"A STUDY OF SELF - EMPLOYMENT OPPORTUNITIES GENERATED THROUGH DIRECT SELLING INDUSTRY IN INDIA"

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Abstract:

Unemployment is the buzz word of today's generation in India. India seems to have the biggest pools of unemployed people in the world. This leads one to wonder what is wrong with the economy which fails to absorb the unemployed. One of the main reasons is that the Indian economy is not witnessing a sustained rate of high growth because investment is subdued and the manufacturing sector, which creates the maximum jobs, is growing at a snail's pace, the slowdown in industrial and infrastructure sectors, especially the construction sector, and the low volume of IT growth. Self - employment is the only solution to the unemployment. Policy makers and economists studied and drew conclusion that direct selling industry, with a moderate investment has got the potential to provide self - employment to unemployed person. This paper attempt the concept of self -Employment & Direct selling, present scenario of Direct selling Industry in India and the contribution of direct selling industry in generating self -employment opportunities.

Keywords- Unemployment, Self- Employment, Direct Selling Industry etc.

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Introduction:

Every month, a million Indians become age-eligible to join the workforce, but the growth in jobs has not kept pace with the rising number of aspirants. The result— unemployment has been on the rise, despite India supposedly being one of the brighter spots in a slowing global economy. India's unemployment rate grew from 6.8 per cent in 2001 to 9.6 per cent in 2011, according to Census 2011 data.

In light of the current situation, how can we create these many jobs? The one possible solution to this grave problem is promoting entrepreneurship**.** Entrepreneurs hold the key to the growth of a nation's economic development and growth. The direct selling industry provides a potential solution by promoting entrepreneurship and self-empowerment.

According to a report by KPMG and FICCI published earlier this year, the direct selling industry in India has the potential to grow almost nine times to touch Rs 64,500 crore by 2025 and is likely to provide self-employment to around 1.45 million people. The report said the direct selling industry has been recording double digit growth of over 16 per cent over the past four years. We hope that with time and with the above measures, direct selling sector in the country will only flourish and add on to the economic growth of the country.

Hence the researcher has selected present area of study as research topic to analyze the potential of Direct Selling industry in generating self-employment opportunities.

Objectives of the Study:

- To study conceptual framework of self -Employment & Direct selling.
- To study the present scenario of Direct selling Industry in India.
- To study the contribution of direct selling industry in generating self -employment opportunities.

Need of the study:

The study has socio-economic relevance with the life of large number of people living in the state, the region and also people living in the different parts of the country. The purpose of undertaking the present study is very much significant in keeping with the deeply felt needs of solving the problems of unemployment in the state.

Self employment is the only solution to the unemployment. Policy makers and economists studied and drew conclusion that direct selling industry, with a moderate investment has got the potential to provide self employment to unemployed person.

Direct selling has been one of the few industries that have continued to make steady progress and pushing boundaries towards overall growth..

Direct Selling is a booming industry, a boon for an economy and employment generation towards better future. It boosts confidence of individuals and therefore leading the industry as well as the workforce involved, to a higher growth trajectory. It is an attractive option, allowing people to manage their own business with minimal outlay as well as generate an income.

Research Methodology:

Secondary data were used for the present study. The secondary data were collected from the IDSA FCCI, KPMG reports. Other relevant information for the present study was collected from various publications, books, journals, magazines and bulletin, etc.

Conceptual frameworks of Direct Selling Industry and self-employment Generation

Direct Selling Industry

Direct Selling is defined as face-to-face selling away from fixed brick and mortar stores. Direct Selling typically includes home selling situations such as door-to-door solicitations, appointments, referrals and product parties, as well as catalogues and the Internet to disseminate information. It is one of the oldest modes of sales, and is similar to the traditional consumer goods retail model. By design, direct selling firms rely more on the selling skills of their sales

force rather than advertising. Direct sales people are usually independent contractors, not company employers, and opportunities with direct selling companies are open to persons from all backgrounds, experience levels, and personal characteristics. Clearly, direct selling is a business activity of significant importance both in financial and human terms.

Direct selling in India has emerged as a low investment entrepreneurial opportunity for masses to the idea of building their own business at their own pace and operating it on their own terms. It has been witnessed over the years that individuals are engaging in large numbers owing to the benefits the industry offers in terms of free enterprise system, low cost of entry, minimal risk, opportunity to earn supplementary income, training and development programmes, etc.

The concept of Direct Selling has become popular over the years as it offers the ability to experience the product first-hand by the consumers generally in their homes, at their workplace or at places apart from retail locations through demonstration of products by a Direct Seller. Direct selling provides an excellent platform for entities with innovative or distinctive products not readily available in traditional retail stores, or those which cannot afford to compete with the enormous advertising and promotion costs associated with gaining space on retail shelves. Direct selling enhances the retail distribution infrastructure of the economy, and serves consumers with a convenient source of quality products.

Employment, unemployment and self –employment:

Unemployment

Unemployment occurs when a person who is actively searching for employment is unable to find work. Unemployment is often used as a measure of the health of the economy. The most frequent measure of unemployment is the unemployment rate, which is the number of unemployed people divided by the number of people in the labor force.

Employment:- It can be

1. An occupation by which a person earns a living; work; business.
2. The total number of people gainfully employed or working.
3. an activity or the like that occupies a person's time:

Self -Employment

When an individual entirely owns the business for which they labor, this is known as self-employment. Self-employment often leads to incorporation. Incorporation offers certain protections of one's personal assets. Individuals who are self-employed may own a small business. They may also be considered to be an entrepreneur

Literature Review:

DeepaliBhattacharjee(2016) Problems and Prospects of Direct Selling in Assam (India), this paper analysis the role of direct selling in generating income and employment in Assam, a state situated in the North eastern part of India. Direct Selling started operation in Assam during 1998.This paper highlights the problem and prospects of direct selling in Assam (India).Results indicate that there is a positive relation between education and Distributors number; women do more business than male distributors, acceptance of direct seller in the society and satisfaction of the distributors. Problems faced by this Industry and Indian Government interventions to solve these problems.

A. S. Viswanathan (2018) Direct Selling Business Model – A Review   In this review article different business approaches are explained with more operating information on direct selling businesses and network marketing opportunities and the growth of the DSI - Direct Selling Industry in India.It is to be understood registered direct selling companies with good performance track record and offering quality products and services are really offering a good scalable business opportunity for an ordinary people to become extraordinary through the entrepreneurship opportunities. But the growth and success is purely depends on the effort each individual puts in to his business. The industry performance shows the growth of the organizations operating and hence the preference of the consumers to the direct sales products and services. Direct selling will change the Entrepreneurship climate of India globally in the near future.

Mrs. Veena (2014) This Paper attempts to focus on the positive aspect of MLM as a new self - employment opportunity for women. In this study an attempts has also been made to understand the problems involved in the Multi - Level Marketing business for women Multi -level marketing is very popular in study area among women. The survey found that MLM is an excellent

organizational model for women who really want to do something great in their life. 80% women in survey told that this MLM business offers the right person a chance to achieve a level of success that is absolutely impossible in any conventional job. They told that they are enjoying their life after entering into this business. Challenges are nothing in front of rewards given by MLM businesses. Women can overcome all the problems by time management and developing skills.

P. Shreekumar (2007) This article studies the economic and social impact of MLM as a tool which can influence society through employment generation, mobilizing long term funds and improving quality of life of people.MLM members look at the business as income, fun and self-development, besides satisfaction from showing the way or providing opportunities to fellow countrymen. Networks with membership numbers in a few lakhs are providing an employment opportunity for unemployed youth and other sections of society.

Present scenario of Self employment through Direct Selling Industry in India:

Unemployment rate in India is very alarming. India seems to have the biggest pools of unemployed people in the world. The prospect of getting a job for those who are unemployed will be an important issue in the General Elections 2019. According to CMIE (Centre for Monitoring Indian Economy), unemployment rate in October in India rose to 6.9 per cent. The number of unemployed which fell to 14 million in 2017 is now at nearly 30 million. This leads one to wonder what is wrong with the economy which fails to absorb the unemployed.

The unemployed who want jobs and are willing to work are increasingly getting disappointed. This also has a grievous psychological impact on their minds which is manifesting itself in diverse ways. The unemployment rate has been rising almost steadily since last year.

The reasons for the rise in unemployment are many. One of the main reasons is that the Indian economy is not witnessing a sustained rate of high growth because investment is subdued and the manufacturing sector, which creates the maximum jobs, is growing at a snail's pace, the slowdown in industrial and infrastructure sectors, especially the construction sector, and the low volume of IT growth.

Unemployment remains one of the biggest concerns hence present government is striving hard to generate more employment. It is not an issue that can be tackled in a jiffy. Rather, it will

need a combined effort of government and industries to improve the unemployment ratio, that too over a period of time.

Direct Selling is one industry that has been generating self-employment opportunities for about 20 years in the country. As there is no such restrictions and criteria to become a Direct Sellers, people from all walks of the society join Direct Selling, irrespective of gender, skill-set and age. A person aged 60 is as welcomed in Direct Selling as an 18 year old. Direct Selling embraces everyone with open arms.

Over the last two decades, this industry has made it way to every corner and strata of the country and it is getting popular with every passing day. In 2014-15, the Industry generated close to 40 lakhs self-employment opportunities in the country and the number to grow in the coming days.

The need of the hour is to give boost to an Industry like Direct Selling that has a socio-economic impact to the lives of many. Not only it generates employment, as a result, the Industry also empowers its workforce with skill, knowledge, power to express, improving interpersonal skills and above all, lead a life of a 'leader, inspiring other to replicate their success.

Direct Selling industry provides self employment and decent income earning opportunities to the youth. As youth are energetic, self confident, motivated and have innovative ideas, Direct Selling could be the source of employment for many youth of our country on account of factors such as minimal capital investment, alternate income earning opportunity, conducted without sacrificing study time as one works on part time basis and financial helping hand to survive the cost of living.

Employability is dependent upon knowledge and skills developed through quality education and training. In this direction, Direct Selling plays a vital role in uplifting and developing skills of individuals that join as Direct Sellers by giving them an opportunity to work, learn and grow by way of improving their inter-personal skills and provide or conduct training programmes.

It is necessary to empower youth of our country with access to the right set of educational and skill tools and opportunities to make a productive and sustainable contribution to the economy. Thus, Direct Selling Industry plays a critical role in empowering youth with offering

self-employment opportunities to earn and save, thereby contributing to higher savings and higher investments, and leading to higher growth trajectories.

According to International LAA decline in the employment of women is a cause of serious concern as economic empowerment is crucial for bridging gender inequity, and overall empowerment of women. Low levels of education and skill deficit are responsible for low income levels of a large majority of the labour force, thereby perpetuating inequality. In this direction, the industry plays a vital role in uplifting and developing skills of women who join as Direct Sellers by providing or conducting various training programmes from time to time. According to International Labour Organisation (ILO) India's labour force participation rate for women fell from just over 37 percent in 2004-05 to 29 percent in 2009-10.

Going ahead, with women accounting for nearly 48 percent of India's population, there is a need to ensure equal involvement of women in development of the society by empowering them to participate fully in economic life across all sectors. Thus, Direct Selling could play a major steer in the direction of women empowerment as they offer a platform for women to earn financial independency, contribute to higher savings and higher investments in a flexible working environment with minimal investment. It also enhances skills and promotes balance between home and work. In addition, every incremental percent age of women taking up entrepreneurship via Direct Selling will have a multiplier effect on the GDP growth rate of our economy.

Direct selling companies such as Amway, Tupperware, Oriflame, QNet, Herbalife Nutrition and others employ approximately 50 lakh people in India. This figure is expected to touch 1.8 crore by 2025, according to a joint study by industry body Federation of Indian Chambers of Commerce and Industry (Ficci) and consulting company KPMG. Simply put, direct selling entities sell various products through a non-store retail format.

