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Postgraduate Department of Business Management

SARDAR PATEL UNIVERSITY

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VALLABH VIDYANAGAR - 388 120

GUJARAT, INDIA

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Editorial

Covid-19 pandemic is having a huge effect on the Indian economy as in global economy. Business organizations find themselves in a spot of worry and are in a thinking mode. More variables have crept in to influence these organizations. In this phase, organizations are trying to find ways to be more productive and more profitable. I congratulate researchers and editorial team members to continue to work during pandemic.

The current issue of 'Synergy' Volume 21, No 2, consists of research papers on various management related topics. This volume of Synergy focuses on some of the latest research carried out by researchers on topics related to management discipline. This issue includes research papers on topics related to functional areas of management, including hospitality management, entrepreneurship, human resource management, impact of crude oil, etc.

The seven blind peer reviewed papers covered topics such as Dairy Cooperatives in India, Attrition in Hospitality Industry, HRM Practices and Job Satisfaction, etc.

On behalf of our editorial team, we sincerely thank all the authors and look forward to their continued interest in Synergy and exchange information, viewpoints in the form of research papers on upcoming issues.

We humbly invite your views and suggestions to strengthen our efforts in making further improvements.

(Dr. Yogesh C. Joshi)

Director

Foreword

The Post Graduate Department of Business Management (MBA Program) is a constitutive department of Sardar Patel University (NAAC Accredited Grade A with 3.25 CGPA) which has been offering a management programme since 1989. It is one of the leading management institutions in the state of Gujarat.

In recognition of the standard of research in the Department, the University Grants Commission, New Delhi, has increased its status for the award of special assistance under DRS - II for "Market Research in Rural Areas" which it successfully completed in March 2016. The Department has also earned SAP DRS III (2016 to 2021) for a five-year period of "Transformation of Rural Economy" study. The Department also received a project on "Awareness, Attitude and Perception of Voters in Gujarat" from the Indian Election Commission. Throughout its journey of providing management education, it has an outstanding record in terms of quality education and training.

The Department has contributed continuously to the research activities. All faculty members are regularly engaged in academic publications. It also organises regular national seminars on a range of topics related to current management research scenarios. All nine faculty members are known as Ph.D. Guides. More than 100 students from India and abroad have successfully completed their Ph.D. degree from the Department and fifty are pursuing their doctoral studies. The department also facilitates one post doctoral fellow.

This research journal offers a forum for daily interaction and exchange of views, viewpoints and research findings between peer groups. I am sure that this issue of "Synergy", Journal of Management, Sardar Patel University, provides for a great deal of information sharing among teachers and research scholars belonging to the discipline.

I congratulate the editors for putting out yet another volume of Synergy and I appreciate the efforts they have made.

Date : 23rd January, 2020
Sardar Patel University
Vallabh Vidyanagar

Dr. Shirish Kulkarni
Vice-Chancellor

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Dairy Cooperatives in India: Structure, Management, and Performance

Srinivas Sajja* and Darshana Dave**

Abstract

The Anand Pattern Dairy Cooperatives is an integrated multi-tier structure that procures milk, processes, and markets milk and milk products. This pattern enables the linking of producers directly with the consumers, thereby eliminating mediators' role. Further, it also provides the produce as forwarding linkage and helps the farmer get dairy inputs at a subsidized rate in a backward linkage setup. This process facilitates the producer to get maximum share in consumers' rupee. The dairy cooperative industry's success resulted in employment-generation, upliftment of rural economy, and women empowerment. Further, India became self-sufficient in milk and milk products by becoming the world's highest milk producing country. The paper discusses the genesis of dairy cooperatives briefly, the structure of dairy cooperatives, its management, and its socio-economic impact on the rural economy.

Keywords: Dairy Cooperatives, Anand Pattern, Rural Economy

1. INTRODUCTION

1.1 Dairying in India

Dairying has played a prominent role in strengthening India's rural economy and is recognized as a potent instrument to bring about socio-economic transformation. The country's milk production has reached 187.70 million tonnes during 2019-20 from 17 million tonnes in 1950-51 (NDDB, 2020) and is projected to reach 254.5 million tonnes by 2021-22 as per the vision 2022 document (DAHD, 2020). Today, India is the world's largest producer of milk, contributing a portion of 21% to the total milk production in the world (FAO, 2020) while at the same time, it also accounts for the world's largest herd strength.

Dairying has become a significant secondary source of income for millions of rural families across the country and has assumed a vital role in generating and providing employment and income-generating prospects, particularly for small, marginal, landless farmers and women. To offer them a stable market and a remunerative price for the milk produced, about 163 lakh farmers have been brought under the ambit of 1.77 lakh village-level dairy cooperative societies in the country, as a part of the Operation Flood Programme and the National Dairy Plan (NCDFI, 2019). The value of milk procured from these Dairy Cooperative Societies was to the tune of Rs. 120 crores per day (PIB, 2020).

1.2 Genesis of Dairy Cooperatives

In the 1940s, Anand was a small town, a trade centre for neighbouring villages. Polson Dairy, situated in Anand, procured milk from the farmers at low rates and then sold to the Bombay Government of the time. When the farmers approached Sardar Vallabhbhai Patel, one of India's most influential leaders, he then advised them to form a cooperative. This resulted in Kaira District Cooperative Milk Producers Union Ltd's formation, known today as the Amul Dairy, on December 14, 1946.

The Amul Dairy started its operations with two village dairy cooperative societies and 247 litres of milk collection per day (Amul, 2020). Dr. Verghese Kurien, an engineer, settled in Anand and appointed as General Manager of Amul Dairy and subsequently as Chairman of the National Dairy Development Board (NDDB), helped to strengthen this movement and pioneered the replication of Anand Pattern Dairy Cooperative system nationwide through the Operation Flood Program of the NDDB.

2. METHODOLOGY

This paper aims to discuss the dairy cooperative structure, its functions, management, and its impact on the country's rural economy. The paper adopted exploratory research with an integrative review approach to assimilate the information and generate insights based on the secondary data.

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3. STRUCTURE OF DAIRY COOPERATIVES

3.1 Village Dairy Cooperative Societies

The Village Dairy Cooperative Society concept is that of a voluntary association of milk producers based or hailing from a village who wish to market their milk collectively. A milk producer who owns at least one milch animal is deemed eligible to become a cooperative member by paying a token entrance fee and buying at least one share. In a general meeting comprising all members, the representatives are elected to form a managing committee, which manages the cooperative society's day-to-day affairs by establishing policies and appointing necessary staff.

Each day, morning and evening, society buys milk from its producer members. The producer members are paid for milk usually within the next 12 hours (for morning milk, on the same day evening, and for evening milk, the next morning). The payment is made based on fat and SNF (solids-non-fat) content in the milk supplied by the individual producer. In some states of the country, a milk payment cycle of 10 days interval is followed. The district milk unions organize the transport of collected milk once or twice daily, based on the quantity of milk collected and the available bulk milk cooler's capacity.

The producers in this system earn regular and remunerative price for their milk and benefit from milk production enhancement inputs, support services etc. to further improve their productivity and income. Village societies organize the local level support services, such as veterinary first aid and Artificial Insemination. One of the employees of the cooperative society is usually trained to carry out these functions. Societies are also involved in the marketing of liquid milk locally at the village level. The supply of balanced cattle feed, fodder seeds, and milk products is also channelled through these societies.

In addition to regular payment and support services, members also receive the price difference, dividend and bonus derived from the net profit of the society's business as per the provisions of its bye-laws.

3.2 District Cooperative Milk Unions

All the village dairy cooperatives in the district or cluster of districts together form the District Cooperative Milk Union, which processes and markets milk. To become a member of the Union, registered society has to pay a nominal entrance fee and must purchase at least one share of the Union and continue to supply milk regularly to the

District Union.

The Unions' essential functions are procurement, processing, and marketing of milk, providing technical input and support services, strengthening the dairy cooperative movement, organization of extension services through various training programs, rural development activities, etc. The Union usually owns and operates a dairy plant, a cattle feed manufacturing plant, fodder and bull mother farms, semen stations, and a center for animal husbandry activities. Further, the Union carries out research, developmental, and other promotional activities to benefit milk-producing households. The Union provides macro-level inputs such as compound cattle feed, fodder seeds, and veterinary services, including round-the-clock emergency visits at the farmers' doorstep. The total cost of these programs is included in the pricing structure. The Union hires professionals for specialized purposes that milk producers cannot afford. The union distributes dividends amongst producers' on their shares and bonus in proportion to the quantum of milk supplied by them during the year. Consistent audit through auditors appointed by Government or a panel of auditors approved by the Registrar of Cooperative Societies is the Anand Pattern Cooperative's main feature to maintain proper financial transactions.

3.3 State Cooperative Dairy Federations

The district cooperative dairy unions form a State Cooperative Milk Marketing Federation for marketing their products. They need to subscribe to at least one share of the State Federation. The Federation is responsible for developing and implementing policies, marketing milk products and allied services (viz. product price-mix, AI and breeding services, etc.). Out of appropriation of income over expenditure, the same is distributed by Federation amongst all member Unions according to the business transacted by the District Unions. In turn, the unions pass on the additional surplus/benefits to the member Dairy Cooperative Societies. The member Dairy Cooperatives Societies, in turn, pass on the surplus to the dairy farmers.

The Federation is advised by its Programming Committee, which consists of the Chief Executive of Member Union, Chief Quality Control Officer of the Federation, and one or more non-voting co-opted technical representatives of the NDDB. The Federation's Managing Director is the Committee's Chairperson, and the General Manager is appointed as its Secretary. The Programming

Committee meets every month and is responsible for implementing the board's strategies, policies, and plans.

3.4 National Cooperative Dairy Federation

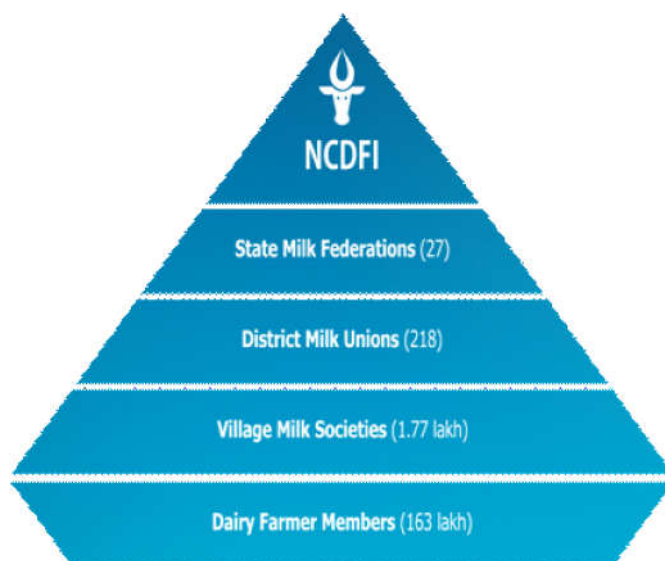
The state cooperative milk marketing federations formed the National Cooperative Dairy Federation of India Ltd (NCDFI) to promote the dairy industry. State Federations need to subscribe to 40 equity shares of NCDFI to become an Ordinary Member. Alternatively, they could also opt for Associate Membership by paying a sum of Rs.10,000/- per annum. The NCDFI facilitates the cooperative dairy industry's working by influencing various State and Central Governments' policy decisions.

The primary functions of the NCDFI, among other things, include collaborating with stakeholders in formulating policies and programs of cooperative orientation for developing different aspects of the enterprise. It is also involved in organizing, operating, monitoring, forecasting the inter-state and inter-regional movement of milk & milk products and other agricultural products. Further, it undertakes and promotes trade, coordinating inter-state and inter-regional marketing of different agri and dairy commodities. Besides coordination, NCDFI also conducts capacity building activities for workforce development in cooperatives viz. Training, Conferences, Seminars, Conventions, etc.

It helps the state federations in marketing their produce to Institutions and supports them in the deal-making process of the various commodities through the NCDFI eMarket.

Structure of Dairy Cooperatives is shown in Fig. 1.

Fig. 1: Structure of the Indian dairy cooperatives



4. MANAGEMENT

4.1 Village Dairy Cooperative Societies

Village Dairy Cooperative Societies hold elections amongst the dairy member farmers periodically. Generally, they elect nine Managing Committee Members, out of which one member will be the Society Chairman.

4.2 District Cooperative Milk Unions

Chairmen of Village Dairy Cooperative Societies will be members of District Cooperative Milk Union, and amongst themselves, they elect the Directors of the Milk Union and the Chairman.

Generally, the Union has 16 to 17 Directors, of whom 12 are democratically elected from among the Chairmen of the member village cooperative dairy societies. The remaining 4 to 5 members comprise of the Union's Managing Director as a Member Secretary, one or two representatives from the registrar of cooperative societies, State Federation, and the NDDB.

4.3 State Cooperative Dairy Federations

Chairpersons of District Cooperative Milk Unions will be Directors of the State Cooperative Dairy Federation, and amongst themselves, they elect the Chairman of the Federation.

The Federation of the Federation consists of the elected Chairmen of all Member Unions and MD of the Federation apart from cooperative societies' registrar and a nominee of the NDDB.

4.4 National Cooperative Dairy Federation

Amongst the Chairmen/Nominated Directors of State Cooperative Dairy Federations, eight members will be elected as Directors of the NCDFI. Apart from these, an NDDB Nominee and the MD of the NCDFI will also be on the Board. From these eight elected Directors, one will be elected as Chairman of the NCDFI. The term of the Chairman is five years, and he can be a representative of any member state.

5. IMPACT OF DAIRY COOPERATIVES

Initially, the Amul, and later on Operation Flood, which was implemented in three phases during 1970-1996, significantly compelling cases in developing a professional and well-organized approach, attained remarkable socio-economic change and most importantly, remained sustainable in their core nature. With the emergence of Amul, milk production in the milk shed areas became the

foundation for government policy for dairy development through milk producer cooperatives and the movement of milk and milk products to urban markets. This movement resulted in milk production reaching 187.7 million metric tonnes in 2018-19 compared to 17 million tonnes in 1950-51. Per capita, milk availability increased from 124 grams to 394 grams per day during the same period.

Table 1: Trend in milk production

Year	Milk Production (MMT)	Per Capita Availability (gm/day)
1950-51	17.0	124
1960-61	20.0	124
1970-71	22.0	112
1980-81	31.6	128
1990-91	53.9	176
2000-01	80.6	217
2010-11	121.8	281
2011-12	127.9	290
2012-13	132.4	299
2013-14	137.7	307
2014-15	146.3	322
2015-16	155.5	337
2016-17	165.4	355
2017-18	176.3	375
2018-19	187.7	394

Sources: (Patel, 2014) and (NDDDB, 2020)

It can be seen from the Table 2 that the Gujarat Milk Marketing Federation Ltd (Amul), State Level Dairy Federation for cooperatives in Gujarat, has grown from merely having two village Dairy Cooperative Societies

(DCS) in 1973 to currently comprising of more than 18.6 thousand village DCS having a total membership base of around 3.6 million milk producers. The milk collection has increased from a paltry 247 litres to a massive 23 million litres per day with a total sales turnover of Rs.38,550 in the year 2019-20. Today, Amul is an internationally renowned consumer brand with its foothold worldwide.

Table 2: Status of Amul (2019-20)

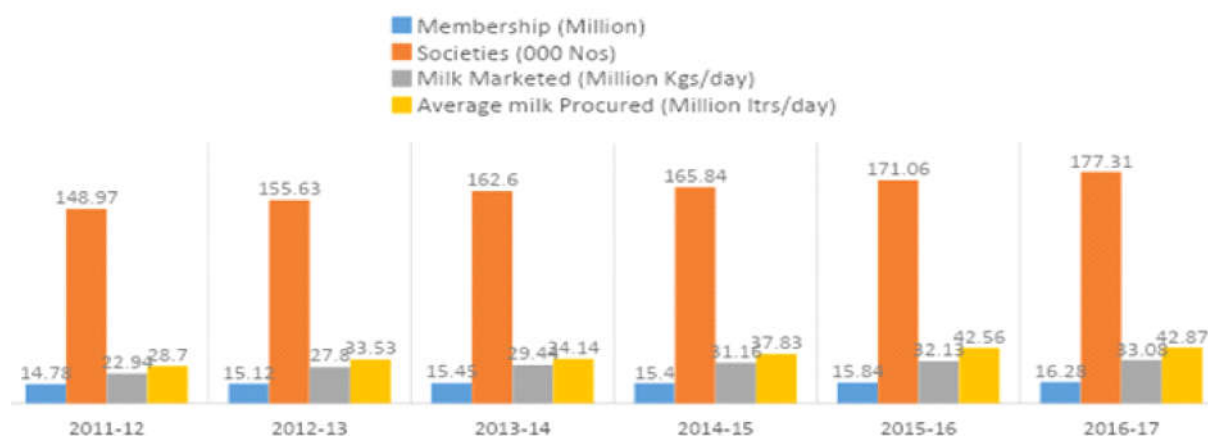
Year of Establishment	1973
District Milk Unions	18
Total Milk Producer Members	3.6 Million
Total Village Dairy Coop Societies	18,600
Total Milk Handling Capacity	35 million litres per day
Total Milk Collection	23 million litres per day
Total Cattle Feed Manufacturing Capacity	9200 MTs per day
Sales Turnover	Rs.38,550 crores

Source: (GCMMF, 2020)

As the dairy cooperative movement advanced, all the cooperative structure dimensions made progress, as depicted in Fig. 2. Apart from Amul, various other cooperative brands viz. Aavin, Nandini, Milma, Saras, Verka, Vita, Sudha, Sanchi, etc., have also emerged as Anand Pattern Dairy cooperatives. Further, this movement helped India become self-sufficient in milk and attain the highest level of milk production worldwide.

Fig. 2: Growth of dairy cooperatives

Growth of Dairy Cooperatives In India



Source: (NCUI, 2018)

At the all India level, dairy cooperatives' total membership has reached 16.28 million dairy farmers (out of which around 30% are women dairy farmers) affiliated to around 1.77 lakh Village DCSs of 218 milk unions (Table 3). Average milk procurement through these village DCSs is around 42.89 million kg per day with a cumulative turnover of Rs.93,556.14 crores.

Table 3: Status of dairy cooperatives in India (2016-17)

District Milk Unions	218
Membership	16.28 million
Women Members	4.85 million
Number of Dairy Cooperatives	1,77,314
Average Milk Procured	42.89 million kg per day
Average Milk Sales	33.08 million litres per day
Turnover (Total)	Rs.93,556.14 crores

Source: (NCUI, 2018)

These dairy cooperatives are not for profit organizations. The whole structure of the dairy cooperatives works for the same purpose, i.e., maximizing producers' share. The endeavour is to pass an average of 80 to 85 paisa of consumers' rupee to the milk producers (Amul, 2018). Dairying provides a means of livelihood to about 60 million people in India.

World Bank's report published in 1998 revealed that against the investment of Rs.200 crore during the Operation Flood, the net return into India's rural economy was Rs.24,000 crores each year for ten years. This input-output ratio is no match for other development programs (Kurien, 2005).

In a nutshell, the entire cooperative ecosystem resulted in the rural economy's upliftment and led to women empowerment. The surplus generated by the village dairy societies is also being utilized for community development programs such as supporting education, medical treatments, and infrastructure in villages.

6. CONCLUSION

The Anand Dairy Pattern is an integrated multi-tier cooperative structure that procures milk, processes, and markets milk and milk products. The pattern's success is mainly attributed to the fact that it involves people in their development through cooperatives, where professionals are answerable to leaders elected by the milk-producing farmers. These cooperatives have linked producers directly to the consumers. This system enables the

producers to get up to 85 paisa of the consumers' rupee. The NDDB under the National Dairy Plan is working on expanding villages' coverage by implementing the Anand Dairy Pattern so that rural milk producers will get greater access to the organized milk-processing sector.

