

Chapter – 1

INTRODUCTION

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1.01 INTRODUCTION

Human Resource Management is the multi-dimensional and multi-tasking process where the organizations uninterruptedly look for valid workforce and then choose, train and retain them in accordance to the interests of the organization. As the name suggests, the term Human Resource Management deals with the effective and efficient handling of workforce of an organization.

Before the development and inception of the basic concepts of HRM, it was the duty and responsibility of personnel executives to handle the employees in their own way. But as the time passed, the mere notions start developing and taking shape with more eclectic dimensions, those notions are now a day universally known as Human Resource Management. Improvising the working environment of organizations has become an essential task, not only in managing people, but in the whole process of management.

(Business Dictionary, n.d.) Human Resource Management includes conducting job analyses, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels. In the context of India, the Human Resource terminology have accomplished comprehensive extents with gigantic importance in modern era. It gave birth to the concept of considering human labor as important assets of an organization. The revolution of industrialization and globalization with rejuvenation of working methods to more advanced forms have begun in a big way which further gave rise to the need for supervising a new assortment of employees in the organizations. The primary services behind the development and expansion of HRM are primarily concerned as environmental in nature and is formally seen as the pursuit for information in much healthier ways for attaining and employing labour.

Human Resource management denotes the entities or staff within an association which are accountable for accomplishment of the tasks prearranged by the heads so that the goals & intentions of the said association. And these tasks are possible only with the help of appropriate recruitment & selection of talents, proper induction and training deployment, development of skills, valuation of employees & appraisal, compensation & benefits for the job done and maintaining safety with long lasting relationship with employees.

The abbreviated term HR is principally concerned with the managing of employees within organizations, centering on policies and structures. The HR subdivisions and units in any establishment typically carry out a number of events, including employee's recruitment, training and improvement, performance appraisal and rewarding. The Human Resource units are also concerned with industrial relations; which is, the harmonizing organizational practices with the requirements ascending from collective negotiation and also from several governmental laws. In the global work environment, there are a number of corporations who generally focus on lowering employee turnovers and holding the talents and knowledge apprehended by their workforce. Human Resource Management primarily consists of four activities which may further expand or contract as per the needs & requirements of an organization. These activities are acquisition of employees, their development, motivation towards work and maintenance time to time. Humans are now considered as any administration's greatest properties, because without any help of humans there may be problems in day to day business operations like daily transactions, reports, manufacturing, packaging, dealing with media, and so on. In the modern world where the companies are uninterruptedly evolving and developing as per the changes in society, they do impacts on the current employees and also on the target customers of same firm.

1.02 VARIOUS PHILOSOPHIES OF H.R.M.

The British and Harvard HRM schools and the two definitions cited from John Storey and Michael Armstrong and others suggested that human resource

management is incomplete without philosophy. The six important elements on which HRM practices and philosophies are based. They are aligned in form of Ownership, Business or Organizational Strategies, Employee Centric, Employee Added value, employee commitment and corporate value through employee commitment. Firstly, as we talk about Ownership, here Human resource management has to be maintained and determined by the top administrative values in the interests of the crucial sponsors and stakeholders of organization which also includes the workers, customers and clients.

In second philosophy, the business or administrative strategies forms the foundation for human resource approaches, and for that it needs perfect strategic fit. This approach competes against putting importance on repetitive actions, reactive decision making and inadequate vision which seem like to characterize the traditional approach for personnel management. Here, the feature of dynamic human resource planning emanates in, and the capability to use the best anticipating techniques is a prerequisite requirement for human resource procurement, consumption, expansion and retention.

Third philosophy is about considering the workforces as important assets than that of the liabilities. Under traditional personnel management philosophy, the training and development of workforces was fairly looked at an estimate that should be sidestepped whenever possible. Investment in organization's workforce, like any other principal investment, it is mandate to reap healthier returns in the future.

Fourth philosophy is about getting added values from the employees of organizations. Personnel must be capable of fabricating added value to the organization's wellbeing. It is the responsibility of the management to attain such additional values through HR development and performance administration systems. This philosophy enforces work quantity and identical jobs with the right persons as well as calculating performance in contradiction of the set targets and standards stand out richer under human resource management conservatory of thought.

Fifth Philosophy is about employee obligation and assurance. Organizational success comes from the employees' total promise to the organization's missions, values, goals and objectives. Employees' thoughtfulness of the future of the society and their own imminent in the organization activates obligation and hence prolonged efficiency. It is the responsibility of the administration to induce and reassure and commitment.

The Sixth Philosophy is also based on workers' commitment. The building of a strong organizational culture gives administrators an advantage in stimulating employees' commitment. Effective communication, training, schooling, mentoring and performance management processes are effective tools for building a strong corporate culture.