Separately, a study by industry body Federation of Indian Chambers of Commerce and Industry (Ficci) which was released in January this year, said that the direct selling industry may touch Rs 15,930 crore by 2021 but certain reforms are required for sustainable growth. The survey also highlighted that the direct selling industry has almost doubled since 2011 to reach Rs 12,620 crore in 2016. Direct selling major Amway is optimistic about the growth prospects of direct selling in India. "Our growth trajectory is supported by massive investments of around Rs 100 crore over the next two-three years, which includes Rs 70 crore investment in research and development (R&D) to bolster capabilities to support product innovations, Rs 10 crore in manufacturing for plant automation

and power optimization, and Rs 20-30 crore in digital initiatives to connect with youth. Our strategy has evolved to a robust omni channel with digital and offline out reach strongly integrated. Amway has invested more than Rs 600 crore in a world-class manufacturing facility in Nilakottai in the Dindigul district of Tamil Nadu in 2015, as part of its Rs 1,000 Crore investment in India," says Anshu Budhraja, CEO of Amway India. As the government issued new guidelines for the sector in 2016, the study recommended several other reforms to ensure robust growth for direct selling firms for implementation of the guidelines at the state level.

Self-employment opportunities to 1.0-1.1 million people by 2025
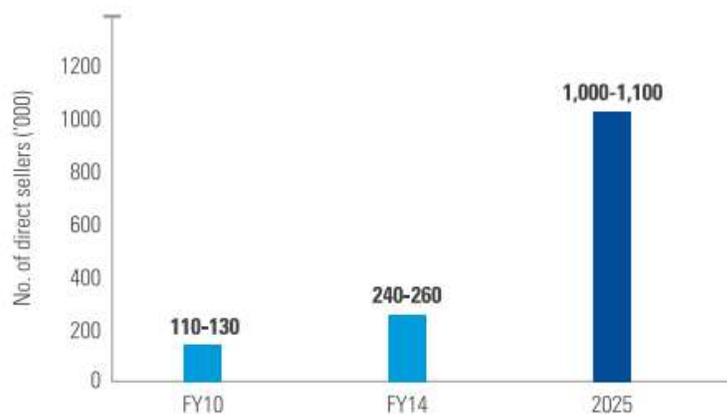
Source: IDSA annual survey 2013-14 and 2009-10, IDSA, http://www.idsa.co.in/IndustryReports.html, 22 September 2015, FICCI direct selling taskforce and KPMG in India analysis 2014-15

Conclusion:

Direct selling offers the unemployed the opportunity to earn an income and allows the underemployed to supplement part-time employment. Direct selling also provides personal development such as improved self-esteem, interpersonal skills and career development in terms of business, entrepreneurial skills and selling experience. At the heart of direct selling is the ability to offer people the chance to feel empowered, to take control of their lives and to add value to society. This fuels entrepreneurship, self-employment, and micro enterprises. Research shows that such ventures strengthen a country's economy.

According to a report by KPMG and FICCI published earlier this year, the direct selling industry in India has the potential to grow almost nine times to touch Rs 64,500 crore by 2025 and is likely to provide self-employment to around 1.45 million people. The report said the direct selling industry has been recording double digit growth of over 16 per cent over the past four years.

The direct selling industry is putting a dent in the unemployment cycle for numerous professionals. In fact, direct selling companies are some of the only organizations that offer significant, substantial training to the people who need it most—those who are currently unemployed—for little to no cost. So direct selling industries are going to be the solutions to the unemployment problem in a county like India.

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A Study of Performance Management System as a Strategic Tool of HRM

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Abstract: In present hard-hitting competition, one of the strategies to be a successful organization is to get right candidates for every available position in the organization and retain the good employees to have better and highly motivated workforce. So what actually needed for an organization and managers is to attract, retain and motivate a talented workforce? It is proven fact that all high performance organizations whether public or private are and must be focus on developing and adopting effective performance measurement and performance management system; because it is only with the help of these systems organization can remain high performer. Now-a-days, in any industry whether small or big, human resource management not just plays traditional role but they are using various strategical tools of HRM to evaluate its employees' performance and manage it accurately with a new system in the field of HRM known as Performance Management System (PMS). PMS helps the organization in aligning individual's goal and objectives with organizational objectives. This paper deals with how PMS can be utilized for taking various strategic HR decisions and the effectiveness of PMS. The result of the study shows that a performance management system acts as a strategic tool and a powerful foundation for the employees to achieve their ambitions and organizations to achieve their key financial goals.

Keywords: Human Resource Management, Performance, Performance Management System (PMS).

1. Introduction

In the present days of cut throat competition due to liberalization and globalization of world economy organizations have realized the need for adopting strategic HRM tools to remain ahead in this competitive world. An effective performance management system plays a crucial role in assessing and developing the performance of the employees in an organization for achieving corporate objectives and goals. Performance management system is a key HR function for aligning all major HR functions and sub-functions of the organization so that the focus remains only on achieving organizational objectives. Performance management is a process of planning performance, appraising and evaluating performance, feedback and counseling of every employee and developing their performance for achieving individual and organizational objectives. The biggest challenge faced by every HR manager today is managing employee performance within an organization. Bringing out best from each and every employee is the ultimate goal of HRM.

Most of the organizations see performance management system as an important strategic tool to remain ahead in this competitive world. Because performance management system helps employees to know exactly what is expected from them and assure immediate supervisor and HR manager that employees goals are aligned with the organization's goals. As the world has become global village maintaining employee's performance with 100% efficiency has become a major challenge for every organization, in one or the other way.

2. Objectives of the Study

Following are the objectives of the study:
1. To highlight the importance, role and characteristics of Performance Management System.
2. To study the PMS as a Strategic tool of HRM.

3. Need of the Study

Human Resource is the real resource for any organization. All other resources in the organization are utilized by human resource and so fullest utilization of all resources depends on employee performance of the organization. Today the globalization of the world economy and several other factors are again generating changes in how organizations organize, manage and use their Human Resource. Technology is also changing the nature of work. Knowledge-intensive techniques, industrial automation, reengineering with optimum utilization of resources sets the current working environment. To add to this the personal life of the individual employees also affect his professional work, aims & ambitions and decisions. Hence managing employee's performance continuously is becoming critical to the policies and planning of the top management.

Performance management has attracted the attention of all organizations as the information provided by PMS can be utilized for taking various important HR decisions related to Human Resource Planning, Recruitment and selection, Training and Development, compensation Management, career planning, talent management, performance based pay etc.

4. Research Methodology Used in the Present Study

Secondary data were used for the present study. The secondary data were collected from the various research publications, books, journals, magazines and bulletin etc.

5. Meaning and Definition of Performance Management System

Performance management is a process of planning performance, appraising performance, giving its feedback and counseling an employee to improve its performance. Thus, performance management involves different activities,

Planning Performance - that is what an employee is expected to achieve with a set of given resources and within a time frame.

Performance Appraisal – appraisal whether the given result has been received or not

Performance Feedback – giving feedback to the employee concerned about where he lacks, its reason

Counseling – counsel him how he can improve his performance

Definitions:

According to Armstrong "Performance Management is a means of getting better results from the organization, teams, and individuals by understanding and managing performance within an agreed framework of planned goals standards and competence requirements".

Armstrong and Baron have defined performance management as follows:

"Performance management is a process that contributes to the effective management of individuals and teams to achieve high levels of organizational performance. As such, it establishes shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved."

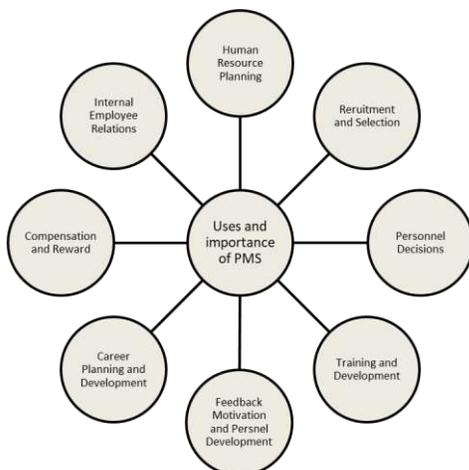The specific uses and importance of performance management are,

Fig. 1. Uses and importance of performance management system

Benefits of good performance management system to organization, managers and employees:

A. Organization

- Improves overall productivity of the organization.
- Attract and retain best talent within an organization.
- Sets clear responsibilities and accountabilities for each employee.
- Facilitates two way communications within an organization.
- Facilitates strategic HR decisions.

B. Managers

- Managers can focus on important strategic work as PMS will take care of routine work.
- Reduces conflicts within an organization as every important HR decision will have support of transparent PMS data.
- Increases efficiency of team members and motivates them to perform better consistently
- Improves moral and motivation of the employees
- Improves communication between managers and employees.

C. Employees

- Clarity about expectations from an employee and key responsibility areas (KRAs).
- Provides self-assessment and recognize strengths and weaknesses.
- Attainment of full potential and creates a work-life balance.
- Enhance the productivity and performance of employees.
- Career development and career growth for an employee which results in job satisfaction.

6. Literature Review

Various researches have been conducted in the field of performance management system. Few are discussed in the present study.

According to Roberts (2001), PMS is a process which has 4 important steps:

Planning Performance - what an employee is expected to achieve within a given time frame and resources.

Performance Appraisal – appraisal whether the given result has been received or not

Performance Feedback – giving feedback to the employee about his performance.

Counseling – counsel employee about his performance and try to find out the reason for his poor performance

Helm et al. (2007) says that PMS is important tool to improve an organization's performance; it facilitates the organization to achieve its goals and objective. It can develop a performance oriented culture within the organization. It helps the individual employee to have the clarity about what exactly is expected from him as there will be proper performance planning of each employee. PMS can also identify talented

individuals for promotion and it also establishes linkage between pay and performance. It means various important HR decisions can be accurately taken with the help of PMS.

Bhattacharjee and Sengupta (2011) emphasized in their study that employees are the most crucial and valuable assets of an organization. If an organization wants to gain competitive advantages, it is very important to bridge the gap between the actual competence of human resource working in the organization and the desired competence expected from them. It is with the help of well-established Performance management system the organization can bridge this gap between actual performance and expected performance.

Sunil Kumar Pradhan and Dr. Suman Kalyan Chaudhury (2012), This study found that the main objective of performance management system is to align the individual and organizational goals in such a way that to give best possible platform to the employees to perform with 100% efficiency which will lead to organizational development, employee satisfaction and increased employee retention.

7. Performance Management System as a Strategic Tool

Organizations have realized the significance of adopting strategic HR practices for gaining a competitive edge over the competitors.

A well designed effective performance management system can play a vital role in aligning the actions of the employees in an organization for recognizing the crucial corporate goals. Performance management is a useful tool for aligning all the major organizational functions and sub functions so that the focus is directed towards attainment of the organizational goal. By clearly explaining both the individual and team responsibilities in the form of Key Responsibility Areas (KRAs) as well as by creating an understanding of shared responsibilities, a good performance management system smoothens the progress and development of employees.

Performance Management system can definitely be used as

an important Strategic tool of HRM, as crucial Strategic HR decisions related to Human Resource Planning, Recruitment and Selection, Training and Development, Compensation and Pay Structure, Promotion, Transfer, career Planning can be accurately taken with the help of PMS.

Performance Management System is the vital key in Human Resource Management (HRM). PMS is a crucial business driver that helps to achieve business result.

8. Conclusion

With this study it can be said that Performance Management System is the important strategic tool of Human Resource management. A well designed PMS can help the organization to maximize employee performance and encourage organizational climate of trust, collaboration, communication, team work etc. It is important for an organization to have such system which not only identify to high performer but also help poor performer to improve his performance with well-designed Training program and personalized counseling. The performance management system is the strategic tool that can be used to transform people's talent and motivation into a strategic business advantage.

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"A study of Performance Management System that Makes the Difference"

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ABSTRACT

Nowadays, Human resource control in each enterprise, irrespective of how big or small, no longer best performs a traditional role, however also expands its dimensions, to evaluate its employees' performance and manage it with a brand new system which has evolved because of new traits in the area of HRM called overall performance management system (PMS). This studies presents guidance for the development and implementation of powerful overall performance management practices, with a focal point on small and medium businesses. This study first discusses why overall performance management frequently fails, describes why excellent overall performance management is crucial, and maintains to guide how to layout and implementation of powerful performance management.