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Attrition In Hospitality Industry

Julie Patel* and Vilas Kulkarni**

Abstract

Hospitality is a thriving industry and makes a significant contribution to the economic growth of the economy. The growth of the hospitality industry can be attributed to its development. The human factor is most important for the production and consumption of services. Today, the hospitality industry has taken on a global presence. However, the hospitality industry is grappling with a high turnover. The most urgent issue for the hospitality industry is the shortage of employment and rising staff costs. The goal of this paper is to investigate whether the hospitality industry is increasing attrition. It seeks to examine the variables that produce attrition and the attempts of hotels to minimise attrition.

Keywords: Attrition, Hospitality, Turnover, Job satisfaction, Hotel

Introduction to the Attrition definition

Attrition refers to a voluntary or involuntary employee who has left the job. Attrition is often referred to as turnover. The turnover rate, in the wider context, means the calculation of the number of workers going out of the organisation. Price (1977) defines the turnover of workers as "the ratio of the number of organisational members leaving during the time considered to be divided by the total number of individuals during that period."

Every business, including hospitality, is trying to gain a competitive edge by changing the tough competition scenario, and every hotel is trying to provide the best service to its customers. The success of the hospitality industry depends on the right combination of skills for employees. Consequently, the sustainability and productivity of the hospitality industry are adversely affected when the turnover rate is high.

The organisation also loses its expertise if the most experienced, skilled, educated, knowledgeable employee leaves and replaces employees is an expensive affair. In addition, it is also a costly and time-consuming issue to search for skilled new employees. Hospitality sector workers are faced with issues such as low wages, lack of dedication to work, limited development prospects, long working hours and low labour relations resulting in a high turnover of employees (Dwesini 2019).

Objectives of the paper

The purpose of this paper is to explore and address the issue of rising attrition in the hospitality industry. It aims to analyse the factors that cause attrition and the attempts

made by hotel management to reduce it. It also addresses the effects of high turnover on the hospitality sector and proposes measures to minimise it.

Sources of data: This research reviewed papers on turnover of employees at work and on the prevention of hospitality from secondary sources, including newspapers, international and national journals, books, magazines and websites.

Attrition Forms

Attrition may be divided as voluntary and involuntary attrition. Shaw et al. (1998) defines the decision of the employee to leave the company as a voluntary turnover. Ongori (2007) argued that causes beyond management control, such as death or employee inability to work, resignation or dismissal, are caused by involuntary attrition. It is necessary to understand why the worker leaves the organisation to deal with attrition. Jackofscy (1984) explained that turnover could be different from that of the employer and the employee. It is true that some attrition is stated as voluntary attrition, but in a real sense it may be involuntary. Further attrition may also be defined as preventable and irreversible attrition. Buhler (2002) believed that the unavoidable turnover was beyond the influence of the employer.

Job frustration adds to the need for turnover.

Satisfied workers would accommodate customers. The hospitality sector therefore needs to ensure employee satisfaction on an ongoing basis. Satisfied employees are a valuable asset for the company. Human resources are essential components for the development of a corporate

* Ph.D. Scholar

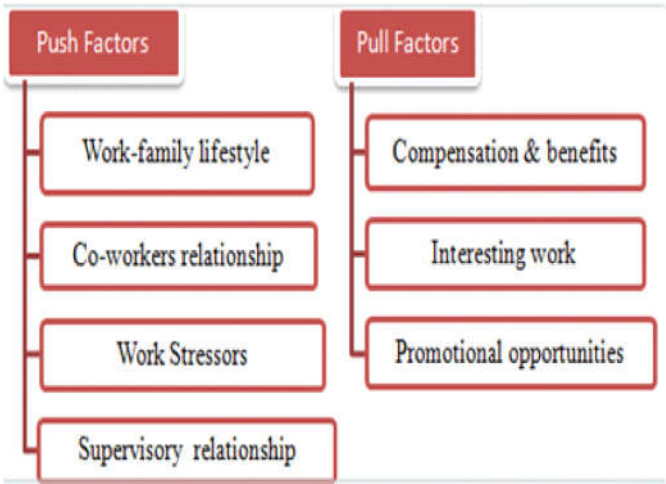
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image in order to serve a problematic role (Bharwani & Butt, 2012). Employee frustration stems from a low working environment that is influenced by the turnover crisis, wage/wage issues, disparities, etc.

In addition, employee satisfaction will affect the employee's dedication to work which will result in the organization's turnover both mentally and physically (Pathak, 2012).

Employee turnover in the hospitality sector can be divided into two factors: push and pull factors influencing the intent of turnover (Figure 1). Due to unhappiness, push variables grow, adversely affecting employee satisfaction at work. There are four main driving variables: the work-family lifestyle, the co-worker relationship, the work stressor and the supervision relationship. Their lifestyle is adversely affected by long and irregular hours of work, overload and minimal leave. Overload and unmanageable work often increase work stress and increase the turnover of employees. Having an unsatisfactory relationship with the employer adversely affects the performance of the employee, and dissatisfaction in the workplace will cause the worker to leave. On the other hand, in terms of pull factors in other industries, such as higher pay and benefits, more exciting job and promotion opportunities draw applicants to other sectors. Employee remuneration has also influenced the attitude towards jobs (Tang et al., 2000).

Figure 1: Employee Attrition: Push and Pull factors



Source: Sze-Yin Ho et al., (2010) Employee Attrition: Push and Pull factors

Level of Attrition

In India, the hospitality industry suffers from labour attrition at a rate of between 30 and 35%. In particular,

employees of the Food and Beverage Department face a high turnover of employees in the hospitality business (Gangai, 2013). One-third of adolescents work in the hospitality industry in the United States, and many young people gain experience in different hotels. Data shows that the turnover rate of staff in restaurants and hotels rise to 74.9 per cent in 2018 from 72.5 per cent in 2017. (Figure.2 above). The hotel industry, especially at the entry and junior management levels, is facing a crunch in the workforce (Varghese, 2009). In addition, he said that more than half of students left catering institutions and preferred other sectors such as cruise liners, airlines etc which provide attractive remuneration.

Figure 2: Annual Employee Turnover Rate



Turnover effects on companies

There are hidden costs of high turnover in the hospitality industry (Philips, 1990) and these costs have had a direct effect on the survival of the company. Ongori (2007) found that recruitment, selection, orientation, training and pay control policies effectively minimise the turnover of employees. Employing staff tends to improve employee continuity and there are minimal excuses to resign (1982 Canungo). The involvement and engagement of employees in the decision-making process of employment has not led employees to leave their business. Griffeth et al. (2000) found that the turnover of workers is minimised by adequate wages (compensation) and incentives (bonuses and other benefits). In addition, the turnover of workers in the hotel industry is positively impacted by salaries and non-monetary benefits.

Factors affecting the attrition rate in hotels

Low pay: Hotel employees are paid less than their jobs is a fact. Warhurst et al. (2008) examined the lowest wages for room service staff in the UK hotel industry. New graduate students in India earn 5,000/-to 10,000/- per month at the entry level. The pay standards in the hotel industry are even lower than in other occupations. Koshy (2011) says that a new one is joining at the same stage in both sectors, but the person in the information technology sector is getting faster promotions and can achieve a respectable role in 2-3 years. Most workers work part-time in restaurants and hotels and get low wages.

Long Working Hours:

Long and erratic working hours are particularly characterised by the hospitality industry. Without extra benefits and monetary rewards, workers frequently work more than 12 hours. In addition, the hotel industry is commonly regarded as the service sector, and workers are in constant touch with customers, which leaves them tired. Therefore, their level of stress rises and they begin looking in other sectors for work opportunities. The health of workers is affected negatively by long and erratic working hours. Kearney (2020) is the view that optimal shift length can improve the productivity of employee.

Nature of Work:

The hospitality industry expects its workers to be completely involved and attend to guests on an ongoing basis. Employees in these fields are constantly on their toes and there is hardly any break time available for relaxing. Further, the worker is supposed to do work without breaks even on weekends and festivals. Working in the hospitality sector, therefore, has been exhausting and tiresome.

Competition:

In this decade, the hospitality industry has seen remarkable growth. Several hotels are putting their energies into improving the global hospitality industry. The competition to hire the best workers leads to the poaching of staff between hotels. In order to build a reputation and brand in the market, each hotel attempts to choose the best experienced, qualified and knowledgeable employee. This often causes employee turnover.

Poor Work-Life balance:

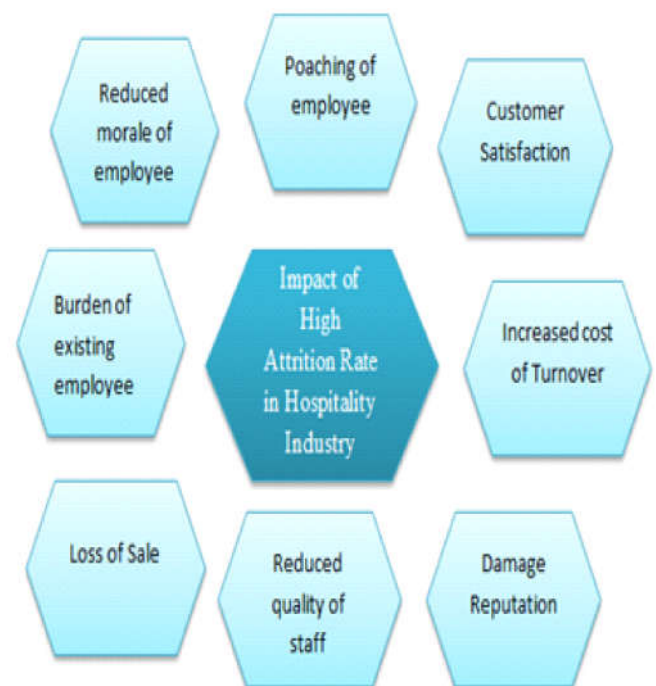
Long working hours and high intensity of work have detrimental effects on the work-life balance of workers. The hotel worker mostly sacrifices his social life because the workers spend long hours during the festival days and cannot give time to the family. For this reason, female workers often quit the organisation. Even the workers do not enjoy their weekends. Adverse effects on an employee due to high work intensity and erratic hours include poor sleep, irregular and unhealthy meals, and disturbing social life. Work-life equilibrium greatly promotes a stable work environment and decreases stress.

Sexual Harassment:

While it can be argued that the problem of sexual assault is primarily a societal issue, in the hotel industry, female workers face this issue more intensely. In the hospitality industry, discrimination against women is also an issue. A particular policy against sexual harassment and discrimination should be enforced by the management.

Impact of High Attrition Rate in Hospitality Industry

Figure 3: Impact of High Attrition Rate in Hospitality Industry



Source: Peshave & Gujarathi (2015) Impact of High Attrition Rate in Hospitality Industry

Customer Satisfaction: The hospitality industry provides personalised qualitative service to the guests. This service sector is facing a high turnover of staff

resulting a direct impact on customer satisfaction. The new workers may not have the same rapport with the client or visitors. In addition, the new employee feels less secure and may not meet the needs of the client.

Turnover’s increased cost: A skilled and experienced worker is important for the hospitality industry. The hotel will need to hire employee after the old ones leave. This results in the increase of recruitment cost and training cost. Further, it takes some time to train a new employee and start performing.

Damage Reputation: When workers leave the business, they distribute negative data and reviews about the specific hotel. Therefore, passing of negative information results in loss of reputation of the hotel.

Reduced staff quality: Employees operate in the service industries together with common understanding and assist each other. If an employee leaves the job, their co-workers are affected. The morale of workers often declines, directly affecting the quality and productivity of employees. So the standard of the hotel staff declines.

Loss of Sale: In the hospitality industry, due to the turnover of an employee, repeat clients are not happy. Unhappy customers can look for alternative options and possibly move to the hotel where the old employee has moved. The hotel could, therefore, lose its sales and image.

The burden of existing employee: The hospitality industry, which is already marked by a shortage of staff and hotel industries, requires more workers to carry out the different operations. It is a fact that when employees leave the organization, their total workload has to be taken over by the existing employee till the new employee joins.

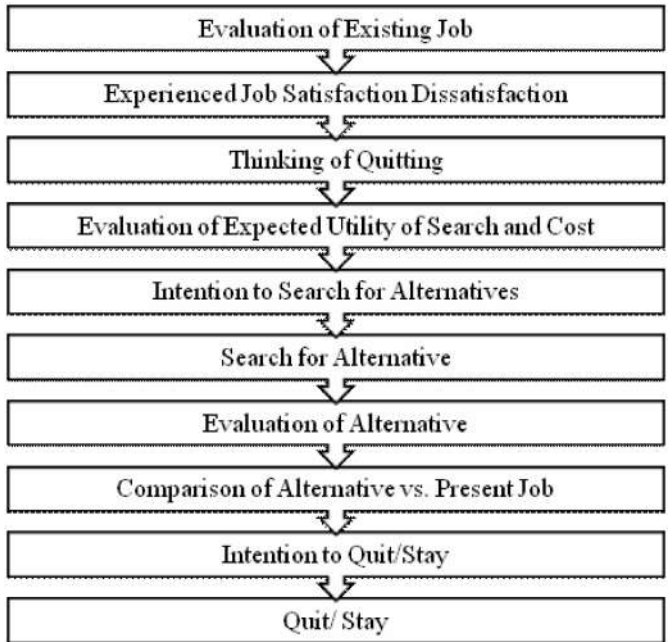
Reduced employee morale: Employees feel rather demotivated due to employee turnover. The circumstance ruins the morale employees. In addition, low morale is a silent workplace killer, adversely affecting the efficiency and performance of the employee.

Poaching of employee: Competition is quite high in hotel industry. Each hotel wants to enhance its credibility and brand, so it looks for the best employees. Employee poaching contributes to rivalry between hotels and results in malpractices.

Mobley (1977) introduced one turnover model- ‘Intermediate Linkage Model’ which explained why dissatisfied employee decides to quit the job. He

recognised the phase of work dissatisfaction and quit his job. Many factors lead to a quest for a new career, such as salaries, incentives, health insurance, low pay, etc. Figure four describes how disgruntled workers feel about leaving the company and searching for new jobs.

Figure: 4 - Intermediate Linkage Model of Turnover



Sources: Mobley (1977) p. 238

Measures to reduce the attrition in the hospitality industry

Human Resource Management Practices

Proper recruitment and selection practices will reduce the turnover rate in the hospitality industry. Dwesini (2019) studied that a high turnover of workers will reduce successful human resource management activities, and managers must pay attention to compensation and incentives, organisational culture and dedication, employee engagement, job satisfaction and the working atmosphere. Monetary incentives have a huge influence on turnover and play a key role in attracting high-performance workers (Shaw et al., 1998). Fair pay is the best solution for a low-employment employee to retire (Jung & Yoon, 2015). Rewards, appreciation and marginal rewards are the strongest tools to improve employee productivity and discourage workers from thinking about leaving the company (Lee & Mitchell, 1994).

In addition, employee preparation enhances awareness and skills. Amos et al. (2008) addressed the likelihood

of minimising turnover if companies adopt a training programme for workers. In addition, employee preparation leads to the accomplishment of the corporate goal and workers are more committed to the company. Rok and Mulej (2014) noted the importance of investing in human capital. The lack of investment in the workforce has resulted in a high turnover in the hospitality sector. Lee (2010) indicated that the proper working climate often impacted employee satisfaction and employee turnover management. Moreover, organizational support also positively impacts the intention to stay. The best way to reduce the turnover of workers is to boost retention of employees.

Retention of employees reduces the cost of recruiting, employing, and educating new staff. Understanding the reasons that cause workers to leave is therefore important for the sustainability of the company (Bettye, 2018).

Measures taken by hotels to reduce attrition

Hotel industry management is innovating ways to avoid turnover. It's trying to strike a balance between effort and reward. They try to provide and promote a friendly and constructive working atmosphere. The hotel industry focuses on monetary benefits such as bonuses and non-monetary rewards such as the recognition of employees as 'Employees of the month.' Further workers are also encouraged to provide inputs, which allows them to understand their challenges and build a positive atmosphere on a daily basis. Giving training to workers empowers them with technology and eliminates tension and excessive burden. Today, hotels spend a large amount of time and money educating their staff. Though extended hours are the norms of this industry. Today, hotels are seeking to align their employees' jobs and their lives with programmes such as holiday rotation, festivals and weekends.

Conclusion

The hospitality industry is hurt by the turnover crisis. Human resource management is closely linked to optimising employee value in order to achieve the goals of the company, especially in the service sector. Push and pull factors have a positive effect on the turnover of workers. Furthermore, low wages, long working hours, nature of work, competitiveness, low work-life balance, sexual assault impact the turnover rate of the hospitality industry. Moreover, turnover in the hospitality sector is very important, as it causes customer dissatisfaction,

damaged reputation, reduced quality of staff, loss of revenue, reduced morale of employees and poaching of employees.

Employees are the core of the service sector and need to be inspired. Human resource management activities, such as recruiting, recruitment, training, benefits, etc., thus dramatically minimise the turnover of workers in the hospitality sector. To fix this issue, hotels are realigning their systems. They have redesigned their HR programmes and kept their staff engaged and their work-life balance maintained. While the hospitality industry is conscious of its efforts to monitor the retention rate and reduce the turnover of staff, a great deal needs to be done.

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COVID-19 Economic Disruption: Bigger than Global Financial Crisis?

Jayashree Dubey*

Abstract

Economic recession is the contraction in the business activities and reduction in consumer confidence resulting into job losses, shrinkage in consumer spending, and reduction in Gross National Product (GNP). More than a deadly pandemic, COVID-19 has proven to be an economic disaster for countries across the world. While the world has faced economic crises and recessions earlier as well, there is no precedent to the current health and economic crisis. It is neither restricted to a single economic sector nor it is contained to a handful of countries. In just couple of months, global lockdown to contain COVID-19 has ruined many industries and uprooted an unprecedented number of livelihoods. While severely bruised world limps back to normalcy, getting back to the pre-COVID-19 economic growth rate in the next few quarters seems a daunting task. During this phase it is important to simultaneously work for ensuring business survival and jobs. This article briefly reflects over the financial crisis of 2008, and against that backdrop, analyzes COVID-19 led global health and economic crisis to make a sense of what lies ahead for the economy in near- to medium-term.

Key words: Circular flow model, 3Ds, Product market, Factor market, Purchasing power, Repo Rate.

1. Introduction

The economic cycle is a period between expansion and recession in the economic activities that gets reflected in the values of many economic indicators. It observe four major stages viz. expansion, peak, contraction and trough. Recession begins when the economic cycle moves from peak to trough. As defined by the National Bureau of Economic Research (NBER, 2008), a recession is a significant decline in economic activity spread across the economy, lasting more than a few months, normally visible in real GDP, real income, employment, industrial production, and wholesale-retail sales. There can be many trigger factors for the movement of economy from expansion to recession stage like, availability of capital and interest rate, consumer confidence, over-expansion, technological factors, commodity price or price of other factors of production, political, unemployment etc. 'Depth', 'Diffusion', and 'Duration' termed as 3D's of reduction in economic activities and consumer spending are the three main criteria used for interpretation of recession. The depth indicates the impact on people in terms of job losses, reduced earning; diffusion is the spread of negative impact on number of industries and region; and duration is the time period.

1a. Circular Flow Model: Economic Vicious Cycle

As per the circular flow model, a working economy is comprised of two highly interrelated components: 'Factor

Components' and 'Product Components'. For the economy to work, the two components form a continuous loop as shown in figure 1. The 'factor components' comprises of factors of production, e.g. land, labor, and capital. These components are acquired by business entities for their operations. The goods and services thus generated form 'product components' that are sold to individuals (B2C market) or corporates (B2B). Demand for 'product components' directly drives the demand for 'factor components', specifically the demand for labor and capital. Demand for the 'product components' will be normal to high only if individuals/families have surplus income. In the absence of job or job security or a fair wage, and thereby the absence of surplus income, consumers change their consumption patterns, or reduce their consumption, or shift to lower-priced alternatives. This leads to a reduction in production/ business activities, lower profit margin, and closure of marginal companies, which lead to further fall in demand for 'factor components'. Falling demand of 'factor components' triggers a decrease in the demand in 'product components' and vice versa, and this is a point in the economy when this cycle becomes difficult to break/ reverse until the two components start supporting each other for growth.

