Successful implementation of training and development programs depends on selecting the right programs for the right people under the right conditions. Needs Analysis help identify the right people and the right programs, and several training and development consideration help make the right conditions.

These are several consideration associated with implementing training and development programs. Each of these programs must be appropriately addressed in order to increase the chances of the program being effective. These considerations are:-

- Who participates in the program
- Who teaches the program
- What media are used to teach
- What the level of learning is to be
- Where the program is conducted.

With these consideration in mind, the personnel and human resource manager selects in training and development program from among the many that are available selection depends upon a knowledge of the programs that are available and the types of skills and level at which the program is best directed.
IMPROVING PRODUCTIVITY AND QUALITY OF WORKING LIFE:

It is impossible to measure the output or input of an organization. It is also impossible to measure the work that individual employees do in these types of organization. Such individual employees do in these types of organization such as life Insurance corporation Banks, G.I.C. etc. for example where most white color operations are managed by people not accustomed to measuring work outcomes, while color productivity could not be measured. It is recognized that go get improvement in productivity, it has to be measured and in order to measure productivity it has to be defined for measuring productivity for their white color operations as what it produced divided by the number of employee hours needed to produce it with the result expressed in hours per unit of work accomplished.

Quality of work life has assumed increasing interest and importance in both industrialized as well as developing countries of the world. In India its scope seems to be broader than many labor legislations exacted to protect the workers. It is more then a sheet work organization movement which focuses on job security and economic growth to the employees. Quality of work life is a process of work organizations which enables fits members at all levels to activity participate is shaping the organization
environments methods and outcomes this value based process is aimed towards meeting the twin goals of enhanced effectiveness of organization and improved quality of work life at work for employee. It is an internationally designed effort to bring about increased labor management co-operation to jointly solve the problems of improving organizational performance and employee satisfaction.

A number of attempts have been made to identify various dimensions of this concept. Some have emphasized the improvement in work conditions leading to better quality of life. While others feel a fair composition and job security should be emphasized.

There are eight conceptual categories that together make up quality of working life. These are presently below:-

i) ADEQUATE AND FAIR COMPENSATION:-
This refers to a just and fair balance between efforts and reward. It includes such things as a fair job evaluation-training to perform the job reasonably ability of the organization to pay, demand and supply of talent and skill and profit sharing:

ii) SAFE AND FAIR COMPENSATION:-
To improve quality of work life the work environment should be free from hazards or other factors deter mental to health and safety of the employees.
Walton specifically refers to reasonable hours of work, zero – risk physical Condition of work, and age restrictions on both lower and upper side. Once again, Concern for safety in the work place in India is enshrined in the factories act 1948 which lays down minimum standards of protection from machine and other hazards at the place of work.

iii) IMMEDIATE OPPORTUNITY TO USE AND DEVELOP HUMAN CAPACITIES:-

The work today has become repetitive and fragmented. The average worker often responds mechanically to the demands of machine with out much control on them. OWL can be improved if the job allows sufficient, autonomy and control, uses a wider range of skills and abilities, provides immediate feedback to workers to take corrective action is seen as a total activity and provides opportunity to plan and implement by him

iv) OPPORTUNITY FOR CONTINUED GROWTH AND SECURITY :-

Were the focus is on career opportunity as against the job. How much and what kind of opportunities are available to develop new and what kind of opportunity are available to develop new and expand existing abilities to avoid obsolescence whether they newly acquired talent could be put to some use and hence lead to personal growth and security.
v) **SOCIAL INTEGRATION IN THE WORK ORGANISATION**

One of the objectives of OWL is to generate satisfying identify with the organization and develop a feeling of self estate. The variables that inculcate these are absence of hierarchical status, opportunity for upward mobility openness and trust a sense of community feeling on the job and freedom from prejudice based on sex caste race creed and religion.

vi) **CONSTITUTIONAL EFFECTS IN THE WORK ORGANISATION:**

Enhanced QWL should also ensure. Zero violation of the constitutional guarantee by executive organizational decision such guarantees as right to personal privacy free speech equitable treatment and governance by the “Rule of Law are necessary to uphold to improve OWL.”

vii) **WORK AND THE TOTAL LIFE SPACE:**

The demands of the work like late house frequent travel quick transfers are both psychologically and socially very costly to the employee and his family. Such phenomena occurring on a regular basis necessarily depress the QWL.

The eight criteria indicated above constitute the broad realm of improved productivity and quality of working life. It is possible that all of they may not be relevant to all groups or employees but irrespective of the criteria the
underlying assumption which defines the QWL in the individuals own experience of satisfaction and satisfaction.

The basic concept under lying improving productivity and QWL is what has come to be known as humanization of work. It involves basically the development of an environment of work that stimulates the creative abilities of the workers generator co-operation, and interest in self growth. We has identified four basics principles which summaries the humanization of work.

These principles are given below:-

(a) The principles of security
(b) The principles of equity
(c) The principle of individuation
(d) The principle of democracy

QWL is a complex and cult faced concept implying a concern for the members of an organization irrespective of the level they belong to. It includes job factors like wages and hours of work and also the nature of work itself.

With the encouragement of international labor organization and active lead taken by national institutional of labor. Delhi the QWL as a movement has started attracting the attention of both academicians as well as practitioners in India.
Finally as a result of growing body of knowledge in human behavior in general and industrial behavior in particular, both the academicians and the practitioners are gaining the necessary confidence to think of innovative modules to understand predicts and control human behavior. There is a growing trend as of experimenting with newer concepts theories and framework which is laying the foundation for determining most effective utilization of human resources by inculcating a new sense of freedom and resultant increase in productivity.

In India, the concept of QWL seems to manifest itself in a variety of operational systems like workers participation, job enrichment, quality circles etc.

