CHAPTER-V

CONCLUSION

According to the conception of human resource management, it requires efficient use of human resources. This is ensured by various activities directed towards the area of management. Among these activities there are, for example, the recruitment of employees, development, strengthening of relations, mutual inspiring, communication strategies, implementation of correct working processes and systems used by individuals and groups.

With the advent of globalization, organizations today are seen to be increasingly operating in the global village Markets have been seen to expand tremendously where older products have undergone a makeover and the new ones are showing a market dependence on technology. The struggle for limited resources at the global level seems to be perennial concern being faced by organizations. This has made the competition between organizations, to survive and excel in the market, more actuate than ever before. Thus, it has become essential for organizations to have a proper system in place that can deal with achieving results for, with, and through people.

“Managing business organizations requires an integrated approach among its several functional areas—marketing, finance, operations, information, and human resources”. (Haldar Uday Kumar and Sarkar Juthika, 2012
Human Resource Management, Oxford University Press, Delhi). In spite of increased dependence on technology, human beings can surely make a difference to the way organizations work. Hence among all the disciplines, human resource management (HRM) will be one of the most critical functions in the organizations of tomorrow.

Human resource management is the art of making people more effective than they would have been without a manager, and a science for having a systematic approach behind every action. It is the study and practice of increasing the enabling capacities of individuals, groups, collectives, work force, and organizations through the development and application of managerial interventions for the purpose of organizational growth and effectiveness. Activities involved in managing human beings are pervasive throughout every organization. Irrespective of the size of the company and nature of the business, the presence of a formal system of managing the human resources has become mandatory toady.

Personnel management deals with the development of human resources and performs the role of a multiplier of one of the inputs that the company needs to meet its goals”. The main purpose of human resource management therefore lies in the preparation of job description and the establishment of working conditions suitable for the development of human resource potential”. (Charvatova, and Veer der van, 2006, Communication and Human Resource Management and its compliance with culture: International Journal of Human and social sciences pg.14) (Huselid MA 1995, the impact of human resource
management practices on turnover, productivity & corporate financial performance, Academy of Mgt. Journal, 38,635-672) Huselid found that HRM practices such as employee recruitment and selection procedures, compensation and performance management systems, employee involvement, and employee training have a significant impact on employee turnover and productivity, and on short and long term corporate financial performance.

Strategic management theory differentiates between enterprises, corporate, business-unit, functional and operational strategy. With reference to these strategy levels, corporate communication strategy is conceptualized as a functional strategy, providing focus and direction to the corporate communication function. Acting as a framework for the communication plans developed to implement the strategy, it makes the corporate communication function relevant in the strategic management process by providing the link between the organizational mission and communication plans. Corporate communication strategy is seen to be the outcome of a strategic thinking process by senior communicators and top managers taking strategic decisions with regard to the identification and management of, and communication with, strategic stakeholders.

Human resource development and corporate communications are closely interrelated and should be inseparably interlinked. With a view to pave the way for overall development of employees, they should be adequately empowered. Empowerment is the process of passing authority and responsibility to individuals at lower
levels in the organizational hierarchy to ensure a greater degree involvement. Empowerment does not mean delegation of power; rather, it means bringing the balance of power. After the successful completion of a task, great leaders say, ‘we’ve done it ourselves’, this is the characteristic of great leadership (Conger J.A. and Kaungo R.N. 1988, ‘The Empowerment process: Integrating Theory and Practice’, Academy of Management Journal, 13, pg.471-82) show empowerment as a motivational concept associated with ‘ending’ rather than ‘delegating’. Empowerment ensures a greater degree of involvement and a higher degree of responsibility among employees. However, junior colleagues can not be merely empowered. Managers must be sure that employees at lower levels of the organizational hierarchy possess the right mixes of information, knowledge, power, and reward to carry out a particular task.

Information is related to process, quality, customer feedback and events. Knowledge refers to understanding about the work, the business, the total system, and their interactions. Power enables one to act, take decisions about the work, and apply discretion in exceptional cases. It is seen that empowerment ensures involvement. If one is empowered, higher quality products, and services will be delivered. Other benefits include less absenteeism, lower turnover, effective decision making, and better problem solving abilities which in turn, result in greater organizational effectiveness. Empowerment is not an end state, but a process that all human beings experience. An empowerment process involves change. Sometimes, the process appears painful and frustrating. Henkel, et al

**Fig.-11 Dimensions of empowerment**

![Diagram of Dimensions of empowerment](image)

Source: Halder Uday Kumar, Sarkar Juthika as in Patanayak 2006.

These dimensions are communication, value of people, ambiguity, concept of power, information and learning. As per Figure 6-

1. Communication: What mechanism does the organization use for communicating information? If
communicating assertively? How much information is communicated?

2. Value of people: Does the organization value people and their suggestions? How do the people respond to any new innovative ideas?

3. Ambiguity: How does the organization ensure role clarity? Does any problem arise due to possible overlapping roles?

4. Concept of power: How do people perceive power in the organization? What type of power do the managers generally wield?

5. Information: Are people willing to disseminate knowledge and share information with others? Is there trust among people?

6. Learning: Is the organization a learning organization? Or is it a business as usual?

5.1 Barriers to Empowerment

1. The organizational culture of holding power and foregoing delegation prohibits empowerment.

2. Managers are not readily willing to distribute powers on account of bureaucratic attitudes.

3. Inhibition due to negligence and lack of top management participation.
4. Top management seldom pays attention to the problems of the operating core relating to their development.

As regards overcoming these barriers, Haldar Uday Kumar and Sarkar Juthika (Haldar Uday Kumar, Sarkar Juthika, 2012, Human Resource Management Oxford University Press, p519) write that “organizations can adopt two ways, namely, information sharing and restricting. Employees feel frustrated and irritated when they do not know what is happening to the company they are working in. Information sharing fades most of the barriers when management starts communicating information such as market share, product selling, new products planned to be launched, benchmarking results, competitors in the market, emerging threats and opportunities, growth plan, market penetration results, etc on receiving such valuable information, employees, in turn, share sensitive information about the work place with seniors. The reciprocation of information helps growth of empowerment. In the process, a ‘feel good’ attitude is established and employees feel responsible and accountable.”

The writers deo further write, “Managers may also empower employees to operate performance planning comprising goal setting, knowing, and adopting leadership style, work scheduling, and finding alternate methods of working to enhance productivity. Thus, restructuring influences empowerment. Being empowered, the employees understand the goals they have to reach and the ways to achieve them. Employees themselves come out with better ideas, solutions to problems, suggestions, and
proposals. In this way, a culture of self-management develops in the organization, thus promoting the organizational culture as well. The involvement of employees enhances their participation in management and the organization becomes healthy. With the empowered workforce, one can think of forming cross-functional teams”.

5.2 Corporate Communication and Public Relations

The term ‘Corporate communication’ is increasingly being used in practice to describe the management function that is still referred to as ‘public relations’ in the body of knowledge. Corporate communication is regarded as the broader term, encompassing both internal and external communication.

Public Relations

As a matter of fact, there is no theoretical difference between ‘corporate communication’ and ‘public relations’. These two terms are seen to be interchangeable, and the concept of ‘corporate communication’ strategy is therefore based on the following definitions of ‘Public relations’:

Public relations are “a communication functions of management through which organizations adapt to, alter, or maintain their environment for the purpose of achieving organizational goals” (Long & Hazelton, 1987:6 From ‘Strategy’ to ‘Corporate Communication Strategy’: A conceptualization Steyn Benita, APR lecturer).
Public Relations is “the management function that establishes and maintains mutually beneficial relationships between an organization and the publics on whom its success or failure depends” (Cutlip, center & Broom 1994:1)(Ibid).