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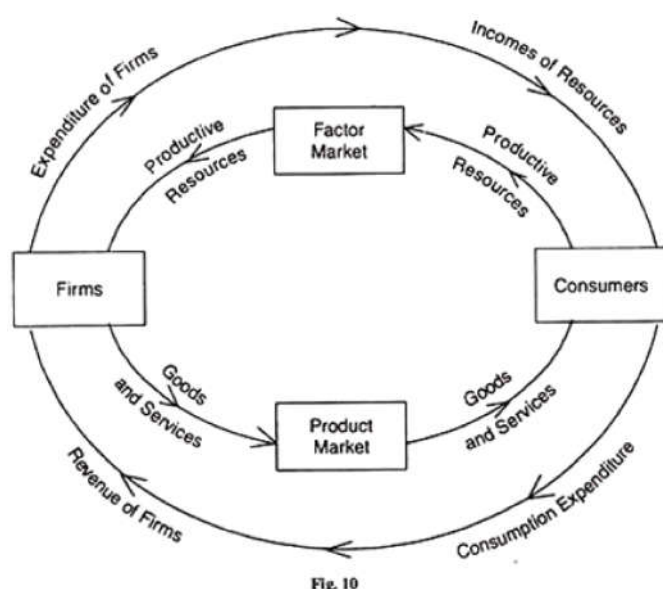


Figure 1: Circular flow model of Economy (Kwatiah, Natasha)

The objective of the article is to analyse the severity of impact of the economic crises arising due to COVID pandemic based on secondary data that reflect its economic impact globally in comparison to the reasons behind and impact of global financial crises. The data was collected from various open source articles and reports.

2. The Global Economic Crisis (2008) and Aftermath

The economic collapse of 2008, which lasted almost 19 months (December 2007 to June 2009) in the USA, with disastrous reverberations in global markets, emphasizes the impact of the failure of just one industry in the USA (housing Sector in this case) on the global economy. The global recession that followed resulted in a stock market crash, as much as 50%, in all the major global indices and about a year-long bear market. During that bear market, the USA economic bellwether Dow Jones Industrial Average (DJIA) lost 54% of its value, crashing from a peak of 14,198.10 on 11th October 2007 to a bottom of 6,469.95 on March 6, 2009. Even more consequential was the impact on the employment which, in turn, led to a crash in consumer sentiment and consumption level. The gloom that started with the collapse of the financial sector soon engulfed almost every industry.

2a. Diffusion: Subprime Crisis the Trigger for Global Financial Crises

The global financial crisis-2008 started with the turmoil in the USA's financial sector when people started

defaulting on their housing debt repayment. Banking and non-banking financial firms had built a huge mortgage portfolio by lending to the promising US housing sector that had been on steroids with housing prices showing strong growth for multiple years, thanks to easy access to liquidity and ultra-low mortgage rates. The subprime bubble, however, that had been growing for long eventually burst as house-sales and house-prices crashed leading to home-buyers defaulting the loan repayment, thus lending big blows to over-leveraged mortgage firms. With many of the affected firms and financial markets in general being highly globalized and interconnected with other industrial sectors and the global economy, this failure gradually engulfed the entire world. The ensuing international banking crisis led to the failure of many heavy-weights in financial sectors like Lehman Brothers, Merrill Lynch, IndyMac Bank, Washington Mutual to name a few. Apart from the direct impact of subprime crises on the financial sector, the auto sector also got a big hit simultaneously. The three big players, namely General Motors, Ford Motor Company, and Fiat Chrysler Automobiles, which were already facing problems of declined sales since 2005, became more stressed due to subprime crisis and high oil price in 2008. The financial sector is the backbone of the economy and plays a very crucial role in extending funds for starting and running the businesses. This failure in the financial sector significantly impacted the fund availability and increased the cost of capital to other businesses, leading to a gradual decline in the economic activities in other industries which turned into global economic crises. Sectors and businesses which had a high reliance on external sources of funds to make the wheel roll had a higher negative impact. Thus the crisis that started with housing sector in the USA gradually diffused globally and in multiple industries. In modern history, that was considered as the biggest economic crisis after the great depression of the 1930s.

2b. Depth: Impact of Global Financial Crises on the Job Market and Market Demand

The financial crises made the cost of finance dearer, impacting the growth in the economy and leading to an aggregate reduction in demand. Reduced demand due to poor customers' sentiments led to production cuts, gradual job losses, degradation in the quality of jobs in terms of lower wages, reduced working hours, job furlough, and frozen recruitments. As per a report published by the International Labour Organization (ILO)

in 2011, there were 205 million job losses in the year 2009. The global unemployment rate was 6.2% in the year 2010, which was the same as that of 2009, indicating little job growth. Job losses were more in higher income group countries with 55% of the total unemployment from 2007 to 2010 observed in developed economies and EU. Since developed economies are the major markets, it impacted cross border trade leading to further job losses in the export sector.

2c. Duration: Global Financial Crises

After around one and a half years of a bear market, the stock market started to bounce back with the announcement of Citibank and Bank of America being back in black on 10th and 12th March 2009 respectively. However, the job sector continued to suffer for seven consecutive quarters until early 2011 when the job market started improving. Disastrous consequences of such long term unemployment are difficult to reverse as it results in lower prosperity and therefore lower participation of people in the economy. Such a trend in job-losses propels the economy into a vicious cycle of recession which can be explained by the 'circular flow model' of the economy.

3. COVID-19 Crisis and Economic Fallout

The cause of the looming COVID-19 led economic crisis and its scope makes it much more catastrophic than the 2008 economic crisis. Unlike the 2008 economic crisis that had its root in collapsing financial markets in a few developed countries, the emerging economic crisis of 2020 has its root in a highly contagious global health pandemic that has spread to hundreds of countries across the globe. It has impacted the economy of many of these countries that resorted to nationwide lockdown to check the virus-spread. The point to ponder is if a single sector-led crisis in 2008 needed three years for healing the global economy, how many years it would take for the world to come out of the current economic tsunami which has observed huge depth and diffusion from the very beginning. Will the economy get back to its feet quickly and start running as the social and business restrictions are eased out? Would it wait until an effective vaccine or therapeutic product is launched? Or, would it take a long time to heal the deep gashes inflicted by economic collapse comprising closure of multiple businesses, jobs lost permanently, and people apprehensive of participating in the economy in the way they used to do before coronavirus hit the world? While no one has the best answer, based on the cause-effect precedent of earlier recessions, discussed below

are key reasons that indicate a prolonged recovery time a more plausible scenario.

3a. Diffusion: Threat to Businesses with Global Economic Contraction Due to COVID

In many countries, especially the developed world, some major sectors that have a significant contribution to the national GDPs as well as in generating employment have taken a major hit and will find it tough to return to normalcy in the near-term. Most impacted is the tourism sector that directly and indirectly covers many vital and employee-intensive industries like airlines, hotels, restaurants, amusement places, museums, transportation, tour operators, ship/cruise lines, event management, catering, eco-tourism, e-commerce working in travel and hospitality sectors etc. As per the World Travel and Tourism Council (WTTC), the tourism sector's direct and indirect contribution to the world economy is 3.2 % and 10.4% respectively while it generates 9.9% of all jobs. Five countries having high reliance on the tourism sector in terms of its contribution to GDP are Maldives (39.6%), British Virgin Islands (35.4%), Macau (29.3%), Aruba (28.1 %), and Seychelles (26.4%) (Smith, 2018). These countries could take even more time in regaining the economy as even after lifting of travel restrictions, people may continue to have self-imposed restrictions on social and pleasure travels.

Apart from tourism, other sectors like consumer wholesale & retail, real estate, media & entertainment, highly perishable agriculture commodities (e.g milk, fruits, and vegetables), the flower industry also took a big hit. Demand for non-essential goods like clothing, footwear, and other grooming products, consumer electronics, electrical products, household appliances, automobiles, furniture, etc. for which the purchase can be deferred too will have a tough time catching up the lost sales. Ironically COVID-19 lockdown came at a time when it was a peak demand period for many of the businesses that have seasonal demand patterns. The operations of many of these industries will remain in doldrums unless a permanent cure to the deadly disease is found.

The negatively impacted sectors also provide a handsome contribution to the GDP. As per Fitch's revised rating in May, World GDP is forecasted to fall by 4.6 percent. GDP is expected to decline by 5% for India and Russia, 6% for Brazil, 4.5% for emerging markets, 8.2 % for Eurozone, and 5.6% for the USA (FitchRatings, 2020).

On other hand, list of the industries still surviving would be small and will include sectors such as pharmaceuticals, chemicals, hospitals, food & food processing industries, telecom & DTH services, banking and finance, online education sector, and those having backward integration with these essential sectors.

3b. Depth: Job Losses, Uncertainty, and Wage Contraction Due to COVID

Business sectors that have been hit during this crisis provide significant direct and indirect employment, thus providing livelihood to a huge number of people. Within three months of the crisis, a huge number of job losses and loss in livelihood opportunities have been reported. As per a report (ILO, 2020), global working hours in the second quarter of the year 2020 are expected to be 10.5% lower than in the last pre-crisis quarter, which is equivalent to 305 million full-time jobs. The situation is more severe in the case of informal jobs due to the vulnerability of the segment. Almost 60% of the Informal economy workers are expected to see a decline in earning (ILO, 2020).

In the the USA, the rate of unemployment went up from 3.5% in February 2020 to 14.7 % in May resulting in 20.5 million job losses, which was only 8.7 million (10%) during the recession of 2007-2009 (TOI, 2020). Jobless claims/ unemployment benefits claims have soared in developed economies like USA, Spain, Austria, Germany, Britain, Thailand, Japan. In France, 4,00,000 businesses sought government aid to pay salaries to keep people on payroll (Bloomberg, 2020). As per S&P, in the Asia Pacific region, the unemployment rate could rise over a 3% point and is more likely to impact the employment in the service sector as it requires human-to-human contact (Tan, 2020). As per CMIE, in India, in comparison to the base figure of 2019-20, there is a reduction in the employment figure by 122 million in May 2020, inclusive of small traders and laborers, entrepreneurs, and salaried employed (The Hindu, 2020).

The above events have made workers across the globe deeply concerned about their job security. As per a survey, perceptions about job losses are the highest in India with 86% of those employed being worried about losing their jobs and livelihood post-COVID-19 lockdowns. This is 31% in Britain, 33% in Australia, and 41% in the US while as many as 71% Hongkongers fear losing their jobs (PTI, 2020).

3c. Economic Threats and Challenges in Recovery

COVID has already brought the businesses in unimaginable stand still mode and left millions jobless. Loss of earning and the threat of losing a job will have a significant impact on the consumer purchasing power and consumption pattern towards reduced demand for non-essential products and services, pricey luxurious products, etc. Market demand will also remain poor for those products or services where avoiding social distancing is difficult either due to restrictions from the government or by the customers themselves. In the current fiscal year, the FITCH rating is expecting 8.3 percent contraction in consumer spending (Fitch Ratings, 2020). This will again make the economy get trapped in the vicious cycle of reduced demand in the 'product components' followed by a reduction in the demand in the 'factor components'. This time as the problem is global from the very beginning, impacting multiple industries, as well as increasing healthcare burden and socio-economic stress, relief package from the government will have little impact in reviving the economy unless the demand is backed by job security and creation, to propel the production of products, services and other business activities.

Relief packages and monetary policies will help companies to float only for some time, that too with reduced employment level. Many startups might face premature closures and many businesses with high debt too can face survival risk in the absence of market demand. The Indian stock market indices, Sensex, which was above 40,000 marks during pre and initial COVID-19 with its highest value of 42,273 on 20th January 2020, slipped below 40,000 marks on 28th February and observed a turbulent free fall thereafter, touching a multi-year low of 25,638.9 on 24th March losing around 36% of the value in just 24 days. Multiple announcements like repo rate cuts, an increase in the moratorium period, mortgage-free loans, and similar other benefits helped the indices to gain the lost value. However, the upward movement will be sustained even after poor quarterly results of companies and unprecedented decline in GDP is a question mark. Again even if the upward movement in the stock market indices can be maintained as it moves on long term speculation, whether that gets translated into real growth in the sales, revenue, and profitability of the formal and informal businesses and more specifically securing jobs of the employees will be key indicators to monitor. Unless these indicators clearly show a robust revival, it's very likely that the economy will sink further into recessionary cycle,

and impact larger number of industries and wider geographical diffusion of socio-economic consequences as compared to the global economic crisis of 2008.

4. Unlocking and Economic Recovery

India observed four consecutive lockdowns starting from 25th March till 31st May followed by gradual relaxations to start economic activities which were important to ensure the supply of essential goods and services for the citizens. The fifth lockdown was continued for containment areas starting from 1st June 2020, but for the other zones unlock started on 8th June 2020, permissions were granted for many economic activities to start along with various instructions to be followed to prevent spread of infection. As the cases of coronavirus continue to increase at an exponential rate the bigger question is whether under this situation consumers will get back to the earlier habit of visiting market place to buy products and services, or they will go for self-imposed restrictions. Travel & tourism, hospitality sector, business that are directly or indirectly linked to schools and colleges will remain subdued for long duration. Secondly, a large number of business sectors that rely on trained migrant workers to run their businesses are facing the problem of an insufficient workforce. The migrant workers faced rough times as they lost their earnings during the lockdown and got stranded in the cities. Due to concerned of getting infected with the deadly disease as they could hardly maintain distancing in their crowded ghettos, many of them also had to flee to their native places. This has led to reduction in the family earnings in the rural areas too. Thus even with unlock the footfall in both the urban and rural market space will remain below average and a slow revenue recovery for the businesses.

5. Conclusion and Recommendations for Sustainable Recovery

While the global economic crisis-2008 took more than three years to subside, the current crisis which has globally disrupted major business sectors could last longer. To enable recovery, the Indian government has already declared various measures to support businesses in addition to providing several relaxation to distressed firms which include relaxed timelines for taxes & interest payments and compliance with other regulatory requirements, while doing away associated penalties are among many other support measures. However, to make the economy roll, the presence of customers in the market is equally necessary who can purchase products and

services. The economy works only with the robust participation of both, producers and purchasers. This in turn needs surplus income in consumer's hands which, under prevailing situations of high unemployment, is difficult unless jobs are protected. Thus it is time when the government is to be more judicious in designing any stimulus package or benefits to the business sector in a manner that ensures protection and creation of employment to provide livelihood opportunities. One option could be to provide relief packages only with the commitment of payroll protection. This will ensure that the government stimulus given to employers trickles down to employees too, thus helping businesses to survive and jobs to sustain. Another option could be to prioritize stimulus to medium, small, and microenterprise (MSME) sector that employs significantly higher number of workforce and other manpower-intensive businesses.

During the tough times when companies are asked to manage operations with less number of employees coupled with low market demand and liquidity crunch, job cuts are obviously resulting in significant unemployment. In India, however, there is no provision of unemployment benefits at present, even for those individuals who otherwise pay taxes while in the job. It is time when the government should give a serious thought to provide direct financial support (unemployment benefit) during such crisis times, more so for those who were paying direct taxes when they were employed.

The problem faced by migrant workers during lockdown has once again emphasized the poor economic situation of rural India and the need for inclusive growth. Inclusive growth which is mostly monitored or talked about in terms of the number of bank accounts in the rural area has to be redefined in terms of more specific parameters like reduction in the proportion of people going outside village to earn their livelihood, increase in the absolute and proportion of income from agriculture and allied activities, increase in commercial activities apart from agriculture, increase in savings, etc. A long term strategy needs to be formulated while designing the activities to be taken under national or state livelihood schemes like MANREGA, so as to ensure the creation of the important infrastructure needed to support commercial activities and attracting business investment. Such schemes should also be extended to provide not just unskilled jobs as per current provisions but also for semi-skilled or skilled jobs, as per the needs of the development projects to be undertaken.

In summary, COVID-19 has proven to be one of the worst disasters in the entire world in modern times. As countries and humanity fought back with unprecedented measures to defeat the coronavirus, the pandemic and reactionary measures have taken a significant toll, to say the least. It looks like a long-drawn battle as the number of cases continues to rise while countries across the globe struggle in figuring out means to revive the economy. Active participation of both, businesses and consumers are important to ensure forward movement in the economy and is thus important to work to strengthen both these link. It would be prudent to prepare for the worst while ensuring that the strategies do not derail the economic revival and people's right to earn a livelihood.

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Role of Collectives in the Transformation of Rural Economy with special focus on Banas Dairy in Gujarat

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Abstract

The cooperative varies from a small-sized village level organization to some gigantic global level businesses. The cooperatives' workforce engagement mainly comprises self-employed producer-members, counting more than 252 million individuals worldwide. There are many successful examples of cooperatives in India that includes Agricultural and horticultural cooperatives, dairy cooperatives, labour cooperatives, etc. They have played an essential role in rural development and the economy. This paper examines the case of cooperative dairy union owned by the farmers in the Banaskantha district, Gujarat, India and how it is working for enhancing the returns from dairying to members through a holistic approach. The union improved the living standard of economically and socially backward sections of society. Apart from reducing input costs and increasing farmer's income, the union has also touched on other aspects of life, such as women education, sanitation, environment pollution and tree plantation, and sustainable farm production.

Key Words: Dairy Cooperatives, Rural Development, Economy

1. Introduction

The objective of the Farmer Producer Organization (FPO)¹ is to organize farmers into a collective to improve their bargaining power in the marketplace, may it be for the inputs or the produce, tapping both backward as well as forward linkage and ultimately making the farmers as a part of the agricultural value chain (Bikkina *et al.*, 2015)². FPO's include Cooperatives, Farmer Producer's Companies (FPC's), Common Interest Groups (CIG's), Self Help Groups (SHG's), etc.

A cooperative is an autonomous group of people amalgamated voluntarily to meet their mutual economic, social, and cultural needs and aspirations through a mutually-owned and democratic enterprise (UNO, n.d.)³. According to the International Cooperative Alliance (ICA), seven cooperative principles delineate the ideology by which any suitable place values into practice (ICA, n.d.)⁴, viz. voluntary and open membership states, cooperatives are willing to accept the responsibilities of membership without any discrimination. Democratic Member Control states that Cooperatives are democratic organisations controlled by their members. Member Economic Participation states that Members contribute

and control the cooperative's capital evenhandedly. Autonomy and Independence emphasize the self-government and self-help in organisations controlled by their members. Next principle emphasizes the Education, Training and Information for their members. Cooperatives' cooperation says that Cooperatives can serve their members most effectively by working together. Finally, the seventh principle highlights that there should be Concern for Community for the sustainable development of the communities of which the members are also a part. So every dimension of the cooperative endeavour is directed towards member well-being. Therefore, a cooperative is a business organization, yet it is distinguished from investor-owned businesses by democratic governance, and ownership and control by its members, who are also its customers (Mellor, 2009)⁵.

1.1 Cooperatives – Global Scenario

The cooperatives range from small-sized organizations to some gigantic businesses from corner to corner of the world. As per the Global Census on Cooperatives, there are 2.6 to 2.94 million cooperatives having over 1.0 to 1.2 billion memberships in 145 – 156 countries, and around 12 million people are working in cooperative

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A Producer Organisation (PO) is a legal entity formed by primary producers, viz. farmers, milk producers, fishermen, weavers, rural artisans. APO can be a producer company, a cooperative society or any other legal form that provides for sharing profits/benefits among the members. In some forms like producer companies, primary producers' institutions can also become a member of PO. (<https://farmerconnect.apeda.gov.in/Home/ForGroups?PaccessID=1>)

organizations worldwide (Global Census on Cooperatives, 2014; CICOPA, 2017)⁶. Further, the top 300 cooperatives report a total turnover of US\$ 2.1 trillion, riding on their combined asset base of US \$19.6 trillion as per World Cooperative Monitor, 2018⁷. Therefore, co-ops support to the sustainable growth along with stable, quality employment for 250-280 million persons across the globe, mainly self-employed producer-members, accounting for almost 10 percent of the world's working population (Eum, 2017; Roelants and Salvatori, 2018)⁸.