**WORKERS PARTICIPATION:-**

The concept of participation is generally seen as a way of reducing power differences between the workers and the management. Workers participation involves the following:-

i. The amount of verbal interaction between supervisor and subordinate.

ii. The degree to which a supervisor performs his role in a group centered way.
iii. The degree to which a supervisor is active in making decisions and setting goals for this work units. Thus participation means sharing in an appropriate way the decision making powers with the lower levels in the organization.

**JOB ENRICHMENT:**

It refers to the process of making jobs more interesting and satisfying adding to that a sense of achievement increasing responsibilities and providing opportunity for advancement and growth. It refers to the changes in the contents of the job. Basic to job enrichment is content / direction/variety hypothesis. By content is meant additions in job contents. These additions are not more of the same kind as in enlargement but these are new contents Discretion refers to increasing responsibilities and providing opportunity. The effectiveness of job enrichment program is enhanced if changes are seen as opportunities rather than demands.

**QUALITY CIRCLES:**

Quality circles are defined as a small group of five to ten workers voluntarily performing quality control activities within the workshop to which they belong. Other way it may be summarized that quality circle are small groups of volunteers from the same work area-who meet regularly to identify...
analyze and solve quality and related problems in their area of responsibilities.

The elements involved in quality cycles are as follows.

- It is a group effort and not an individual effort.
- The participating members are volunteers.
- Their efforts are directed to improve quality within their shops are place of work.
- They meet frequently often at company cost.
- They represent a cross section of age, sex and positions in the organization.

CONTEMPORARY CHALLENGES IN IMPROVING

PRODUCTIVITY AND QUALITY OF WORK LIFE:-

Productivity and quality of working life raise many important contemporary challenges. These are as follows:-

- What can organization do the increase their productivity can organization depends upon their employees to help out?
- Is the issue of quality of work life really fundamental, to understanding why organization learns from the Japanese and euro pen nations? Is the quality circle concept on that should be adopted here?
What are the ways which organization can improve the quality of working life for their employees?

THE EXISTING TRAINING AND DEVELOPMENT FACILITIES AT VARIOUS LEVEL OF ORGANISATION

When experienced workers take a new job, they must still receive enough training to orient them to the operation special procedures. Some organizations prefer to hire people with no experience at all. These organizations argue that it is easier to train from scratch then to hire someone who has to unlearn what the employer view as bad habit.

In any case, experienced employees are not always available, and so nearly every employer must offer some training. Training is unquestionable costly. We ought to note, though that the alternative to training – not – training may be even more expensive. Training does cost a lot, but the cost of not training is poor service and lost customers and a lost customer may never return. Not only does management lose customer by not training but it is liable to lose the employee who is thrown into a job that he does not know is bound to feel inadequate, to say the least and is likely looking for other work.

In life Insurance Corporation, the existing training and Development facilities as various level of the organization are given below:-
TRAINING CENTRES

There are three types of training centers in life Insurance Corporation of India,

Which are as follows:-

(a) Management Development Centers: - Management are responsible for the working of employees and new business of the branch it makes good sense for the Corporation to concentrate their effort on preparing a successful manager by giving them sufficient training. Management training programs offer a short cut to acquiring practical management know-how. Life Insurance Corporation has its own institute named as Management Development Centre situated in Hyderabad. Trainings are given to all officers/managers/programmers, in this centre. Management office Bombay. It provides the training in the following areas :-

- Management program and special seminars/workshops as identified in the schedule.
- Training on trainer’s program
- Functional Programs
- Training to now appointee assistant administrative officers.
(b) Zonal Training Centers: - Seven Zonal Training Centers one of each zone are running in India. In these training centers, training is given to Assistant and Higher Grade Assistant working in the office and belongs to class III categories. Zonal Training Centers imparting knowledge in the following areas:

- Courses on general management.
- Courses on supervision for categories listed in the schedule.
- Functional Training
- Sales Training for Development officer's category
- H.G.A. Section Head Training
- Staff Training related to all class III employees.

(c) Sales Training Centers: - There are three/four scales training centers for each zone depending on the need and shall impart the following training:

- Apprentice Development officer's Training
- Development Officer's Training
- Club member Agents Training
- Selected Agents Training

All the training centers have an output of 85-90 weeks of training per year, based on the performance budget; they seek the necessary resources
from central/zonal office. Necessary administrative arrangement like facility support, teaching aids are provided by the Central/Zonal office.

**PRE OPENING TRAINING:**

As especially important training challenge is getting a new operation ready to open. Life Insurance Corporation have a training team specially develop for this purpose which draws on existing units for key workers during the pre opening and immediate post opening training period.

The selected applicant in the corporation is put into a two week training program. The first week requires twice daily classroom training session with group of twenty to thirty employees. The classes are cover with the corporation’s working procedures chart and with the charts of corporation’s staff rules and regulations. The second week involves role playing.

To get corporation’s employees to perform in a manner that will result in a satisfaction of customers need, particularly those upper level needs, which depends on the behavior of the corporation’s employees, these employees must of course, first know what they are supposed to do and be motivated to do it.

The Corporation’s managers concerned about training employees do generally have several options available. It is unlikely that only one of the
methods would be most effective. Normally a mix and match system is utilized take advantage of available training alternatives.

The most common method of training, widely used in the corporation is pairing the new employee with an experienced employee i.e. MODELING in which correct behavior is demonstrated by the trainer or by some other method, such as a tape or film and ROLE PLAYING, in which the trance take part in extensive rehearsal of the behavior demonstrated by the model. Unfortunately this pairing is often done haphazardly New worker is assigned to whichever experienced worker may be handy.

Classroom Training does, of course, have a limited place in the office but is particularly necessary is the teaching of basic skills which are required to satisfy the fundamental and lower level need of the policyholder. When it come to satisfying the next level of needs, however the learning requirement is behavioral and interpersonal and is best done by actually demonstrating on the job.