Public relations are concerned with “assisting organizations to both formulate and achieve socially acceptable goals, thus achieving a balance between commercial imperatives and socially responsible behavior”. (Kitchen 1997:8) (Ibid).

The emphasis in these definitions is on corporate communication as a management function identifying and managing issues and stakeholders/publics; building mutually beneficial relationships through communication with those on whom the organization depends to meet its goals; and assisting the organization to adapt its environment by achieving a balance between commercial imperatives and socially acceptable behavior.

There are many approaches to the roles of business in society as a metatheoretical framework like shareholder approach, social responsibility/ethical approach, the corporate social responsiveness approach, the corporate social performance approach, the issues approach, the corporate community approach etc; the present research scholar thinks it relevant, in human resource development context, to discuss the “Corporate Community” approach.
The ‘Corporate Community’ Approach

The corporate community approach to strategic management became prevalent during the 1990’s and onwards. In the Information Age, wealth is regarded as a function of information, vision, and properties of the mind. In a new economic system where stakeholders are recognized as partners who create value through collaborative problem solving. Modern stakeholders work with managers to improve their own benefits while also enhancing corporate profitability. Business creates wealth by integrating stakeholders work with managers to improve their own benefits while also enhancing corporate profitability. Business creates wealth by integrating stakeholders into productive whole – a ‘corporate community’. This is not done to be socially responsible, but because it provides a competitive advantage.

In a corporate community approach, the role of the organization is to integrate the economic resources, political support, and special knowledge of each stakeholder offers, referring to “the capital, resources, financial discipline, and the investment wisdom of shareholders; the talents, training, dedicated efforts, and problem-solving capacity of employees; the deeper understanding of products and services provided by actively engaged consumers; the supporting capabilities of committed business partners; and the economic guidance of government” (Halal 2000:12)

Managers therefore have a new role in the modern organization: to act as stewards in forming a political
coalition that draws together these resources and transforms it into financial and social wealth (Halal 2000:13, as quoted by Steyn Benita “From ‘Strategy’ to ‘Corporate Communication Strategy:’ A Conceptualisation Dept of Marketing and Communication Management Faculty of Economic and Management Sciences University of Pretaria, South Africa 0002) Stewardship is not intended to ‘do good’ as understood in the social responsibility/ethical approaches (which is why the latter had limited effect). Corporate community involves pragmatic, two-way working relationships where the benefits each group receives are balanced with the contribution it makes. In a knowledge economy, management’s strategic role is to facilitate joint problem solving among corporate stakeholders, because stakeholder, collaboration is the key to creating economic wealth.

**The Levels of Strategic Management**

As strategy development takes place at different organizational levels, as regards human resource development in relation to corporate communication, functional strategy is important.

Functional strategy contains the details of how the functional areas should work together to achieve higher-level strategies and is most closely associated with strategy implementation. Functional strategy thus involves what should be done in each of the key functional areas, given the specific emphasis placed on them and the resources allocated.
Each functional area makes its own unique contribution to strategy formulation at different levels. In many organizations the marketing function represents the greatest degree of contact with the external environment, gathering information on strategic stakeholders such as customers. In such cases, marketing plays a pivotal role in higher-level strategy development (Harrison & St. John 1998,208-209 Ibid) focusing on the support of business-level strategy and the achievement of financial goals. Marketing strategy evolves from cumulative pattern of decisions made by employees who interact with customers and perform marketing activities and is oriented towards exchange relationships with stakeholders in the task environment.

Other value-adding functions are for example human resources, information systems, finance and accounting, and research and development. Until fairly recent, HR activities were considered to be more administrative than strategic. While some HR departments are still-primarily concerned with avoiding peoples’ problems (strikes, turnover, lawsuits, unions) others are actively involved in the formulation of strategies. They serve a co-ordinating role between management and employees, and between the organization and external stakeholder groups including labour unions and government regulators. The pattern of decisions about selection, training, rewards, and benefits creates a human resource strategy.

The role of information systems in organizations has also changed fundamentally since the early 1980’s.
Computer technology revolutionized the way organizations do business. In some organizations, an information system department plans computer use organization-wide. The pattern of decisions about how to make use of information systems creates an information system strategy.

It is critical that functional managers understand the linkages and interdependencies among the value-adding activities in the different functional areas since each area is part of a larger system and co-ordination among the sub-systems is essential.

Functional strategy should be oriented towards supporting the enterprise, corporate and business level strategies. Each functional area has its own primary stakeholders. e.g. marketing focuses on exchange relationships with customers; human resources on relations with employees, labour unions, regulators; and corporate communication on communal relationships with employees, the media government and communities.

With a view to bring about human resource development, an organization has to focus on the core activities like talent management and employee engagement, competency enhancement, training and development, reward system and compensation management and developing workers and sub-staff. These points are discussed underneath in context with the findings the present research scholar has arrived at in the preceding chapter.

Performance of any organization mainly depends upon the talents and potential of its employees. Provided
the pool of talents available with an organization is properly used, remarkable difference in the organizational success and stability can be brought about. The term, talent management is ‘the implementation of integrated strategies of systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining, and utilizing people with the required skills, aptitude, and attitude to contribute towards the achievement of an organizations present and future objectives and goals’ (SHRM: Society of Human Resource Management).

With a view to nurture and nourish the need of talent management, an organization has to ascertain its human capital needs and devise ways and means to meet those needs”. Procuring the right people with the requisite knowledge and right skills for the right job is the main purpose of talent management” (Haldar Uday Kumar, Sarkar, Juthika- ‘Human resource Management’, OUP Delhi). The focus of talent management is to be more on management and executive positions. It has a direct and a quantifiable connection to the overall business risk management, business improvement, and cost management.

Individual and organizational development is the leitmotif of talent management. Organizational culture which is people friendship forms the care basis of talent management. Decisions connected to shape and mould competencies of organizations consequently leads to ‘path and pace’ of employees’ carriers”. Talent management practices have a crucial impact on the society”. (Ibid).
In most of the surveyed organizations, it has been observed that HR’s accountability is clearly defined. It has also been observed that human resource personnel work in tandem with the communicator. This unison naturally leads to the uniformity of messages relayed and the employees working in different departments are led to hone of their skills to work on the schemes related ultimately to the successful outcomes of their efforts. While doing so, if problems crop up, employees’ first tendency to solve them is firstly on their own initiative and secondly with support of their colleagues. This is how the talent works individually and also collectively. In this connection it is worth quoting (Charvatova D, and Veer Van der C.G.2006, “Communication and Human Resource Management and its compliance with culture. International journal of Human and Social Sciences 1:1) that the performance of goals is determined by corporate culture, human resource management and functional support systems. The outcomes are also influenced by the communication system, controlling and suitable organizational structure. The fulfillment of goals is based on the ability to respect and adapt to current conditions and environment, provided there is a clear and shared company strategy”.

Again the overwhelming positive response to the question whether there is the regular review of communication policy for its effectiveness and compatibility, the 38% respondents said ‘Yes’. This trend again is a pointer to the organisations’ ability to utilize its talent pool. “Understanding the impact of HRM”, say Garry A Gelade and Mark Ivery (2003) (Gelade A. Garry, Ivery Mark, 2003, The Impact of Human Resource Management
and climate on organizational Performance. Personnel Psychology, 56,383-404), decisions on employee attitudes and behavior, and the potential effects on organizational performance, has considerable practical importance for local management as well as for central HR practitioners”.