1.2 Cooperatives – Indian Scenario

Advancement of thrift and, self and mutual help are the fundamental principles of co-operation and have been deep-rooted in the social culture of Indian society since the start of Indus civilization. Villagers for ages have worked together on an informal cooperative basis. The joint family system, which is as old as the Indus Valley Civilization is a classic case of indigenous cooperation⁹. Founded on the principle of mutual self-help 'panchayat' is one more form of cooperative institution.¹⁰. In India, the beginning of institutional cooperatives can be linked to the Nidhi's in the Province of Madras, and also an Indian concept, the chit fund system in the villages of Kerala, were few of the innovative efforts in cooperation in India in the second half of 19th century¹¹. The Cooperative Credit Society's act, 1904 laid the foundation of India's legislative efforts. The Cooperative Societies Act, 1912 was a landmark with which cooperatives' space broadened to cover various domains such as rural, urban, producer, consumer, industrial and marketing cooperatives in the country.

Some of the successful examples of Cooperative associations in India includes Some Agricultural and horticultural cooperatives like *Safal*, *Mahagrapes* etc, Dairy Cooperatives like Amul, Nandini, Verka, Milma etc. and other cooperative organizations like Indian Farmers Fertiliser Cooperative (IFFCO), Mulkanoor Co-op Rural Bank And Marketing Society Ltd (Telangana), Uralungal Labour contract Cooperative Society (Kerala), etc.

2. Objective

The present study is aimed at assessing the contribution of Cooperative movement across various sectors in general and dairy sector in particular in streamlining the supply chain, upliftment of socio-economic status of the

rural households and transformation of the Rural Economy.

3. Methodology

The center of research in this study was agricultural cooperative institutions with special emphasis on dairy cooperatives with a case of the *Banas Dairy in Gujarat* as a unit of investigation. Primary data was collected through semi-structured interviews of key stakeholders, including members of the board, senior officials and employees of the cooperative organizations. The researcher collected information from 10 Dairy Cooperative Societies (DCS) under the *Banas Dairy*. During the discussion, the DCS officials and dairy farmers of Banas Dairy shared their views on the union's overall functioning and their respective DCS. Secondary data was obtained from various annual reports of the union.

4. Agriculture and Horticulture Cooperatives: *Safal* and *Mahagrapes*

4.1 Safal

It began in 1988, as an Indian government initiative by 'Mother Dairy Fruits and Vegetable Limited' to help fruit and vegetable growers and the urban consumers. For more than 30 years, majority population of National Capital Region (NCR) have access to fresh fruits and vegetables through *Safal* at the prices much lower than what the local vegetable and fruits vendors would charge (Sood and Jishnu, 2015)¹². It was the first company to organise the fruit and vegetable market in the country which now operates the largest number of fruit and vegetable outlets in the NCR along with a growing presence in Bengaluru (Anonymous, 2016)¹³.

This became possible by following the model of buying on its head in which the market went to the farmer's gate instead of a farmer coming to markets, where the middleman would rip off the margins. Consequently, consumers started getting fresh products every day, bringing farm-to-fork concept in reality much earlier than the present-day retail chains which have started the same in the metros (Anonymous, 2012¹⁴ ; (Ajaya and Ganapathy, 2009)¹⁵.

Therefore, the primary objective of *Safal* is to provide linkage concerning fruit and vegetable growers, and customers. It procures fruits and vegetables from farmers/ growers associations and markets them under the brand name *Safal*. With operations spread in Delhi NCR,

Maharashtra, Karnataka and Gujarat, *Safal* is engaged in –

- a) Procurement, processing and marketing of Fresh Fruits and Vegetables,
- b) Processed and Frozen Food Products,
- c) Pulp and Concentrate,
- d) Neem based Agri products, etc.

They have established a complete supply chain infrastructure, including controlled atmosphere chambers and ripening rooms, deep-freeze rooms, preparation hall, dispatch hall, etc. The unit also initiates and supports production enhancement activities at the farm, improved pre and post-harvest practices, efficient logistics from farm to retail outlets and ultimately to the consumers. Therefore, it has built a bidirectional linkage to support the farmers as well as consumers (MANAGE, 2020)¹⁶.

a) Backward Linkages-

1. The marketing system is reinforced by 250 Fruit, and Vegetable Grower's Associations organized all over India with more than 20,000 farmer members.
2. Farmers' associations are linked to 40 collection centres.
3. Farmers or wholesale purchasers have to register themselves with *Safal* market on very nominal charges.
4. Logistics support in terms of packing and transportation of produces on a pre-fixed charge
5. Growers are being trained in quality management aspects.

b) Forward Linkages-

1. Wholesalers participate in auctions at Auction Market Complex or can even bid using Remote Electronic System.
2. A direct sale to customers through cash and carry stores constructed at strategic locations in the city
3. The cold storage facility is provided on additional payment.

Impact of Safal

Today, *Safal* has healthy procurement system spread across 20 states including North East region and around

8,000 farmers are associated with the organization (Anonymous, 2020)¹⁷. In order to reduce losses during the transportation and to save the time of the farmers, *Safal* has established *Safal* Growers Association (SGA) in fruit and vegetable growing belts (Ajaya and Ganapathy, 2009)¹⁸. There are 93 small-holder growers associations established by *Safal* under the institution-building program (Anonymous, 2020)¹⁹. *Safal* is spearheading the organized fruit and vegetable retail in Delhi NCR and Bangalore, selling around 350 metric tons per day through more than 400 exclusive retail outlets in Delhi NCR and 23 outlets in Bangalore under brand name *Safal* which are primarily operated by ex-servicemen or their dependents. The organisation has State-of-the-art processing facilities and strong forward linkage with consumers which have been recognized, acclaimed and benchmarked, nationally and internationally. *Safaris* is also involved in Export market space where it exports to over 40 countries including USA, Europe, Russia, Middle East, Asia and Africa, and exports Fresh Fruits and Vegetables, Fruit Pulp Concentrate, Frozen Fruits and Vegetables, etc. This has been benefiting a significant number of farmers and helped enhance the local rural economy.

4.2 Mahagrapes

Another prominent example of a successful cooperative is *Mahagrapes*. Despite having technical know-how, favourable weather conditions, continuous research flow from grape institutes, well organized developmental assistance from the Agriculture Department, the growers of the largest grape producing state, Maharashtra, were facing a lot of problems, which made the state an exceptional producer but insignificant exporter of the grapes. One of the significant issues was smallholder farmers' incompetence to meet the food safety and quality requirements as per Good Agricultural Practices (GAP) and Codex standards. Further, the farmers could not keep pace with ever-changing quality standards mainly because of unavailability of reliable and timely information (Nikam, 2013)²⁰. Therefore, to overcome scale diseconomies for the small producers or to exploit the scale economies, the most common solution that was proposed was to create a producer organization (Roy and Thorat, 2008). Subsequently, *Mahagrapes* a partnership firm of sixteen Grapes Growers' Cooperatives from Sangli, Solapur, Pune and Nasik regions of Maharashtra was established on January 19, 1991.

The organization started with three broad objectives. First and foremost objective was to uplift the farmers' through cooperatives, secondly, improve the adoption of modern farming techniques and equipment in grape cultivation by the farmers and encourage and develop agricultural export. Working on the cooperative principles, it acts as a facilitator, quality controller, input supplier, and service provider to its member societies. Primary functions that *Mahagrapes* has been undertaking are as follows.

1. Providing extension services to the farmer members of the cooperatives to produce export quality grapes
2. Explore and develop international markets
3. Provide timely payment to farmers for their produce
4. To ensure Quality in post-harvest activities and provide logistical support.
5. Ensuring the best price for the products through strong branding and packaging

Mahagrapes can be considered a success story because it has shown expertise as well as agility and has linked grapes growers to global markets and has compressed the supply chain pulling farmers in an upward direction (Nikam et al., 2014)²¹.

Impact of *Mahagrapes*

The organization reaches individual farmers through a cooperative network, provides societies with a regular international market price, and supplies them the packaging materials required for exports. Therefore, farmers get up-to-date information regarding market trends and make informed decisions. It is a pioneer in bringing pre-cooling technology and an array of post-harvest operations. Each cooperative society is equipped with a pre-cooling and cold store facility, which improves the grapes' keeping quality and minimizes the post-harvest losses. This has resulted in exports to European markets with almost nil rejection for the past sixteen years. This is an excellent example of a successful public-private partnership with the government acting as a facilitator. Ultimately, *Mahagrapes* has linked local grape growers to international markets and has shortened the supply chain. The cumulative effect is that the average operating profit per acre of a small farmer of *Mahagrapes* is around 50% more than the Non-*Mahagrapes* farmers (Roy and Thorat, 2008). As the farmers are getting a higher price for their produce in foreign market vis-à-vis domestic market, the arrangement has benefited many farmers and,

helped in augmenting and strengthening the regional rural economy.

5. Dairy Cooperatives

Country's first dairy cooperative society was registered at Allahabad in 1917, after the enactment of the Cooperative Societies Act in 1912 (NDDB, n.d.)²². Later, India's first Milk Producer's Cooperative Union was registered in 1937 at Lucknow. The number of milk unions eventually increased to 19 covering 264 societies with a total membership count of 11,602 by 1940 (NDDB, n.d.)²³. Inspired by freedom movement and national leaders like Sardar Patel, Morarji Desai and Tribhuvandas Patel, Amul was founded in 1946 in Anand due to the farmer's unrest against unfair trade practices of Polson Dairy to supply milk to Mumbai.

Dr. Verghese Kurien, a great visionary and leader, joined Amul in 1949 and eventually revolutionized the movement to flood the country with milk and help India emerge as the largest milk producer in the world through the Operation Flood program which is considered as the most extensive dairy development programme in the world.

5.1 Current Indian Dairy Scenario

The successful implementation of Operation Flood and then the National Dairy Plan – I pushed India as the largest producer of milk in the world producing 187.70 million metric tonnes of milk in 2018-19 (NDDB, 2020)²⁴. India contributes to around 22 per cent of global milk production, today (FAO, n.d.)²⁵. The per capita availability of milk in India has also reached at 394 gm/day in 2019-20 from 337 in 2016-17 which was still higher than the world average of 229 gm/day (NDDB, 2020)²⁶. Further, milk contributes to around 67 per cent of the total value of output from livestock and contributes more to GDP than Wheat and Paddy combined (DAHD, 2018)²⁷.

5.2 Banas Dairy

Dairy cooperatives in the country have varied experience with some cooperatives like Amul competing in the international markets. A dream to uplift farmers' socio-economic status in the Banaskantha district was fulfilled by creating a cooperative milk union at Palanpur of Banaskantha District, ensuing the footsteps of AMUL Dairy of Kaira district, the sublime model of Cooperative. Banaskantha District Cooperative Milk Producers' Union Limited, Palanpur, popularly known as "*Banas Dairy*"

was registered on 31st January 1969 under the Gujarat Cooperative Societies Act, 1961. On May 7, 1971, the dairy started functioning with a handling capacity of 1.5 Lakh litres of milk which was expanded later on with a processing capacity of 4 Lakh litres milk per day. Over the last 50 years of its existence, *Banas Dairy* has grown to a mammoth size of current milk processing of more than 50 Lakh litres of milk per day and is Asia’s largest dairy, today.

5.2.1 Progress over the Years

It can be seen in figure 1 that the number of DCS has been increasing over the years. As of 2018-19, *Banas Dairy* has 1,461 DCS. Owing to the performance and the influential role in the lives of the farmers, membership has been increasing consistently.

Fig 1: Number of DCS’s

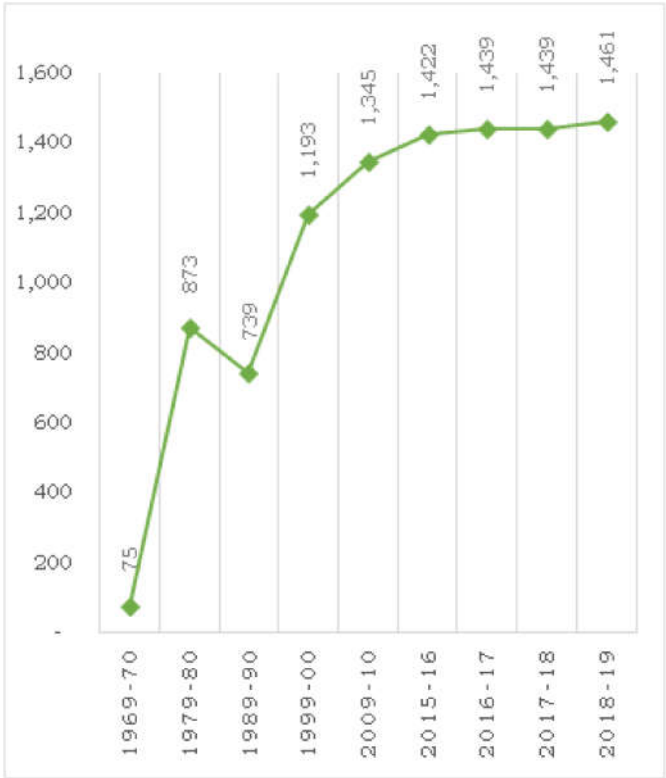
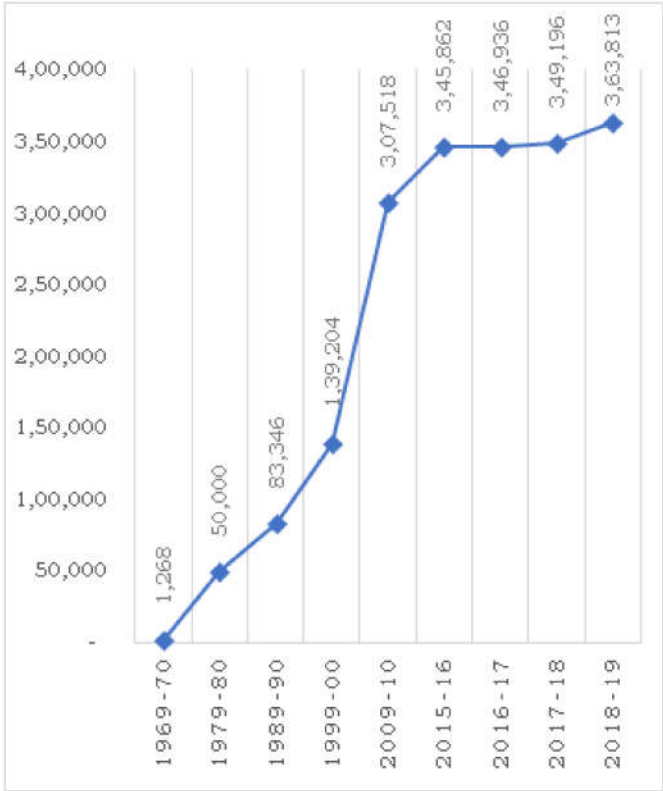


Fig 2: Number of Members



As of 2018-19, *Banas Dairy* has reached a total membership of 3,63,813 farmers (Fig. 2).

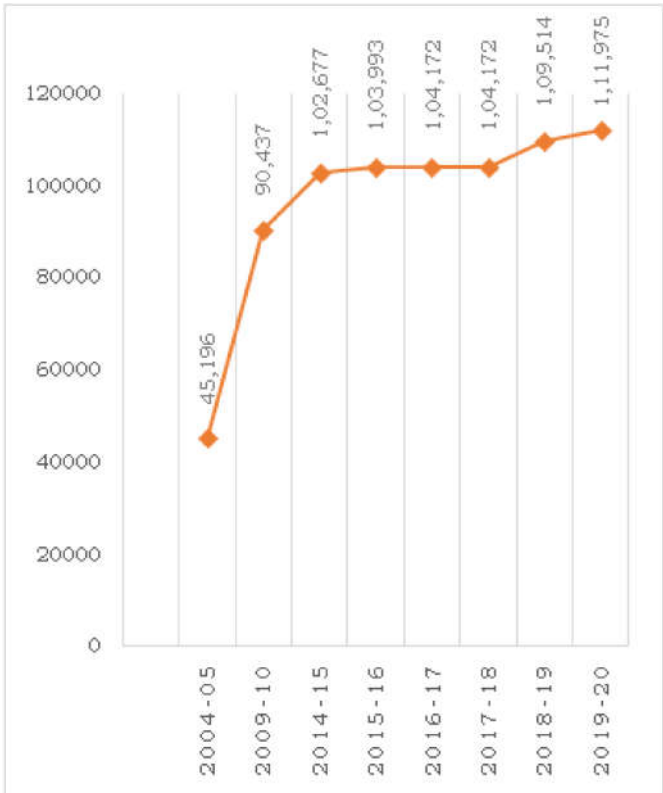
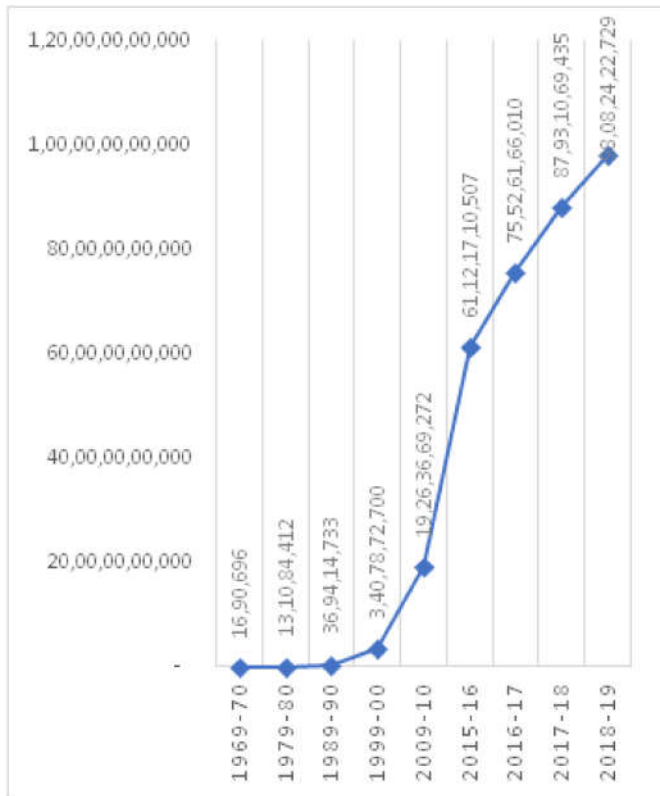


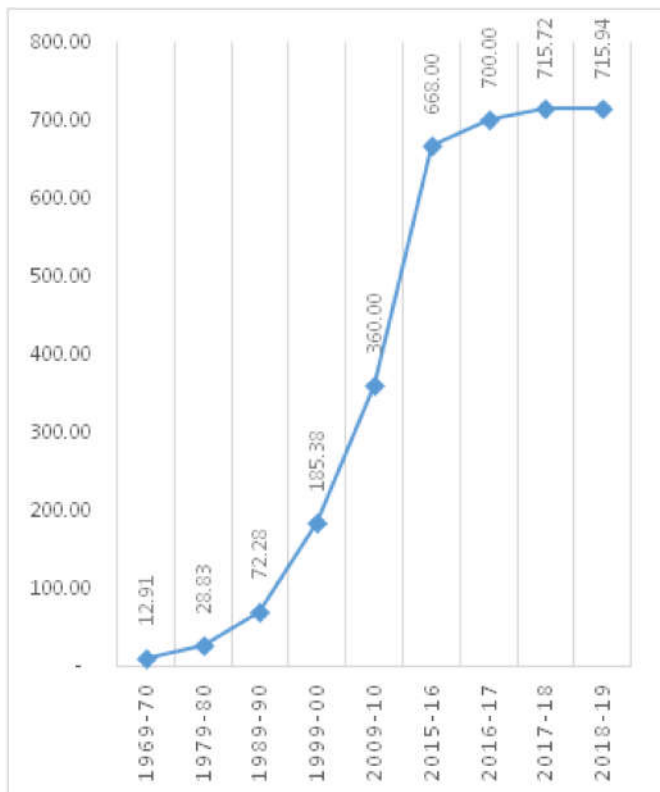
Fig 3: Number of Women Members

Fig 4: Milk Procurement (Kg/day)