Keywords: HRM, Performance, Performance Management Practices

Introduction:

Overall performance management is fundamentally about aligning individual effort to aid organizational priorities. It consists of putting person expectations tied to organizational desires, offering training and feedback that enables personnel improve, and measuring and comparing employees overall performance to take skills decision

Though workers and management often regard performance appraisal same with performance management, they are not the same thing. Performance management is basically a four step process to maximize individual and, by extension, organizational performance. It is the process of planning performance, appraising performance, giving its feedback and counselling an employee to improve his performance.

Performance Management system if properly designed and implemented can change the course of growth and pace of impact of organization. In the past organization as well as HR functions have wasted a lot of efforts in wrongly focusing on performance appraisal rather than on PMS.

Objectives of the Study:

To understand the term of Performance Management System

To search for the reasons why Performance Management system fails

To prepare and suggest standard Performance Management Approach

Research Methodology:

This study is based on secondary data. The secondary data were collected from the various publications, books, journals, magazines and bulletin, CIPD research report December 2016 etc.

Theoretical Framework of Performance Management System:

Performance management is a process of Planning performance, appraising performance, giving its feedback and counseling an employee to improve performance. Therefore, performance management includes different activities –

Planning Performance -that is what exactly an employee needs to achieve with a given resources and within a given time frame.

Appraisal – appraisal whether the given result has been received or not

Feedback – giving feedback to the employee concerned about where he lacks, its reason

Counseling – counsel him how he can improve his performance

Definitions:

"According to Armstrong: Performance Management is a means of getting better results from the organization, teams, and individuals by understanding and managing performance within an agreed framework of planned goals standards and competence requirements".

Why Performance Management Often Fails and Why It is Still important

- It attempts to serve too many purposes
- It is based totally on a foundation of distrust
- It's far primarily based on defective assumptions
- It regularly emphasizes policies and approaches
- It is regularly carried out poorly

Common complaints about PMS includes:

• Employees said that their company's performance management system did not reward outstanding performer, did not effectively address underperforming employees, and did not motivate them to make improvements.

• Managers say this process is too slow and cumbersome, which distracts them from "real work".

Why Performance Management is still important:

• Performance management practices helps in aligning individual actions to organizational priorities, providing ongoing coaching and feedback to help employees perform at their best, and taking good decisions about how to reward & retain talent.

Typical Versus Recommended Elements of Performance Management Systems
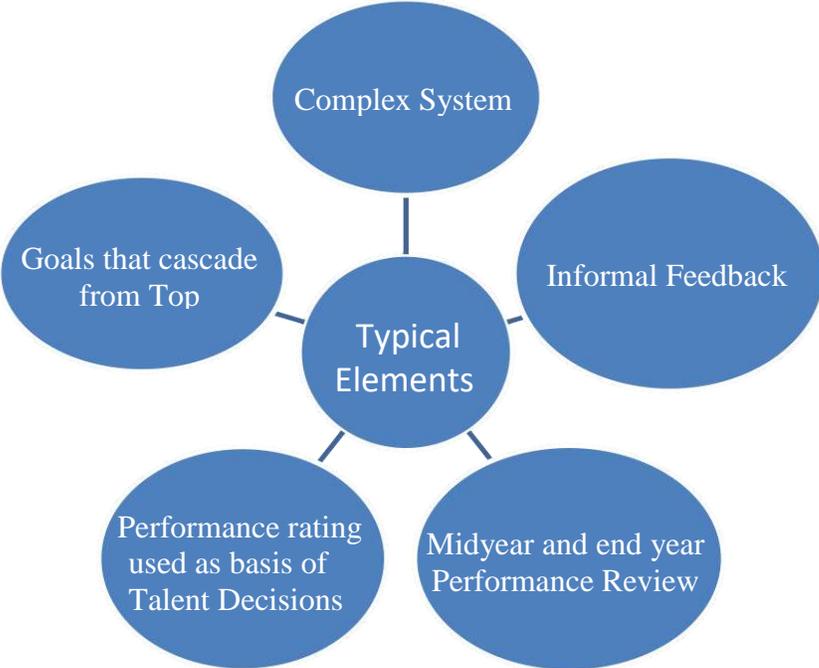
Fig 1.1 Typical Performance Management System
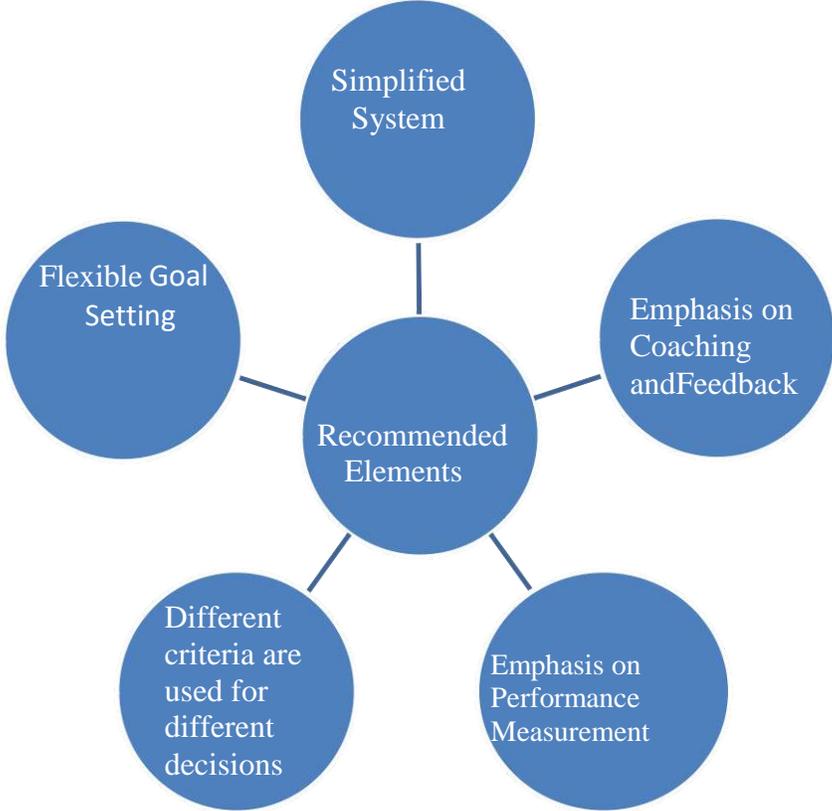
Fig 2.1 Recommended Performance Management System

Designing a Sensible Performance Management Approach

1. Defining the objective and Guiding Principles

The first step in developing a new performance management approach is to decide what exact goal i̇should achieve, how it should be linked with organizational objectives, and what the guiding principles should be used for its implementation (e.g., fairness, transparency). Finally, the objective of performance management should include a commitment to improve individual performance in such a way that will improve overall organizational performance.

2. Establishing The Means of Setting Effective Expectations

Organizations need to define first what "high performance" means in their context. Depending on organizational objectives, different attributes may be important for success. For example, fast food outlets seek to provide good-tasting food quickly. Their key skills are speed, min. price and predictability in terms of service and quality. Employees who can work efficiently and follow established process are high performers. In contrast, a good restaurant may have a key skill of serving creative, new dishes with highly quality service and commensurate higher prices. Here employee who is creative, can serve variety of food with quality can be an effective performer. So depending upon the nature of business every organization has to set their expectations.

3. Measuring and Evaluating Performance

Performance Measurement:

- Measure performance directly; use direct observations of behavior (e.g. note presence or absence of any key aspect of behaviors) rather than rating behaviors on a scale
- Use 360-degree appraisal method for measuring performance beyond manager observations, such as feedback from customer, peer, subordinate, supervisor etc.

Performance Evaluation:

- Ensure that the ratings are suitable for their intended use. For example, if ratings are primarily used for compensation decisions, make sure that there is a clear connection between ratings and decisions related to compensation, and you can explain this linkage to your employees.
- Use different evaluation methods for different decisions (e.g., bonuses are given on individual achievements, while pay increments are given on the basis of continued performance at the same time Promotions are based on performance plus ability to perform effectively at the higher level).

4. Creating A Climate That Supports Feedback and Coaching

Providing effective feedback and coaching will always help the organization to drive high

performance.

Both feedback positive or negative must be given to concerned employee because this feedback will work as a motivating factor for high performer and poor performer can understand where he is lacking, what are the reasons for poor performance. Unfortunately, feedback is not always effective. The most effective feedback is honest, specific, and strengths-oriented and focused on behaviors rather than on personal characteristics.

Conclusion:

Gone are the days when performance management approach was meant to be a somewhat static annual process, focusing solely on supervisor-subordinate pairs with little input from others, and a set of activities aiming to measure an employee's performance over the year, at the end of which an employee receives an appraisal letter. It is usually confined to salary revisions and bonuses. There is minimal room for any kind of progress dialogue to take place due to feedback- poor environment.

A sensible performance management approach must be an overarching process that is very engaging and collaborative in nature. It engages and manages employee performance effectively with a comprehensive continuous feedback mechanism in place.

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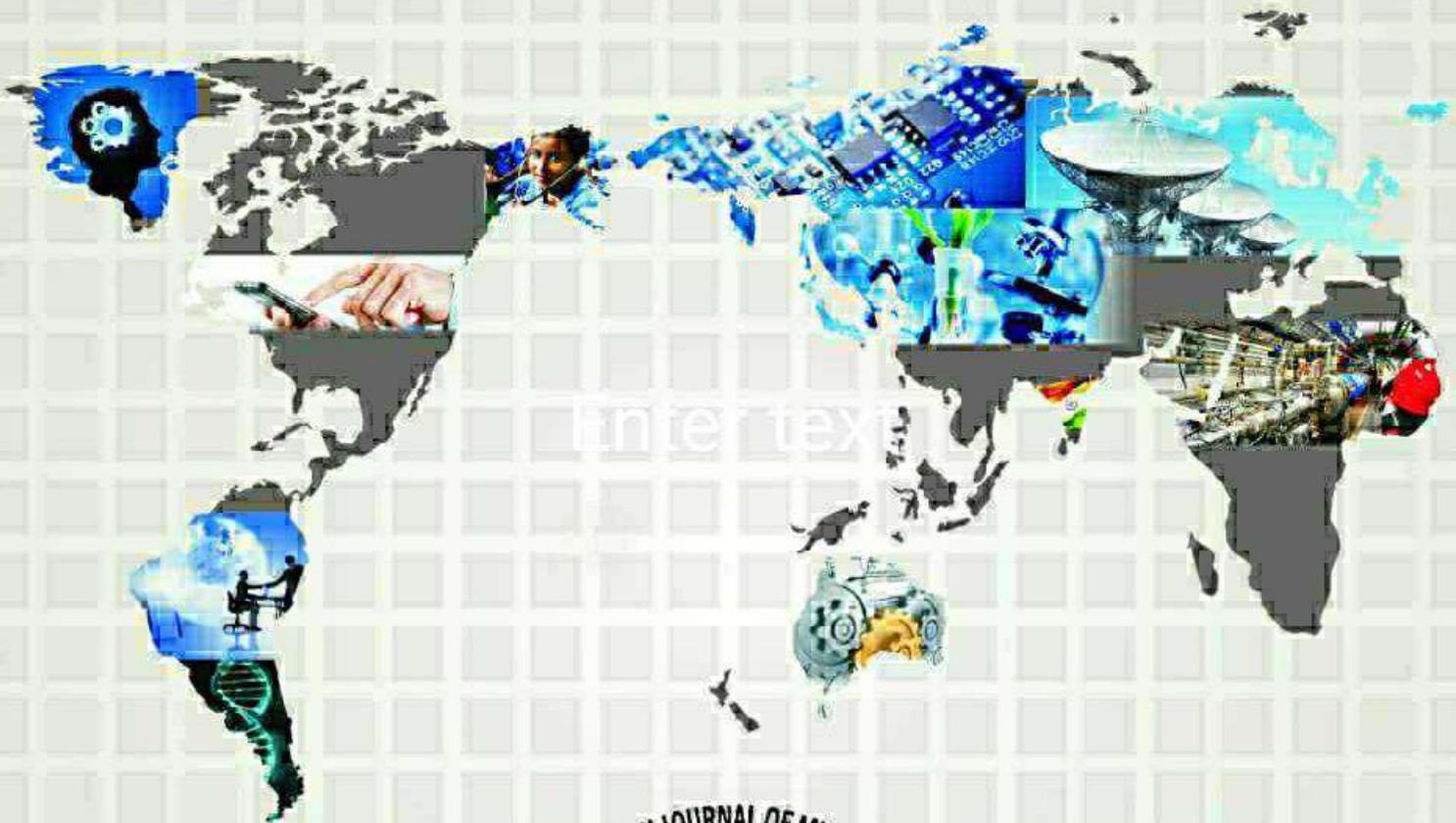
Human Resource Management and Its Internal Factors Affecting

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Abstract :

Today in the world, global competition is the basic element to define firms' strategies as a result industrial economy has been experienced to pass toward to knowledge economy. At an age where total quality is of primary importance, efficiency can only be achieved by the successful utilization of human resources. Human resource management is one of the necessary needs of today's business. Human resource management department has a very important role for supply of the human being to main resources of companies. Human resource management department has fundamental role for personnel recruiting, orientation and performance appraisal and so on. Human resource management issues to be addressed at the highest level in the organization and management of strategic decisions are required. This research will inform human resource management, scope and affecting factors on human resource management, human resource management functions and relationship between organizational effectiveness and human resources management.