5.2 Nurturing Talents: Performance Management System

Enabling employees, through different processes like training programmes, seminars, workshops, brainstorming, participation in decision-making, delegating authority, rewards and recognition, promotions etc refers to talent nurturing. Nurturing talents is done with a view to achieve business goals. Every employee for whatever role he plays is brought within the compass of performance management system because each of them has a bearing on business performance. Performance is behavior related activity directed towards achieving an organization’s missions and business goals; e.g. products and services result from employees’ workplace behavior. “Performance management is the means through which managers ensure that employees’ activities and output are congruent with the organization’s goal. It is central to gaining competitive advantage, and comprises three phases, defining performance, measuring performance and taking a feedback on the performance”. (Haldar Uday Kumar, Juthika Sarkar 2012, Human Resource Management, Oxford University Press , p.91).

Talent Development
Improvement of knowledge, skills and performance of an employee is essential for a steady growth of an organization. In the surveyed organizations, the training practices have been found existent but sporadic and only need-based. “Training is an HRD mechanism that improves the knowledge, skills and performance of an employee.” (Ibid). Most of the organizations that identify specific training needs prior to training people can effectively fulfill the earmarked objectives. Trained and developed talents have a greater probability of staying and growing in a company. As human resources are considered an asset of an organization, these assets can get depreciated unless they are upgraded as per the changing demands of environment. Effective training can develop the manpower appropriately. Training and development represents an ongoing investment in human assets which is one of the most significant investments in an organization. Corporate communication skills help the organizations to provide necessary training and opportunities for growth and development of their employees.

**Training & development: Impact of Corporate Communications**

Organizations can no longer remain static and survive in today’s business environment unless they develop the strategies for new skills and competencies to perform effectively. Corporate communication is inseparable part of training and development. The methods used in training are dependent upon the trainee’s skills. While planning a training programme, organizations must consider the existing and required communication skills in
trainees and the trainers. Lecture or presentation method, group discussion method, huddle method, buzz method, symposium, seminar, conference, panel discussion, workshop, role play, in-basket exercise method etc. are some of the effective methods of training. The critical success factor for training depends upon the corporate communication skills of trainers. Corporate Communication skills not only mean the verbal delivery skills but also include paraphrasing, summarizing, questioning, facilitating, giving and also receiving feedback. Corporate communication is a compulsory tool in training and development programme. It plays an important role not only in assessing training needs in organizations but also in sending information to the employee trainees about the training sessions. The study reveals that without effective network of corporate communication skills, organizations can not plan and implement training and development. All managerial skills must have effective corporate communication system which can control all the managerial activities like planning skills, leadership, networking with other departmental heads and managers, skills for managing change, project management, coaching and mentoring skills. Thus, corporate communication has strong impact on training and development programmes of employees in the organization.

**Rewards and Recognition**

Rewards and recognition play a crucial role in developing the levels of motivation, commitment, and loyalty of employees towards the organization. Rewards are often linked with performance. Rewards also help to
promote the desired values, attitudes and behavior. Rewards are further linked to the quality of work and improvement. Rewards need not be of a high cost. They can also be of a low cost value such as a token appreciation reward.

“There are many companies where rewards are linked to career advancement or development. It is important that the reward system must be structured, documented and communicated to the employees. The system should be unambiguous and objective. This is essential to avoid demotivation of those who aspired, but did not receive any reward”. (Haldar Uday Kumar, Sarkar Juthika, 2012, “Human Resource Management” Oxford University Press, p-101)

**Employee Engagement**

“The foundation for an engaged workforce is established by the quality, depth, and authenticity of communication by HR and senior management”. Each employee has a reservoir of knowledge and skill base to his credit, which must be fruitfully utilized. An organization should not have any negative feeling or opinion about the people who are striving for its profits. It is impossible to work and produce results, if the sources are inadequate. The employee must be provided with all that is required. The resources include both tangible and intangible benefits, intellectual properties included. The senior management has to communicate to the employees about their role, expectation from them with regard to the assigned work, the organization’s values, vision, mission, and other
relevant information, to energize them and to keep the wheel of production moving. It is equally important to identify the right kind of job profile for an individual, keeping in mind the person’s aptitude and capability. Furthermore, it is essential to identify their shortcomings, knowledge, and skill gaps, and conduct training programmes and workshops to bridge those gaps.

All individuals need motivation; be it intrinsic or extrinsic. It is important to recognize the goods work done by one’s junior colleagues. “Even positive sensory gratification is a way of recognizing their efforts. One must remember to praise in public, and criticize in private; reward them at the opportune moments; and most importantly, celebrate both accomplishments and praiseworthy efforts, even those that could not bring a tangible profit, but created an avenue for success in future” (Haldar Uday Kumar, Sarkar Juthika2012).

Competency Enhancement

Competency framework holds five core clusters thinking, relating, leading, self-managing and achieving. An organization can develop its competency framework in different ways. Generally, companies draw their competency framework keeping in view their occupational standards. Frameworks developed in this way are often linked with progression towards recognized qualifications. Many organizations develop their competency framework through an internal research programme for which they engage advisors from consultancy services. The method of developing framework ranges from importing an existing
and available package to developing the entire framework from scratch by departmental experts. The best solution usually lies between these two extremes namely, internally generating a framework that builds relevance in business and done by adapting the existing models that have already been widely used and have been proved successful.

It is evident that the surveyed organizations have not been observed to have developed a competency/behaviour framework with a view to effectively manage performance and progression. However, many managers find it worth their while to develop such frameworks, owing to the lack of development of competency framework, managers fail to achieve their individual goals. Thus, the goals of the organization remain unachieved. “The most common reason for this failure is that people are not adequately trained and they do not see the benefit of the framework”. (Haldar Uday Kumar, Juthika Sarkar, 2012)

Hemlata and Thaikachalam (2005) have suggested the following tasks for competency development:

1. Synthesizing business vision, mission, policy, objectives, goals and strategies
2. Defining performance effectiveness criteria
3. Identity
4. Data collection and analysis
5. Proposing competencies
6. Validating competency model
7. Application using tools
8. Factors to be considered for generating competencies, (Hemlata, M; and Dr. Thanikachalam, 2005, Developing a competency set for integrating the HRM in a Manufacturing Industry Indian Journal for Training Development (vol. XXXV No.2 April-June PP 88-155)

The figure below illustrates different aspects of competency mapping, competency identification and competency assessments:

**Figure 12: Aspects of competencies mapping, identification & assessments**

**What affects competency mapping**

- Management philosophy
- Customer requirement
- Business needs
- Business process

**Why competency mapping**

- Right sizing
- Quality manpower
- Higher performance
- Organization core competencies

**Tools of competency mapping**

**Competency identification**

- Task forces
- Benchmarking superior performers
  - By HR specialist
  - By self and superior
- Job experts
- Questionnaire
- Interviews
- Group work
- Industrial engineers

- Self and superior assessment
- 360 degree feedback
- Assessment centre
- Interviews
- Case study
- Role play
- Psychometric tests
- Management games
- Scenario discussion
One of the major factors of competency building is to initiate the processes of effective team building and to take stock of organizational culture and organizational climate. Organizations are undergoing sea changes over the last decades as they step into the new digital world through the roads of globalization, privatization and modernization. Rapid advances in telecommunication networks have heralded a 24x7 culture that emphasizes only productivity. The work climate too is important as people are no longer wedded to the organization and are searching for better opportunities. Thus organizational culture and organizational climate represent the underlying philosophy and summary perceptions of members of any organization respectively. Organizations differ in their customs, traditions, in what is valued, their ideas, functions and how they operate. We might find it hard to differentiate between organizations as we may be descriptive or evaluative in approach. Thus, there are organizational characteristics that help in understanding the organizations which exert strong influences on the organizational members, performance and overall effectiveness.
Organizational culture and organizational climate are important among them.