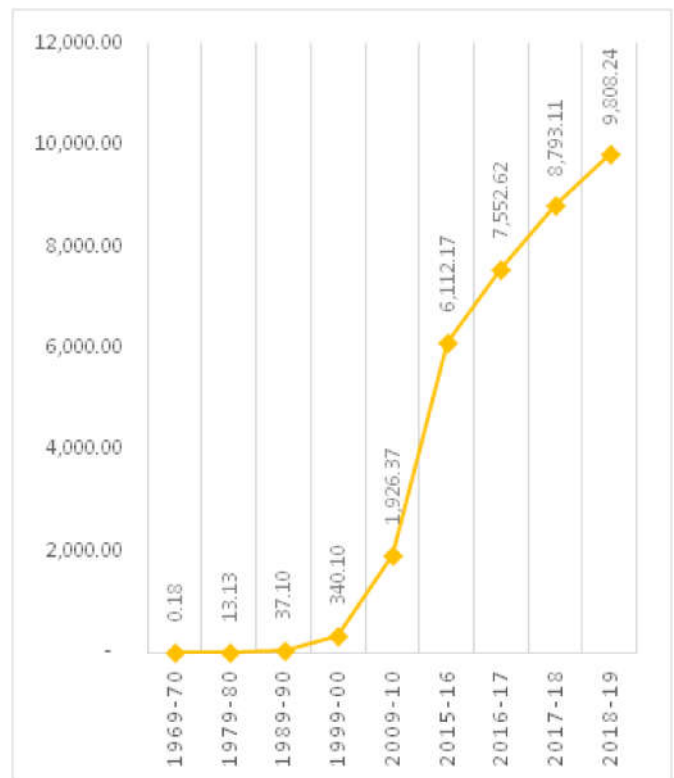
Out of the total membership, 1,11,975 are women dairy farmers (Fig. 3). Increase in membership along with the scientific approach to dairying has resulted in increased

Fig 5: Procurement Rate (Rs /Kg Fat)



milk procurement over the years (Fig. 4), with an average 57.89 lakh Kgs of milk procured in 2018-19 from a little 4,317 liters per day in 1969-70. Further, *Banas Dairy* has been consistently paying the remunerative prices for milk to the dairy farmers (Fig. 5). It can be seen that the average price of milk has been increasing over the years and have reached up to Rs. 716 per Kg of Fat in 2018 – 19.

Fig 6: Turnover (Rs in Crore)



Similarly, with the increase in the membership base and milk procurement, the dairy's sales turnover has also increase may fold over the years. It can be seen from the Fig. 6 that the turnover of *Banas Dairy* was a bit sluggish during the initial few years of operations, but eventually took off after 1989-90. It has reached to Rs. 9,808 crores in 2018-19 from Rs. 37.10 crores in 1989-90.

5.2.2 Input Service Management

Delivery of dairy husbandry services has been a vital element for sustainable dairy development in India (Sangameswaran and Prasad, 2016)²⁷. To enhance and sustain the milk production and its quality, animal health care and other input services are of paramount importance in the management of dairy cooperatives. Such input services are a pivotal option available from cooperative milk union to village milk producers who have limited survival means. Thus, input services are of immense value

to the milk producers. Further, animal husbandry at the household level is primarily the work of rural women. Hence, the capacity building programme to inculcate awareness among women, training on improved dairy animal management, and infusing self-leadership in women is of prime importance for their empowerment.

5.2.3 Compound Cattle Feed Manufacturing and Supply

Fig 7: DAN Sales (MT)



Recurrent droughts is an established phenomenon in the Banaskantha region, which invariably leads to green fodder's paucity. Therefore, providing the balanced cattle feed is a blessing to the dairy farmers as it satisfies the nutritional requirement of the milch animals in such a situation. Moreover, it also supports upholding the dairy animals' health and productivity by effectively balancing nutritional deficiencies. Given its importance in a region where there are hardships in fetching nutritious feed, the *Banas Dairy* has established a cattle feed plant of 500 MT per day capacity to supply the balanced feed to the dairy households. Compound Cattle feed is produced under the brand name of '*Banas Dan*' and sold with no-profit-no-loss basis at the milk producers' doorstep.

Despite the increase in the prices of raw materials of Compound Cattle Feed, the dairy never compromised

on the quality of cattle feed and tried to keep the cattle feed rates reasonable. To meet the rising demand of the cattle feed, another Cattle Feed Plant with 1000 MT per day capacity has been set up at Katarva. This Plant is constructed after researching the best cattle feed plants across the world. The plant is equipped with State-of-the-Art technology. Apart from manufacturing standard compound cattle feed, the dairy is also procuring some animal feed supplements, bypass fat, etc. for their milk producers as per the requirement.

5.2.4 Veterinary and Animal Husbandry Services

Supporting animal health services for enhancing household wealth and health status of low-income farmers is very much needed for overall growth in dairy farming. The famous saying 'health is wealth' applies to humans and is also relevant to the animal health perspective. If the dairy animals are healthy, the owners can flourish in his/her dairy farming business. Considering the importance of the animal health services for dairy animals of the members, *Banas Dairy* has been providing veterinary and animal husbandry services like vaccination, deworming, mastitis control, laboratory services for disease analysis along with special visits and farm consultancy, fodder seed distribution etc. for maintaining animal health, increase milk productivity and reduce the cost of milk production.

Balanced nutritional is necessary for maintaining Animal Health and productivity. Traditional methods provide a required amount of balanced nutrition at a much lower level because animals fall victim to malnourishment, which adversely affects milk production. To deal with such a situation the National Dairy Development Board (NDDB) had started Ration Balancing Program (RBP) under which a total of 36,602 animals from 387 societies have been covered and monitored by Local Resource Person (LRP) of the DCS falling under Banas Milk Union. Due to the successful implementation of RBP health of the animals has improved, milk production has increased, repeat breeding problems for animals has reduced drastically (Banas Dairy, 2019)²⁸. Apart from this, fodder seeds have been distributed to the members, thousands of animals have been treated, lakhs of deworming doses were distributed, and several test samples have been analyzed in the laboratory for disease diagnosis under various schemes of the union for past many years. Milk Union also organizes animal husbandry awareness meetings at various DCS's under veterinary doctors' guidance on

modern dairy farming practices under the Animal husbandry awareness mission. Further, the Dairy has established 14 online veterinary centres with a team of 141 expert veterinary doctors for faster and timely services to the member farmers round the clock.

Owing to the advantages of the animal identification viz. easy identification of the animals, the remunerative price for the livestock, ease in Artificial Insemination (AI) and Pregnancy Diagnosis (PD) recording, Milk recording, Animal Insurance, Animal census, etc. the dairy has also running the Animal Tagging Programme under which the dairy animals are ear-tagged for free.

5.2.5 Other Welfare Schemes / Programs / Initiatives

Besides offering tangible benefit to the producer members at remunerative prices, the year-round market for their milk subsidized high-quality input supply and other services, Bansas Dairy also supports its various unique initiatives. In line with the goal put forth by Hon'ble Prime Minister of India of doubling the farmers' income by 2022-23, Banas Dairy has been taking many innovative steps to strengthen the rural economy. The dairy has launched several initiatives like Big Community Gobar Gas Plants, Promotion of Potato-Pomegranate cultivation, Honey Bee cultivation (Sweet Revolution), Navarus Edible Oil Production, 'Take Home Ration' Plant to provide a balanced diet for pregnant women, teenaged girls and infants/Children, etc. As a result, the farmers have been flourishing through a new revolution of integrated farming practices. Apart from these, some other additional initiatives are mentioned bellow.

a) Member Welfare Initiatives

1. Integrated Dairy Development Project (IDDP) scheme for scheduled tribes
2. Animal Cooling System Scheme
3. Cattle manger and Chaff cutter
4. Milking Machines
5. Fertility Improvement Program (FIP) and Dairy Animal Productivity Enhancement Program (PEP), Heifer and Calf Rearing Programme etc.
6. Swavlamban-National Pension Scheme for dairy farmers

b) Dairy Cooperative Society Welfare Initiatives

1. Travis for AI and Treatment of Animals
2. Credit and grant scheme for the DCS Building
3. Dudh Ghar Sahay Yojna (Milk House Support Scheme)
4. Bulk Milk Chilling Unit (BMCU) Scheme
5. DCS ISO Certification

c) Capacity Building and Community Welfare Initiatives

1. Progressive Dairy Farming
2. Galbabbhai Dairy Cooperative Training Center (GDCTC)
3. Toilet Construction Scheme
4. Tree Plantation Programme

Impact of Banas Dairy

The dairy helped to increase the supplementary household income of lakhs of farmers, which improved the farmers' disposable income to be spent on better nutrition, healthcare, etc. It has also helped to tackle socio-cultural issues through incentive programs and awareness programs aiding behavioral change, e.g. education of girls, toilets, etc. One of the initiatives where the milk has been supplied to the school children supplemented nutritional intake and helped reduce stunting and wasting cases. It has also provided an incentive for children to attend school. Women empowerment was evident through their participation in active decision making, commanding respect in the society. Further, the union acts as a knowledge body providing information to farmers regarding irrigation, crop planning, technology, animal husbandry etc. Balanced cattle feed has reduced dependency on green fodder, allowing farmers to grow drought-resistant crops instead of fodder crops reducing stress on fresh groundwater.

The case of Smt. Hansaben, a Women Farmer, captures the impact of the union on the life of milk producers –

“Smt. Hansaben who hails from Joita Village in Vadgam taluka of Banaskantha district, started with ten cows and today she has over 100 cows and is one of the regular top 10 women milk pourers of the union. She is currently pouring around 2.45 lakh kgs of milk per annum worth over Rs. 60 lakh to the DCS. She

has made use of the union's programs to install chaff cutters and milking machine reducing wastage and labour cost while improving animal health which has enabled her to generate higher income through which she has expanded her dairy business."

Like Hansaben, there are many other success stories spread across the Banaskantha district. *Banas Dairy* has started to encourage dairy farmers to felicitate the top-performing dairy farmers. This has motivated many more farmers to produce high-quality milk and pour it to the Banas dairy (Table 1).

Table 1: Top Ten Women Dairy Farmers Pouring Milk to the Union

Sl. No.	Producer	Milk pouring (Kg)	Value (Rs)
1	Chaudhari Kanuben Ravtabhai	276,326	7,122,353
2	Loh Gangaben Ganeshbhai	258,127	7,080,921
3	Chavada Hansaba Himantsinh	244,881	6,039,214
4	Bhatod Deepikaben Harehbhai	231,087	5,794,798
5	Chaudhary Leelaben Mangjibhai	219,705	5,663,497
6	Rajput Leelaben Sardarji	228,173	5,614,270
7	Patel Bhuriben Masangbhai	211,539	5,484,766
8	Umatya Bismillahben	209,873	5,414,938
9	Pantrod Bheriben Shankarbhai	206,107	5,159,939
10	Chaudhari Navalben Dalsangbhai	155,412	5,044,785

Source: *Sabar Dairy* Annual Report 2018-19,

Therefore, the services offered have a cyclic effect wherein the support of the union enhances the income and expands the producer's business, which in turn cements his/her trust on the union, ensuring he/she pours milk to the union.

1. Conclusion

The prime objective of the emergence of cooperation was to safeguard the farmers' interests. The cooperative model has spread across the sectors and led the economic growth in various sectors throughout the country. Here,

the farmers' dairy is working to enhance the returns from dairying to members through a holistic approach of subsidized inputs and maximized returns for the produce. The Union play an essential role in providing incremental benefits to its members from the fact that it has shown phenomenal growth over the years both in physical as well as economic terms, which eventually have led to giving remunerative price for the farmer's produce and improving the living standard of the dairy farmers. Apart from subsidized inputs, Banas has also touched other aspects of life by extending non-financial measures of member welfare, such as women education, sanitation, environment pollution and tree plantation, and sustainable farm production. Overall this holistic approach positively impacts rural households and sustainable village growth.

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An Empirical Study of Job Satisfaction in Public and Private Organizations in Different Countries

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Abstract

The goal of this paper is to investigate the level of job satisfaction in the public and private sectors globally and to analyse the influence of workers' overall job satisfaction and their satisfaction with compensation. The paper uses data from various countries collected through questionnaires from different employees. It measures probability models with overall job satisfaction and wage satisfaction as dependent subjective variables. The data were analyzed in SPSS 20. Descriptive statistics and Cross tabulation tests were applied to get the result. This article provides substantial information about job satisfaction in different countries. The paper highlights the satisfaction of the employees with the pay and the importance of Job Passion and Self-Evaluation.

Keywords : Job Satisfaction, payment and salary, public, private, globally.

INTRODUCTION

Employee satisfaction has become one of the main objectives for contemporary organizations the organizations strive to achieve quality and competitiveness in the market, and it is almost impossible without employee satisfaction. It is tough for organizations to make the products and customer services superior if their personnel do not feel satisfied or do not identify with the company (Rust, et. al, 1996). An acceptable belief is that when the employees are supported and encouraged, they will work hard and enthusiastically, which will positively impact the organization's development. This may act as one of the main factor for the success of organizations.

Spector, (1997) defined job satisfaction as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs". This definition suggests that job satisfaction is a common or universal effective reflection that individuals have about their job. According to Locke, (1969), job satisfaction is, "a positive emotional feeling, a result of one's evaluation of his or her job experience by comparing what he or she expects from his or her job and what he or she gets from it".

Hoppock, (1935) defined job satisfaction as, "any combination of psychological, physiological, and environmental circumstances that cause a person truthfully to say I am satisfied with my job". According to this approach, although job satisfaction is under the influence

of many external factors, it remains something internal that has to do with how the employee feels. That is, job satisfaction presents a set of factors that cause a feeling of satisfaction. Job satisfaction focuses on the role of the employee in the workplace. Vroom, (1964) defined job satisfaction as affective orientations on the part of individuals toward work roles they are presently occupying. The idiom of job satisfaction points out the behaviour and feelings people have about their work.

Literature Review

The result of HR practices such as (1) Working conditions, (2) Recruitment, (3) Compensation, and (4) Empowerment on Job satisfaction in the outlook of the hotel industry of Pakistan was examined. It is found that there is a significant relationship between job satisfaction and HR practices. Furthermore, empowerment, recruitment and selection, and working conditions have favourable, the effect on job satisfaction, while compensation has unfavourable effects on job satisfaction, which indicates that most of the employees are not satisfied with the payment of the employer (Manzoor, 2019). Experimental findings concluded that best HR practices have a significant and positive effect on employee's job satisfaction. Therefore, it is suggested that HR managers understand and implement the HR practices correctly to take good work from their employees (ul Islam, et. al, 2016)

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Job satisfaction

Many researchers described job satisfaction as an attitude, which is linked to extrinsic personal needs fulfilment (Kovach, 1977). (Herzberg, 2017; Herzberg, et. al, 1978) state, "...among the factors of hygiene we have included supervision, interpersonal relations, physical working conditions, salary, company policies and administrative practices, benefits, and job security. When these factors deteriorate to a level below which the employee considers acceptable, job dissatisfaction ensues". Satisfaction is the "results from the correspondence between the individual's need set and the organization's reinforce system and has its major impact on individual decisions to remain with or withdraw from the organization" (Steers et al., 1979). The idea refers to the remuneration system of the organization's impacting the decision to stay suggests that the workplace's external factors affect job satisfaction. It is also proposed that the number of working years in the same job and company will influence job satisfaction (Feinstein, et al., 2006).

Role of Supervision in Job Satisfaction

One may define supervision as "the amount of support and guidance received from one's manager." An observer is a person who supports the employees in their work (ul Islam et. al, 2016). Job satisfaction has a relationship with the supervisor's attitude, and the employee under supervision has some anticipation with the supervisor. The employee will be satisfied when the supervisor's character acting as a mentor meets with his expectations (Sönmezer & Eryaman, 2008).

A few studies on job satisfaction say that the organization will not function if its employees cannot report. The workers will be not ready to communicate if they find it challenging to communicate with the supervisor (Kehinde, 2011). Communication style and nearness they have with the supervisor creates an immediate influence on employee's performances and job satisfaction. It is highlighted that non-verbal communication styles such as posters and signs or nod of supervisor and goodwill, sympathy, and trustworthiness and smart task also positively affect the employees' attitudes, behaviour, and contentment. The supervisor's attitude also encourages and motivates the employees. So the organization should emphasize supervisor training and boost their non-verbal communication skills to achieve the best results from the employees (Richmond & McCroskey, 2000). The supervisor engages in a recreation of a framework of the

organization and providing feedback to employees. When the supervisor creates a friendly atmosphere and praises the work of employees, this thing will enhance the motivation and job satisfaction level of employees (Griffin et al., 2001).

Compensation & Job Satisfaction

Research in Nigeria attempted to examine the relationship between compensation management and employees' job satisfaction in the Insurance Sector. The author used a questionnaire to collect information. The statistical analysis from 212 respondents exposed that compensation management and employees' job satisfaction are significantly correlated, and that compensation management affects employees' motivation and job satisfaction. The study highlighted the managers' task from the perspective of HR practices recommendations are offered (Adeoye & Fields, 2014).

A study in Nigeria aimed to classify human resources factors that influence job satisfaction in two banks. The authors investigated (a) the association between staff levels and employee satisfaction, (b) the impact of the working situations on employee satisfaction, (c) the result of training and development on employee satisfaction, and (d) the influence of human resources factors on employee satisfaction. There is a significant relationship between the observed variables, and job satisfaction suggests how efficient and effective employees could be when highly satisfied with the jobs. Therefore, it is evident that organizations need to consider the following factors: working conditions, training, and development, and staff retention in their strategies in order to satisfy employees, which in turn will decrease turnover rate and help achieve organizational goals. The study states that fair rewards systems such as fair treatment, pay, training and development, working conditions, and fair human resources practices are determinants of employee job satisfaction et. al, 2012).

Methodology

This study is descriptive and analytical based on convenient sampling. The data required for the study has been gathered from primary as well as secondary sources. For the collection of primary data, the researcher used a self-constructed questionnaire to measure HR Practices and Job Satisfaction in different countries. The data for this paper were collected from people from different countries working in different departments. Questionnaires were distributed using a Google form. Confidentiality was

ensured as the respondents were asked not to state their names on the completed questionnaire.

Data Analyses

Profile of the respondents

Table 1 : Gender of Respondents

Gender	Frequency	Per cent
Male	35	70.0
Female	15	30.0
Total	50	100.0

The sample's distribution was depicted in the table no 1, which represents the gender of the respondents' where the count of males is 35 and females 15.

Twenty eight percent of the respondents were between the age of 20-25 and 31-35 years, and 34 percent 26-30, while 10 percent between 36-40 years of age.