Introduction : -

Today in the world, global competition is the basic element to define firms' strategies as a result industrial economy has been experienced to pass toward to knowledge economy. As being a competitive market development day by day it's very difficult to enhance sustainable growth for the firms' side. All researchers and practitioners are aware of the advantages and disadvantages of a competitive work environment and try to find ways for adapting to competitive conditions. These efforts have mostly focused on human resource management practices in the last two decades especially with the emergence of strategic human resource management approach.

Objectives :

1) Societal Objectives:

Seek to ensure that the organization becomes socially responsible to the needs and challenges of the society while minimizing the negative impact of such demands upon the organization. The failure of the organizations to use their resources for the society's benefit in ethical ways may lead to restriction.

2) Organizational Objectives:

It recognizes the role of HRM in bringing about organizational effectiveness. It makes sure that HRM is not a standalone department, but rather a means to assist the organization with its primary objectives. The HR department exists to serve the rest of the organization.

3) Functional Objectives:

Is to maintain the department's contribution at a level appropriate to the

organization's needs. Human resources are to be adjusted to suit the organization's demands. The department's value should not become too expensive at the cost of the organization it serves.

4) Personnel Objectives:

It is to assist employees in achieving their personal goals, at least as far as these goals enhance the individual's contribution to the organization. Personal objectives of employees must be met if they are to be maintained, retained and motivated. Otherwise employee performance and satisfaction may decline giving rise to employee turnover.

- **Scope of Human Resource management :-**

As Human resource Management has tools of a system which attracts, develops, motivates, and retains the effective functioning related with the people managing, the scope of HRM is very wide. Researches in behavioral sciences show that new trends in managing workers and advances in the field of training have expanded the scope of HR function in recent years. The Indian Institute of Personnel Management has specified the scope of HRM thus (Truss, 2001):

- **Personnel aspect**: This is concerned with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, lay off and retrenchment, remuneration, incentives, productivity, etc.
- **Welfare aspect**: It deals with working conditions and amenities such as canteens, creches, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.
- **Industrial relations aspect**: This covers union-management relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes, etc.

Internal Factors Affecting on Human Resource Management :-

This article throws light upon the six main Internal factors affecting Human Resources of an organisation :-

1) Mission :-

Mission is the very purpose and justification for the existence of a firm. An organisation's mission statement tells- what it is, why it exists and the unique contribution it can make. At various levels, people must carry out assigned tasks keeping the overall mission of the firm in mind. The HRM functions are also affected by the mission of the organisation.

2) Policies :-

Policies are the guide maps in the organisation. Policies tell people what they may or may not do. These direct the manner in which the objectives of the organisation are to be achieved. Objectives show the destination but the route towards that destination is shown by policies.

Some of the important policies that influence the work of an HR manager are listed as follows:

i. To provide safe working conditions for employees.

ii. To encourage the employees to achieve as much of their potential as possible.

iii. To provide promotional avenues to employees.

Policies offer standing answers to recurring questions and specify the steps to be taken in making decisions.

3) Organisational Culture :-

Organisational culture is the sum total of shared values, beliefs and habits within an organisation. It depicts the personality of the organisation. The HR managers have to adjust positively to the culture of the organisation. Understanding the type of culture that prevails within a firm is important in order to formulate appropriate HR policies and strategies. HR managers have to choose the paths that best reflect the culture of the firm and the attitudes of the people.

4) Organisational Conflicts :-

There is often conflict between organisational culture and employee's attitudes.

According to S.K. Chakraborty, conflict arises because of the following qualities:

i. Personal goal vs. organisational goal.

ii. Personal ethics vs. organisational ethics.

iii. Rights vs. duties.

iv. Obedience vs. Self-respect

v. Discipline vs. autonomy

HR managers are expected to develop and enforce policies in all these areas.

5) Organisational Structure:

Basically, there are two types of organisational structures—tall and flat. Tall or Pyramid type of organisational structures are suitable to companies that are labour oriented. Here the authority is vested at the top and the pyramid shows the hierarchy of positions. Flat organisations are suitable to technology oriented companies.

6) HR Systems:

The survival, development and performance of an organisation depends heavily upon the quality of its personnel.

In view of the importance of HR, organisations today are creating HRD departments, introducing participative management and quality circles, providing free flow of upward communication and enhancing the status of the employees. These changes are not the end but a humble beginning to the status of the HR function in the years ahead.

➢ Conclusion:-

Corporations are undergoing dramatic changes with significant implications for how human resources are managed and the HR function is best organized and managed. The forces driving change include the rapid deployment of information technology,

globalization of the economy, and the increasingly competitive dynamic business environments that corporations face. There is a growing consensus that effective human capital is critical to an organization's success and that the HR function's focus must be more strategic.

An effective Human Resources Management gives chance employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives. In working life, the most important value is employees. That is why Human Resources Management is the key factor for success of a business. Being a global world and being a part of global competitive markets processes force businesses to manage human factor more truly for every level.

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A STUDY OF PERCEPTION OF POLICE TOWARD THEIR FAMILY.

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Abstract

The job stress of police may result in depression, which is inversely proportional to the extent of healthy quality life. Researcher has focused on the amount of positive interaction of police with their family.

Keywords: Police,Family.

Introduction-

Policing is highly stress occupation.Police are often exposed to long working hours,encounter with criminals, traumatic incidences, high public demands on police officers have led to increased job pressure in police forces.To combat stress/ job pressure quality of worklife is very important as job stress is always compensated, balanced with positive family interaction.Family interaction may involve discussion with spouse, giving quality time to children , helping children in their studies,attending family function, going on picnic,taking care of parents.

Introduction-Researcher had selected 7 significant statements of work related stress and captured perception of police personnel. Respondents include following category of Police.

Entry Police-It includes Entry level of police staff which includes police naik Police constable etc.

Police Inspector-This include Police inspector who is main in charge of Police station.

API/PSI-This means Assistant Police Inspector, Police Sub-Inspector

IPS-This include officers which are recruited through examination conducted by Union Public Service Commission of Indian Police Service.

Source of data for all these statements is Primary data collected by researcher.

Data collection has been significant stage in the process of research. Primary data was collected from 10 Police stations out of 33 Police stations in Pune City. Care has been taken to ensure that sample represents total population of Pune Police. Total Primary data contain Police men and Police women. Data was collected from 397 Police men and 103 police women called entry Police, from 25 police inspectors, 32 API/PSI male officers and 19 API/PSI female officers. Data collection from 15 IPS officers has been done through discussion of questionnaire with 1 commissioner of Police(Male), 1 Joint commissioner of police(Female) , 2 Additional commissioner of Police(Male), 4 Deputy Commissioner of Police(3 male and 1 female),7 Assistant commissioner of Police (3 male and 4 female) officers

1) The hours I work make difficult to look after my children

Respondents	Strongly Disagree%	Disagree %	Neutral%	Agree %	Strongly Agree %	Mean	S.D.	CV %
Entry Police	02.40	8.40	18.80	33.60	36.80	3.90	1.00	25.00
Police Inspector	00.00	00.00	16.00	36.00	48.00	4.30	0.74	17.00
API/PSI	00.00	05.90	21.60	33.30	39.20	4.00	0.92	23.00
IPS	26.70	13.30	33.30	26.70	00.00	2.60	1.20	42.00

(source-Primary Data)

Interpretation -From the above table it can be seen that out of 500 Entry Police

2.4% strongly disagree, 8.4% Disagree, 18.8% have neutral opinion, 33.6 % said they agree, 36.8% said they Strongly Agree. Mean= 3.9400   S.D.(Standard Deviation) = 1.05196

Interpretation -From the above table it can be seen that out of 25 Police Inspector

0% strongly disagree, 0% Disagree, 16.0% have neutral opinion, 36.0% said they agree, 48.0 % said they Strongly Agree. Mean= 4.3200   S.D.(Standard Deviation) = 0.74

Interpretation -From the above table it can be seen that out of 51 API/PSI

0% strongly disagree, 5.9% Disagree, 21.6% have neutral opinion, 33.3 % said they agree, 39.2% said they Strongly agree . Mean= 4.0588   S.D.(Standard Deviation) =0.92546

Interpretation -From the above table it can be seen that out of 15 IPS

26.7% strongly disagree, 13.3% Disagree, 33.3% have neutral opinion, 26.7% said they agree, 0 % said they Strongly Agree. Mean= 2.6000 , Since the coefficient of variance is 42 %, of the IPS which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. respondents have mixed opinion, about the statement S.D.(Standard Deviation) = 1.18322

Interpretation based on the of frequency table & on the basis of respective Mean value of 3 categories of police, it can be concluded that Entry Police Tend to agree about the statement, Police Inspector Tend to strongly agree about the statement, API/PSI Tend to agree about the statement, IPS Tend to have mixed opinion about the statement. "The hours I work make difficult to look after my children.."

2) I feel guilty about leaving my children when I go to work.

Respondents	Strongly Disagree%	Disagree %	Neutral%	Agree %	Strongly Agree %	Mean	S.D.	CV %
Entry Police	02.40	14.80	18.00	30.80	34.00	3.80	1.10	29.00
Police Inspector	00.00	00.00	04.00	48.00	48.00	4.40	0.58	11.00
API/PSI	02.00	07.80	21.60	33.30	35.30	3.90	1.00	25.00
IPS	13.30	33.30	33.30	20.00	00.00	2.60	0.98	37.00

(source-Primary Data)

Interpretation -From the above table it can be seen that out of 500 Entry Police

2.4% strongly disagree, 14.8 % Disagree, 18.0% have neutral opinion, 30.8% said they agree, 34.0 % said they Strongly Agree. Mean= 3.7920   S.D.(Standard Deviation) = 1.13460

Interpretation -From the above table it can be seen that out of 25 Police Inspector

0% strongly disagree, 0% Disagree, 4.0 % have neutral opinion, 48.0 % said they agree, 48.0% said they Strongly Agree. Mean= 4.4400   S.D.(Standard Deviation) =0 .58

Interpretation -From the above table it can be seen that out of 51 API/PSI

2.0% strongly disagree, 7.8 % Disagree, 21.6% have neutral opinion, 33.3% said they agree, 35.3 % said they Strongly agree . Mean= 3.9216,   S.D.(Standard Deviation) = 1.03621

Interpretation -From the above table it can be seen that out of 15 IPS

13.3 % strongly disagree, 33.3 % Disagree, 33.3% have neutral opinion, 20.0 % said they agree, 0 % said they Strongly Agree. Mean=2.6000 , Since the coefficient of variance is 37 %, of the IPS which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. respondents have mixed opinion about the statement, S.D.(Standard Deviation) = 0.98561

Interpretation based on the of frequency table & on the basis of respective Mean value of 3 categories of police, it can be concluded that Entry Police Tend to agree about the statement, Police Inspector Tend to strongly agree about the statement, API/PSI Tend to agree about the statement, IPS Tend to have mixed opinion about the statement. "I feel guilty about leaving my children when I go to work."