**Effective Team Building**

A common task and complementary contributions are essential to a team. An effective team may be defined as that which achieves its aim in the most efficient way and then is ready to take on more challenges if so required. Simply stated, team is a group of people working together towards a common goal. “A team is a collection of individuals with interdependent roles working for some goals which are also congruent with the individual goals”. (Dr. Gupta M.L. Pyngavin Rajesh-2012) (PRESTIGE International Journal of Management & IT, Effective Team Building in Relation to organizational culture & organizational climate in Banking Sector). Sanchayan, Journal vol 01 Nam-1 2012 ,p-52). A team has several characteristics like interdependence, common goals, distinct roles, and congruence between individual and team goals.

In recent years, team building has become one of the most popular and widely used interventions for improving the management of industrial and government organization. Most commonly team building has been used for enabling managers who either work together or in some way organizationally related to co-operate and share skills and knowledge so that their work is completed more effectively and efficiently. The cognitive learning provides a roadmap for organizational development through team building.
5.11 Organizational culture

Culture is defined as the cumulated beliefs, values and assumptions underlying transaction with nature and important phenomenon. Culture is reflected in the artifacts, rituals, design of space, furniture and ways of dealing with various phenomena. Thus, various terms are used in the context of organizational culture like values, ethics, belief, ethos, climate, environment and culture. Ethics refer to normative aspects as to what is socially desirable. Values beliefs, attitudes and norms are interrelated. Interaction between beliefs and values results in attitude formation which in turn produces norms.

When these get institutionalized or get integrated, we have a social phenomenon. Culture is reflected in the ways adopted to deal with the basic phenomenon.

Organizational culture is, “a pattern of basic assumptions-invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration, that have worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems”. Alasuutari Pertti (1995) Researching Culture and cultural studies: sage. In general, it is clear that culture both prescribes and prescribes individual behavior in organization.

“Organizational culture has powerful consequences in terms of influence on individual, group behavior and overall organizational performance. A wise, top management group will periodically examine the culture of
its organization to assess its functionality and dysfunctionality in terms of present and future challenges and opportunities”. (Dr. Gupta M.L, Pyngavil Rajesh S, 2012 July-Dec, Effective Team Building In Relation To Organizational culture and Organizational Climate in Banking Sector: An Inter-correlation Analysis. ‘Sanchayan, Prestige International Journal of Management & IT Vol.1).

**Organizational Climate**

Climate can be defined as the perceived attributes of an organization and its subsystems as reflected in the way an organization deals with its members, groups and issues. The emphasis is on perceived attributes and the working of subsystems. Organizational climate reflects the summary perceptions held by organizational members towards their organization”. It represents a conceptually integrated synthesis of organizational characteristics and depends on the perceptions of the organizational members about different dimensions of the organization”(Ibid). It influences behavior of individuals in the organization and a very significant role in attainment of organizational goals. Thus, organizational climate is a leading indicator of organizational achievement.

Thus, organizational climate generally represents the psychological state that is strongly affected by organizational conditions like structures, systems and managerial behavior. It is basically the perception of how things exist in the organizational environment that is composed of several dimensions which in turn will depend upon the kind of organization. It is, thus, the manifestation
of the attitudes of organizational members towards organization itself. Thus, organizations try to keep people best fit for their climate which exists in their organization.

Organizational climate is a system of subtle and pervasive interpersonal affective relationships. Climate used in the organizational context consists of a total affective system of the human group including feelings of attitude towards the system, subsystems, super-ordinate system and other systems of the persons, tasks, procedures and conceptualizations. Climate, thus, refers to the relationships in any situation as the people in that particular situation experience these.

Organizational climate is a useful tool for understanding the complexities of the organizations. It may be thought of as a summary perception that people have regarding the organization and is a manifestation of the attitudes of the organizational members itself. Research on the same theme and its various determinants is important for enhancing organizational effectiveness.

**Organizational culture, climate, teambuilding and Communication Strategy**

Creation and sustenance of organizational culture, climate and the process of team-building as well, largely depend upon corporate communication strategy. Middle and top level management must pass all messages up and sideways in time and in good earnest. The messages from the down must also be well attended and taken due stock of their content and cover. Managerial positions must enjoy
full autonomy as far as company policy and practices for implementation are concerned. In most of the surveyed organizations, communication lacunae have been observed on three levels. Firstly, the managers find themselves as buffers between the top management, which keeps on putting pressure for results, and the organized union worker who to accept the pressure, but put their own pressure with various demands. The managers become pressed between these two forces. Secondly, they think themselves as ‘decision implementers’ rather than ‘decision makers’, and this is the factor that makes them feel that they are not real managers but clerks with a glorified title. The other employees feel that lack of ‘voice’ even to a greater extent. “The biggest complaint of workers is not about emoluments, perquisites or amenities but about the attitude of non-chalance. In this type of situation, the employees move firstly to apathy and alienation and ultimately to unionization with agitation approach. This creates problems in getting results. If they give up that responsibility, the organization is bound to suffer in quality, productivity and innovation”. (Varma S.K.-2005, “Human Resource Evolution”, Dayanand Institute of Education Management & Research, Navi Mumbai, p-70).

Successful companies attach great importance to human resource management and internal communications because they are aware of the value of these activities and of strategic advantage they can bring to the organization. The organizations must always bear in mind that it is necessary to live internal marketing philosophy with creation and sustenance of conducive culture and climate through effective communication for fostering the overall
growth of the company. Effective monitoring internal communications helps offer quality products and services to both markets: internal and external.

Internal marketing with strong chain of support from corporate communicators should be viewed as a management philosophy, rather than a short-term campaign aimed to boost attention to customers. It should really be the convergence of a number of separate business areas and techniques, such as strategic management, quality management, human resources, corporate communications and customer relationship marketing.

The relationship marketing theory should not be limited to three functional areas i.e. internal communications, human resource management or marketing. On the other hand, it should encompass all the tasks needed to meet personal goals with organizational goals to bring about the holistic effect.

**Green HR**

Global warming has made the human race conscious of protecting the natural resources at their disposal. In this context, companies today have started taking initiatives in their own small ways.

Green HR is a concept which helps companies find alternative ways to cut cost without compromising on their overall output and productivity. Organizations today have adopted video or web conferencing as a greener alternative to reduce travel. Some others have resorted to less printing of paper in order to bring down the carbon foot-print. HR
leaders can join hands with the other functional heads and instill in each employee the practice of turning off computers, printers and lights when not to be in use. The need of the hour is for the HR department to come out with more innovative ways and adopt environment friendly practices which will benefit the society.

Today the Human Resource Department does not only deal with employee benefits, employee manuals, standard operating procedures, employee retention, training and development and work-life balance programmes. Now-a-days, employees are becoming more concerned about the environment and climate change and hence, arises the concept of GREEN HR. Green issues are moving up on everyone’s agenda, and it is clear that these issues need to be addressed to sustain the environment. Of late, the need for waste management and recycling has gained so much importance that it is being sensitized in every individual ever since childhood. The Energy Resources Institute (TERI) and Tetra Park India have launched an initiative-‘Cartons to classrooms’. The focus of this initiative is make students aware of the four “R”s – refuse, reuse, reduce and recycle.

Green HR creates a win-win scenario for both the employee and the employer. This is because both have helped the environment. The employee will stay with the company if the company is perceived to be environment friendly. This will help the employer hold onto top talent thereby increasing productivity. A happy employee is a productive employee.
Green teams are self-organized, grass-root cross-functional groups of employees who voluntarily come together to educate, inspire, and empower employees around sustainability. They identify and implement specific solutions to help their organization operate in a more environmentally sustainable fashion. Most green teams initially focus on greening operations at the office addressing such issues as recycling in the office, composting food waste, reducing the use of disposable takeout containers and eliminating plastic water bottles.