The assumption underlying this form of training in the corporation is as follows:-

- Employee can learn more effectively from an analysis of their own experiences.
Feelings attitudes or emotion are essential ingredients of communication, but these are normally withheld.

Individual members can learn how their own behavior is perceived by others and gaining this information increases their insights about themselves.

With the help of this experience the profitability of the corporation increased dramatically, standards improved, staff turnover was dramatically reduced and above all employees seemed to enjoy coming to work.

ADVANTAGES OF EXISTING TRAINING AND DEVELOPMENT FACILITIES:

Training is regularly provided to all the level of employees through various institutes and centers. In the year 2003-04, 91 officers in senior management group have attended the session conducted by ISB Hyderabad. 120 officers attended the session at ZTC Kolkata conducted by IIM Kolkata. 20 officers each from IT cell and investment research cell attended the training conducted by IIT Chennai and IIM Ahmedabad. There are some who believe that training has oneness-railhead given undue importance and that the expectance on-the-job is good enough to develop necessary skills and efficiency to perform the job. It is true that training can not entirely substitute experience, but it has certain definite advantages over it:
i. Training, unlike experience can shorten the time required to reach maximum efficiency.

ii. Cost of training is much less than the cost of gaining experience particularly if one is dealing with expensive equipment.

iii. The result of experiences can sometimes be accidental particularly when experience depends solely on trial and error.

Training thus provides certain advantages which are not availability learning through experience.

FUTURE TRAINING NEEDS AND PATTERNS:

Life Insurance Corporation is a social oriented organization one of the objectives of the corporation is to involve all people working in the corporation to the best of their ability in furthering the interests of the insure public to provide efficient service with courtesy. Training is an essential support to achieve these objectives.

There is necessary in life Insurance Corporation to make a pattern for future training needs to achieve these goals:

- To acquire knowledge and skills necessary for the job, by understanding why the job is performed and how it can be improved.
- To acquire necessary supervisor/managerial skill in areas of decision making problems solving role clarity and role performance, inter-personal relationship etc.

- To develop internal facility support on all area by a systematic faculty development.

To achieve the above goals the researcher has investigated the future training needs and patters which are as follows:

**Training on General Clerical Staff:-**

In the investigation of the corporation the researcher have found that in future you will be necessary to train general clerical staff specially. The corporation is increasing its business day by day and it is necessary to provide proper service to the customers in future so it will be necessary to train the staff. Future training pattern is as follows.

**General Training :-** Although much training for work in the office is necessarily specialized, it is desirable for any clerk in whatever department of the office he is likely to work should have a basic training in the knowledge and range of skills and procedures which are fundamental to most types of the corporation the amount of such common ground should
enable trainees to benefit from a course extending over a period of about five days. It should cover the following components:

- An introduction to insurance wider in scope than that included in the induction training.
- An introducing to office systems
- An introduction to office equipment
- Simple business correspondence
- Counter enquiries, and
- Calculations for the office.

It is highly desirable that this training should be given at an early stage in a clerk’s career and that it should be provided off the job, to avoid the interruptions of daily office routine. It is not necessary that the course should take up five consecutive days and indeed it may be preferable to have one day a week spread over five weeks.

**Specialized Training:** - A specialized training each training component or module should be designed to equip the trainee with the knowledge and skills required enabling him to perform his job. Efficiently and this can not be done by the less satisfactory method of sitting next to Nellie. In other words, watching another person doing a job and picking up information about in piecemeal.
For efficient planned training it is necessary to use the techniques of job analysis and job specification, and to train for each component in a logical progression, taking into account that some clerks learn more quickly than others.

**Further Education:** - Concurrently with training employees at this level should be encouraged to further their education in a field associated with their work. For clerical staff, the certificate in office studies is usually the most suitable course of study. It includes such subjects as communications, clerical duties, business calculation and book keeping employer. Should be allowing their younger staff on half a week release to enable them to attend classes.

**LEARNING / DOING TRAINING**

In this category learning takes place when individuals try to improve their job performance by actually doing something about the day to day job problems. Each participate of the training program is asked to read it discuss and analyze the situation. The purpose of the method is not to find one solution plausible given to all the facts that are available in the case. This method provides the trainees practice in problem solving and decision making.
EXPERIMENTAL TRAINING:-
Experiential Training is designed to provide an atmosphere of self-learning through group interaction and dynamics. The purpose is to increase the sensitivity of the participants to their own function as well as the functions of others in the group. This training is called senility training or laboratory training. The purpose of this training is to integrate knowledge and theory with experience and practice. The assumption is that changes in behavior can not come by knowledge along and hence, practice. In human relations creates an atoms here for change in behavior this is achieved by focusing during training on such things as ability to listen to others, ability to communicate, ability to diagnose them problem correctly.

PROGRAMMED INSTRUCTIONS:–
Programmed instructions are based on certain behavioral laws particularly those that relate to principles of reinforcement. Reinforcement in simple terms means rewarding a correct response and punishing a wrong response. This one important feature of programmed instruction is that it provides immediate feed back on whether the participant has answered correctly or not. To facilitate this instructions are designed in such a way that all future learning depends on acquisition and retention of previous learning. First basic understanding is provided. Subsequently question is designed based on
this basic learning. If the response is correct he goes to the next stage. If it is not he is asked to go back and start again. The instructions are nothing but carefully planned sequential knowledge which moves from simple to complex levels.