3) I keep worrying about my children ,when I am at work.

Respondents	Strongly Disagree%	Disagree %	Neutral%	Agree %	Strongly Agree %	Mean	S.D.	CV %
Entry Police	03.40	10.60	16.20	34.80	35.00	3.90	1.10	28.00
Police Inspector	00.00	00.00	20.00	32.00	48.00	4.30	0.79	18.00
API/PSI	00.00	05.90	27.50	33.30	33.30	3.90	0.92	23.00
IPS	26.70	33.30	33.30	06.70	00.00	2.20	09.4	42.00

(source-Primary Data)

Interpretation -From the above table it can be seen that out of 500 Entry Police

3.4% strongly disagree, 10.6% Disagree, 16.2 % have neutral opinion, 34.8% said they agree, 35.0% said they Strongly Agree. Mean=3.8740, S.D.(Standard Deviation) = 1.10

Interpretation -From the above table it can be seen that out of 25 Police Inspector

0% strongly disagree, 0% Disagree, 20.0 % have neutral opinion, 32.0% said they agree, 48.0 % said they Strongly Agree. Mean= 4.2800, S.D.(Standard Deviation) = 0.79162

Interpretation -From the above table it can be seen that out of 51 API/PSI

0% strongly disagree, 5.9% Disagree, 27.5% have neutral opinion, 33.3% said they agree, 33.3% said they Strongly agree . Mean=3.9412, S.D.(Standard Deviation) =0 .92546

Interpretation -From the above table it can be seen that out of 15 IPS

26.7% strongly disagree, 33.3% Disagree, 33.3% have neutral opinion, 6.7 % said they agree, 0% said they Strongly Agree. Mean= 2.2000 , Since the coefficient of variance is 42 %, of the IPS which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. 60% respondents disagree about the statement, S.D.(Standard Deviation) =0.94112

Interpretation based on the of frequency table & on the basis of respective Mean value of 3 categories of police, it can be concluded that Entry Police Tend to agree about the statement, Police Inspector Tend to strongly agree about the statement, API/PSI Tend to agree about the statement, IPS Tend to disagree about the statement. "I keep worrying about my children ,when I am at work."

4) I don't get opportunity to watch my child/ children grows/ grow.

Respondents	Strongly Disagree%	Disagree %	Neutral%	Agree %	Strongly Agree %	Mean	S.D.	CV %
Entry Police	04.00	09.20	13.00	35.60	38.20	3.90	1.10	28.00
Police Inspector	00.00	00.00	04.00	44.00	52.00	4.50	0.58	13.00
API/PSI	00.00	07.80	11.80	41.20	39.20	4.10	0.90	21.00
IPS	26.70	40.00	26.70	06.70	00.00	2.10	0.91	45.00

(source-Primary Data)

Interpretation -From the above table it can be seen that out of 500 Entry Police

4.0% strongly disagree, 9.2 % Disagree, 13.0% have neutral opinion, 35.6 % said they agree, 38.2% said they Strongly Agree. Mean= 3.9480 S.D.(Standard Deviation) =1.11345

Interpretation -From the above table it can be seen that out of 25 Police Inspector

0% strongly disagree, 0 % Disagree, 4.0 % have neutral opinion, 44.0 % said they agree, 52.0% said they Strongly Agree. Mean= 4.4800 S.D.(Standard Deviation) =0.58595

Interpretation -From the above table it can be seen that out of 51 API/PSI

0% strongly disagree, 7.8% Disagree, 11.8% have neutral opinion, 41.2 % said they agree, 39.2 % said they Strongly agree . Mean= 4.1176 S.D.(Standard Deviation) =0 .90878

Interpretation -From the above table it can be seen that out of 15 IPS

26.7 % strongly disagree, 40.0% Disagree, 26.7 % have neutral opinion, 6.7 % said they agree, 0% said they Strongly Agree. Mean= 2.1333, Since the coefficient of variance is 45 %, of the IPS which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. 66.7% respondents disagree about the statement, S.D.(Standard Deviation) =0.91548

Interpretation based on the of frequency table & on the basis of respective Mean value of 4 categories of police, it can be concluded that Entry Police Tend to agree about the statement, Police Inspector Tend to strongly agree about the statement, API/PSI Tend to strongly agree about the statement, IPS Tend to disagree about the statement. "I don't get opportunity to watch my child/ children grows/ grow."

5) My members of family do sacrifice lot on account of my job.

Respondents	Strongly Disagree%	Disagree %	Neutral%	Agree %	Strongly Agree %	Mean	S.D.	CV %
Entry Police	40.00	34.80	14.20	07.20	03.80	2.00	1.00	50.00
Police Inspector	36.00	32.00	32.00	00.00	00.00	1.96	0.84	44.00
API/PSI	41.20	35.30	17.60	03.90	02.00	1.90	0.96	50.00
IPS	00.00	20.00	33.30	26.70	20.00	3.50	1.00	29.00

(source-Primary Data)

Interpretation -From the above table it can be seen that out of 500 Entry Police

40.0 % strongly disagree, 34.8% Disagree, 14.2 % have neutral opinion, 7.2% said they agree, 3.8 % said they Strongly Agree. Mean= 2.0000 , Since the coefficient of variance is 50 %, of the Entry Police which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. 74.8% respondents disagree about the statement, S.D.(Standard Deviation) = 1.08367

Interpretation -From the above table it can be seen that out of 25 Police Inspector

36.0% strongly disagree, 32.0 % Disagree, 32.0% have neutral opinion, 0 % said they agree, 0% said they Strongly Agree. Mean= 1.9600 , Since the coefficient of variance is 44 %, of the PI which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. 68 % respondents disagree about the statement, S.D.(Standard Deviation) = 0.84063

Interpretation -From the above table it can be seen that out of 51 API/PSI

41.2% strongly disagree, 35.3% Disagree, 17.6 % have neutral opinion, 3.9% said they agree, 2.0% said they Strongly agree . Mean= 1.9020 , Since the coefficient of variance is 50 %, of the /API/PSI which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. 76.5 % respondents disagree about the statement, S.D.(Standard Deviation) =0 .96447

Interpretation -From the above table it can be seen that out of 15 IPS

0% strongly disagree, 20.0% Disagree, 33.3% have neutral opinion, 26.7% said they agree, 20.0 % said they Strongly Agree. Mean=3.4667 S.D.(Standard Deviation) =1.06010

Interpretation based on the of frequency table & on the basis of 1 Mean value of 1 categories of police, it can be concluded that Entry Police Tend to disagree about the statement, Police Inspector Tend to disagree about the statement, API/PSI Tend to disagree about the statement, IPS have mixed opinion about the statement. "My members of family do sacrifice lot on account of my job.."

6) I get Uncomplaining support of my family members

Respondents	Strongly Disagree%	Disagree %	Neutral%	Agree %	Strongly Agree %	Mean	S.D.	CV %
Entry Police	25.00	26.40	14.40	23.00	11.20	2.70	1.40	50.00
Police Inspector	36.00	40.00	24.00	00.00	00.00	1.90	0.78	43.00
API/PSI	27.50	17.60	11.80	27.50	15.70	2.90	1.50	50.00
IPS	00.00	00.00	26.70	46.70	26.70	4.00	0.76	18.00

(source-Primary Data)

Interpretation -From the above table it can be seen that out of 500 Entry Police

25.0% strongly disagree, 26.4% Disagree, 14.4% have neutral opinion, 23.0 % said they agree, 11.2 % said they Strongly Agree. Mean= 2.6900 Since the coefficient of variance is 50 %, of the Entry Police which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. 51.4 % respondents disagree about the statement, S.D.(Standard Deviation) = 1.36000

Interpretation -From the above table it can be seen that out of 25 Police Inspector

36.0% strongly disagree, 40.% Disagree, 24.0 % have neutral opinion, 0 % said they agree, 0% said they Strongly Agree. Mean= 1.8800 , Since the coefficient of variance is 43 %, of the Entry PI which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. 76% respondents disagree about the statement, S.D.(Standard Deviation)=0 .78102

Interpretation -From the above table it can be seen that out of 51 API/PSI

27.5% strongly disagree, 17.6% Disagree, 11.8% have neutral opinion, 27.5% said they agree, 15.7% said they Strongly agree . Mean=2.8627 , Since the coefficient of variance is 50 %, of the API/PSI which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. respondents have mixed opinion about the statement, S.D.(Standard Deviation) = 1.48350

Interpretation -From the above table it can be seen that out of 15 IPS

0% strongly disagree, 0% Disagree, 26.7% have neutral opinion, 46.7% said they agree, 26.7% said they Strongly Agree. Mean=4.0000 S.D.(Standard Deviation) =0.75593

Interpretation based on the of frequency table & on the basis of respective Mean value of 1 categories of police, it can be concluded that Entry Police Tend to disagree about the statement, Police Inspector Tend to disagree about the statement, API/PSI Tend to have mixed opinion about the statement, IPS Tend to agree about the statement. "I get Uncomplaining support of my family members.."

7) My family contributes largely keeping me balanced

Respondents	Strongly Disagree%	Disagree %	Neutral%	Agree %	Strongly Agree %	Mean	S.D.	CV %
Entry Police	03.40	16.60	20.60	30.40	29.00	3.70	1.20	30.00
Police Inspector	00.00	04.00	28.00	40.00	28.00	3.90	0.86	22.00
API/PSI	00.00	07.80	23.50	39.20	29.40	3.90	0.92	23.00
IPS	00.00	06.70	26.70	40.00	26.70	3.90	0.91	23.00

(source-Primary Data)

Interpretation -From the above table it can be seen that out of 500 Entry Police

3.4.0% strongly disagree, 16.6% Disagree, 20.6% have neutral opinion, 30.4% said they agree, 29.0% said they Strongly Agree. Mean=3.6500 S.D.(Standard Deviation) =1.16026

Interpretation -From the above table it can be seen that out of 25 Police Inspector

0% strongly disagree, 4.0 % Disagree, 28.0% have neutral opinion, 40.0% said they agree, 28.0 % said they Strongly Agree. Mean=3.9200 S.D.(Standard Deviation) =0.86217

Interpretation -From the above table it can be seen that out of 51 API/PSI

0% strongly disagree, 7.8 % Disagree, 23.5 % have neutral opinion, 39.2 % said they agree, 29.4 % said they Strongly agree . Mean= 3.9020   S.D.(Standard Deviation) = 0.92206

Interpretation -From the above table it can be seen that out of 15 IPS

0% strongly disagree, 6.7 % Disagree, 26.7% have neutral opinion, 40.0 % said they agree, 26.7% said they Strongly Agree. Mean=3.8667   S.D.(Standard Deviation) = 0.91548

Interpretation based on the basis of respective Mean value of 4 categories of police, it can be concluded that Entry Police Tend to agree about the statement, Police Inspector Tend to agree about the statement, API/PSI Tend to agree about the statement, IPS Tend to agree about the statement. "My family contributes largely keeping me balanced."

Conclusion

Entry level police,API/PSI,PI have very less or no positive interaction with family.They feel guilty due to their inability to spend time with their family.Study also suggests to have in house counseling for police and their family members to build feeling of trust and affection.