This focus on operations in evolving and some green teams are beginning to focus their efforts on integrating sustainability into employee’s personal lives, while others are bringing consumers into the equation and aligning their efforts to support broader corporate sustainability objectives. Employees are more likely to be satisfied with jobs if they work for a company that is perceived to be environmentally friendly. A firm’s financial performance has a little co-relation with employee happiness. Once a company attracts and retains employees, its HR professionals need to transfer those employees’ enthusiasm for green initiatives into participation. For instance, a lot of people are practicing good environmentalism in their homes and their lives. The energy needs to be taken and funneled it into the business. For example, telecommunications company Vodafone has a companywide travel reduction programme requiring every employee to justify why travelling for meetings cannot be replaced with a videoconference. As a result, Vodafone has eliminated 13,500 car travels/ flights per year. Figuratively, that reduction in flights translated to a 5,500 ton reduction
in carbon annually. Furthermore, the savings in hard, cash helped the company to achieve a return on investment to the tune of 10.5 crore rupees.

**Tying Compensation to Sustainability**

A key HR duty is to establish wage ranges and rates for individual job positions, a process that is referred to as ‘compensation administration’. As one strives to implement sustainable business practices, consider adding a variable pay element to compensation system by linking pay to eco-performance. By including elements of sustainability in compensation programme, one can promote the behaviours one wants to encourage in his/her employees. Once a good performance evaluation system is in place, the next step is to make sure that the management and HR personnel agree on what percentage of the performance evaluation should be related to sustainability. This percentage should be large enough to be meaningful, but not overwhelming. A good starting point may be 10 percent. For example, if an employee assessment system is based on points, about 10% the total points would be based on sustainability performance under this model. For jobs specifically created to further sustainability goals, the managers do not need to have a specific green assessment allocation because all the positional tasks are sustainability oriented.

**Sustainability Goals**

Because of the wide variety of jobs that can incorporate some component of sustainability, there is no fixed formula for assessing green accomplishments. That is
why, it is important to have specific goals tied to specific incentives. How an employee achieves his or her sustainability goals is a matter of individual innovation, resource constraints, and corporate culture.

**Leading by example**

It is worth tying senior managers’ pay-for-performance compensation to meeting environmental and societal goals. It sends a strong message that shifts priorities from short-term profits and daily share prices to long-term sustainability planning (which ultimately benefits triple bottom line i.e. the integration of people, planet, profit.

Xcel Energy, a renewable energy company which is a member of the Dow Jones sustainability North America Index, has 33% of its senior executives’ incentive compensation rely on meeting environmental goals. These goals fluctuate, but they have included meeting yearly targets for reducing carbon dioxide emissions and developing innovative technologies. The goals are clearly outlined in the company’s sustainability; each executive is then measured and compensated, based on whether his/her department met those targets.

**The Action Plan for Sustainability Paradigm: Communication of Goals**

Communicating the organization’s goals for new sustainability initiatives or programmes is essential to build a shared understanding of where the business is headed and how everyone can help. If done well, this provides a clear
roadmap for the company’s efforts and outlines how employees can play their part. Sharing this information builds employee buy-in as staff come to understand the context and the rationale for change.

**Empowering employees**

Getting employees engaged in any kind of workplace innovation or change is essential. Human resource practices can help embed environmental and social responsibility values in a business, ensuring employee buy-in. Employees who are encouraged and empowered to participate in sustainability programmes benefit the businesses’ bottom line with their frontline ideas of ways to reduce waste and retool processes to meet the company’s goals. For example, 3 M started an employee programme to engage employees to reduce its environmental impact. The programme has generated more than 3,000 projects mostly from employee ideas that reduced emissions by over 1 billion pounds and saved approximately $500 million since 1975.

**Rewarding Innovative Ideas and Hard work**

Celebrating success and rewarding achievements are important factors in managing human resources to implement environmental goals. A pat on the back award, internal newsletter article or contribution to employee’s favourite social environmental charity will spread interest and engagement in the organisation’s programmes. A manager may also want to consider how his/her employees are financially compensated because if all his performance targets and financial incentives are focused on financial
goals, he/she may find it a challenge to motivate his employees to consider other factors in their work. It is also worth thinking whether a manager would like to put sustainability objective into employee job descriptions or annual performance contracts. This can have a positive effect as well.

Managing change

Innovation and sustainability require change, and with change comes fear and uncertainty. With a view to manage human resources well, and help support staff through change process, it is important to create an open climate for discussion. This means creating a culture where it is okay to disagree and share opinions. By providing opportunities for feedback, the manager may get positive and negative feelings out in the open and understand the source of concern. Workplace negativity must be avoided, at best; it must be minimized to usher in change for better.

Minimising Workplace Negativity

Negativity in attitudes and behaviours at the workplace can lead increased absenteeism, a high turnover and loss of creativity and production. It can be contagious and can spread from one employee to the other and the HR department needs to diagnose the problem, deal with the issue and turn negativity into positive action. Negativity is often the result of loss of confidence, lack of control, discrimination at the workplace, monotonous work, stress, unsatisfactory performance reviews and so on.
When negativity begins in the organization, HR department should speak to employees and understand what is the exact problem and the degree to which the problem is impacting the workplace. They should identify the exact employee groups who are experiencing negativity, find out the nature of the issue and then go about fixing it. It is important for the HR department to listen to the employees’ complaints until the employee feels that he/she has been heard. If they ask for help, ideas or advice can be given on how can they address the reason for their negativity. Short term advice that points a person in a positive direction is preferable H R’s role is not to provide non-substantive career advice.

Negativity arise if people begin to believe that they have no control over any of the decisions that are made. A workplace that is too hierarchical and does not respect the opinions of its employees is bound to breed negativity. Therefore it is important to weed out the hierarchical system and respect each person’s role in the organization.

Inclusion of employees in the decision-making process regarding organizational policies having direct impact on them can also help reduce negativity. Arranging company outings will also help. It gives a chance to different departments to get to interact with other. The organization must give the feeling of second home to the employees. Appreciation for good work done by the employee brings about a great burst of positivity. The employees need to be constantly motivated and inspired to work. Perquisites can also be given based on the good work they do. Negativity at work is harmful and can result in a
loss of productivity. It is therefore important for the HR department to identify negativity at the initial stages and convert it into positive actions. Thus, minimizing workplace negativity would be conducive warm climate and positive energy.

**Talent:A Top Priority**

Talent, undoubtedly, is the fuel that drives the global economy engine. Talent Management is simply a matter of anticipating the need for human capital and setting out a plan to meet it. In a changing business environment, a well-thought out approach to talent management is most responsive to identifying and nurturing necessary talent. Most of the organizations agree that a talent pool is vital to move an organization forward, it is equally important to nurture and encourage this talent from within the company. Managers need to see talent management a part of their role and must actively undertake its identification and development. Competency frameworks are great tools to help identify talent and offer a clearly defined set of expectations to measure performance. Well structured competency frameworks encourage organizations to think about performance in terms of demonstrated behaviours.

In today’s growing world, managing talent is one of the biggest challenges faced. Talent is critical to business. People management is always about finding right people,
being clear on what you want them to deliver and about giving them honest and constructive feedback on how well they can do it. The criticality of talent in today’s business is defined by the business itself. It aims to ensure that corporate houses need talented workers to meet the required quality standards to enable their success in the global market place. A huge challenge in this regard is to make all the employees understand the essence of their role: to provide customers with confidence in the quality, performance and safety of whatever they are producing. There being no room for error, excellence in business delivery is ensured by hiring people for their personal integrity and technical expertise.