1.03 HISTORY OF HUMAN RESOURCE MANAGEMENT

Many researchers and management experts debate and argue on the existence of the concept of Human Resource Management from the olden times when the notions about some masters and their apprentices who work together to make trade happen were popular. In those earlier periods before the great industrial Revolution the functioning of industries showcased presence of the guild system which explains the close associations between supporters and their internes who were enthusiastic towards learning specified trade and trade practices.

Now in those periods, when any Intern falls sick or met any injuries at work, the main craftsman was held to be responsible for taking care of that intern and in some cases of his family also, because at those times the interns were used to live or spend most of their time span in the firm/home of the chief craftsperson. Both the interns and their masters used to face hard and good times together. But, the expediency of this ancient relationship between two came to an unexpected end with the beginning of Industrial Age.

The Industrial Revolution in one powerful stroke contributed in escalation of the workshop/factory system. The work or Jobs of proprietors were moved from homes or small guilds to steam-driven sweatshops. The industrial revolution also

bought the introduction of assembly lines which reduced the need of experts at jobs as now the low skilled workforces are proficient to perform the repetitive everyday jobs. Because of these factors the close connections between proprietors and interns/workforces were fragmented. In this age, the skilled labour is started to be considered as useless commodity which can be sold or bought when needed.

The new concept emerged overnight which was known as the production Concept. Here, the workforces were measured like another factor of construction/manufacturing like as land, ingredients and equipment's. The assembly line fabrication made it essential that only big numbers of individuals were not satisfactory for doing good job, and certain skills were prerequisite for the factory owned tasks. F.W. Taylor's scientific proven and methodical administration focused on suitable choice and training of workers so that the productivity in factories can be maximized. This concept also triggered firms to provide better salaries for skilled/deserved candidate with improved working environment.

In late 1800's, the problems of were of a real worry at the workshop/factory. Many industries faced difficulty in employing and holding their employees in long run because of the deprived working environments. Later on, the workers started to gang together in some unifications in order to protect their wellbeing & to improve the living principles. Many governments also walked in to facilitate basic-rights and fortifications for workforces.

According to the beliefs of many researchers and management gurus, the first Personnel management unit shaped up in National Cash Registers. Even NCR confronted major strikes but eventually conquered the employee unions after a great lockout which was held in 1901. Just after this legendary union skirmish, The NCR Company decided to improve employee relations, emancipations, health & safety measures and other employee related issues. Industrial giants all over the globe were started to recognize that they need to do much more for their employees as they are the souls of the factory.

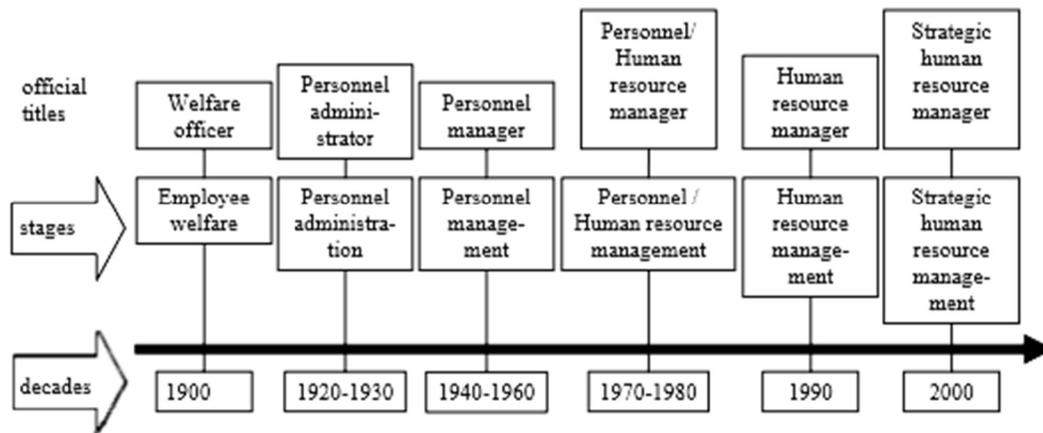


Image 1.1: Growth of H.R.

These days the workforces are well thought-out as significant partners in the commerce. They are progressively being provided certain share in company's stock associations. The Employees' legislatures are being appointed as the board members which is now generating a feeling of belongingness among workforces. Gradually, the Human Resource Management is evolving and growing into different realms.