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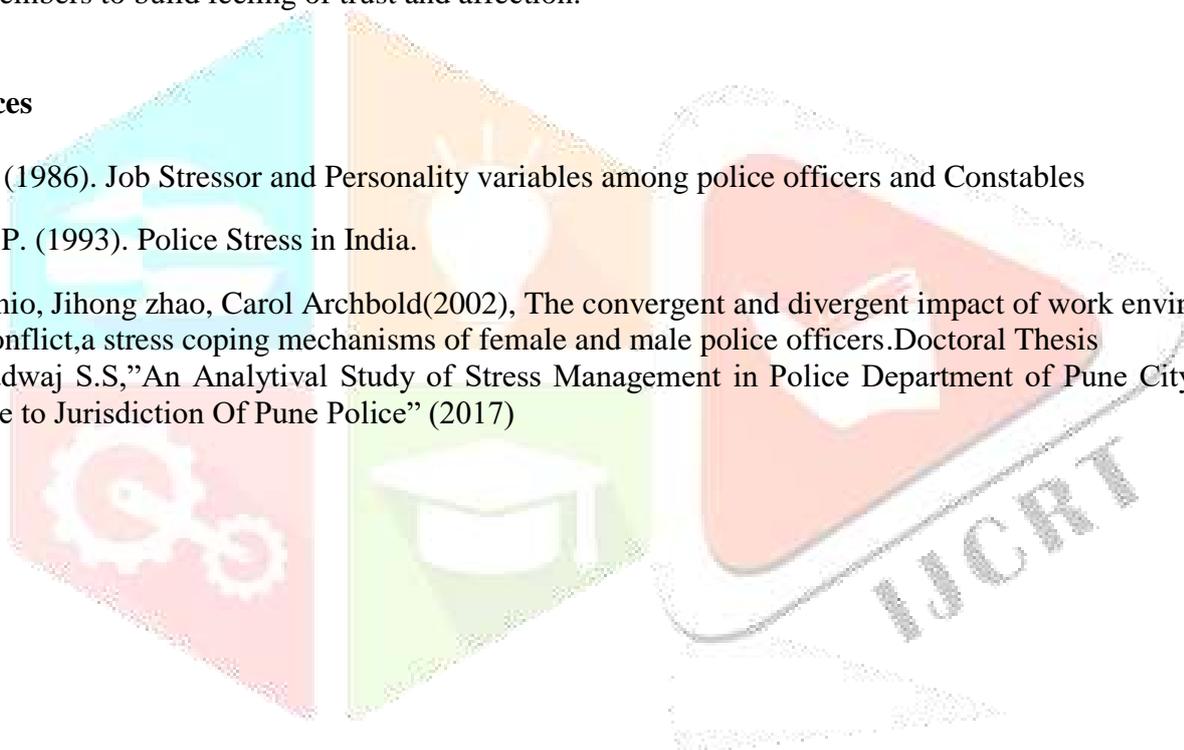
A STUDY OF PERCEPTION OF WOMEN POLICE TOWARD WORKCULTURE OF POLICE DEPARTMENT

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Abstract

Women police contribute significantly to maintain law and order of various states in India.It is necessary to study their concern and empower them to discharge their duties to the best of their ability.

Keywords: Women Police

Introduction

Women police perform duty at par with their male counterparts.They perform key role in handling crimes related to women and children.They have to face many challenges at workplace viz: routine Bandobast. Arresting and handling criminals ,Handling court matters.They have to pay equal attention at domestic front as that of their workplace. Treatment at workplace impacts their job satisfaction as well as their preference to work as police. Fair treatment at workplace and proper recognition of her work would promote their self respect which would enable them to contribute effectively in every role they play.Stree studies using clinical survey instruments consistently show that females report significantly higher levels of Psychological and Physical stress than their male counterparts.(For review of literature, see Derogatis and Savitz,1999)Data had been collected from 127 women police having different Rank   from Police Naik ,Police constable,Police Sub Inspector,Asst.Police Inspector,Assistant Commissioner of Police,Deputy Commissioner of Police.

1)I find my gender has no relation to kind of work I do.

Respondents	Strongly Disagree%	Disagree %	Neutral%	Agree %	Strongly Agree %	Mean	S.D.	CV %
Entry Police	03.90	16.50	22.30	21.10	28.20	3.61	1..17	30.00
API/PSI	00.00	00.00	21.10	52.60	26.30	4.05	0.70	17.00
IPS	20.00	40.00	40.00	00.00	00.00	2.20	0.84	36.00

(source-Primary Data)

Interpretation -From the above table it can be seen that out of 103 Entry Police
 3.9% strongly disagree, 16.5% Disagree,   22.3% have neutral opinion, 29.1 % said they agree, 28.2 % said they Strongly Agree. Mean= 3.6117   S.D.(Standard Deviation) = 1.17351

Interpretation -From the above table it can be seen that out of 19 Women API/PSI
0 % strongly disagree, 0% Disagree,   21.1% have neutral opinion,   52.6% said they agree,   26.3% said they Strongly Agree. Mean= 4.0526   S.D.(Standard Deviation) = 0.70

Interpretation -From the above table it can be seen that out of 5 women IPS
  20.0 % strongly disagree, 40.0% Disagree,   40.0% have neutral opinion, 0 % said they agree,   0% said they Strongly agree . Mean= 2.2000, Since the coefficient of variance is   36   %, of the IPS which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. 60 % respondents disagree about the statement   S.D.(Standard Deviation) = 0.83666

Interpretation based on the of frequency table & on the basis of respective Mean value of 2 categories of police, it can be concluded that Entry Police Tend to agree about the statement, , API/PSI Tend to agree about the statement, IPS Tend to   disagree about the statement. "I find my gender has no relation to kind of work I do"

2)I do get equal and respectful treatment at work place as that of my male counterparts..

Respondents	Strongly Disagree%	Disagree %	Neutral%	Agree %	Strongly Agree %	Mean	S.D.	CV %
Entry Police	08.70	20.40	17.50	26.20	27.20	3.43	1.32	38.00
API/PSI	00.00	31.60	10.50	21.10	36.80	3.63	1.30	36.00
IPS	20.00	40.00	40.00	00.00	00.00	2.20	0.84	36.00

(source-Primary Data)

Interpretation -From the above table it can be seen that out of 103 Entry Police
 8.7% strongly disagree, 20.4 % Disagree,   17.5% have neutral opinion, 26.2 % said they agree,   27.2% said they Strongly Agree. Mean=3.4272 , Since the coefficient of variance is   38 %, of the Entry Police which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. 53.4 % respondents agree about the statement   S.D.(Standard Deviation) = 1.31806

Interpretation -From the above table it can be seen that out of 19 Women API/PSI
0 % strongly disagree, 31.6% Disagree,   10.5% have neutral opinion,   21.1% said they agree, 36.8 % said they Strongly Agree. Mean= 3.6316 , Since the coefficient of variance is   36 %, of the API/PSI which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. 57.9 % respondents agree about the statement   S.D.(Standard Deviation) =1.30002

Interpretation -From the above table it can be seen that out of 5 women IPS
 20.0% strongly disagree, 40.0% Disagree, 40.0 % have neutral opinion,   0% said they agree,   0% said they Strongly agree . Mean=   2.2000, Since the coefficient of variance is   36 %, of the IPS which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. 60% respondents disagree about the statement   S.D.(Standard Deviation) =0 .83666

Interpretation based on the of frequency table value of 3 categories of police, it can be concluded that women Entry Police Tend to agree about the statement, , women API/PSI Tend to agree about the statement, women IPS Tend to disagree about the statement. "I do get equal and respectful treatment at work place as that of my male counterparts"

3) My seniors especially male officers are always available and accessible in case when they need to be contacted

Respondents	Strongly Disagree%	Disagree %	Neutral%	Agree %	Strongly Agree %	Mean	S.D.	CV %
Entry Police	08.70	22.30	20.40	26.20	22.40	3.31	1.28	36.00
API/PSI	05.30	36.80	15.80	36.80	05.30	3.00	1.11	36.00
IPS	20.00	00.00	40.00	20.00	20.00	3.20	1.48	43.00

(source-Primary Data)

Interpretation -From the above table it can be seen that out of 103 Entry Police
8.7 % strongly disagree, 22.3% Disagree,   20.4% have neutral opinion,   26.2% said they agree,   22.4% said they Strongly Agree. Mean= 3.3107 , Since the coefficient of variance is   36 %, of the Entry Police which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. Respondents Tend to have mixed opinion about the statement   S.D.(Standard Deviation) = 1.28360

Interpretation -From the above table it can be seen that out of 19 Women API/PSI
5.3 % strongly disagree, 36.8% Disagree,   15.8% have neutral opinion, 36.8 % said they agree,   5.3% said they Strongly Agree. Mean= 3.0000, Since the coefficient of variance is   36 %, of the API/PSI which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. Respondents Tend to have mixed opinion about the statement   S.D.(Standard Deviation) =1.11

Interpretation -From the above table it can be seen that out of 5 women IPS
 20.% strongly disagree, 0 % Disagree,   40.0% have neutral opinion,   20.0% said they agree, 20.0 % said they Strongly agree . Mean= 3.2000 , Since the coefficient of variance is   43 %, of the IPS which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. Respondents Tend to have mixed opinion about the statement   S.D.(Standard Deviation) =1.48324

Interpretation based on the of frequency table value of 3 categories of police, it can be concluded that women Entry Police Tend to have mixed opinion about the statement, , women API/PSI Tend to have mixed opinion about the statement, women IPS Tend to have mixed opinion about the statement. "My seniors especially male officers are always available and accessible in case when they need to be contacted"

4) I have no fear while dealing with criminals as I always get accompanied by male counterparts who protect me in bad time.

Respondents	Strongly Disagree%	Disagree %	Neutral%	Agree %	Strongly Agree %	Mean	S.D.	CV %
Entry Police	04.90	20.40	22.30	24.30	28.20	3.50	1.24	34.00
API/PSI	05.30	15.80	31.60	15.80	31.60	3.52	1.26	34.00
IPS	00.00	00.00	20.00	40.00	40.00	4.20	0.84	19.00

(source-Primary Data)

Interpretation -From the above table it can be seen that out of 103 Entry Police
 4.9% strongly disagree, 20.4% Disagree, 22.3% have neutral opinion, 24.3 % said they agree, 28.2% said they Strongly Agree. Mean= 3.5049, Since the coefficient of variance is 34   %, of the Entry Police which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. 52.5% respondents agree about the statement.   S.D.(Standard Deviation) = 1.23569

Interpretation -From the above table it can be seen that out of 19 Women API/PSI
5.3% strongly disagree, 15.8 % Disagree, 31.6% have neutral opinion, 15.8 % said they agree, 31.6% said they Strongly Agree. Mean= 3.5263 , Since the coefficient of variance is   34   %, of the Entry Police /API/PSI/IPS which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. Respondents Tend to have mixed opinion about the statement   S.D.(Standard Deviation) =   1.26352

Interpretation -From the above table it can be seen that out of 5 women IPS
0 % strongly disagree, 0% Disagree,   20.0% have neutral opinion, 40.0 % said they agree, 40.0 % said they Strongly agree . Mean=4.2000   S.D.(Standard Deviation) = 0.84

Interpretation based on the of frequency table & on the basis of respective Mean value of 1 categories of police, it can be concluded that women Entry Police Tend to agree about the statement, , women API/PSI Tend to have mixed opinion about the statement, women IPS Tend to strongly agree about the statement. "I have no fear while dealing with criminals as I always get accompanied by male counterparts who protect me in bad time."