A significant effort is required in getting the right people and ensuring that they do the right thing in the right way at the right time. There should be a network of HR specialists and line managers who are trained to identify and recruit the right people for the business. The focus on finding people who fit the personality, behaviour and the nature of the organization should be absolutely sacrosanct. Also the focus is on finding people who can work as a team and have high integrity on how they do business. The scope for talent management is expanding tremendously, not only to strategize and manage talent but also contingent talent and global candidate pools. Thus, talent management will help people manage their growth by actively enhancing job knowledge along with cross functional exposure.

**Aligning HR to the Triple Bottom line**
The concept of Triple Bottom Line (TBL) consists of People, Planet and Profit. It is a framework for measuring and reporting corporate performance against economic, social and environmental parameters. Leaders recognize that business and markets do not operate in isolation, but are influenced by and have an influence on the environment, communities and society at large. These leaders see their companies as part of an “enterprise”—a rich, growing and continually evolving network of interdependent relationships. As they value the role that their organizations can and should play in enriching that enterprise. This is the essence of cross-enterprise leadership. Most recently Professor Klassen examined the reverse supply chain practice of more than 100 Canadian firms. Through a reverse supply chain, firms retrieve used products and materials from customers to recover their value through recycling, remanufacturing and reselling. The results of the study demonstrate that when companies leverage their reverse supply chains in this way, they not only reduce the negative environmental impact of waste disposal, but also lower their production cost. In essence, “being green” saves money. Professor Tima Bansal, who has focussed much of her 20 years of research on triple-bottom-line issues, explored how corporate sustainability and social responsibility affected both a firm’s reputation and its profitability. Overall, she believes that business leaders who chose to ignore pressing social, economic and environmental issues, did so at their own peril and their organizations. This is not simply a matter of staying in business or safeguarding corporate reputation. It is about gaining competitive advantage and managing risk by being
proactive and responsible. Over the long run, she believes that it is the pursuit of both societal and economic value that yields long term stable profits for companies. There is a key role for the HR function to play in Triple bottom line sustainability i.e. helping generate dialogue, building consensus on the sustainability intent and building alignment capabilities to help realize that intent.

**Work Life Balance**

The demand for work-life-balance solutions by employees and managers is expanding. As a result, work-life balance is an increasing hot topic in boardrooms. Over the coming decade it will be one of the important issues that executives and human resource professionals will be expected to manage.

Most recently, there has been a shift in the workplace as a result of advances in technology. As Bowswell and olso-Buchanan stated that increasingly sophisticated and affordable technologies have made it more feasible for employees to keep contact with work. Employees have many methods such as e-mails, computers, cell phones, text etc which enable them to accomplish their work beyond the physical boundaries of their office. Employees may respond to an email or a voice mail after hours or during the weekend typically while not officially “on the job”. Researchers have found that employees who consider their work roles to be an important component of their identities will be more likely to apply these communication technologies to work while in their non-work domain. In other words, companies use email and
distribute smart phones to enable and encourage employees to stay connected to the business even when they are not in their real offices. As a result, communication technologies in the emporeal and structural aspects of work have changed defining a ‘new workplace’ in which employees are more connected to the jobs beyond the boundaries of the traditional workday and workplace. The more this boundary is blurred; the higher work-to-life conflict is self-reported by employees.

Many techniques and strategies are being used by some companies to follow the principles of worklife balance. One of the surveyed company by this research scholar is Intel Technology India Pvt.Ltd. Work-life effectiveness at Intel India includes organizational practices, policies and programmes that understand employees’ life needs and try to meet them. Various initiatives are undertaken to enhance the work life balance for employees such as flexible working options including telecommuting, broadband facility at home based on official need, part time work options and a rich leave programme that includes annual leave, short/long term medical leave, maternity/paternity leave, adoption leave, special days off etc. The Intel India has sites across all locations and are open 24 hours and the employees have he flexibility to work or utilize the site facilities according to their convenience. Offices are equipped with various facilities like onsite gym, clinic, ATM, Mother’s Room, concierge services, games room, basket ball, volley ball and tennis courts, flexi clubs, cafes, shuttle services throughout the day, convenience store, onsite fruit and vegetable market etc; and other such facilities that make
life much easier for Intel India employees. Career progression is one of the key areas for it ensures that right focus is in place to arrive at opportunities for employees for their development. Every year, an employee development framework is rolled out addressing the top employee’s development needs at site. The framework offers training opportunities, education options as well as a platform for employees to know more to contextualize their careers. Employees are encouraged to take up these opportunities based on their interests. Conversations with managers closely follow opportunities to ensure action on the ground. Employees are also encouraged to take up part-time higher education programmes in order to develop their skills and competencies. Intel India reimburses 100% of the course fees incurred by employees and even encourages them to take time off during examination schedules. Thus, monetary as well as non-monetary benefits used in a balanced manner can help organization to achieve work-life benefits for their employees.

Current Trends In Human Resource Management

Nobel Prize-winning economist Gary S. Backer, who coined the term “human capital” says that the basic resources in any company is the people. The most successful companies will be those that manage human capital in the most effective and efficient manner. The present day economy has been tilled as “knowledge Economy”. In such an economy, it is people who make all the difference. Talent occupies centre stage in the Indian workplace. In view of this, managing and retaining
manpower is becoming crucial to an organization’s success.

Human capital management is a process of bringing people and organizations together so that the goals of each are met. Human capital management helps organizations analyze workforce strengths and vulnerabilities, while surfacing opportunities and strategies that allow business leaders to proactively manage capital by providing a holistic view of workforce, the solution gives the consistent and accurate answers for strategic decision making”. Human capital management is an approach to employee staffing that perceive people as assets whose current value can be measured and whose future value can be enhanced through investment. An organization that supports human capital management provides employees with clearly defined and consistently communicated performance expectations” (Zarapkar Poorva-2012). To add value, the process of human capital management must deliver business results. It needs to develop the right mix of human capital in terms of uniqueness and competencies according to business strategy and desired business outcome.

The value of Human capital in business and management must be recognized, utilized and maximized. Human capital is a term to describe the strategic value of employee’s knowledge and abilities and this valueable resource is a very important asset to an organization. “The role of HR manager is shifting from that of a protector and screener to the role fo a planner and change agent. Personnel directors are the new corporate heroes. Now-a-days it is not possible to show a good financial or operating
report unless your personnel relations are in order”(Zarapkar Poorva-2012, “HR Voices” Synergy-The HR Club document, Atharva Institute of Management Studies, Malad, Mumbai095;p-25) over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to their global alignment. There is a need for multi skill development. Roles of HRM is becoming all the more important.

Some of the recent trends in human resource management are worth discussion. They are as follows:

**Leadership Development**

Creating a pipeline of leadership talent is a key to business’ future growth. It is imperative for the top level of an organization to make leadership talent management a priority, and put its money into long-term plans. If companies are worried about their talent pipeline, they have to develop their people.

**Inclusion and diversity**

With growing number of Gen Y are joining the workforce in India at a time when companies across the world have an aging workforce on their rolls, conflicts are to be expected. Companies are, therefore, investing both time and resource in ensuring that all age groups are comfortably working together.
Organizations in India have also been focusing on making workplans more representative. For companies such as Hindustan Unilever Ltd., Vedanta resources, Pepsico India, Shell companies in India and Bharti Airtel Ltd., gender diversity has become a critical area of focus.

**Right skilling**

Right skilling or matching jobs with a particular level of training than hiring skilled workers, is gaining currency. Companies use this strategy to tide over a manpower supply crunch and to broaden their talent base from IT firms, organizations in the banking sector and financial services sector have been increasingly hiring graduates and training them.