1.04 FEATURES OF HUMAN RESOURCE MANAGEMENT

Being HRM as the broader concept, it serves a number of features as listed below-

- i. **HRM is people oriented:** The term Human resource management deals with personnel and all individuals focused towards achievement of goals. It also covers employee's behavior at workplace, along with their emotional and social behaviors. HRM is people oriented as it brings the people and company together so that the goals of the company can achieve its targets.
- ii. **Individual Oriented:** Human Resource Management considers all employees as a single individual so that they can enable employee satisfaction and growth. It further deals with the procurement and retention of human talents.
- iii. **Uninterrupted Role:** As the name suggests it is a continuous process which cannot be turned off or on like any electric bulb and neither cannot be practiced

for some specific time in a month. It goes on and on as the firm continues to operate.

- iv. **An employee-oriented function:** Human resource management needs to be managed, performed and followed by all the heads and the firm working at all levels. Specially, the core HR members contribute in the development and success of any association but do not primarily engage in manufacturing or marketing activities. They advise, nurture and handle the employees who are working in different departments of the firm.
- v. **Universal Role:** The HR management is not primarily involved with the other departments of any establishment but it does provide the core necessities and talents to all effective units of the firm. HR unit authorizes all types of serviceable boards which are crucial in all organizations worldwide like – manufacturing, Finance, marketing all other working units which further depends on the type and operations of the firm.
- vi. **Concerned with Improvement:** HRM integrates the individual goals with that of the organizational goals so that the potential of employees can be utilized at optimum level in order to derive supreme contentment from their efforts which in turn gives their paramount labor to the association. The goals of employees comprise of job consummation, handsome salaries, fringe benefits, competitive work, status & recognitions etc.

1.05 HUMAN RESOURCE MANAGEMENT PRACTICES

Every business organization is embraced with people, better known as employees and attaining their facilities, further mounting their talents, inspiring them to exert high levels of presentation, and confirming that they remain focused towards commitment to the association are some business objectives. The methods of getting and retaining quality employees is dire need for the triumph of every association.

Any recognized organization may find it difficult to exist and function healthily without proper rules of engagement while dealing with people. These are

general guidelines that express how the organization intends to manage individuals in order to the accomplishments of their Missions and Visions. These guidelines include human resource policies and other strategies can be simply in the form of various circulars (organizational, vacancies, holidays, public notices etc.), code of conduct and standing instructions. The policies could be subtly embodied in the organization's mission and vision statements or obviously established in organization's strategic plans. These Policies usually describes the philosophies and standards that the organizations use to attach to its employees. These will express how people at workforce are appraised or not appraised as a resource.

Success in modern competitive markets relies little over the benefits associated with financial prudence, technological advancements or charters, but they do rely on organization's human resources and the great participation of those human resource management practices. It is obligatory for any organization to claim its effectiveness, but it is only possible when they have dexterous, satisfied and pioneering workforces who love their jobs.

At present the companies/organizations do not have any specified set of practices which helps them to keep the employees stick to their work and workplace. There are a number of similar Practices which altogether makes an effective HR system capable enough to retain the best talents. The more the number and process of Human resource management operations, the more they help in enhancing the internal competences of any association to handle current or forthcoming challenges that they need to face. A good Human Resource practice helps in energizing individuals to work and show commitment towards the firm they are working in. the provisions of motivation further amplify the H.R. practices, which in turn enables individuals to do hard work for rewards. After going through many odds or evens, such culture may fabricate a workable and long-lasting competency of any association.

In this era, the industrialists have a wide number of choices to make their employees comfort and hence imbibing the feeling of retention among them. The major H.R. practices contributes in the administration's core areas like the

Employee recruitment and selections, Employee Training & development and many others on line, which must be dependable, combined and tactically focused.

There are a number of HR practices being followed widely and they differ from organization to organization. The researcher has taken following combination of Human Resource Practices in the study:

- i. Recruitment & Selection.
- ii. Training & Development.
- iii. Leadership styles.
- iv. Welfare Schemes.
- v. Appraisal System.
- vi. Motivation

1.5.1. Recruitment and Selection

Recruitment and Selection is the cumulative process of getting workforces into organizations' departments, sections and jobs (McKenna & Beach 2008).

The process of recruitment & selection starts with internal organizational analysis where the evaluating teams looks for the requirements of any company or firm keeping in mind the objectives, human resources reserves, effectiveness of plan and the assessment of internal environments. The other most useful info is attained from the corporate strategic policies. If corporations wish to then they may also look for other important sources which are monthly reports, decisions from management meetings, various updated government policies & laws, global trends or market patterns.

The next step in same process is conduction of job analysis. This results the crucial step in the process of analyzing and summarizing the crucial tasks that are aspect of the job profile for the prospective candidate. The statistics for the type of the job to be performed and its essential necessities are usually attained from the

available human resource manuals, job descriptions, making enquiries from departmental and section managers or superintendents. In same series, the final step consists of Individual Analysis. This comprises of performance assessment of people doing their jobs in order to equate individual knowledges, skills and capabilities which are required in relation to the job's purposes and possible potential for expansion. Both the terms are part of one single entity which deals with procurement of suitable candidates for the job. It is a continuous procedure of searching for the potential workers and then significantly encouraging them to apply for the vacant jobs in the host association.