IMPROVING OF PRODUCTIVITY AND QUALITY OF WORK LIFE-MEASURED ON ACCOUNT OF INVESTMENT ON TRAINING AND DEVELOPMENT

Quality of work life is a multifaceted concept. The premise of quality of work life is the training. The productivity of Life Insurance Corporation’s was very low up to 1970 because up to that year there were no suitable training facilities available to the administrative staff and sales staff. In 1970 the total new business of the corporation was Rs.976.08 crore and force business was only of Rs.6425.26 crore. It was only due to not trained staff and up-to 1970 the customers were not satisfied. People neither view nor interested to be insured because they were not satisfied with the services of the corporation. Up to that year, corporation was not interested to expand training centers and was not ready to spend any additional amount in the head of staff training.

In 1971 the chairman of the corporation had called a meeting of all the directors and they discussed about the new business of the corporation, why
the business of the corporation is not increasing. At last they found that due to unavailability of good and proper trained staff, the new business of the corporation was not increasing and in that year they decided to open many new training centers and as well as they decided to spent 1 percent amount of the total premium income in every year in the head of training and development of staff.

After 1970 all types of staff began to train. They got training of all types and customer's satisfaction training. The corporation has selected special trainers from among the officers at administrative officer and above level. Since the proper training programs had been started by the corporation, the new business of the corporation's policies and now the policyholders are satisfy with the services of the corporation. In 1974-75 the new business of the corporation was Rs. 3112.43 Crore and in 1993-94 the new business of the corporation was Rs. 80746.11 crore in this financial year 1995-96 corporation received his premium income of Rs. 13,500 croe and insured 110 lakh people.

At present the cost of training is about 1% of the premium income and it is proposed that it shall be maintained at about 2%.

The improvement of productivity and quality of work life is come only by the training and development programs. The chart of growth of new
business, investments and working result of the corporation shows that before the implementation of training programs. Corporation financial position was not good and after this the financial position of the corporation is excelled. The OD/HRD exercise on organizational transformation and customer orientation was initiated in 2005-2006 with the objective of managing change in the current competitive scenario. Change has to be internally driven and the process to built on humanistic and democratic values that seek to improve organizational effectiveness and employee commitment, involvement and wellbeing. With this objective in mind, a countrywide OD/HRD exercise has been planned covering nearly one lakh employees.

SPECIAL INITIATIVES:

- Special customized training programme “Marketing strategies for senior marketing officers” at Indian school of Business
- Programme for Metro branch managers on “Business Effectiveness” six of them were conducted at management development institute, Gurgaon.
- “Customized training programmes for investment department officials of central office” were conducted at Indian institute of management, Ahmedabad.
• Special three days training programme on “selling skills of insurance professionals” for alternate channel officers by Amity School of Insurance & Actuarial Science.

• Two day workshop on “Capital markets-An overview” for top management

• Customized “Technical training programme for superintendent engineers and executive engineers” conducted by Engineering Staff College of India Faculty at Zonal Training Centre, Hyderabad.

• Two programme for trainers designed in consultation with ISTD were conducted for faculty members of ZTCs, STCs, DTCs and ATCs

Management Development Centre which is the apex training institute of LIC restructured the training programme into four categories i.e. induction programme, special programme, workshops and non-LIC programmes.
In the year 2004-06 training statistics was as under

<table>
<thead>
<tr>
<th>Institute</th>
<th>No. of Sessions</th>
<th>No. of People Trained</th>
</tr>
</thead>
<tbody>
<tr>
<td>M.D.C. Bombay</td>
<td>125</td>
<td>3220</td>
</tr>
<tr>
<td>Zonal Training Center, Delhi</td>
<td>82</td>
<td>1234</td>
</tr>
<tr>
<td>Zonal Training Center, Agra</td>
<td>65</td>
<td>1213</td>
</tr>
<tr>
<td>Zonal Training Center, Bombay</td>
<td>70</td>
<td>2122</td>
</tr>
<tr>
<td>Zonal Training Center, Calcutta</td>
<td>75</td>
<td>2005</td>
</tr>
<tr>
<td>Zonal Training Center, Hyderabad</td>
<td>63</td>
<td>1345</td>
</tr>
<tr>
<td>Zonal Training Center, Madras</td>
<td>78</td>
<td>1212</td>
</tr>
<tr>
<td>Sales Training Centers</td>
<td>528</td>
<td>9567</td>
</tr>
<tr>
<td>External Institutions</td>
<td>132</td>
<td>1738</td>
</tr>
<tr>
<td>Field Training by External Institutions</td>
<td>35</td>
<td>1856</td>
</tr>
</tbody>
</table>

Thus, the improvement in productivity and quality of working life, in life insurance corporation has came by existing training and developmental facilities as various level of the organization. Certain jobs in future will make training necessary for corporation to prepare workers with new skills and attitudes to cope with changes. The corporation endeavourer is to involve the whole person in the job so that there will be more improvement in productivity and quality of work life.
TECHNOLOGICAL DEVELOPMENT

The term technology is now commonly used to refer to the physical plant and equipment which employed in the production of goods or services. It relates to the machines which may be electrical or electronic in the organization. These artifacts of an industrial conversation are instruments which embody ideas about how to cope efficiently with the material world but they are not the only ones which do so.

Some are theories or beliefs about what will cause what to happen or about what needs to be done to create some products or service. Some are ideas about how to organize people and their activities for maximum effects. The techniques of industrial engineering or the method of organizing workers in a tenuous work group have as much claim to be included in the meaning as his machine systems already referred to.

The way in which work is divided into discrete jobs, allotted to individual as a set of duties and co-ordinate intone an ultimate whose is itself a part of technology.

MECHNOLOGICAL TECHNOLOGY

The economic history of man is one of developing and powering tools which can be used to bend the natural world to his ends with the least
expenditure of physical or mental effort. In the early stages of his
development his tools extended his capacity but remained dependent on his
physical strength and powers. Subsequently, water fire and wind were drawn
into supplement this, and man ceased to be the main source of power or the
prime mover. With the development of steam power in the early years of the
industrial reduction, this because a prime mover of greater power and
flexibility until it replaced by electric motor and the internal combustion
engine which permitted ever greater flexibility. All of these developments,
however, were primarily concerned with reducing the need for human effort
to move materials.