5) Being a woman police I can relate effectively with sensitive issue related to child, domestic violence

Respondents	Strongly Disagree%	Disagree %	Neutral%	Agree %	Strongly Agree %	Mean	S.D.	CV %
Entry Police	05.80	16.50	16.50	33.00	28.20	3.61	1.22	33.00
API/PSI	05.30	31.60	21.10	05.30	36.80	3.37	1.42	42.00
IPS	00.00	00.00	40.00	40.00	20.00	3.80	0.84	21.00

(source-Primary Data)

Interpretation -From the above table it can be seen that out of 103 Entry Police
 5.8% strongly disagree, 16.5% Disagree, 16.5 % have neutral opinion, 33.0% said they agree, 28.2 % said they Strongly Agree. Mean=3.6117   S.D.(Standard Deviation) = 1.22

Interpretation -From the above table it can be seen that out of 19 Women API/PSI
 5.3% strongly disagree, 31.6% Disagree,   21.1% have neutral opinion, 5.3% said they agree, 36.8% said they Strongly Agree. Mean= 3.3684 , Since the coefficient of variance is 42   %, of the API/PSI which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. Respondents Tend to have mixed opinion about the statement   S.D.(Standard Deviation) =1.42246

Interpretation -From the above table it can be seen that out of 5 women IPS
0% strongly disagree, 0% Disagree,   40.0% have neutral opinion, 40.0 % said they agree, 20.0% said they Strongly agree . Mean= 3.8000   S.D.(Standard Deviation) =0.83666

Interpretation based on the of frequency table & on the basis of respective Mean value of 2 categories of police, it can be concluded that women Entry Police Tend to agree about the statement, , women API/PSI Tend to have mixed opinion about the statement, women IPS Tend to agree about the statement. "Being a woman police I can relate effectively with sensitive issue related to child, domestic violence."

6) I feel safe & secured during my duty.

Respondents	Strongly Disagree%	Disagree %	Neutral%	Agree %	Strongly Agree %	Mean	S.D.	CV %
Entry Police	10.70	18.40	20.40	24.30	26.20	3.36	1.33	39.00
API/PSI	10.50	10.50	26.30	36.80	15.80	3.36	1.21	36.00
IPS	00.00	00.00	20.00	40.00	40.00	4.20	0.83	19.00

(source-Primary Data)

Interpretation -From the above table it can be seen that out of 103 Entry Police
10.7% strongly disagree, 18.4% Disagree, 20.4% have neutral opinion, 24.3% said they agree, 26.2% said they Strongly Agree. Mean=3.3689, Since the coefficient of variance is 39 %, of the Entry Police which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. 50.5% respondents agree about the statement S.D.(Standard Deviation) =1.33571

Interpretation -From the above table it can be seen that out of 19 Women API/PSI
10.5% strongly disagree, 10.5% Disagree, 26.3% have neutral opinion, 36.8% said they agree, 15.8 % said they Strongly Agree. Mean= 3.3684, Since the coefficient of variance is 36 %, of the API/PSI/ which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. 52.6 % respondents agree about the statement S.D.(Standard Deviation) = 1.21154

Interpretation -From the above table it can be seen that out of 5 women IPS
0 % strongly disagree, 0% Disagree, 20.0% have neutral opinion, 40.0% said they agree, 40.0% said they Strongly agree . Mean= 4.2000 S.D.(Standard Deviation) =0.83666

Interpretation based on the of frequency table & on the basis of respective Mean value of 2 categories of police, it can be concluded that women Entry Police Tend to agree about the statement, , women API/PSI Tend to agree about the statement, women IPS Tend to strongly agree about the statement. "I feel safe & secured during my duty."

7) I do get respect from my male colleagues for being woman police..

Respondents	Strongly Disagree%	Disagree %	Neutral%	Agree %	Strongly Agree %	Mean	S.D.	CV %
Entry Police	07.90	18.40	25.20	23.30	25.20	3.39	1.29	36.00
API/PSI	15.80	10.50	36.80	21.10	15.80	3.05	1.39	43.00
IPS	00.00	00.00	20.00	40.00	40.00	4.20	0.84	19.00

(source-Primary Data)

Interpretation -From the above table it can be seen that out of 103 Entry Police
7.9% strongly disagree, 18.4% Disagree, 25.2% have neutral opinion, 23.3% said they agree, 25.2% said they Strongly Agree. Mean= 3.3883, Since the coefficient of variance is 36%, of the Entry Police which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. Respondents Tend to have mixed opinion about the statement S.D.(Standard Deviation) = 1.29

Interpretation -From the above table it can be seen that out of 19 Women API/PSI
15.8% strongly disagree, 10.5% Disagree, 36.8% have neutral opinion, 21.1% said they agree, 15.8 % said they Strongly Agree. Mean= 3.0526 , Since the coefficient of variance is 43 %, of the /API/PSI/ which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. Respondents Tend to have mixed opinion about the statement S.D.(Standard Deviation) = 1.39

Interpretation -From the above table it can be seen that out of 5 women IPS
0% strongly disagree, 0% Disagree, 20.0 % have neutral opinion, 40.0% said they agree, 40.0% said they Strongly agree . Mean=4.2000 S.D.(Standard Deviation) = 0.84

Interpretation based on the of frequency table & on the basis of respective Mean value of 1 categories of police, it can be concluded that women Entry Police Tend to have mixed opinion about the statement, , women API/PSI Tend to have mixed opinion about the statement, women IPS Tend to strongly agree about the statement. "I do get respect from my male colleagues for being woman police.."

8) I do get pat on my back for good work done from my male counterparts.

Respondents	Strongly Disagree%	Disagree %	Neutral%	Agree %	Strongly Agree %	Mean	S.D.	CV %
Entry Police	18.40	24.30	16.50	23.30	17.50	2.97	1.39	44.00
API/PSI	15.50	47.40	15.80	10.50	10.50	2.53	1.22	48.00
IPS	00.00	00.00	40.00	40.00	20.00	3.80	0.84	21.00

(source-Primary Data)

Interpretation -From the above table it can be seen that out of 103 Entry Police

18.4% strongly disagree, 24.3% Disagree, 16.5% have neutral opinion, 23.3% said they agree,   17.5   % said they Strongly Agree. Mean= 2.9709, Since the coefficient of variance is   44   %, of the Entry Police which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. Respondents Tend to have mixed opinion   about the statement S.D.(Standard Deviation) = 1.39

Interpretation -From the above table it can be seen that out of 19 Women API/PSI

15.8% strongly disagree, 47.4 % Disagree,   15.8% have neutral opinion,   10.5% said they agree, 10.5 %   said they Strongly Agree. Mean=2.5263 , Since the coefficient of variance is   48 %, of API/PSI which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. 63.2% respondents disagree about the statement   S.D.(Standard Deviation) =1.21

Interpretation -From the above table it can be seen that out of 5 women IPS

0 % strongly disagree, 0% Disagree,   40.0% have neutral opinion, 40.0 % said they agree,   20.0% said they Strongly agree . Mean= 3.8000   S.D.(Standard Deviation) = 0.84

Interpretation based on the of frequency table & on the basis of respective Mean value of 1categoryof police, it can be concluded that women Entry Police Tend to have mixed opinion about the statement, , women API/PSI Tend to disagree about the statement, women IPS Tend to agree about the statement. "I do get pat on my back for good work done from my male counterparts."

9) I do get some concessional treatment in my duty from my seniors, colleagues, when my family wants me at home in emergency situations.

Respondents	Strongly Disagree%	Disagree %	Neutral%	Agree %	Strongly Agree %	Mean	S.D.	CV %
Entry Police	12.60	23.30	19.40	26.20	18.40	3.15	1.32	41.00
API/PSI	10.50	31.60	36.80	21.10	00.00	2.68	0.95	34.00
IPS	00.00	00.00	20.00	60.00	20.00	4.00	0.70	17.00

(source-Primary Data)

Interpretation -From the above table it can be seen that out of 103 Entry Police

12.6% strongly disagree, 23.3% Disagree,   19.4% have neutral opinion, 26.2 % said they agree,   18.4% said they Strongly Agree. Mean= 3.1456 , Since the coefficient of variance is   41   %, of the Entry Police which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. Respondents Tend to have mixed opinion about the statement   S.D.(Standard Deviation) = 1.31662

Interpretation -From the above table it can be seen that out of 19 Women API/PSI

10.5% strongly disagree, 31.6% Disagree,   36.8% have neutral opinion,   21.1% said they agree,   0% said they Strongly Agree. Mean= 2.6842, Since the coefficient of variance is   34   %, of the API/PSI which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. Respondents Tend to have mixed opinion about the statement   S.D.(Standard Deviation) = 0 .95

Interpretation -From the above table it can be seen that out of 5 women IPS

0 % strongly disagree, 0% Disagree, 20.0 % have neutral opinion,   60.0% said they agree,   20.0% said they Strongly agree ., Mean= 4.0000   S.D.(Standard Deviation) = 0 .70

Interpretation based on the of frequency table & on the basis of respective Mean value of 1 category of police, it can be concluded that women Entry Police Tend to have mixed opinion about the statement, , women API/PSI Tend to have mixed opinion about the statement, women IPS Tend to agree about the statement. "I do get some concessional treatment in my duty from my seniors, colleagues, when my family wants me at home in emergency situations."

10) If I had woman officer as my senior, she can relate to me better than male officer

Respondents	Strongly Disagree%	Disagree %	Neutral%	Agree %	Strongly Agree %	Mean	S.D.	CV %
Entry Police	07.80	18.40	22.30	24.30	27.20	3.45	1.28	35.00
API/PSI	10.50	31.60	31.60	21.10	5.30	2.79	1.08	37.00
IPS	20.00	40.00	40.00	00.00	00.00	2.20	0.84	36.00

(source-Primary Data)

Interpretation -From the above table it can be seen that out of 103 Entry Police

7.8 % strongly disagree, 18.4% Disagree, 22.3% have neutral opinion, 24.3 % said they agree, 27.2% said they Strongly Agree. Mean= 3.4466 , Since the coefficient of variance is   35%, of the Entry Police which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents.51.5 % respondents agree about the statement   S.D.(Standard Deviation) = 1.28130

Interpretation -From the above table it can be seen that out of 19 Women API/PSI

10.5% strongly disagree, 31.6% Disagree, 31.6 % have neutral opinion, 21.1 % said they agree,   5.3% said they Strongly Agree. Mean= 2.7895 , Since the coefficient of variance is   37   %, of the API/PSI which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. Respondents Tend to have mixed opinion about the statement   S.D.(Standard Deviation) = 1.08418

Interpretation -From the above table it can be seen that out of 5 women IPS

 20.0% strongly disagree, 40.0% Disagree, 40.0 % have neutral opinion, 0 % said they agree,   0% said they Strongly agree . Mean= 2.2000, Since the coefficient of variance is   36   %, of the IPS which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents.60 % respondents disagree about the statement   S.D.(Standard Deviation) = 0 .83666

Interpretation based on the of frequency table value of 3 categories of police, it can be concluded that women Entry Police Tend to agree about the statement, , women API/PSI Tend to have mixed opinion about the statement, women IPS Tend to disagree about the statement. "If I had woman officer as my senior, she can relate to me better than male officer."

11) I think independent women police outpost/ choukies should be set up to represent number of women equally.

Respondents	Strongly Disagree%	Disagree %	Neutral%	Agree %	Strongly Agree %	Mean	S.D.	CV %
Entry Police	07.80	21.40	20.40	24.30	26.20	3.39	1.29	36.00
API/PSI	15.80	15.80	10.50	21.10	36.80	3.47	1.54	44.00
IPS	00.00	20.00	40.00	20.00	20.00	3.40	1.14	32.00

(source-Primary Data)

Interpretation -From the above table it can be seen that out of 103 Entry Police

7.8% strongly disagree, 21.4% Disagree, 20.4% have neutral opinion, 24.3% said they agree, 26.2% said they Strongly Agree. Mean=3.3981 , Since the coefficient of variance is   36   %, of the Entry Police which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. 50.5 % respondents agree about the statement   S.D.(Standard Deviation) = 1.29357

Interpretation -From the above table it can be seen that out of 19 Women API/PSI

15.8% strongly disagree, 15.8 % Disagree, 10.5% have neutral opinion, 21.1% said they agree, 36.8% said they Strongly Agree. Mean= 3.4737, Since the coefficient of variance is   44 %, of the API/PSI which is more than 33 % ,value of Mean is insignificant to interpret therefore conclusion has been based on the majority of opinion of the respondents. 57.9 % respondents agree about the statement   S.D.(Standard Deviation) = 1.54087

Interpretation -From the above table it can be seen that out of 5 women IPS

0 % strongly disagree, 20.0% Disagree, 40.0 % have neutral opinion,   20.0% said they agree, 20.0% said they Strongly agree . Mean=3.4000   S.D.(Standard Deviation) = 1.14

Interpretation based on the of frequency table & on the basis of respective Mean value of 1 category of police, it can be concluded that women Entry Police Tend to agree about the statement, , women API/PSI Tend to agree about the statement, women IPS Tend to have mixed opinion about the statement. "   I think independent women police outpost/ choukies should be set up to represent number of women equally"

Conclusion

Above study indicates high need of recognition of efforts of female police both at family level ,workplace level and society at large.There is need to change mindset of male police officers toward female police.Frequent counseling sessions would help male police to effectively team up with female police. Future research needs to be undertaken to study impact of hormonal changes of behavior pattern of women police.