Table 2: Country of the respondent

Country name	Frequency	Per cent	Country name	Frequency	Per cent
Yemen	5	10.0	Uganda	3	6.0
Egypt	2	4.0	Singapore	1	2.0
India	6	12.0	France	1	2.0
Ethiopia	2	4.0	Turkey	1	2.0
Sierra Leone	1	2.0	Russia	3	6.0
Afghanistan	2	4.0	Iran	1	2.0
Malawi	2	4.0	Tajikistan	1	2.0
Iraq	2	4.0	Malaysia	1	2.0
Bangladesh	3	6.0	Somalia	1	2.0
Tanzania	2	4.0	Maldives	1	2.0
Ghana	2	4.0	Germany	1	2.0
Sudan	4	8.0	South Africa	2	4.0
-	-	-	Total	50	100.0

Table 3: Education of Respondents

Education	Frequency	Per cent
Under Graduate	5	10.0
Graduate	16	32.0
Post Graduate	29	58.0
Total	50	100.0

It can be seen from table 3 that out of 50 respondents of the survey, the postgraduate and graduate qualification is 58 percent and 32 percent respectively. Grouped, it forms the largest sample size. Undergraduate and is the lowest with a percentage of 10 percent.

Table 4: Working Experience

Experience	Frequency	Per cent
Less than 6 months	11	22.0
1-3 years	25	50.0
3-5 years	10	20.0
More than 5 years	4	8.0
Total	50	100.0

Table 4, represents the working experience of the respondents. It was found that 50 percent of respondents have experience from 1-3 years. And remaining are different, less than six months 22 percent, 3-5 years 20 percent, and more than five years eight percent respectively.

Table 5: Respondents for the current work

Sector	Frequency	Per cent
Public Sector	21	42.0
Private Sector	29	58.0
Total	50	100.0

It is also found that 58 percent of the respondents are working in the private sector, while 42 percent are working in the public sector, as shown in table 5.

Table 6: Area of the current work/department

Department	Frequency	Per cent
Customer Service	11	22.0
Finance/Accounting	6	12.0
MIS (Management Information System)	1	2.0
Sales/Marketing	13	26.0
Corporate Marketing	4	8.0
Human Resources	6	12.0
Education	5	10.0
Engineering Consulting firm	4	8.0
Total	50	100.0

Interpretation: The frequency in table 6 shows that majority of the respondent were working in Sales/Marketing and Customer Service with 26 percent and 22 percent respectively. Finance/Accounting and Human Resources both had employed 12 percent each. Education, Engineering Consulting firm, Corporate Marketing, was convergent with 10 percent, eight percent, and eight percent respectively.

Table 7: Respondents designation

What is your designation in the organization?	Frequency	Per cent
Accountant	3	6.0
Inspector	2	4.0
Teacher	1	2.0
Coordinator, back office	1	2.0
Relationship Manager	3	6.0
human resources assistant	7	14.0
Marketer	9	18.0
Structural engineer designer	5	10.0
Head of the department	4	8.0
Employee	15	30.0
Total	50	100.0

Interpretation:

As per the statistics in table no 7, 30 percent of the respondents have specified that they are employed, but they have not specified a particular designation. The respondents who had specified that they are Teachers and Coordinators have the lowest percentage, 1 percent for each. The remaining designations come in between the percentages mentioned before: Marketer: 18 percent, human resources assistant: 14 percent, Structural engineer designer: 10 percent, Head of the department: 8 percent, Relationship Manager and Accountant: 6 percent and Inspector: 4 percent.

Table 8: Respondents work experience

Total overall work experience (in years)	Frequency	Per cent
Less than a year	7	14.0
1- 2 years	18	36.0
3 - 4 years	16	32.0
5 - 6 years	4	8.0
more than 6 years	5	10.0
Total	50	100.0

The respondents' work experience had been shown in table 8. 14 percent of the respondents have experience of less than a year while respondents having work experience between 1-2 years and between 3-4 years had 36 percent and 32 percent respectively. Eight percent of the respondents have work experience between 5-6 years, while 10 percent had more than six years of work experience.

Interpretation

Table 9 shows the descriptive statistics of influencing Employee Job Satisfaction. The statement, "How satisfied are you with your opportunity to get a better job in this company?" was given the highest agreement from the respondents. The question was asking about the chance for a better job, and it can be concluded from this result that respondents were looking for an opportunity to promote the high job. If the employee feels high job satisfaction that will increase Productivity - Irrespective of job title and pay standard, workers who report high job satisfaction tend to reach higher productivity. Raised Profits - Keeping employees safe and satisfied can lead to higher sales, lower costs and a stronger bottom line. "Senior managers visibly demonstrate a commitment to quality" had been given the lowest agreement among the statements. It can be concluded from this result that the senior manager does not aim to seek a commitment to the specifications, standard, and quality.

Descriptive Statistics

Table 9: Mean table showing the satisfaction of the respondents with their corresponding jobs

Employee Job Satisfaction	Mean	Std. Deviation
How satisfied are you with your opportunity to get a better job in this company?	3.24	1.217
On my job, I have clearly defined quality goals.	3.18	1.119
My job makes good use of my skills and abilities.	3.14	1.429
My work gives me a feeling of personal accomplishment.	3.14	1.278
I feel encouraged to come up with new and better ways of doing things.	3.10	1.374
Considering everything, how satisfied are you with your job?	3.08	1.291
I understand why it is so important for (Company name) to value diversity (to recognize and respect the value of differences in race, gender, age, etc.)	3.04	1.245
I have the tools and resources to do my job well.	3.00	1.294
How satisfied are you with the information you receive from management on what is going on in your division?	3.00	1.258
When a customer is dissatisfied, I can usually correct the problem to their satisfaction.	2.96	1.142
How satisfied are you with your involvement in decisions that affect your work?	2.88	1.062
The Company does an excellent job of keeping employees informed about matters affecting us.	2.84	1.376
My supervisor's manager visibly demonstrates a commitment to quality.	2.80	1.161
Senior managers visibly demonstrate a commitment to quality.	2.70	1.129

Table 10: Responses regarding the employee's job passion and self-evaluation

Job Passion and Self-Evaluation	Mean	Std. Deviation
Meeting target quotas and goals	3.22	1.250
I experience personal growth such as updating skills and learning different jobs	3.20	1.443
Overall, I am satisfied with my job.	3.13	1.248
Overall, how satisfied are you with your position at (company)?	3.12	.961
My job makes a difference in the lives of others.	3.08	1.322
I have a clear path for career advancement.	3.06	1.300
My job requirements are clear.	2.98	1.348
I am rewarded for the quality of my efforts	2.98	1.283
I respond quickly and courteously to fulfil customers' needs	2.96	1.154
My supervisor values me]	2.96	1.338
Overall productivity in getting the job done	2.94	1.252
Are you interested in how you believe you perform on the job?	2.92	1.304
The company communicates its goals and strategies to me	2.90	1.147
I receive adequate opportunity to interact with other employees on a formal level.	2.90	1.129
The overall quality of service that I provide	2.86	1.291
The company has a positive image for my friends and family.	2.84	1.037
Supervisors encourage me to be my best]	2.80	1.207
Do you feel that employees are recognized as individuals?	2.79	1.215
Productive time spent working on the tasks assigned to me.	2.78	1.130
I solve customers' problems	2.71	1.155
Going beyond what is expected of me to make customers happy	2.70	1.216
How are you interested in how you believe you perform on the job?	2.68	1.144
Management looks to me for suggestions and leadership	2.46	.862

Interpretation

Table 10 shown the descriptive statistics of influencing the Job Passion and Self-Evaluation. The question "meeting target quotas and goals" had received the highest agreement from the respondents. It could be inferred from this result that respondents are well aware of a Job Passion and Self-Evaluation, and its outcomes. They were also

Table 11: Respondents motivated for the success of the company

How motivated are you to see the company succeed?	Frequency	Per cent
Very motivated	28	56.0
Somewhat motivated	15	30.0
Not very motivated	6	12.0
Not at all motivated	1	2.0
Total	50	100.0

Table 12: Age * How motivated are you to see the company succeed? Cross tabulation

		How motivated are you to see the company succeed?				Total
		Very motivated	Somewhat motivated	Not very motivated	Not at all motivated	
Age	20 - 25 years	5	5	4	0	14
	26- 30 years	11	4	1	1	17
	31- 35 years	10	3	1	0	14
	36 - 40 years	2	3	0	0	5
Total		28	15	6	1	50

Table 13 shows that the result of the various tasks required in the company during duty was divided into three parts. 26 percent of the respondents specified that they got too many tasks, while 66 percent considered the assigned tasks to be enough. Eight percent of the respondents were not satisfied with the variety of tasks assigned to them according to their respective positions.

Table 13: Responses for the number of tasks being handled by the employees

In thinking about the variety of tasks your position requires,	Frequency	Per cent
Too many	13	26.0
Enough	33	66.0
Not enough	4	8.0
Total	50	100.0

aware that their Self-Evaluation was critical to achieving the life and company goals. "Management looks to me for suggestions and leadership" was given the lowest agreement among the statements. It could be indicated from this result that the respondents were quite sure about management looks to them for suggestions and leadership.

Employee Retention

Table 11, 12, depicts the employees' motivation for the success of the organization or the company in which they were employed. It can be seen that 56 percent of the employees are highly motivated for the company's success in which they are working. Table 12 depicts the cross-tabulation of the motivation of the employees for their age groups. It could be inferred from the motivation for the company's success decreases with the increase in age of the employee.

Table 14: Flexibility of the company with family responsibilities

How flexible is the company with respect to your family responsibilities?	Frequency	Per cent
Very flexible	13	26.0
Somewhat inflexible	13	26.0
Neither	13	26.0
Somewhat flexible	11	22.0
Total	50	100.0

There was an equal distribution in the flexibility of the companies with respect to respondent's family responsibilities. It can be observed from table 14 that companies are very flexible, somewhat inflexible, and not flexible with respective percentages of 26 percent, 26 percent and 26 percent according to the respondents. 22 percent of the companies are somewhat flexible with respect to respondent's family responsibilities according to the respondents.

The respondents in the table 15 show the result for advice your friend to apply to the same company that they were working. Thirty percent answered 'definitely' (30 percent),

'probably' (38 percent), 24 were not sure while eight percent did not recommend their friends to work at their company.

Table 15: Advice a friend to apply for a job at the company the respondents were working.

Advise a friend	Frequency	Per cent
Definitely	15	30.0
Probably	19	38.0
Not sure	12	24.0
Probably not	4	8.0
Total	50	100.0

Table 16: Respondents of discrimination or harassment at this company

Discrimination or harassment at this company	Frequency	Per cent
Racial discrimination	8	16.0
Sexual harassment	9	18.0
Gender discrimination	7	14.0
Sexual orientation discrimination	2	4.0
None Observed	24	48.0
Total	50	100.0

As seen in table 16 below, only about four percent observed a form of discrimination or harassment at the workplace. Majority of the respondents faced sexual harassment, racial discrimination, and gender discrimination. It could also be observed from table 21 that a large number of respondents (about 50 percent) did not observe any form of discrimination in their workplace.

Summary

The study covered a wide geographical area comprising of 24 countries. It was found that the number of male respondents (70 percent) was much higher than the number of female respondents (30 percent). This highlights the global gender gap in the industrial workforce. The respondents were involved in various management tasks across the organizations, which include various responsibilities in marketing, management, customer support and engineering. The respondents held managerial posts such as relationship manager, human resources assistant, marketer, coordinator, etc. with their respective organizations.

Positive and neutral responses were received from the respondents regarding their job satisfaction with job satisfaction, and most responses consisting of neutral

responses. The responses' mean was from 2.7 to 3.24, while the standard deviation ranged from 1.129 to 1.429. Comprehensive responses to the employee self-evaluation and job passion also had positive and neutral responses. The mean of the responses was 2.46 to 3.22, while the standard deviation ranged from .862 to 1.443. It was found that most of the employees (86 percent) were motivated to work. Ninety two percent of the respondents considered the amount of tasks assigned to them as enough or too much. An equivalent number of positive, neutral and negative responses were received for the flexibility of the jobs with respect to the employees' family responsibilities. Many respondents either 'probably' (38 percent) and 'would definitely' (30 percent) recommend a friend to work at the company they were working in. Many respondents (48 percent) had not observed or experienced any forms of discrimination or harassment at their organizations. This may also stem from the fact that many respondents were male (70 percent). About 52 percent found one or more form of discrimination, including racial discrimination, sexual harassment, gender discrimination and sexual orientation discrimination.

Conclusion

This study was intended to discover the employees' satisfaction due to the work environment provided to them by the organizations and the employees' perception towards the organizations. Organizations strive to achieve a competitive edge in the market. Higher profitability is often tried to be achieved by cutting costs, and thus, the benefits available to the employees were decreased. Moreover, employee satisfaction is one of the main objectives for new organizations that cannot be achieved if their personnel did not feel satisfied or did not identified with their goals.

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Study on Impact of Crude Oil Prices on Indian Economy

Dhwani Vaja and Yasmeen Pathan

Abstract

This research paper stipulates the impact of Crude Oil Prices on various Indian economy indicators with the help of technical analysis performed in EViews. To study Crude oil prices' impact, Brent crude oil prices have been taken into consideration. The indicators employed to study the impact of crude oil prices are Gross Domestic Product Growth, Consumer Price Index, Per Capita Income and Unemployment Rate. This research paper has used Vector Autoregression Model and Granger Causality test for analysis. The prices of crude oil remain uncertain. As it is a prime source of energy, it becomes important to track prices' movements along with its consequences and the decision-making regarding the policies worldwide. Any deviation in the crude oil prices attracts the economies worldwide as they are bound to experience the same impact. Crude oil prices bear a fair share in impacting the gross domestic product and the consumer price index. The study further concludes that with any hike in the crude oil prices, the Gross domestic product gets affected negatively, whereas it has an opposite impact on the Consumer price index. The study shows that the per capita income and unemployment do not significantly affect the fluctuations in crude oil prices. Hence, a downturn in crude oil prices can be beneficial for India as it can import crude oil at a lower rate and save valuable foreign exchange. Granger causality test revealed that West Texas intermediate does not granger cause Brent crude oil prices and nor does Brent crude oil prices, granger, cause West Texas Intermediate, it has failed to show any trend.

Keywords: Economic Indicators, Vector Autoregression Model, Granger Causality test, Crude oil.

1. Introduction

The recent decline in crude oil prices has drawn everyone's attention towards the crucial role that oil plays in any economy. Crude oil is one of the most demanded commodities globally, and India imports around 3/4th of its total consumption of crude oil from other nations which in return results in

spending enormous amounts in foreign exchange. Crude oil is a naturally-occurring substance found in certain rock formations in the earth and is a mixture of mud and organic material rich in hydrogen and carbon. There is barely a nation that does not pursue this indispensable natural resource, and countries that already possess crude oil want more. Crude Oil Prices are enigmatic to determine due to numerous factors such as the scarcity of the resource, the nature of the resource, the high uncertainty relating to the development of the resource and investment required, high pressure by the resource producers and refineries due to their monopolies, the inelastic demand of crude oil that is needed to fuel economic growth etc.

India ranks fourth in the world in total energy consumption and needs to expedite the sector's development to meet

its growth requirements. Though rich in coal and abundantly supplied with renewable energy in the form of hydro, solar, wind and bio-energy, the country has minimal hydrocarbon reserves (1% of the world's reserve). Like many other developing countries, India is a net importer of energy; more than 80 per cent of crude oil is being met through imports. Many studies have examined the impact of oil prices on the economy, stimulated, especially by dramatic crude oil price increases because of unstable economic and political situations in the Middle East. This paper focuses on the impact of fluctuating crude oil prices on the Indian economy. An extensive number of research papers suggest that crude oil price fluctuations have considerable economic activity consequences.

There has been a huge downturn in Crude oil prices trends recently. The fall in international oil prices should have a soothing effect on inflation. However, it will not be compelling enough because the consumption of oil by industries is not that high except in the industries engaged in manufacturing certain products, but due to COVID-19, too has been on pause. Further, the crude oil price showed an exorbitant fall worldwide (34.90 dollars per

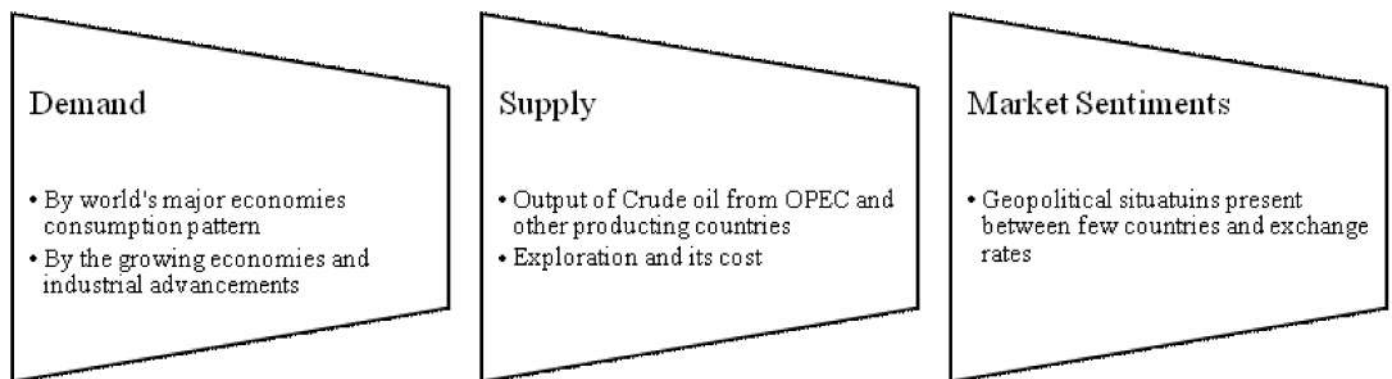
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barrel) affecting the world's strongest economies. The following research paper aims to study and ascertain the impact of crude oil prices on the Indian economy by empirical analysis considering Gross domestic product growth (GDP), Employment, Consumer Price Index (CPI) and Per Capita Income as the relevant variables.

- Demand and Supply of Crude oil:

The demand and supply and market outlook are the chief factors responsible for the fluctuations in the crude oil prices.



The global demand for crude oil increased by mid-2019, which outpaced any oil production gains and excess capacity. A large reason for that was developing nations, especially China and India, as they proliferated. These two economies were becoming increasingly industrialized and urbanized, contributing to the increase in the world demand for crude oil. Both demand and the supply of crude oil react indolently to the prices in the short run; hence large changes in the prices are required to restore the equilibrium if demand curve moves out of the line with supply.

Around the globe, people in billions are affected by one of the worst health crisis of the past century. The global economy is under pressure in the ways that were not seen since the Great Depression in the 1930s; crude oil prices touched grounds, businesses are falling, and unemployment is upsurging. The transportation sector activity has fallen drastically amidst the crisis almost everywhere worldwide. Even after assuming that the travel restrictions will ease a little in the second half of 2020, expected global oil demand will still fall by 9.3 million barrels a day versus the demand of 2019. That would erase almost a decade of growth attained by the economies of developing and developed nations.

2. Significance of the Study and Objectives

Any changes in the crude oil price draw everyone's attention towards the crucial role it plays in any nation's economy, India is an importer of about 80% of its total consumption of crude oil, it is important to understand how changes in crude oil prices affect the economy. Developing countries struggle to fulfil the oil requirement considering the cost while the exporting countries struggle to explore it at almost any cost. Higher crude oil prices thus upsurge the cost of input, i.e. import duty and tax

levied upon it and foreign exchange rates; and the final product prices increases. On the other hand, a decline in prices will lower the import bill and help save foreign exchange. This could be beneficial for a developing nation such as India.

The objectives of the study conducted are as follows:

1. To study the impact of Crude Oil Prices on selected economic indicators such as Gross Domestic Product (GDP), Per Capita Income (PCI), Consumer Price Index (CPI) and Employment.
2. To study the trend of crude oil prices and discern if there is granger casualty within 40 years.