Recruitment

Recruitment alone however simply stands for acquiring an aspirant after drawing a pool of applicants via making advertisements for the vacant job, and then identifying desired individuals and inviting them to put on applications for the role by interconnecting the available vacancy. There are a number of establishments (like public sector) who widely adopts a centralized staffing drives whereas some others resort to decentralized systems. The recruitment drives are usually made after assessing the current and future human resource needs and hence on behalf of these assessments a valid programme is made to meet those needs. The assessment criteria of Human resource management consist of the following methods-

- i. **Job Analysis-** This is the best method used by corporates which contains the assessment of the kinds of skills and knowledge the employee possesses with that of the abilities that are needed to perform each job in an organization. Technically they are named as Job specification (minimum acceptable qualifications for the job) and Job Description (statement of tasks, responsibilities and duties related to that job).
- ii. **Human Resource Inventory Report-** This is kind of other report which contains the name, qualifications, education background, past experiences, language proficiencies and other such crucial information about the people working in the organization.

iii. After evaluating the need, the main process starts which comprises of finding the best alternative to launch the recruitment drive. A company can have the pool of applications by following sources listed as follows-

- I. Internal Sources.
- II. Advertisements in newspapers and magazines,
- III. Employee referrals.
- IV. Third party Public or Private employment agencies,
- V. Campus recruitments.
- VI. Employee leasing and.
- VII. Internet advertisements including e-mails and popups.
- VIII. Recruitment technically precedes selection.

Selection

Selection in the simple meaning can be described as the process of identifying and choosing best performers required for job, and then either discarding or putting on hold other applications that found to be overqualified or disqualified by the Human Resource manager. The process of selection is more complex than that of recruitment. It needs expertise to filter applications, interview candidates as per the specifications of job, negotiate on pay and perks, check trial performance etc. From the created pool of applicants by the recruitment drive, there stands the duty of organization to sift the candidatures before advancing towards interview or final selection stage. The main purpose of such sifts are to match the applicant's profiles closely with that of the required talent report and then a shortlist is prepared enabling those candidates to face interview. A number of personality tests are conducted like-

- I. Physical endurance test,
- II. Written test,

- III. Performance simulation Test,
- IV. Interviews,
- V. Medical examination,
- VI. Personality test and
- VII. A blend of above or others in accordance to the needs of the company.

1.5.2 Training and Development

Training is the process of increasing the knowledge and skills for doing a particular job. The purpose of training is basically to bridge the gap between job requirements and present competence of an employee. Executive development is a systematic process of learning and growth by which managerial personnel gain and apply knowledge, skills, attitudes and insights to manage the work in their organizations efficiently and effectively. It is necessary for the managerial personnel so as to cope up with the size and complexity of organization, technological changes. It is also necessary to recognize their social and public responsibilities etc.

Training

Training is aimed at improving the behavior and performance of persons. It is considered to be a learning experience where the employees are expected to seek a reasonable long-lasting moderation/improvement in their current abilities to perform the organizational activities. Training is related with assessing what the new/old employees know about work, how they really work, their mindsets and response towards their respective jobs and their attitude towards the co-workers, supervisors or the organization.

There are different types of training programmes like

- i. Orientation training.

- ii. Safety training.
- iii. Promotional training.
- iv. Remedial training.
- v. Refresher courses.
- vi. Vestibule training.
- vii. Job training (understudy assignments, Job rotations).
- viii. Others as the company finds suitable over time.

Development

Employee development can be broadly defined as the overall development in the skills and capabilities fixed obligatory in order to serve clientele efficiently and effectively so as the work processes can be improvised. Training is among the technique to heighten the capability to deliver the services to the customers, to conserve some dynamic & well-educated personnel, to provide workforces better prospects for growth and expansion which further helps in improving overall performance. The EDP's (Employee Development Programs) positively contributes in the overall performance of the organization. A highly-skilled labor force is expected to achieve more of the firm's targets and a superintendent's group may achieve further more as workforces gain skills, knowledge and work experience from him. The Employee Development Program of any organization are required to be directed towards the objectives listed below-

- i. To clearly specify the association between uninterrupted professional improvement and influential rewards.
- ii. To safeguard sufficient funding and compensations for employee improvement accomplishments.
- iii. To clarify the expectations of the company from the employees about their unremitting proficient edification scheme to each staff member, so that in

future there won't be any problems in future while delivering training or development schemes to them.