**Managing aspirations**

As aspirations of organisations grow, so do those of employees. With the changing lifestyles, and profiles of the workforce, personal and professional aspirations of employees are not just varied, but are increasingly on the rise. It is said that, people as well as organizations have aspirations, and when the two get aligned, achieving business goals become easier. Companies should be clear about goals of individuals as well as of the organization, and the role of each needs to have high importance. The firm should also communicate the goals, and should also have robust and reliable processes to execute them.

**Impact of technology**
Technology, today, with 24 x 7 communication capabilities coupled with outsourcing acts like a precursor that smaller HR departments in companies will be an emerging trend. Today CRM has given a way to ERM (Employees Relationship Management). Employees can self-manage activities previously handled by HR departments. Technology will also help people connect within the work environment regardless of time and place as organisations are becoming physically local, yet virtually global.

**Gender diversity**

India Inc has been relentlessly pursuing the gender diversity cause over the past few years to get more women into senior leadership role. Some organizations have even been incentivizing search firms to get women candidates to fill up top positions. However, a gaping hole still exists at the top of the corporate ladder as women today make up 5.2% of Indian boardrooms. The global figure is 10.5%, as per data released by a US-based research firm last year. The gap is indicative of the challenges facing women with corporate ambitions in Mumbai, the financial capital of India.

“The reason why there are few women at the top is because many women, though intelligent, dynamic and equally driven as men, find it tough to juggle home life and work life.” The writer further adds, “To achieve this balance is the toughest job and only a handful of women have perhaps cracked this formula. So, unfortunately in our country, most women end up making a choice of either
pursuing their careers or slowing their work pace and focussing on their home life”. (Parekh Natasha, 2012, Feb 20, Times of India, “Times City” Mumbai edition).

Indian companies say they are pursuing affirmative actions to address this issue and that more women are now a part of leadership pipelines as compared to a few years back. But, Indian firms are struggling to be at par with even emerging market peers. India’s percentage of female directors across companies has not increased significantly over the past three years, according to the GMI ratings in 2012. The developing world’s percentage of women on directorial boards stodd at 7.2, a good two percentage points more than the Indian number, said the GMI Ratings 2012 women on Boards report

Figure-13

BOARDROOM BLUES - % of women on Indian boards vis-s-vis other emerging mkts.
Many women today, however, are benefiting from workplace policies designed for them. Companies are trying to attract and retain women talent, which, it is believed, will improve business prospects. The new age office may house a daycare centre, offer flexi-times and even give a second-career option to rope back women who may have quit. More companies, especially those headquartered in the west, where diversity is a priority-have started implementing policies to ensure that qualified women are not just hired, but also retained. ICICI Bank is by now legendary for mentoring women at senior levels; TCS structured a second-career programme for women to return after having babies, Infosys and Wipro have flexi-time policies; Citi has extended its maternity policy to six months which can be broken into head hunters commission.

for recruitment of women”. We can see more gender balance today than we get hired 25 years ago”, says Hiroo Mirchandani, business unit director at Pfizer ltd. “Back then, companies came to campus and said, “women need not apply. How will they be able to sell tyres? Now, employers specifically say they want gender balance”.

Performance Feedback

The business environment today, with increasing globalisation, high focus on productivity enhancement, coupled with declining margins, makes it critical for organizations to maximise the value of each employee. It is, therefore, imperative to celebrate set goals with what has been achieved in an objective manner and provide real-time feedback for continual improvement. Performance at an individual level is about talent, skill and motivation whereas at the organizational level; it is about providing the right ambience for employees to succeed. High performing organizations therefore focus sharply on ensuring that their performance management systems do in fact encourage behaviours that lead to achievement of business goals.

When employees receive little or no feedback, they tend to either be overly self-critical or self-congratulatory. This is because they are relying upon their self-perception of events rather than specific feedback to measure their performance and impact. Feedback is an information about one’s past behaviour with the hope of influencing future behaviour. The ideal outcome of the feedback process
should be for an employee to emerge more engaged, energised and motivated to strive for better performance. However, inspite of best intentions to discuss past performance and plan the future; managers find themselves delivering an annual report card or being a judgemental, punitive parent. Whether the feedback is positive and constructive-the focus should be helping an individuals’ development, not judging it.

Many managers struggle with providing constructive criticism. They tend to avoid it assuming that the conversation may end up an argument or the employee may reject the feedback. However, this discomfort can be avoided given that the manager is prepared to use facts as against ‘labelling’ an employee, which conveys a judgement rather than an objectiv evaluation. On the otherhand, withholding feedback has long-term negative consequences. It lowers productivity, impacts morale and damages relationships.

Dr. Marshall Goldsmith refers to this concept of “Feed Forward”- focusing on the promise of the future rather than the mistakes of the past. In this proces, employees are encouraged to change one or the two behaviours that could make a positive difference to their lives. A manager for instance could suggest to an employee,”Here are four ideas for the future. If you can only use two of the ideas, you are still two ahead. You may ignore what doesn’t make sense to you”. It is obvious that this will not replace the current feedback mechanism but will only supplement it.
The main aim of any performance feedback system is to initiate a positive change, make an individual more conscious of his/her effectiveness. “It is therefore imperative that employees also take responsibility for an accurate assessment of their current skills, performance and behaviour. They need not rely only on their manager to assess their contribution and developmental needs. It is as much up to the individual to take control of this process by seeking coaching, asking for very specific feedback, and being receptive to input from a wide variety of people at various level. When this is done on a continual basis- the cycle of performance improvement is set in motion” (Dr. Busrai Aquil, 2013, March 20, pg1, Times of India ‘ascent’)

**Communication Networking**

People have been networking as long as they have been communicating with each other. Business networking is not a new trend. In the past, it was restricted to people one knew more personally and today, with the virtual world offering new networking tools and opportunities, the horizon of business networking has expanded. The important thing to watchout for is that newage networking is only as good as you make of it.

“Even for women, networking is imperative to growth. It is very important to network in the corporate world to remain updated on the market trends, generate new business and associate oneself with peers within the industry’ (Mehandirata Shubhra Bhardwaj, 2013 March 20, pg36, TOI,’ascent’). It has been observed that women network differently as compared to men. It has also
been observed that the reasons behind women’s ability for networking lies in building lasting connections, even if there is no immediate business motives. They tend to personalise professional networking for creating connections or friendships. “Various studies have shown that women usually have closer relationships with their contacts than men”. (Banrjee Aplana, 2013 March 20, pg-2 TOI, ‘ascent’).

**HR PRACTICES At RAMEE GUESTLINE HOTEL:**

**COMPANY PROFILE**

Ramee guest line hotel was established in the year 1997. The company grew under the flagship of Ramee group of hotels, resorts and apartments with Raj Shetty as a chairman at the helm. The Ramee Groups now owns more than 25 hotels, resorts and apartments in Dubai, Abu Dhabi, Bahrain and India. Apart from providing a competitive pay package, Ramee strove to give its employees a good work life. The company gave importance to non-monetary factors like work life balance, good leadership, better growth opportunities, a friendly work environment and training. Employees stay longer with Ramee as they are happy with these non-monetary factors and feel for themselves a sense of importance. HR practices more unique like concern and care for employee retention through need-based and awareness training programmes, updated and comprehensive information sharing practices through a very efficient corporate communication system, welfare initiatives and grievance redressal systems are Ramee’s crowning feathers.
Grievance redressal system

By the mid 90s Ramee developed a comprehensive complaint resolution system known as Gurantee of Fair Treatment (GET) to ensure that grievances were duly and timely addressed. Under GFT, complaints passed through successive stages in Ramee’s hierarchy, starting with immediate superior, depending on the status of feeling happy or otherwise, the redressal system was carried out. However, given the decentralized nature of Ramee’s operations and with managers handling several tasks, resolution of complaints through GFT did not quite produce the desired results. The company decided to try new methods of complaint resolution while continuing with GFT. These methods included meditation, a toll free hotline and a peer review.