3. Literature Review

Hawaladar et al. (2020) examined the causal association between crude oil price anomalies and stock market returns in the Indian stock market. Their study covered nine years of data from 2009 to 2018. They have concluded that the oil price stocks do not directly affect oil-related firms' stock prices; instead, they indirectly affect the economy through different ways such as fiscal, trade, and price. Their study confirmed an association between oil price and stock market returns. However,

the correlation indicated a weak relationship between the mentioned variables. The study promoted that subsidisation of oil price may neutralise the dynamic responses of inflation up to some extent caused by the oil price stocks, thereby positively impacting the country's gross domestic product.

Mehta et al. (2019) used various tools to find the correlation between oil prices and various economic and market factors. The research revealed that crude oil prices have an inverse relationship with stock prices. They stated that declining oil prices positively impact stock prices and the economy. It was recognized statistically that inflation's role is significant in the declining Gross domestic product. The two variables of crude oil prices and Gross domestic product of India are recognized as negatively correlated because the rise in oil prices increases costs for the companies, reducing their profits. Their study found that oil prices and inflation are positively correlated. That was explained by the fact that the rise in crude oil prices leads to increasing inflation, lessens the profit of the firms, dampens the tax revenue for the government, and raises the current account deficit and diminishes investor sentiment. All of these factors restrict the economy from flourishing at its full potential.

In their study, Oswal & Goel (2019) confirmed that crude is a price determinant among various other commodities as a rise or fall in its prices directly impacts prices of various commodities and society. Any positive change in the crude oil price leads to an appreciation in the exchange rate in oil-exporting countries and depreciation in oil-importing countries such as India. Their study aimed to analyse the influence of crude oil on the stock market; it revealed a significant relationship between crude oil prices and stock index, although the degree varies from market to market and time to time. They carried out correlation and regression analysis and that correlation between Crude oil and inflation, interest rate, and the exchange rate is significant but weak. They also conducted the Augmented-Dickey Fuller test, which indicated that Nifty returns and crude oil prices are stationary at the first level difference, i.e. the statistical properties of two factors remains constant over time.

Rahimam & Kodikal, (2019) studied the deviations in crude oil prices and its impact on an Indian Oil refinery with Hypothesis testing through ANOVA using regression and F-tests. They have suggested that India move from using petroleum products to renewable resources as

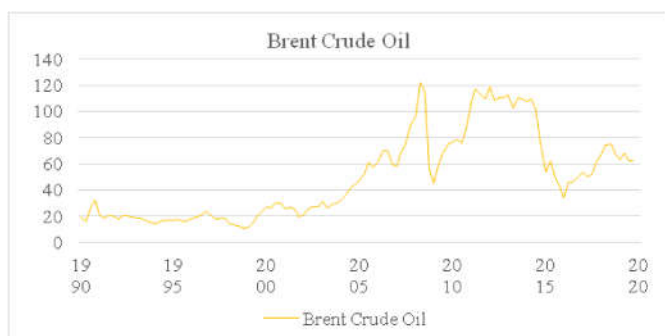
crude oil processing caused heavy pollution in the environment, and importing crude oil is quite costly. They conducted a study in which Crude oil was taken as an independent variable. The parameters were stocks, exchange rate, inflation and Gross domestic product, which revealed that the exchange rate and Gross domestic product are negatively correlated while the rest were positively correlated. Likewise, the fall in crude oil prices narrows the per-barrel prices and lessens the current account deposits.

Chandan, Sagar, & Avinash (2019) have used ANOVA and Regression analysis to study the impact of the exchange rate and crude oil prices on the growth rate of Indian economy, pre and post-liberalization. The regression model has indicated that pre liberalization the growth rate is less negatively affected by the crude oil prices and positively affected by the exchange rates. In contrast, in post-liberalization, the growth rate is negatively affected by both exchange rates and crude oil prices. ANOVA test revealed no significant effect on growth rate by crude oil prices and exchange rates pre liberalization, but there is a significant effect on growth rate by crude oil and exchange rate post-liberalization. Altogether, there is a significant relationship between growth rate, crude oil prices, and exchange rates after liberalisation.

Sharma et. al (2019) in their study, examined the long-run and the short-run impact of crude oil prices on India's economy with the help of Autoregressive Distributed Lag (ARDL) model. The results indicate that variations in the crude oil price and exchange rate positively influence inflation in both the long-run and short-run. They have stated that crude oil price fluctuation has a large impact on energy inflation from the theoretical point of view, whereas its impact on total inflation is negligible in India. The rapid depreciation of Indian Rupee is also responsible for influencing inflation through import prices. The authors have further suggested that adopting an inflation-targeting policy with a secondary emphasis on curbing exchange rate volatility may help the country manage inflation effectively.

4. Research Design

Research Gap: Based on the above literature review, it is found that a study focusing on the impact of multiple factors could be done to have a holistic view of crude oil's impact on the economy.



5.1 Brent Crude Oil Prices

- ◆ **Research Design:** The study is empirical and provides the impact of crude oil price fluctuations in context with the prominent indicators of India's economy with data collected over 20 years. The research carried out is both descriptive and analytical.
- ◆ **Research Frame:** To study the impact of crude oil price on the Indian economy- Gross Domestic Product (GDP), Employment, Consumer Price Index (CPI) and Per Capita Income (PCI) have been employed as the relevant variables.
- ◆ **Data Population:** The data used in the study for analysis is quarterly and annual. Quarterly data of Brent Crude Oil Prices (1988 – 2019), Gross Domestic Product Growth (2010 – 2019) and Consumer Price Index (1988 – 2019) are collected. Yearly data of Per Capita Income (1988 – 2019), Unemployment rate (1991 – 2019) and West Texas Intermediate Prices (1991 – 2019) are collected from secondary reserves on the internet. The research puts forward the impact of crude oil price on India's overall economy with the help of the quoted data. The historical data collected is based on data availability and pertains to varied periods. The purpose is to study the impact.
- ◆ **Data Collection Method:** This study is based on secondary data acquired from various online sources such as journals, articles, magazines, data reserves etc. Appropriate sites have been used to collect data such as World Bank, Federal Reserve economic data, Organization for Economic Co-operation and Development (OECD), etc.

5. Analysis and results

For analyzing the impact of crude oil prices on the Indian economy, this paper has employed Gross domestic product, consumer price index, per capita income, unemployment rate and Brent Crude oil prices as

variables. Vector Autoregression model test has been performed to determine the influence of crude oil prices on the defined variables. Further Granger causality test has been performed to examine whether

West Texas Intermediate (WTI) crude oil prices granger cause Brent crude oil prices or Brent crude oil prices granger cause West Texas Intermediate crude oil prices.

Vector Autoregression Model: This model is an extension of the univariate autoregression model to multivariate time series data. VAR model is a multi-equation system where all the variables are treated as endogenous (dependent). There is one equation for each variable as a dependent variable. In its reduced form, each equation's right-hand side includes lagged values of all dependent variables in the system, no contemporaneous variables. Here we have used Eviews software to compute the Vector Autoregression model for all the time series data of all the different data we have collected.

VAR(p) model:

$$Y_t = a + A_1 Y_{t-1} + A_2 Y_{t-2} + \dots + A_p Y_{t-p} + \varepsilon_t$$

- ◆ **Study of Causality between X_1 and X_2 using Granger Causality test**

There is a statistical hypothesis *test* for determining whether one-time series is useful in forecasting another or not. It is a way to investigate causality between two variables in a time series, related to the idea of cause-and-effect examines if a variable X_1 is causal to variable X_2 or if X_1 is the cause of X_2 or X_2 is the cause of X_1 . Granger proposed the idea of Granger-causality in 1969 paper to describe the causal relationships between the variables. Causal relations are studied because the policymakers need to know the consequences of the various actions they consider taking. The method is a probabilistic account of causality; it uses empirical data sets to find correlation patterns. Here the test has been performed in Eviews software.

$$X_1(t) = \sum_{j=1}^p A_{11,j} X_1(t-j) + \sum_{j=1}^p A_{12,j} X_2(t-j) + E_1(t)$$

$$X_2(t) = \sum_{j=1}^p A_{21,j} X_1(t-j) + \sum_{j=1}^p A_{22,j} X_2(t-j) + E_2(t)$$

- ◆ **Vector Autoregression Analysis to study the impact of deviations in crude oil prices on the selected economic indicators**

- ◆ VAR model analysis of Crude oil prices and Gross domestic Product of India: The hypothesis is as follows:

H_0 : Crude Oil Prices does not have a significant influence on the Gross Domestic Product growth rate of India

H_1 : Crude Oil Prices does have a significant influence on the Gross Domestic Product growth rate of India

5.2 Crude oil prices & Gross Domestic Product growth rate

Vector Autoregression Estimates Standard errors in () & t-statistics in []		
	D(COP)	D(GDP)
D(COP(-1))	0.251920 (0.17054) [1.47720]	-0.041813 (0.02028) [-2.06137]
D(COP(-2))	0.080512 (0.18103) [0.44473]	-0.004574 (0.02153) [-0.21244]
D(GDP(-1))	2.264336 (1.67975) [1.34802]	0.223857 (0.19979) [1.12045]
D(GDP(-2))	-2.133205 (1.35214) [-1.57765]	-0.039256 (0.16083) [-0.24409]
C	-0.409478 (1.52037) [-0.26933]	-0.062989 (0.18084) [-0.34832]

The following analysis indicates a significant relationship between crude oil prices (COP) and Gross Domestic Product (GDP). As the highlighted value [-2.06137] is more than 1.96 (we ignore the negative sign for this cause of determination), it signifies that with any positive change in the Crude oil prices the GDP gets affected negatively. Hence, we reject H_0 and Accept H_1 that Crude Oil Prices has a significant influence on India's Gross Domestic Product.

- ◆ VAR model analysis of Crude oil prices and Consumer Price Index of India:

The proposed hypothesis is as follows:

H_0 : Crude Oil Prices does not have a significant influence on the Consumer Price Index of India

H_1 : Crude Oil Prices does have a significant influence on the Consumer Price Index of India

5.3 VAR Analysis: Crude oil prices & Consumer Price Index

Vector Autoregression Estimates Standard errors in () & t-statistics in []		
	COP	CPI
COP(-1)	1.217906 (0.08646) [14.0856]	0.022102 (0.00904) [2.44392]
COP(-2)	-0.270228 (0.08759) [-3.08498]	-0.013709 (0.00916) [-1.49628]
CPI(-1)	-1.652824 (0.87172) [-1.89604]	1.026117 (0.09118) [11.2542]
CPI(-2)	1.701590 (0.87774) [1.93860]	-0.017730 (0.09181) [-0.19313]
C	1.682405 (1.44586) [1.16360]	0.036145 (0.15123) [0.23901]

The following analysis indicates a significant relationship between crude oil prices (COP) and the Consumer Price Index (CPI). As the highlighted value [2.44392] is more than 1.96, it signifies that with any positive change in the Crude oil prices, the CPI gets affected positively. Hence, we reject H_0 and Accept H_1 that Crude Oil Prices has a significant influence on India's Consumer Price Index.

- ◆ VAR model analysis of Crude oil prices and Per Capita Income of India:

The proposed hypothesis is as follows:

H_0 : Crude Oil Prices does not have a significant influence on Per Capita Income of India

H_1 : Crude Oil Prices does have a significant influence on Per Capita Income of India

5.4 VAR Analysis: Crude oil prices & Per Capita Income

Vector Autoregression Estimates Standard errors in () & t-statistics in []		
	COP	PCI
COP(-1)	0.863483 (0.17227) [5.01243]	-1.579952 (1.01812) [-1.55183]
COP(-2)	0.007034 (0.20092) [0.03501]	1.811162 (1.18746) [1.52524]
PCI(-1)	0.143460 (0.03858) [3.71838]	1.110511 (0.22802) [4.87028]
PCI(-2)	-0.151621 (0.04447) [-3.40975]	-0.084429 (0.26280) [-0.32126]
C	5.832402 (5.05895) [1.15289]	27.64852 (29.8987) [0.92474]

The following analysis indicates no significant relationship between crude oil prices (COP) and Per Capita Income (PCI). As the highlighted [-1.55183] is not more than 1.96 (we ignore the negative sign for this cause of determination) it signifies that with any change in the Crude oil prices the PCI does not get affected significantly. Hence, we reject H_1 and accept H_0 that Crude Oil prices do not significantly influence India's per capita income.

♦ VAR model analysis of Crude oil prices and Unemployment Rate of India:

The proposed hypothesis is as follows:

H_0 : Crude Oil Prices does not have a significant influence on the Unemployment Rate of India

H_1 : Crude Oil Prices does have a significant influence on the Unemployment Rate of India

5.5 VAR Analysis: Crude oil prices & Unemployment rate

Vector Autoregression Estimates Standard errors in () & t-statistics in []		
	COP	UNEMP
COP(-1)	1.073276 (0.23336) [4.59926]	0.001239 (0.00099) [1.24945]
COP(-2)	-0.215614 (0.22701) [-0.94979]	-0.001412 (0.00096) [-1.46377]
UNEMP(-1)	27.89440 (46.0044) [0.60634]	1.311393 (0.19546) [6.70911]
UNEMP(-2)	-37.54959 (45.9978) [-0.81633]	-0.687011 (0.19544) [-3.51527]
C	62.82800 (187.550) [0.33499]	2.100620 (0.79687) [2.63610]

The following analysis indicates no significant relationship between crude oil prices (COP) and the Unemployment Rate in India (UNEMP). As the highlighted [1.24945] is not more than 1.96; it signifies that with any change in the Crude oil prices, the Unemployment Rate does not get affected significantly. Hence, we reject H_1 and accept H_0 that Crude Oil prices do not significantly influence the Unemployment Rate in India.

- Granger Causality Test

Granger Causality Test between the Brent Crude oil prices (BCOP) and West Texas Intermediate (WTI)

5.6 Granger Causality Test Analysis: Crude oil prices & West Texas Intermediate prices

Pairwise Granger Causality Tests			
Sample: 1990Q1 2019Q4			
Lags: 2			
Null Hypothesis:	Obs	F-Statistic	Prob.
D(WTI_COP) does not Granger Cause D(BCOP)	117	0.675630	0.5109
D(BCOP) does not Granger Cause D(WTI_COP)		1.298840	0.2769

As the Probability values indicate, there exists no granger causality between the two variables Brent Crude Oil prices (BCOP) and West Texas Intermediate (WTI_COP), we accept the null hypothesis proposed here.

6. Discussion

A large number of research analysis done to study the impact of crude oil prices on Indian economy supports that crude oil prices have a significant effect on the Gross Domestic Product growth and the inflation rate of the nation. India is one of the largest importers of crude oil globally, 80% of the crude oil that is consumed is imported, which is why the deviations in the crude oil prices significantly affect the economy. The research signifies that any positive change in the crude oil price results in an increment of inflation, negatively affecting the economy. Energy is a prime mover in an economy, a progressing economy like India that relies earnestly on innovation and industrialization for its growth. Although it is currently halted, crude oil becomes one of its most important objectives to accord with. Therefore it becomes important to learn about the consequences of the deviation in crude oil prices. With progress in handling the pandemic better, governments are now starting to focus on aiding the economy and the crude oil prices showing gradual upsurge. The government and policymakers must plan accordingly. The research relies solely on secondary data covering a time frame of about 40 years of history which may affect the quality of research as it may not provide accurate solutions to the current situation faced globally. However, as the economies have started resuming, the research may study the impact of volatility in crude oil prices.

7. Conclusion

Uncertainty is high when it comes to the fixation of crude oil prices, and it has become evident that it is majorly dependent upon the demand and supply and the market scenario globally. India imports more than 80% of its crude oil demand, a prime ingredient to fuel progress, industrialization and urbanization. India being able to produce only about 20% of its whole crude oil demand shows the significant impact of crude oil price deviation globally, and it becomes important to study the same for the policymakers and government to make policy decisions. Crude oil prices bear a fair share in impacting the gross domestic product and the consumer price index. Through the VAR analysis, the study concludes that any

hike in the crude oil prices, the Gross domestic product gets affected negatively whereas it has an opposite impact on the Consumer price index. With an upsurge in the crude oil price, the consumer price index rises. The study shows that the per capita income and unemployment do not significantly affect the fluctuations in crude oil prices. Hence, a downturn in crude oil prices can be beneficial for India as it can import crude oil at a lower rate and slow down the inflation up to some rate as far as the crude oil prices are concerned. However, it does not significantly reduce the growth rate of inflation, but with better policies planned towards the same, it can benefit the Indian Economy. Granger causality test revealed that West Texas intermediate does not granger cause Brent crude oil prices, nor does Brent crude oil prices granger cause West Texas Intermediate, it has failed to show any trend. Furthermore, while the pandemic worsens the world economy and the crude oil prices touched the ground, it has again started showing a gradual increase.

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"Managing Talent Efficaciously: A Challenging but Rewarding Assignment"

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Abstract

Managing talent is an arduous task, but it repays in a variety of ways. Organizations that possess a strong sense of professionalism are of the firm belief that this is people who run the business and make the organizational functioning effectual. Talent management is a cyclical process of managing people meaningfully. Effective talent management results in augmented market share and improved organizational image. It helps the organization in realizing the vision, accomplishing objectives, and upholding values. The significance of talent management is continually growing with the passage of time. Talent management gets more purposeful when it is supported by technology, the example is HRIS. Managing talent in terms of acquiring, developing, and retaining people is not an ordinary task rather it needs concerted and wholehearted support of top management. Talent management means specific employee management. There ought to be a fusion of individual and organizational goals. Core competencies of an organization tend to be in tune with the abilities, skills, and knowledge of people working in the organization. This not only motivates people to perform up to the mark rather it also supports them to experience the sense of realization about their contribution to accomplishing organizational goals. There is a dire need on the part of the organization to ceaselessly devise talent management strategies revolving around organizational vision, mission and values, employee happiness, continuous improvement, innovation, and customer satisfaction.

"Talented people are vital to our continued success, and we continuously invest in our associates, giving them the tools and training to succeed." – Indra Nooyi

Prologue

Human Resource Management, in short HR, is one of the crucial functions of an organization that relates to the management of people working in the organization. Human resources appear to be the most valuable resources translating the non-living resources by optimally utilizing them into valued products and services. The nomenclature which is currently in vogue is talent management. Every bamboo can produce the flute, as the saying goes, every human being is talented and can contribute some way or other. The development of an organizational talent management plan requires the assessment of each employee based on a framework of accepted definitions and measures of competency performance and potential (Berger and Berger, 2004).

Gone are the days when organizations were working in a secured environment. Currently, we talk about the global economy and we are operating in the international market. This augments the responsibility of organizations manifold in terms of manufacturing the products and providing the services of global standards. Employees are termed as

internal customers. Our ultimate customers/clients can never be happy until we ensure that the internal customers are happy. Quality is the buzz word influencing the contents of the mission and vision of the organizations. Talent management enhances an organization's agility, responsiveness and capability to compete and gain business success in a global economy (Deb, 2015). HR professionals on every other day are coming across an array of new HR problems and issues.