- iv. To clearly stipulate the opportunities accessible for employee enhancement.
- v. To decisively regulate employee amplification happenings which are based on the careful valuation of employees needs and demands.
- vi. To engage in the recognized approaches of instruction and education in employee improvement deeds.

1.5.3 Leadership Styles

The selection of Leadership style is very important for the success of any organization. Leadership itself is commonly known as a procedure by which an individual is appointed in accordance to his skills and capabilities which encourages a cluster of people headed for the understanding and achievement of a common organizational goal. The efficacy of any guidance and management depends on the pattern of leadership that any trailblazer adopts on the perspective of leadership.

When it comes to the workplace, the manager may not be the only person in a leadership role. A leader can be anyone with significant talent, experience and capability to rise above and lead based on his or her strengths, not a position title. Usually, managers will allow different leaders to come forward and inspire the rest of the employees to advance to the next level. However, different situations call for different leadership styles. This is important to keep in mind as some styles may not be as effective as others depending on the circumstances.

The essential charismas and set of skills expected from any effective leader are listed as below-

- i. Assessment of oneself:** A good leader must know himself, he should know his strengths and weaknesses along with his limitations first before jumping into leadership field.

- ii. **Self-confidence:** Self-confidence is required before opening any task. If a leader is found to lose hope then we can understand easily what is going to happen with the followers and the task itself.
- iii. **Speed and intelligence:** A leader is required to be fast enough to cover general aspects of a problem and intelligent enough so that he may categorize the difficulties and solve problems it in short time span with ultimate efficiency and effectiveness.
- iv. **Knowledge and experience:** Every leader is expected to possess applicable knowledge in the matters of business along with optimum exposure. It will convey him to lead the team in effective manner as he already has gone through such circumstances before.
- v. **Desire to do something for others.**
- vi. **Inspiring People:** “A good leader makes his workforce to be like him”.
- vii. **Feeling for modification and change:** The essential function of any leader is lead the group towards the paramount, which the same leader can only achieve by inviting change in his policies or procedures.
- viii. **Clarified mission and vision:** A good leader and his leadership style should reflect the presence of a well-planned and clear visualization of what he needs to do along with how he is going to do things.
- ix. **Integrity and Honesty.**
- x. **Interpersonal and Human relations:** Not to mention a good leader possesses the aptitude to aid his followers and group members during difficult times and also, he provides them opportunities to develop themselves. It in turn strengthens the relationship between two.
- xi. **Communication skills:** A leader must have strong verbal and nonverbal set of communication skills. Because whatever he/she says in public matters the most.

xii. Stress management: A good leader is ought to have an eminence to manage the stressful conditions at workplace.

xiii. Decision making.

The important Forces that affects and influences the selection of best suited leadership style to be followed in any organization may include:

- i.** The availability of time to the leader and to the employees/followers.
- ii.** Assessment results of relationships and to make sure whether the relationships are based on trust or on distrust; respect or on disrespect.
- iii.** Identifying the appropriate sources of information that whether it is possessed by you, employees, or to both.
- iv.** Evaluation and description of methods that assists in training of the organization's employees.
- v.** A close tap on organization's Internal and external conflicts.
- vi.** Analysis on the levels of Stress faced by employees of the firm and the methods which are adopted to cope with the stress.
- vii.** Availability of types of talents possessed by the employees of the organization with diversity levels and any possible barriers present in firm.

While there are several variations of different leadership styles, they stem from three basic approaches: Authoritarian, Laissez-faire and Participative. As mentioned before, each of these leadership styles may be effective depending on the situation. A true leader will be able to recognize when to use each style in order to drive the best results.

- i.** Autocratic Leadership style
- ii.** Free-Rein\Laissez-Faire Leadership
- iii.** Participative\ Leadership

iv. Democratic Leadership

Autocratic Leadership Style-

The Autocratic Leader unifies power, politics and essence of decision-making capabilities in himself only. He then issues instructions, dispenses responsibilities and liabilities without any consultation of the workforces. The autocratic leader assumes full authority and shoulders full responsibility in himself only. Autocratic leadership is negative, based on threats and punishment. Subordinates act as he directs. He neither cares for their opinions nor permits them to influence the decision. He believes that because of his authority he alone can decide what is best in a given situation. The employees under Autocratic leadership supervision needs to work hard as it is required to avoid any sentence/punishment.

Free-Rein\Laissez-Faire Leadership Style-

The main quality and unique special feature of Free-Rein leaders is this that they tend to avoid the power and major share of responsibility from their shoulders. The laissez-faire type of leader is also known as non-interfering leader as he just passes the responsibility on to his followers/subordinates regarding decision-making and shares minimum efforts towards the completion of any job in an administration. He barely issues any directions to the employees and sets the group free to establish their own goals. He just needs the work done in any scenario.