Under meditation a neutral person was appointed to arrive at a mutually agreeable settlement. Unlike arbitration in which a judgement was imposed on the parties, mediation tried to resolve the issue by bringing the parties together and discussing the problem. The agreement also absolved the mediator of the necessity to appear as a witness if the matter was taken to court. Mediation was an attractive dispute resolution mechanism; given that most work related litigation was settled out of court. Ramee also introduced toll free number 800, for accepting employees complaint at 300 food service places which operated on 24/7 basis. Complaints relating to possible wrongful discharge, discrimination and harassment could be registered through this mechanism. These calls were attended by employee relation representatives and senior
executives during office hours. During closed hours, complaints were recorded and attended on the following day. Investigation commenced within three days after the complaint was lodged. To create awareness about the hotline, Ramee conducted training and provide printed material to all employees across all its units.

In peer review the complainant could select a panel of peers, who comprised volunteers, trained for the process. The panel was authorised to pass a final judgement on the complaints registered under them. However, the panel had to operate within the purview of the ramee’s policy and work rule. Ramee encouraged an employee with a complain to first follow the GFT process. Starting with his/her immediate superior, the employee was assured that the complaint would be heard up to the level of senior executives.

If the employee still felt aggrieved, the option was to choose between a senior executive and a peer review panel. If the former was picked by the employee, he/she had to meet the panel facilitator of his unit, who was usually the units HR Director. Ramee identified and trained 10-15% of the workforce in each business unit as panelists. The chosen panelists’ names were put in a box from which the complainant was asked to draw lots. He could draw 6 names of peers, narrow it down to three or four and select two others. The panel ultimately was made of these five members. The peer review process was aimed at quickly solving grievances, as the panel was expected to meet within 10 days of receiving a complaint and pass judgement.
Among the three systems of grievance redressal, peer review was most popular among employees and superiors owing to its objectivity. Peer review has helped bring about consistency in policies among different departments. This method has trained the managers to make better decisions.

**Figure -14 The Benefits Reaped by Ramee**

**Organization Structure at Ramee Guestline Hotel, Juhu**

Ramee’s efforts over the decades to develop an employee friendly workplace earned it wide spread recognition in the hospitality industry. The awards it received for the best place to work stands as testimony.
The company reaped benefits like higher employee satisfaction and fewer turnovers. Employee satisfaction could be gauged from 2012 associate opinion survey in which 90% of employees surveyed expressed great pride in working with Ramee. The company management flexibility programme helped it reduce low value work by 50% and in the process enhanced motivation levels of the staff.

Analyst felt that these employee friendly policies were responsible for improved customer service and profitability for the company. Between the fiscal year 1993 and 2003, Ramee’s net income witnessed a compounded annual growth of 12.6% almost double the growth of Ramee’s closest competitor, Nonvotel hotel. Ramee’s culture and management philosophy pursued with full dedication across its rank and file, played a major role in the company’s successful expansion across the world. This was reflected in words of Raj Shetty, chairman and managing director of the Ramee Guestline Hotel, who said that Ramee’s culture worked extremely well over the world. In many markets they had entered, the associates had expressed overwhelming feeling of empowerment and loyalty, the things they had never felt before in a work situation.

**Summing up**

Thus, as discussed in the preceding chapters, it is observed that the internal marketing and effective and efficient internal communications have a great impact on human resource development. The analysed data has sufficiently proved that the organizations having
transparent transits of smooth communication flow, keep the employees alert, cautious and committed to their goals. The sincere commitment to goals attainment can consequent feedback of results gained pave the way for SWOT analysis on three levels, firstly at the individual level, second-at the group level and thirdly and cumulatively at the organizational level. The progress or regress obtained through SWOT analysis again makes the way for further benchmarking or for the look-back, or pause-pose and act progress respectively. The present research interactions with various stakeholders of specific organizations like Intel Technology India Pvt., Ltd, and Ramee Guestline Hotel, Juhu, Mumbai to find out and confirm how the corporate communication systems and Human Resources practices in the said organizations led them to build their brands, image, the name and the fame through their internal customers i.e. employees, besides the suffice data procured through questionnaires, personal and telephonic interviews, company gate-meeting etc., from other organizations.

In the present day scenario, corporate communications have gained a unique place in the organizational development process owing to fast and pervasive use of technology. The present day organizational communication systems have become the part of ‘office automation’ system. Office automation is also helping to usher in the concept of virtual offices, whereby an office is not contained within a building, an idea that is fast gaining acceptance, given the escalating prices of real estate and paucity of land. Talking about customization of office automation, Vikram K, director,
ISS, HP India states, “office Automation(OA) deals with efficiencies in carrying out official tasks, both internal and external, through integration of digital looks. Industry-specific customization is critical to integrate the workflow via business apps. With secure email, messaging, VOIP, conferencing and integration of fax and printers to serve the employee on the move”. (Vikram K. Director, 2013 March 21, ISS, HP, India-Times of India, p.11 Advantage IT).

Foreseeing the trends in the realm of office automation, Bharadwaj avers, “with an increasing demand for faster decision-making, organizations are aiming for cost reduction, improved turnaround time and serviceability. They are looking for continuous business process improvements within corporate and government there is a high demand for managed integration of office functions. Bridging this gap is office automation which acts as an integral part to Information Communication Technology (ICT) industry. They are adopting technological practices that will improve productivity, reduce waste and eliminate redundancy while minimizing environment impact. Office Automation and Imaging will streamline the complete office infrastructure and will help in increasing productivity”. (Bharadwaj K.M. Iss, HP India- Ibid)

Thus it can be safely inferred that corporate communications affect human resource development in both ways- favorably and in-favorably as the result analysis strengthen the hypotheses:
1. Effective and extensive communication develops Human Resource potential in corporate world.

It has been observed that human resource development as regards productivity, efficiency, competency enhancement, skill building etc. have been on the ascent in the organizations who gave level emphasis on regular training, workshops, common company events, regular feedback and critical evaluation of performance.

2. Internal and external communications, in an effective way, helps building good rapport and relationship from upward and downwards. An indepth interaction and consequent data collected from Intel Technology, India Pvt., Ltd., and Ramee Guest line Hotel has demonstrated that effective communication with internal employees from the top management downward and vice-a-versa help build good rapport and relationship interalia with the company employees and also with the external customers.

These two major hypotheses have been adequately validated vis-à-vis other assumptions like strengthening employee’s motivation by sincere and transparent communications between the superior and the subordinate.
provided the organizational culture creates human warmth by empathy-building attitude.

However, the research has not fully confirmed the principle of direct proportion between the extent of communication and effectiveness of co-operation among departments and employees. The co-operation is also dependent on the structure of the company and the systems it uses. According to the survey, communication in the direction up the company hierarchy becomes less transparent, information is forwarded passively, there are no measurable functional communication system rules that could be handled and recognized by company employees. Commitment and focus on customers does not result from vertical communication alone. The research has also demonstrated that efficient communication is dependent on a suitable manager with an appropriate profile rather than a dominant personality. The personality of the manager and management style can contribute to the satisfaction of employees and improve their performance. If a company wants its employees to communicate effectively, it must create appropriate conditions, by means of systematic development and suitable human resource tools to encourage motivation and employee communication, and set rules for the described company systems or standards, the observance of which it checks.