**ELECTRICAL AND ELECTRONIC TECHNOLOGY**

The utilization of electricity in the form of a current with was capable of
flowing, and of the electronic pulse with a shear capability, opened up new
possibilities for control only of mechanical but also of logical activities. The
harassing of electronics, initially through the harmonic value and later
through the silicon chip, ‘facilitated the development of more precise control
of movements and locations, as well as of numerical values. Not only was
the workers strength there by supplemented and eventually suplanted but so
also was the judgment necessary to decide about which actions to take.
Recent advances have made their main impact not on the information processes associated with the control of production actinides where the earlier ones more particularly affected the physical or motor activities involved in work, this development focuses on the capacity of the computer to process vast amounts of data quickly—indeed, more quickly than the human brain. Therefore, this development makes its main impact on office workers concerned with information processing rather than on manual workers. These developments have in turn brought about two major changes into the worker's relationship to one's work:

1. The progressive take over by the machine of the physical effort required to perform work—indeed, the hydraulic press enables much more physical pressure to be applied that human beings could muster on their own.

2. The assumption by the machines itself of responsibility for much of the precision in location of and action on, materials and components which had previously been supplied by the skilled workers, so that the machine now supplies much of the perceptual and judgmental skill previously supplied by people.
Technologies used in Life Insurance Corporation

Most of the uses of technology in the corporation generally utilized are computer or micro processor based. Some help in improving the efficiency and effectiveness by doing jobs in a much better, faster and with lesser errors in operations. Other directly affects policy holders by giving them a greater sense of service.

Technologies used by the corporation are as follows

Computer

Computers play a pivotal role in the automation of operations and services in the organization. Computer is work essentially in the same manner. Mostly corporation have Micro Computers are available in various sizes and have various names but they all work essentially in the same manner. Mostly corporation have micro computer. Micro Computer is faster and has more memory than an ordinary computer does. A larger or more compels Branch might use a mini computer as well as micro computers. Small branch have the data capture unit (DUC). In the corporation, micro processors are used in the big branches and Divisional offices to print commission bills balance for office use and salary for office employees. Data Capture unit is used only for data entry and to print the check list of captured data's.
Equally important in a computer system is the software or the programs. Many computer programs used in the corporation are standard software packages specially designed for specific purpose such as commission printing, RPR’s this software is supplied only by the Central office.

**Intercom - System**

Intercom means many phones in an office and divided into many numbers are connected with a machine which installed in that office by using intercom one employee can talk to another employee who is sitting to another seat. The corporation is also using theism system.

**Fax-Machine**

Fax machines are used in Divisional, Zonal and central offices of the corporation. Any printed message can be sent within one minute to all over India with the help of this machine Corporation is using this machine for receiving complaints, messages, figures, current circulars immediately from other offices.

**E.C.R. (Electronic Cash Register)**

Corporation is using E.C.R. for receiving premiums from the policy-holders. With the help of ECR one premium can be deposited within 30 seconds. It helps the cahier to writer cash book and putting stamps of date, cheque.
Corporation is using ECR since 5 years. By using ECR, corporation is providing quick services to its policyholders.

**Word Processors**

Word processor ties together two technologies, the typewriter and the computer. Material is typed into a computer and the operator can read what is typed on the screen. If changes need to be made, the appropriate matter is recalled to the screen, and any insertions or deletions are made.

Continuous upgrading of technology is essential to survive in competition and for progress. Fear of changes fear of new technology will be present at all levels of managers and staff like fear of learning new systems, fear of losing one’s importance, even fear of losing one’s job. Continuous efforts are needed to crest confidence, to build mutual trust and to enable people to learn new competencies and develop existing skills.

Management styles will have to change from feudalistic, bureaucratic, procedure oriented and order-compliance style to democratic, collaborative, system oriented, new work communication oriented style. This is especially true for large organizations whether in public sector or in private sector.

Running through the chain of strategies listed above is the thread of Human Resource Development. The researcher observed clearly the importance of
the individual to the organization. Hence, the need for the one to nurture a faster the other and the need to realize the significance of new technology.

Impact of Technological Changes on the Corporation:-

All technological changes have come in force in the corporation since 1979-80. Before technological changes corporation was not providing better services to its customers so its business was not increasing rapidly. In 1979-80, corporation’s net business was Rs. 2744.33 crore from individual policies and Rs. 5262.06 crore in Group Insurance policies. After fourteen years from 1980 to 1994 with technological development in 1994 its business became Rs. 42017.23 crore from individual and Rs. 38728.88 crore from Group insurance. Corporation achieved this good target only by the technological changes. At present policyholders are satisfied with the services of the corporation. They are receiving good, fair and prompt services from the organization. This fact is well reflected in recent surveys of different marketing and media bodies. LIC is continuously maintaining No. 1 position in service sector. Life Insurance Corporation is adopting new technologies day by day. Recently Corporation has gained the premium income of Rs. 13,500 Crore in his financial year 1995-96 and insured 110 lakh people in India. Commission of corporation’s progress before technological changes and after technological changes is given below:
HUMAN CAPACITY AND ATTITUDE:

Since 1971, new technologies are continuously implementing in the corporation. Before 1971 some ordinary technology was used. The chairman of the corporation had decided in 1971 with the consent of Government of India for introducing computer in the corporation. Trade Unions and all employees had opposed the computer. They were thinking that after the installation of computer in the corporation, employees would be shorted-out, promotions of the employees would be stopped as well as there would be no new recruitments. The biggest union of the corporation, All India Insurance Employees Association had also opposed that new technology forcedly. The top management of the corporation were assuring the employees that after the installation of computers, no employees would be shorted-out and promotions of the employees would not be shorted-out and promotions of the employees would not be stopped. Top management was saying that the purpose of installation of computer was only providing good services to the policyholders and maintains properly all records of new business and in force business. AIIEA had not believed the verbally assurance of the management and they wanted the above assurance in writing as well as AIIEA had decided to go on a long strike.
Seeing the position critical, the management of LIC had given a written assurance and an agreement had been made between the management and the trade unions. In that agreement the following were included:-

- No employee of the corporation would be shorted out
- Promotions of the employees would not be stopped
- Fresh recruitment would not be stopped
- Computers would be installed only in Divisional offices and big branches only.
- Operating staff for computer would be selected among the permanent employees of the corporation.