This type of leadership style requires the employees to be well versed and knowledgeable in the fields because the leader here plays minor roles in briefing the contents of the jobs to be performed. He simply behaves like an umpire, and every employee tries to give their best shot because the balls of power are used to be in their courts only.

Participative Leadership Style.

This is the most interactive and interesting form of leadership style where the main leader takes responsibility of his function like any father or parent to the subordinates. The term Paternalism itself reflects the essence meaning as “papa

knows the best". Under this leadership style, the connection between the leader with his group is almost same as the association amid the family members with the head of the family. This type of leader motivates, guides, protects and even work altogether with his followers/subordinates. He is held as responsible to provide better working environments and benefits also. When needed he may also get strict or may punish the defaulters when the work is not carried out up to the mark. Many research articles and theorists have recommended the use of Paternalistic Style to be followed among organizations and even in groups where the number of employees are found to be fewer.

Democratic Leadership Style

Participative or democratic leaders decentralize authority. It is described by consultation with the employees and their active involvement in the fabrication of plans and strategies. This kind of leader stimulates membership of employees in decision-making and also in the active engagement in work. It can be better explained by the method that under this type of leadership style the work is used to be decided, done and entertained by the people of the organization.

This type of leader primes the dependents predominantly through influencing triggering employees to expand their capabilities by their own excluding the terms of fear and force. He sometimes serves as the mediator of the ideas generated by the group members.

1.5.4 Welfare schemes

The welfare schemes can be defined as anything which the organization do for the sake of intellectual, moral, physical or economic advancement of workforces by either business, governments or other such organizations. These benefit services can be easily classified into two categories namely Intramural and Extramural welfares. Under Intramural welfare services the benefits are provided to the employees within the institution/business premises and under Extramural services, the benefits are provided outside of the business establishments.

Table 1.01 The Intramural and Extramural Facilities offered by organizations

Intramural Facilities	Extramural Facilities
1. Drinking water	1. Housing
2. Toilets	2. Education facilities
3. Washing & bathing facilities	3. Maternity benefits
4. Rest shelters	4. Transportation
5. Uniforms	5. Sports facilities
6. Protective clothing	6. Leave travel
7. Recreating facilities	7. Vocational training
8. Canteens	8. Holiday homes
9. Subsidized food	9. Cooperative stores
10. Medical aid	10. Fair price shops
	11. Social insurance

Source: <http://www.jethr.com/magazine/human-resource-management/employee-welfare-types-of-welfare-facilities/article.html>

These welfare measures subsequently help in increasing worker's productivity, their morale, industrial relations, belongingness towards firm etc. Welfares may include no matter what is done by the organization for the safety, comfort and upgrading of personnel and what is delivered above or over the wages. The Welfare Schemes greatly helps in retaining the determination and enthusiasm of the workforces high so that the company/firm may retain their employees for longer time spans.

Always it is not required that the welfare measures to shape up in monetary form, but they may be in any kind including financial or non-financial or a blend

of both. The Employee welfare schemes from point of view of organizations includes the following-

- i. Easy industrial relations.
- ii. Foundation of industrial harmony.
- iii. To make the workers happy and satisfied.
- iv. Improved infrastructure for health & safety.
- v. Monitoring of employee's working conditions.
- vi. Insurance against syndromes, sudden hazards or any accidents.
- vii. Better employment for the workers and opportunities for same for their families.
- viii. To relieve workers from industrial fatigue and to improve intellectual, cultural and material conditions of living of the workers.
- ix. Welfare procedures are in calculation to the regular salaries and other monetary benefits available to workforce's due to legal requirements and communal bargaining.

The Labor welfare schemes covers all specific happenings of business which are concentrating towards providing the workforces with certain conveniences and amenities in calculation to wages or remunerations. The labor welfare organizations are stretchy and dynamic. New welfare procedures are added to the prevailing ones from time to time.