Talent Management Process

The referred model runs between people's procurement and separation. The process of procurement starts with HR planning, shortage of people is ascertained and the needed manpower is hired. Performance and potential of incumbents are assessed and their career is planned and managed accordingly. They are provided with the required training and development facilities to meet the given performance standards. They are aptly paid to sustain the motivation to perform. Endeavors are made to retain people for a longer period of time. Employee exit and post-retirement activities are planned to ensure

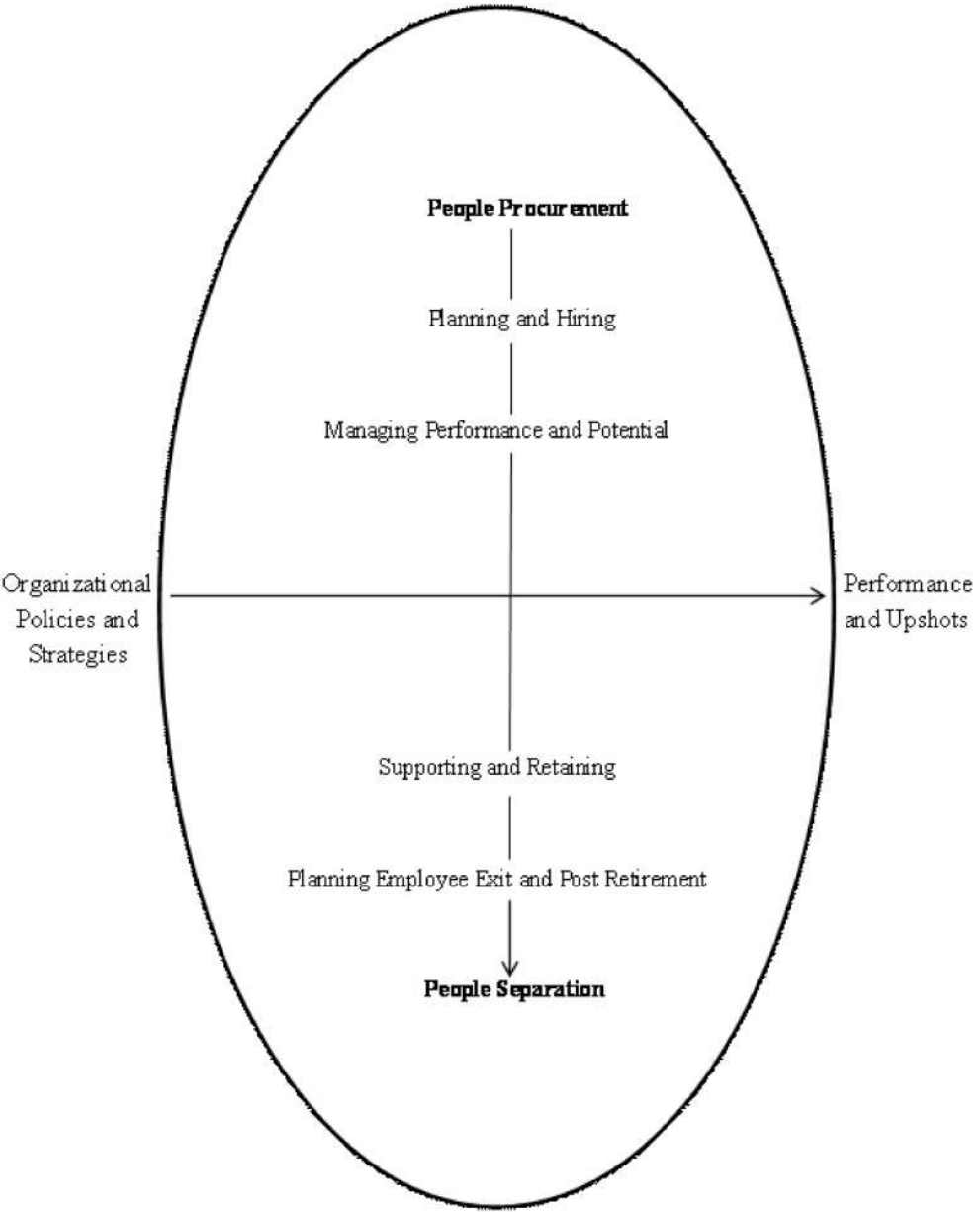
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smooth separation. The performance and results fully hinge upon the quality of talent management policies and strategies devised by the organization. Talent Management

requires data collection on current internal labor supply, tracking individual performance and progress, and providing opportunities for development (Aswathappa, 2017).

Figure 1: Talent Management Process Model

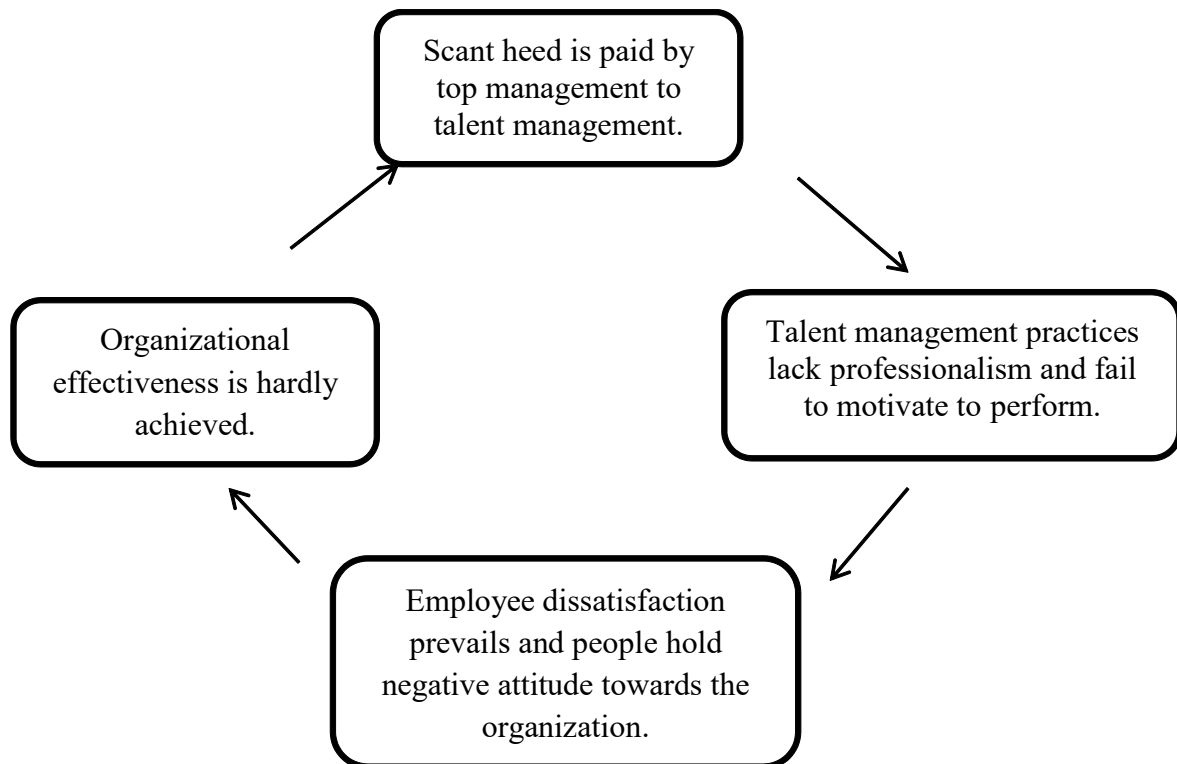


Talent Management and Organizational Effectiveness Interplay

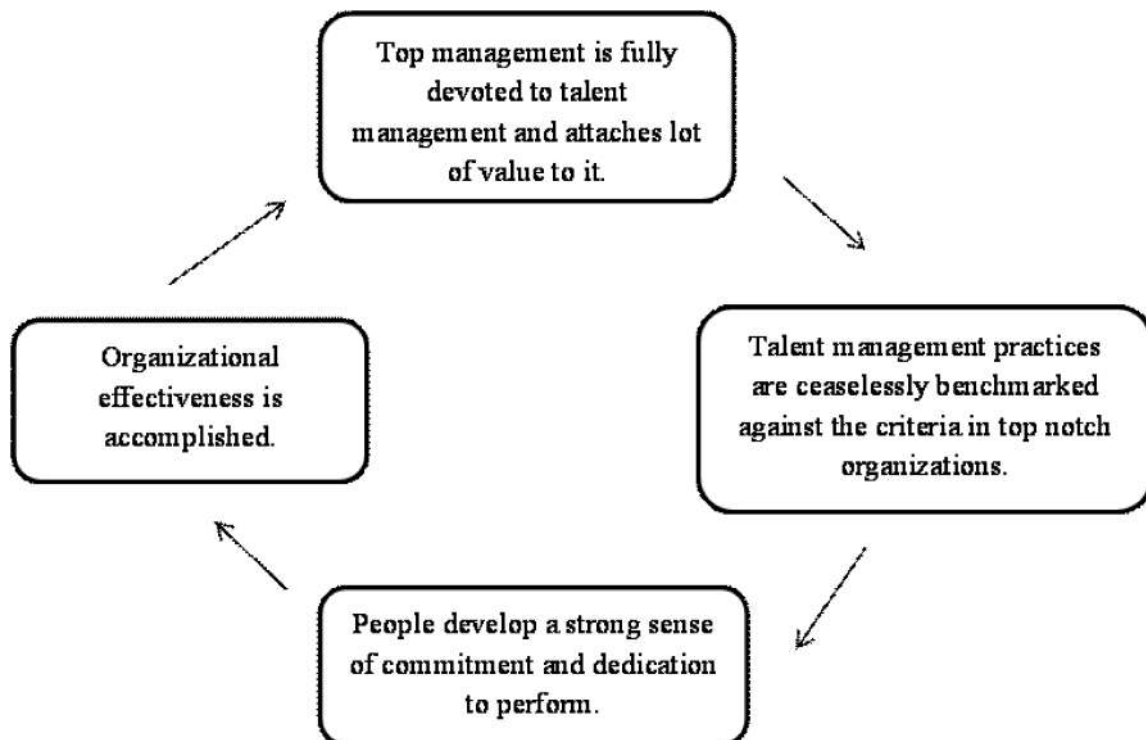
Talent management and organizational effectiveness are in tune. Both are complementary and reciprocal to each other. If the top management makes wholehearted efforts in managing talent, the organizational effectiveness augments as people get enthused and give their best. On the contrary, they get demotivated when they smell that

top management is not duly concerned with their interests and concerns. A talented employee with high potential can make a significant difference to the current and future performance of the organization. Talent management is considered as a driver to organizational success (Haldar and Sarkar, 2012). The following figures, namely the vicious circle and virtuous cycle, exhibit the phenomenon more vividly.

Figure 1: Vicious Circle



Virtuous Cycle



Challenges being faced

Managing talent effectively is a hard but not impossible task provided we take up the challenges by horns. Challenges to talent management are as follows:

- Attracting talent to join the organization.
- Guaranteeing able and committed leadership.
- Evolving and sustaining organizational culture that inspires people for continuous learning and excelling in their respective areas.
- Managing people gracefully in the times of epidemics and pandemics.
- Managing the diverse work force in a diverse work culture.
- Matching organizational objectives to individual aspirations.
- Designing employees' need oriented training programs and equipping employees with the skills necessary to perform effectively as well as efficiently.
- Evolving globally competent compensation systems that motivate and retain employees.
- Forging a partnership with employees for managing their careers.
- Empowering employees to take decisions without fear of failing.
- Promoting teamwork in all operational processes.
- Ensuring such an organization structure which is transparent and facilitates free flow of information.
- Using IT supported HR practices.
- Retaining star performers.

Talent Management recompenses

Managing people meaningfully is quite rewarding. The following benefits can be reaped by managing the talent efficaciously:

- Match between the job and the job holder is ascertained.
- Procurement process gets strategized.
- People are better understood and they get properly involved and engaged.
- People get duly trained and developed.
- People possess a strong sense of joy and elevation and talent is retained.

- Work-life balance is struck.
- Interpersonal relations are congenial at work. Consequently, employee experience is enriched.
- Organizational vision and mission are aptly realized and accomplished.
- People get duly motivated to perform. Thus, performance, productivity and profits get improved.
- Employee performance and potential are duly managed.
- Succession planning is effectively done.

Implications of poor talent management practices

Ineffective talent management practices incur poor employee and organizational performance management. The following are the repercussions of poor talent management:

- Employee morale will be low and consequently, people will underperform and productivity will be low.
- Poor performance appraisal.
- Poor succession planning.
- Work and life will not be balanced.
- Low bottom line.
- The job dissatisfaction graph will be high.
- Employee engagement, involvement, and empowerment will be an issue.
- The retention of employees will be difficult and the attrition rate will be high.
- The organization will not be able to evolve a healthy work environment
- Dirty organizational politics will get into.
- Organizational vision will not be realized and mission will be hardly accomplished.
- Organizational values will be compromised.
- A lot many conflicts will be there consequently, interpersonal relations will be strained.
- There will not be a perfect match between the job and the job holder as the job specifications and descriptions will be poorly written.
- The organization will either suffer from the problem of over or understaffing.

- There will be role conflict/erosion/clash/overload/identity etc.
- Poor manpower planning will lead to underutilization of plant capacity, inefficiency, and wastage of money.
- Outcomes of exit interviews will be unreliable.
- It will become difficult to put a line of distinction between good and poor performers.
- Reward and Punishment Systems will not be meaningful.
- Training needs will not be genuinely assessed.
- The attitudinal adjustment can be difficult.
- Rules will be conveniently flouted or interpreted for serving vested interest thus; organizational interests will be overshadowed by personal interests.
- The organizational image in the eyes of the stakeholders will be bleak.
- Customers can remain dissatisfied as products and services cannot be of quality.
- Market share can be curtailed and business can shrink.
- Avoidance of governmental plans and policies.
- Employee indiscipline may prevail.
- Unfair treatment to employees can lead to legal implications.
- The undue political intervention will creep into.
- The Code of Ethics will hardly be adhered to.

What needs to be done?

Talent management is a function of paramount significance as people are the most valuable asset to an organization. It is imperative on the part of management to procure, support, and retain employees in an effective manner to let them feel valuable. Organizations should develop talent mapping programs to facilitate assessing the effectiveness of people management (Halдар and Sarkar, 2012). The following endeavors can be made to manage the talent purposefully:

A mockup of employee satisfaction/happiness survey

A questionnaire with the following statements can be structured to conduct an employee satisfaction/happiness survey. The reactions of the employees can be measured

with the help of a three-point scale containing alternatives as agree, neither agree nor disagree, and disagree.

- You are known to the Vision, Mission, Objectives, and Values of your organization.
- You are aware of your contribution to the accomplishment of the organizational mission.
- Your professional development is combined with organizational development.
- You know about HR practices prevailing in general and in your organization in specific.
- You feel that HR practices in your organization are good and put to implementation effectively.
- You find the work culture encouraging and workplace happy.
- People are provided with induction training at the time of joining.
- Performance is measured and managed in a rational manner.
- You are aware of your key performance areas.
- Rewards are linked with performance.
- Hard work, motivation and commitment are recognized and appreciated.
- You feel that you are properly rewarded at workplace.
- Training needs are judiciously identified.
- You frequently get mentoring and guidance from your superiors.
- Grievance Handling System is effective.
- Employee involvement and empowerment are ensured by sharing information and giving you the opportunity to participate in the decision-making process.
- Employee satisfaction and happiness surveys are conducted on a constant basis.
- You feel intrinsically motivated to work.
- You are satisfied with your current work role.
- You experience a work-life balance.
- You are satisfied with your career progression and development.
- Success in an assignment is celebrated.

- There need to be certain modifications in talent management practices.

Check list for effective talent management practices compliance

A checklist for the purpose of ensuring effective talent management can be used. The degree of effectiveness of talent management will be dependent on the fact as to how many questions are answered in affirmative. The following questions can be incorporated into the suggested checklist:

- Are the talent management practices consistently reviewed by keeping the changes/shifts in the environment in view?
- Are the HR practices benchmarked by reviewing the practices prevalent in world-class organizations?
- Does the organization do HR planning in a judicious manner?
- Does the organization believe in using recruitment and selection techniques that are objective in nature and rule out any content of bias?
- Is a lot of focus put on merit at the time of designing promotion policies/schemes?
- Is the performance of employees appraised based on key performance areas?
- Is the performance evaluated as well as managed?
- Is equal emphasis put on the potential appraisal?
- Is the 360-degree performance appraisal system in vogue?
- Is the job analysis done so as to generate data to write job descriptions and specifications and to do job evaluation?
- Is an effective Human Resource Management System in vogue so as to ensure IT-enabled HRM?
- Is training considered as an investment?
- Is the organization a learning organization and emphasizes on organizational learning?
- Are the employees judiciously recognized, appreciated, and rewarded for their contribution?
- Does the organization conduct employee satisfaction/happiness surveys recurrently?
- Are the employees encouraged to go for higher education?

- Does the organization provide employees with cross-cultural training?
- Do Leaders/Managers in the organization believe in mentoring?
- Do the employees enjoy the sense of work-life balance?
- Does the organization believe in employee involvement and empowerment?
- Are the rewards performance linked?
- Is the work culture conducive enough to sustain the sense of motivation and commitment of the employees?

Tips to ensure that your talent management practices are of quality:

The following guidelines can be of great help to manage talent in a qualitative manner:

- Organizational heroes interweaved human rights with organizational philosophy.
- Ensure that your Vision and Mission statements are reflective of humanity.
- There is a well meditated HR Policy in place.
- The organizational climate and culture are conducive to people.
- Organizational functioning is transparent.
- There is a free flow of information.
- People are heard knowingly.
- People are encouraged to learn.
- People are allowed to make mistakes, not to repeat them.
- The organization believes in the open-door policy.
- There are mentors rather bosses.
- Employee involvement and empowerment are ensured by allowing people to participate in the process of decision making.
- Top management believes in the say 'Precaution is better than cure' in relation to employee satisfaction.
- Employee performance is managed judiciously.
- Manpower is effectively planned.
- Compensation packages are designed judiciously so

as to give maximum utility of monetary and non-monetary gains to the employees.

- The effectiveness of the hiring process must be adequate enough so as to guarantee a perfect match between the job and the job holder.
- New practices can be benchmarked so as to cope up with time. These practices are as follows:
- Allowing employees to bring their pets to the workplace and visit them during the breaks. Google, Apple, and Facebook employees are allowed to bring their pets to the workplace.
- Setting aside a budget in name of fun and entertainment at the workplace.
- Striking a balance between internal and external motivators. Employees are encouraged to stimulate their inner drives and need to experience the stage of self-actualization and so on so forth.
- Forming a provision for mandatory leave, weekends off, variable pay, transportation facility particularly in metros/sensitive places with security, etc.
- Promoting employee friendly HR practices at the workplace.
- Putting emphasis on total employee involvement. It means taking care of the family of employee also.
- Empathize with people in understanding their issues and problems.
- Handle them with that much of the care you handle your customers/clients.
- Research your employee by creating people repositories, digging into data, and converting the analysis into HR strategies.
- Truncate the feedback loop by maintaining constant communication with them as people matter a lot. The feedback system may include the following- Receiving the reaction, analyzing it, and taking action on it without losing time.
- HR professionals ought to be learning advanced workforce management techniques.
- Ensure connect between people management practices and HR Philosophy as well as Philosophy of the organization.
- HR Audit needs to be done in order to review the personnel policies and seek improvement if needed.

- Employee training ought to be taken as a meaningful exercise.
 - Performance planning should be treated as a source of ensuring the contribution of people in the accomplishment of individual and organizational goals.
1. Competency mapping is done constantly. Let the competency mapping be a tool of learning the strengths and weaknesses of the employees so as to facilitate their career development.
 2. Health checkups ought to be made on a regular basis so as to ensure the wellbeing of the employees.

Epilogue

The terms talent management and HRM are interchangeably used. Talent management is a process comprising talent planning, acquisition, development, career planning, etc. Effectiveness of talent management fully hinges upon the degree of concern the top management has for its people. Talent if managed meaningfully can result in a number of advantages to the organization as well as the individual employee. However, if people are ignored and their concerns are not properly addressed, the organization can be jeopardized. Talent management is a challenging task as it poses a variety of challenges in order to manage it. It is direly required on the part of top management to devise strategies consistently so as to facilitate the organization to outperform its competitors.

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THE UNIVERSITY CREST



The
tree in
the Crest is
the Historic Mango
tree where the founders
of this seat of learning
started their activity and the
rising sun behind the tree represents
the light of learning that is being
spread by this Rural Centre of Education.
The Sanskrit dictum in the form of a
crest presents the ideal viz. "Character
and conduct are the fruits of
learning" - "शीलवृत्तफलं श्रुतम्" - that
is set before it by the
great personality after
whom this place
and this Uni-
versity are
named.