After the above agreement, new technologies i.e. computers began to install in the offices. The attitude of the management, Employees, Trade Unions and Policyholders about the new technologies are as follows:-

**MANAGEMENT ATTITUDE:-**

Management of the corporation became free from all the troubles which were occurred by the working staff of the corporation. Before technological advancement, managers were dependent on the employees for all kinds of work and now due to introducing new technologies all the work of the office can be done by and of the employees. New business of the corporation have increased after the implementation of new technologies and it has became
very easy to maintain all the records of new business and in force business
Managers of the corporation says that since the fax machine has came into
the corporation, any confidential written message can be sent within one
minute without the help of class III and class IV employees. The
management of the corporation became free from all the worries about the
office work and providing services to the policyholders. Because half of the
services are automatically provided to the policyholders with the help of new
technologies.

After all, the management of the corporation is very happy and satisfied with
the implementation of new technologies and now they want that more new
technologies should be implemented in the corporation time to time.

EMPLOYEES ATTITUDE:-

Many employees of the corporation had became happy with the
implementation of new technologies and some employees were not satisfied
and were angry because they thought that after the implementation of new
technologies their monopoly related to office work would be finished.

The researcher has found that some employees of the corporation are not
satisfied with new technologies and they are very sad because their daily
output of office work is used to known by the supervisor with the help of
computer and they want to throw this new technology i.e. computer. Such
type of employees is in a small number. The researcher found that the attitude of mostly employees about new technologies are very good and satisfactory they want that more and more new technologies should be introduced in the corporation as required.

TRADE UNIONS ATTITUDE:-
Trade Unions had not want the implementation of computer but they realized that the new business of the corporation is increasing day by day, and without the help of new technology, it would be very impossible to maintain all records of business manually in coming years and they had given their consent for the implementation of computer. Recently an agreement has been made between the management and the trade union for full computerization and networking of all the office of the corporation. For full computerization, trade unions has demanded a extra increment for all class III and class IV employees and it has been given to all those employees.

The attitude of trade unions is not in opposition for implementation of new technologies but they want that due to implementation of new technologies, there should not be any danger in employee’s service and their career. They say that they know very well, the implementation of more new technologies
is very essential for providing better services to the policyholders, spreading new business and maintain it and compete in the international market.

POLICYHOLDERS ATTITUDE:-

When new technologies had introduced in the corporation, policyholders and people had became very happy. After implementation of new technologies, they began to receive all kinds of services timely, before 1971 people were not interested to be insured because in that time corporation was not providing proper services to its policyholders but now the attitude of policyholders and the people have changed and 90% policyholders are satisfied with the services of the corporation and they are taking interest in corporation's policies. During the investigation, the researcher has found that 90% policyholders and 65% people of the society have welcomed new technologies - implemented in the corporation and they say that it is necessary for the corporation to adopt more new technologies.

Thus, knowing the attitude of the above parties it can be said that new technologies have been welcomed by the management, employees, trade unions and the policyholders. With the introduction of new technologies, the new business of the corporation has increased, investment of the corporation has also increased and customers are satisfied with the prompt services of the corporation.
IMPACT ON THE MANAGEMENT OF HUMAN RESOURCE:

In Life Insurance Corporation, the purpose of the management basically is to achieve maximum output with the minimum input. The extent to which the management has achieved its goal only by developing new technologies in the corporation.

In the field of human Resource Management, technologies has impacted the management by introduction of Electronic data Processing, Computer application in personnel.

Since the new technologies have been introduced, the management of the corporation has achieved these goals:

- Improvement in work culture
- Maximum, optimum use of installed facilities
- Increasing productivity
- Generating profits through control of cost
- Customer’s satisfactions.

In near future widespread computer applications in selection, manpower planning, manpower, manpower inventory, compensation, absenteeism, management development, etc, is evident. In Life Insurance corporation we have not even started to scratch the surface and the sky is the limit.
escalating practice of computer and EDP is expected to give rise to three possibilities mentioned below which will alter the entire Human Resource Management Functions.

1. Through integration of personnel function in the general and top management policy making and decision making role.

2. The function itself will exhibit more objectively, effectiveness, and systems orientations.

3. The personnel experts will sharpen their own concepts tool and techniques and make a more direct contribution to the general process of industry and business.

These development changes may change many of the concepts and practices prevalent in general in the personnel, and several predictions can be made as to the future direction of this function. Forward planning by the personnel departments can be accelerated, and personnel managers will have an opportunity to participate more in top management decisions that affect the future planning of the corporation.

**Reasons for utilization:**

The various arguments cited by different owners for installing personnel EDP systems include:-

* To expedite record and report preparations
* To provide facts quickly.
* To improve facts quickly
* To provide for rapid and accurate classification and reclassification of data:
  * To establish systematic and efficient procedure
  * To provide more comprehensive data.
  * To improve overall control
  * To permit cross comparisons of inter departmental data.
  * To reduce costs and
  * To improve long range planning.