1.5.5 Appraisal System

The process by which a manager or consultant examines and evaluates an employee's work behavior by comparing it with preset standards, documents the results of the comparison, and uses the results to provide feedback to the employee to show where improvements are needed and why. Performance appraisals are employed to determine who needs what training, and who will be promoted,

demoted, retained, or fired. It is said that performance appraisal is an investment for the company which can be justified by following advantages:

- i. Promotion: Performance Appraisal helps the supervisors to chalk out the promotion programmes for efficient employees. In this regard, inefficient workers can be dismissed or demoted in case.
- ii. Compensation: Performance Appraisal helps in chalking out compensation packages for employees. Merit rating is possible through performance appraisal. Performance Appraisal tries to give worth to a performance. Compensation packages which include bonus, high salary rates, extra benefits, allowances and pre-requisites are dependent on performance appraisal. The criteria should be merit rather than seniority.
- iii. Employees Development: The systematic procedure of performance appraisal helps the supervisors to frame training policies and programmes. It helps to analyse strengths and weaknesses of employees so that new jobs can be designed for efficient employees. It also helps in framing future development programmes.
- iv. Selection Validation: Performance Appraisal helps the supervisors to understand the validity and importance of the selection procedure. The supervisors come to know the validity and thereby the strengths and weaknesses of selection procedure. Future changes in selection methods can be made in this regard.
- v. Communication: For an organization, effective communication between employees and employers is very important. Through performance appraisal, communication can be sought for in the following ways:
- vi. Through performance appraisal, the employers can understand and accept skills of subordinates.
- vii. The subordinates can also understand and create a trust and confidence in superiors.

- viii. It also helps in maintaining cordial and congenial labour management relationship.
- ix. It develops the spirit of work and boosts the morale of employees.

1.5.6 Motivation

Performance appraisal serves as a motivation tool. Through evaluating performance of employees, a person's efficiency can be determined if the targets are achieved. This very well motivates a person for better job and helps him to improve his performance in the future. There are two types of Motivation which are explained below:

Positive Motivation – The type of motivation which triggers the willing/unwilling people to do their respective employments in the preeminent mode also they tend to improve their enactment. The positive motivation method provides certain rewards to the workforce in order to enable them to act in the anticipated manner. However, it is an effective means of fabricating interests in the notice of the workforces for improved performance so that the goals of the organizations can be achieved. The Positive motivation includes the progression of attempts to encourage the conducts of workforces with the help of rewards which can be financial or non-financial in nature.

Negative motivation – The Negative Motivation simply deals with the method of triggering the unwilling/willing employees to do their respective jobs by the means of terrorizations or punishments. A number of times it has been noticed that discouraging employees also promotes/imbibes the feeling of understanding work/jobs and thus encourages positive behavior among workforce. The negative handling application is usually followed over the workforce who are least or null performing in the organization. Chief Negative motivators could be demotion, Transfers, dismissal, penalties and others. It is always not considered to be a good practice to choose negative methods to motivate workforces, but the administration may use this procedure to prevent any undesirable performances or too low caliber outcomes.

There are two essential methods of motivation that are explained below:

Financial Motivation (also known as Monetary Motivation)

The most common methods of motivation are either giving, taking back, deducting or threatening to deduct the direct monetary related things to the employees. Employees receive monetary benefits in the form of wages, salaries, retirement benefits, bonuses, medical compensations and others.

Money plays an essential protagonist in satisfying the physiological needs. The people at greater positions in any organization who are receiving greater financial rewards may not be motivated by increasing a small sum of financial rewards, but alternatively they can be motivated by offering plenty enough financial rewards which promises to raise their status or living standards in the society.

Non-Financial Motivation (also known as non-monetary motivation)

Humans are always needy, once money stops to satisfy their needs it becomes challenging for organizations to trigger them to work. As per Herzberg, the needs which are situated at higher levels in hierarchy promises motivation without money and that includes the hunger of status, recognition and ego in society. The non-financial motivation may include one's appreciation at workplace, opportunity for growth, job enrichment, awards etc.

1.06 EMPLOYEE RETENTION

Employee retention can be defined in the easiest words as the ability of any business to retain its workforces. The hiring of workers seems to be just as a beginning to create a good employee plank for quality work, but the critical part is to keep them engaged with the organization. Many researchers have found that High employee switchovers costs industry a loss of time, money, efforts and productivity. Conversely, a number of industrialists consider workforce retention as a perfect correlation of the determinations by which the job creators try to preserve their workers in their workforce planks. The Establishments/Business houses need to understand some basic reasons that why the employee is willing to

join them, why he stayed and also why he decided to leave same association. Without adequate data on all these three factors, the firms will remain ineffective to implement a strong retention programme in the benefit of organization. The firms need to draw a clear distinction between low-performing employees and top players, and the determinations to maintain and retain workforces are needed to be directed at the valuable most contributing workforces. The Employee switchover is a significant symptom about serious trepidations that may not have been determined, for which the factors may include low employee determination, deficiency of acknowledgement, underprivileged employee-manager inter-relationships, absenteeism of career track and other such issues. A lack of satisfaction and commitment to the organization can also trigger an employee to pull out from his job and begin eyeing for other better prospects. The Pay and perks do not usually play as a great impact in tempting turnover as is used to be traditionally believed. There are a number of different factors that may significantly affect employee turnover. These factors may include the internal organizational structure and strategies, career progression opportunities, recruitment policies, reward and benefitting systems and training & development. Thus, in an order to develop better employee-employer relationships, reducing absenteeism's and turnover and improving the employee commitment and dedication levels, The Human Resource Management policies need to cover all such factors into consideration and continuous controlling of these mentioned aspects is also an obligation for organizations.