**Use of EDP Systems**

The EDP system is utilized for different purpose and in different degrees which generally include processing of variety of records and reports. The major classification of these comprise of:-

Selection & placement Category includes employee history cards, selection data for promotion transfer layoff recall roster of applicants and their qualification job specification and test score analysis.

General classification and Analysis Purpose:-
Such information as employee census reports, skills inventory profiles
communication media effectiveness attitude survey analysis were among the
data covered.

Merit rating reports include scores made by individual on the respective
traits evaluated.

A tally of suggestions and grievances is usually classified by individual
responsible than by department divisions and the overall company.

Records of education and experience and as well as overall manpower
development analyses.

By far the greatest use of EDP since for payroll data tax reports income/
deductions the employee gross earnings are recessed more frequently. Other
records often incorporated in the EDP system are payroll records salary
payroll pension receipt records fringe benefits records average wages or
salaries profit sharing and bonus reports incentive earnings, sick leave costs,
and illness and accident costs. These all help in effective payroll
administration.

**What are the Problems:-**

Inevitably a variety of problems had been encountered in operating
personnel EDP programs. More than 50% of the companies utilizing it has
some trouble in controlling the accuracy of input information some
organization had difficulty in foreseeing their requirements of records and reports for future planning changing over to EDP co-ordination work between personnel and the computer center, programming and designing records and tailoring EDP to fit personnel needs were other trouble spots officiated.

**Advantage of EDP:**

Despite the problems over there forth of the divisional office replied that personnel EDP installations improved payroll accounting speeded up handling of personal information's and made possible less expensive and more accurate personnel records and reports. Uniform data, improved cross comparison and analysis of data more accurate forecasting and planning tighter control of personnel operations and better managerial decisions on personnel matters were other benefits pointed by same divisional offices.

Thus, it can be concluded that EDP plays a very significant role for harnessing human development a system as yet only utilized the records and reports required for sound planning operating and controlling personnel area continue to grow in number and complexity effective and prompt decisions can not be made without facts or with partial facts only and EDP provides an orderly systematic and fast approach to gathering coordinating and
reproducing vast areas of personnel information for superior to manual operation an data lesser cost.

**IMPLICATIONS**:-

It has been realized by the management of the corporation in 1971 that the new business of the corporation was not increasing as it should be increased. During last few years, they tried to find out the reasons. Many discussions, seminars an analytical work had been dome to analyze the reasons. At last they had found the reasons of not increasing new business. The reason was the policyholders were not satisfied with the services of the corporation and the corporation was unable to provide better services to its policyholders because at that time there was the lack of new technologies.

Corporation had decided to implement new technology i.e. computer. Initially trade unions were not in favor of computer and they had opposed. Many negations had been made between the management and leaders of the trade unions and it had been decided that the computers would be installed in the corporation as per trade union’s conditions.

When the corporation had started the installation of computers, many problems had come before the management. There were no roamed staff for operating computers and the corporation could not recruit new staff for computers ass per trade union’s agreement. The corporation had faced the
problem of trained staff and had started to give sufficient training about the operations of the computer to its staff but the staff could not be full trained and many errors had appeared in the work so the corporation had decided again for providing training by the manufacturer of the computer and after few months the staff had became fully trained and they had stated to do office work with the help of computers in place of manual working.

An assurance has been given to the trade unions by the management of the corporation before the installation of computers that the promotions and fresh recruitment would not be stopped but after installation of computers, promotions and new recruitments had became very slow.

Now all the branches of the corporation are being fully computerized. In this respect as kipper the demand of the trade union, one extra increment is provided to employees engaged in this respect.

Hence, on one hand the trade unions demand is adhered and on the other hand management is satisfied that it has successive in implementing the phloxes.

Recently, the corporation has started a computer training center at Gorgon. In this center, all the office staff of the corporation will be trained for full computerization. Trainers have been selected form open market and some
trainers have been selected among the officers of the corporation at the level of A.D.M.

RESISTANCE TO TECHNOLOGY DEVELOPMENT & AUTOMATION:

The introduction of computer in the corporation has created an atmosphere of impatience, anxiety and fear among the workers. Obviously when technology takes place of man there is an impending danger of unemployment. The labor unions feel that where the computers are introduced, the labor unions feel that where the computers are introduced, the workers become surplus and consequently their retrenchment take place. They also apprehend that even if they are not retrenched then their chances of further promotions would be marred by the introduction of technological development and automation. Further it is also feared by them that the process of employment come to a stand still as the use for scientific appliance reduces the demand of manual labor.

When it is visualized dispassionately at the change the researcher observer that there is substance in workers apprehension about their future due to interlocution of computer n the discharging of various functions for the corporation There is no doubt that use of computers brings for the additional efficiency in the working of the corporation but the resistance of labor
fallout can not be ignored. The programs of this transformation should be phased out to minimize the devil if it cannot be eliminated altogether. The policy should be designed that the existing staff is not thrown out of employment but is assimilated in the process of change.

It is a good sign that the administrators of the life insurance corporation is alive to this resistance and are determined to tackle this resistance thought negotiations with the trade unions. They held a full dressed meeting with tem to discuss the entire issue and to ascertain the areas of agreement with them. After the hectic affords the corporation and trade unions came to any understanding. Consequently a memorandum of understanding between them was framed. It consists of the following points:

1. Life Insurance Corporation of India would embed a program of phased introduction of new technological development and automation.

2. As provided in the scheme, the life insurance corporation restates that there would be no retrenchment consequently to introduction of new technologies.

3. It is agreed to between the corporation and the trade unions that introduction of new technologies would not result in ban on necessary fresh recruitment. It is envisaged that with the
introduction of computer, business would expand and the industry would continuous to recruit to manpower commensurate with the organizational and premium growth, expansion in business and operations and increase in documentation and claims.

4. While there would be some re-development of employee’s consequent to introduction of computer there would be no compulsive transfers outside city/town of posting as a result of computers.

5. There would be no recruitment on temporary employment basis for computers.

6. Members of staff in class III i.e. Assistant/Higher Grade Assistant directly employed in the operation of computer would be trained as outlined by the life Insurance Corporation for the function.

7. Functional Allowances for the computer staff would be paid.

8. Substantial part of the microprocessors (computers) and support materials would be owned by the life insurance corporation.

9. A suitable structured grievances machinery would be set up at various levels of offices to process and decide upon employee’s
grievances arising out of introduction of microprocessor at the same time, it was the intention of the management to introduce for system of grievance redressed of employees generally.

10. While finalizing improvements in the promotion policy, on exercise which was in hand Life Insurance Corporation would take the impact of introduction of microprocessors into consideration.

11. There would be output norms for Data Entry operators fixed at 1000 key depressions per hour.

12. After having recruited 60 system analysts and analyst’s programmers would be through promotions/transfers within the industry.

13. Corporation would embark upon adequate and appropriate training programmed of all the required to be trained.

14. Process of consultation with the trade unions would be an ongoing regular exercise with formal meetings as and when necessary.

After above memorandum of understanding between the trade unions and the management, corporation has started the installation of computers. In 1990, the management of the corporation felt that there should be full
computerization of the branches because new business of the corporation was increasing rapidly and the corporation has realized that in coming years there would be impossible to provide better services to the customers and compete international market in the field of life insurance. They decided to do full computerization all branches and networking but the trade unions have opposed forcibly. The leader of the trade unions were not want to full computerization of all ranches and net working and they decided to go on 2 days strike. Trade Unions had done may strike up to 1993 against fully computerization. A agreement has been made between the management and the trade unions. According to that agreement a extra increment and the trade unions. According to that agreement a extra increment has been given to all calls III & IV staff in the place of full computerization and networking. With the consent of trade unions corporation has became free from this worry and has started full computerization of big branches.

FUTURE PROJECTION AND DEVELOPMENTAL NEED

With steady growth in the annual business of the corporation over the year, the number of policies serviced have been steadily increasing and the number of offices have also considerably increasing and the number of offices, it is right now to have a look at future projection and developmental need and work system in the corporation so it will be possible to improve
services to the policyholders. The size of the corporation does not impair its efficiency so long as timely and effective measures should be taken for future.

The researcher has found after the survey of different offices of the corporation that in coming years, the speed of increasing business will be very fast and the corporation will be unable to maintain the record of new business systematically and will be unable to provide services to the policyholders. It necessary for the corporation to develop their resources and adopt modern technologies to meet the requirements and challenges more reality. In the endeavourer the corporation should introduce he following at their end.

1. **FRONT-LINE COMPUTER:**

   Corporation should install Front-line computer systems in all branches. Under this system, three areas of the branch will be computerized. They are as follows:-

   1. P.S. Enquiry
   2. New Business
   3. Cash

   In each area the P.C. will work the following jobs:-
P. S. Enquiry: there will be a p.s. Enquiry counter. This counter will provide the following information:

- Revival Quotation
- Surrender Calculation
- Loan Calculation
- Change of Address
- Loan schedule
- Information about status of policy.

New Business:

- Exact premium calculation
- N.B. Data Capturing from proposal form
- Proposal Number will be allotted
- Proposal Register and Review Slips will be prepared
- Underwriting Suggestions will be made be the computer
- After the decision of the underwriter, proposal deposit schedule will be adjusted by the computer.
- Policy Number will be allotted
- Acceptance letter along with First premium Receipt will be prepared.
- First premium Commission will be released
- premium Income of Dev. officer will be released
- Policy printing
- Policy dispatch register will be prepared
- Medical bills of Doctors will be prepared
- Completion Register will be prepared every month
- Proposal deposit schedule will be prepared

**Cash Counter:-**

- All sort of collection
- Premium collection
- Calculation of premium, late fee/interest
- Automatic updating of master file
- Premium, policy, Proposal, Miss, deposit register will be prepared
- Paying slip-bank wise will be prepared for cheque and cash.

There should be two terminals each in cash, N.B. and P.S. enquiry. Naturally two persons will be handling the P.C. in each department. At the movement if we analyze the whole data in particular reference of “A” Branch, which is selected as pilot branch, then we find that altogether eleven employees are there in cash, 21 employees in N.B. department and sales department and suppose two are involved in P.S. enquiry, then even by this the total no of surplus or redundancy will be, amazing. Initially for giving the data support,
employees might be utilized but ones the data is completed the actual need
will be reduced to six only. As no signature other than the cashier will be
required the supervisor will be also redundant. Since the recorded will be
maintained by computer, the record clerked, will be required, the supervisor
computer, the record clerks, will be redundant. As review slips, policy
document and all related documents/statement/register will be prepared by
the computer, the typists will not be required.

And above all who knows whether the system itself will prove once again
backdated to the time, thus making the Front-line system itself redundant
like I.B.M. Data Entry Machine, DCU and Electronic Cash Register.

PROPERLY MANAGEMENT SYSTEM (PMS)

The properly management system consists of a number of individuals
programs, that together manage the front and back office system.

Corporation should make program for adopting the P.M.S. The functions of
P.M.S. are highlighted in the table some of the few benefits of PMS as
follows. *1*

1. To improve operational efficiency by eliminating repetitive
tasks and by having information current and readily available.
2. To improve policy holders service through accurate, faster dissemination of information and new opportunity to keep track of policy holders likes and dislikes.

3. To improve internal operational by a level of standardization that is difficult to establish and manta in a manual system.

4. To save money by improving efficiency, reducing payroll and criminating outside service bureau costs.