Any employee did considerately not decide the move to leave the organization in fraction of time or due to any singular aspect but the crucial reasons behind it can be adversely attributed with a number of plural factors or a perfect blend of two or more factors like –

- i. Demotions.
- ii. Raise in salaries.
- iii. Unforeseen hazards.

- iv. Failure to Promotions.
- v. Underprivileged career growth.
- vi. Dissatisfaction with work/life balance.
- vii. Poor social life, status or living conditions.
- viii. Hazardous working environment or non-challenging job.
- ix. Inappropriate or absence of training and development methods.
- x. Inappropriate behavior or selection of leadership styles by the business.
- xi. Improper selection for the job in accordance to the candidature of employee.

1.07 EDUCATION IN AGRA

Agra is an exotic city with lots of historical background which is situated on the bank of the watercourse of Yamuna River. It lies in the northerly area of Uttar Pradesh state of India. Agra is worldwide famous for a marvel wonder The Taj Mahal which was custom-built in 1632 for as a symbol of love for his favorite wife, Mumtaz Mahal by the Mughal ruler, Shah-Jahan who reigned between 1628–1658 in India. Agra is a center of private and public schooling. A number of willing students from neighboring villages, cities & capitals come here in the hope of better and advanced studies. Teaching in Agra is delivered by the public and also mainly by the private sector, with control and funds impending from all three levels of governance (The central, state and local). There are a number of reputed Universities, Colleges and Schools on which the education system of Agra depends.



Photo 01: Shri Ram Centennial School (Source: <http://srcsagra.org/>)

The education and training pacts with the always accumulative and complicated connections between the education, employment and training of students with their influence on the general public and marketplaces. A number of diversified play schools (kindergartens), secondary schools, senior secondary schools, affiliated colleges, vocational training institutes, a large variety of coaching centers and other similar education centric establishments has helped the enlargement and betterment of the phase of education and training in Agra city. The Schools of Agra actively engages into a number of national and international level curricular and extracurricular activities in accordance to the rules of various government bodies which accredited them to ensure overall development of the students. They also provide opportunities to students to develop themselves by organizing inter-intra school competitions, student migration, Annual functions, Alumni meets, celebration of various festivals and national days etc. The education in Agra is mainly provided by three boards of education i.e. State Board (U.P. Board), CBSE (Central Board for Secondary Education), ICSE (Indian Certificate of Secondary Education) and NIOS (National School of Open Schooling).

1.08 PRIVATE SCHOOLS OF AGRA

In Agra, most middle-class families send their children to private schools or at boarding schools. At such schools, the medium of education is often English, but Hindi and/or the state's official language is also taught as an obligatory subject. Kindergarten education is mostly limited to organized neighborhood nursery

schools with some organized chains. The share of privately organized schools in Agra is higher than state owned schools in order to meet the requirements of growing and increase in migrated populations. Many Private schools of city have produced some notable alumni's who are now bringing fame too the city at global level. A number of privately owned and self-financed schools carry the designation "Public" like the reputed chains of Delhi Public Schools, or G.D. Goenka Public Schools. Such schools were modeled after the British public schools, which are a group of seniors, reputed and the most expensive with exclusive fee-paying independent schools. Some famous Private Schools are Agra are shown in the list below-

S. No.	Name of the School	Address
1	St. Peter College	Wazirpura, Agra
2	St. Paul College	Ram Nagar, Agra
3	St. Conard Inter College	Bye Pass Road, T.P. Nagar, Agra
4	St. Patrick's Junior College	Wazirpura, Agra
5	St. Georges Higher Sec. School	Baluganj, Agra
6	St. Augustine School	Gwalior Road, Agra
7	St. Anthony Higher Sec. School	The Mall, Agra
8	St. Clares Sr. Sec. School	Agra Cantt. Agra
9	St. Andrews Sr. Sec. School	Balkeshwar Road, Agra
10	Agra Public School	Old Vijay Nagar Colony, Agra
11	Holman Institute	M.G. Road, Agra
12	Simpkins Sr. Sec. School	Maruti Estate, Bodla, Agra
13	Holy Public School	Sikandra, Agra
14	G.D.Goenka Public School	Bichpuri Road, Near Shastripuram

Table 1.02 List of some Private Schools of Agra.

Source: http://agra.nic.in/inter_college.html^[2]