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SUSTAINING CHANGE IN TODAY'S BUSINESS MILIEU

Abstract

The only constant is change, continuing change, inevitable change that is the dominant factor in society today. No sensible decision can be made any longer without taking into account not only the world as it is, but the world as it will be.
— Isaac Asimov

Edward Taylor, nuclear physicist who won the noble prize stated that "In all my experiments conducted throughout my life the most inert material I found is the human mind". In other words, Edward Taylor stated that a human mind is most resistant to change which is a universal fact. Change is the only word that does not change, funny but so true, there are so many things in our day today life that never remain constant. Change management is an approach to shifting/transitioning individuals, teams, and organizations from a current state to a desired future state. It is an organizational process aimed at helping change stakeholders to accept and embrace changes in their business environment. Change from organizational perspective –Talking of change within the organization a no. of reasons can be responsible for it, for e.g. external environment like political, social, technological, and economic stimuli outside of the organization internal environment like organization's management policies and styles, systems, and procedures, as well as employee attitudes. When change occurs the outcome can be either positive or negative and largely affected by people's attitude. It is very important for the change to be accepted in a proper manner failing which the outcome can be disastrous. Negative responses among people give birth to resistance to change. There are certain economical and social reasons responsible for the resistance to change of which personality related factors plays a very important role. Though there is always a great chance of resistance to change but certainly some remedies are available for overcoming the resistance to change.

People must understand that,
"It's easiest to ride a horse in the direction it is going." In other words, don't struggle against change; learn to use it to your advantage.

Keywords- attitudes, change management, organization , resistance, stimuli

1. <u>INTRODUCTION</u>

Today it's a reality rather than a myth that changes are happening at a furious pace. Changes have always been a part of the environment and the life. However due to circumstances today changes are very fast and if one does not cope up with the changes then he is left behind. Even in case of organization due to environmental changes i.e. technological, social, economical, etc the organizations have to either pro act or react otherwise they will be extinct. If organization pro-act they can set the trends for change if they react they can cope up with the change and if they do not also then they shall lag behind and wither.

We observe that world is changing very fast. To survive in this world is a major challenge for all of us.Even organizations have to face the extreme competition and extreme demand for change to stand with other organization. So an organization prefers continuous change for maintaining themselves competent with other. In our day to day life we prefer the routine work schedule in a schedule manner. But when any change occurs in a situation /scheduled work, we face the difficulties because change here requires the modification of the behavior / works schedule or situation which is now in practice.

So change is any type of the modification or alteration of the activities of the existing systems.

Organizational change refers to the planned activity of the alteration or modification of the present structure. It is the intentional activity of the organization to prove themselves more efficient, more competent with others.

2. <u>MANAGING CHANGE</u>

Change management is the processes, tools and techniques for managing the people-side of change. Change management is not a process improvement method.

Change management is a method for reducing and managing resistance to change when implementing process, technology or organizational change. Change management is not a stand-alone technique for improving organizational performance. Change management is about managing change to realize business results.

<u>CHANGE FROM ORGANIZATIONAL PERSPECTIVE</u>

Change or die" is the rallying cry among today's organizations worldwide. Organizational Change can be defined as concentrated, planned effort to increase organizational effectiveness and health through changes in the organization's dynamics using behavioral science knowledge. Typically, the phrase "organizational change" is about a significant change in the organization,

such as reorganization or adding a major new product or service. This is in contrast to smaller changes, such as adopting a new computer procedure.

2.2 .FACTORS RESPONSIBLE FOR CHANGE

In today's situations organizations are forced to make changes to meet with the extreme competition as well as for excellence in their networking. What are these forces which strives the organization for change?

External and Internal Forces for Change:

External Forces:-

1. Economic Condition
2. Changing Environment
3. Competition
4. Technology
5. Government Regulations
6. Market Situation
7. Social and political changes

Internal Forces:-

1. Changes in managerial Personal
2. Deficiencies in existing systems
3. Domino effect
4. Changes in machinery equipments and the changes in authority

2.3. RESPONSES TO CHANGE

When any change is made responses either positive or negative and largely affected by people's attitude. Below mentioned diagram shows that the implemented changes has either positive outcome which results in positive effect on the organization or negative outcome, which results in negative effect of the organization.

	RESPONSES	OUTCOME	EFFECTS
	Works Harder than before	More output than before →	Positive
	Absenteeism rate increases	→ Less Output	→ Negative
	Quits the Organization	→ No output	→ Negative
	Becomes sullen slows down	→ Less output	→ Negative
CHANGE	**Deliberately forgets to do the things**	→ Less output	→ Negative
	Argues with the boss, works less	→ Less output	→ Negative
	Day dreams, Works less	→ Less output	→ Negative
	Works as hard as before	→ No change in output	→ Neutral

(Source: Organisation theory & Beh. V. S. Narayanan and Rao p 569)

2.4<u>. **RESISTANCE TO CHANGE**</u>

There are 5 conductive factors to resistance:-

1. Resistance can be expected if nature of the change is not made clear to the individual who is going to be influenced by change.

2. Different people see different meanings in a proposed change. If the employees have found discomfort and threats in their past work situation, they generally take any information in negative manner and oppose the change

3. Resistance can be expected when those influenced are caught between strong forces pushing them to make a change and strong forces deterring them from making the change.

4. Resistance can be expected if the change is made on personal ground rather than as impersonal requirements.

5. Resistance may be expected if the change ignores the already established institution in the group. The customary ways of doing things and interactional patterns need to be given their proper place of importance.

2.5. **BEST PRACTICES OF CHANGE MANAGEMENT-THEN AND NOW**

Prosci's 2009 edition of the *[Best Practices in Change Management](#)* benchmarking report is the most comprehensive body of knowledge available on change management. The 2009 study is the sixth benchmarking effort Prosci has conducted over the last twelve years. The objective of this study is to *uncover lessons learned from practitioners and consultants so current change management teams can benefit from their experiences* - it is a forward looking, action-oriented report aimed at improving one's change management work.

This study shares the top ten trends in the field of change management. The list of trends in the 2009 study was similar to those in the 2007 study. The number one trend i.e. A recognition of the need for change management remained the same - but the number two and three trends i.e.Change management competency building and Dedication of resources for change management in the 2009 study moved up in order of importance, significantly in 2009 on the list compared to 2007. This study shares the top ten trends and a simple assessment one can use to evaluate how well an organization is tracking with the trends.

Participants in the 2009 study acknowledged the trends given by Prosci as a practice in their organizations. Two out of every three have accepted that the recognition of need of change management was most important trend as shown in 2007 study also and has been accepted by the management. The second most cited trend, again by a fairly significant margin, was the building of change management competencies across the organization. The top ten trends identified by 2009 participants were:

TREND#1 -A recognition of the need for change management

Overall, participants saw a greater understanding of and appreciation for the role of change management. Organizations and project-focused employees saw change management as important and as a needed aspect of any change project. Change management was identified as a key contributor to project success. There was a wider appreciation of the role change management played in contributing to return on investment (ROI) and benefit realization of projects; it was viewed as essential. A number of participants also commented on the growing interest and attention by senior leaders.

What participants said:

"Awareness that change management is an important success factor for project management."

"Growing recognition of importance to successful ROI."

"Acknowledgement that the investment in change management on the front end of a project will pay off in the end."

TREND#2-Change management competency building

Viewing change management as an emerging and necessary competency moved up from number five on the trends list in 2007 to number two in the 2009 study. Participants indicated more demand for training and knowledge around change management, as well as more widespread competency building programs. Change management competencies were becoming evident in senior leadership levels and front-line management levels.

What participants said:

"Recognition of managing and leading employees as a leadership capability."

"Growing awareness of relatively new competence."

"Appreciation of specific change skills."

TREND#3-Dedication of resources for change management

Participants identified the use of dedicated resources focused on change management as a key trend in their organization. Project leaders were more likely to appoint change management resources to support their change initiative, and change management specialists were being identified and developed within the organization.

TREND#4-Use of change management tools

The fourth most-cited trend was a greater adoption of change management tools, processes and methodologies. Participants indicated that change management and its application was becoming more consistent and formalized in their organization. The use of more structured and formal processes was number two in the list of trends in the 2007 study.

What participants said:

"The appetite for a methodology is increasing."

TREND#5-Application of change management on projects

Participants commented that change management resources were now sought out by project teams, rather than looking for projects to support as they had done in the past. Project teams were bringing change management resources on board earlier in the project, during the planning phase, and were considering people-side issues earlier. Several participants indicated that change management had become a requirement and that no major projects moved forward without change management.

What participants said:

"We are being asked to join projects rather than asking."

"People have started accepting the behaviour change as [a] key ingredient for project planning."

TREND#6-Project management and change management integration

Integration of change management and project management moved down several spots from the 2007 study in the list of top trends. Participants commented on the partnership, alignment

and involvement in the planning process that was taking place with the project management and change management functions.

TREND#7-Change saturation

As evidenced by other findings in the study, organizations were increasingly facing a point of change saturation. The recognition of this condition and an increasing pace of change were highlighted as emerging trends. One participant noted the "change avalanche" the organization was experiencing.

TREND#8-Standard change management approach

More organizations were establishing a standard change management methodology for the entire enterprise.

TREND#9-Establishment of a change management group

Some organizations were creating and staffing a change management function in the organization, sometimes called the Change Management Office (CMO). Advances were made in staffing this group which centrally supported change management and change management training efforts. A number of participants indicated they were currently trying to decide where this group would reside in the organization.

TREND#10-Management of the portfolio of change

Several participants indicated that their organizations were making progress in understanding the people impact across the multiple projects underway. Participants mentioned steps including managing the portfolio of change, tracking projects, mapping future changes and prioritizing projects based on the change load.

Prosci had designed a tool to test the trends applicable for the company based on his analysis of top ten trends in 2009 analysis. to see how an organization performs by scoring each of the trends using the assessment criteria and putting the score in the right side column. The total score is to be calculated at the bottom of the assessment. Scores between 25 and 30 indicate that your organization is ahead of the trends. Scores between 20 and 24 indicate that your organization is on track, and scores below 20 indicate that you are behind the trends. Also, be sure to look at individual scores to see which areas you need to focus on going forward. The

tool is as given below:-* *The tool below is a simple calculator. No data is captured or transmitted.*

Trend:	Assessment:	Score
1. A greater recognition of the need for change management – *seen as critical to success and contributor to ROI*	1: No recognition 2: Some recognition 3: Complete recognition	
2. Change management competency building – *more knowledge and training opportunities at all levels*	1: No competency building programs 2: Some competency building programs 3: Extensive competency building programs	
3. Dedication of resources for change management – *assigned on projects and identified in organizations*	1: Resources not assigned 2: Resources occasionally assigned 3: Resources dedicated for all projects	
4. Use of methodology and tools – *structured approach to the people side of change*	1: No use of methodology or tools 2: Occasional use of methodology or tools 3: Comprehensive use of methodology or tools	
5. Application on projects – *sought out and brought in rather than looking for projects to support*	1: No projects applying change mgmt 2: Some projects applying change mgmt 3: All projects applying change mgmt	
6. Integration with project management – *creating partnerships at the project and methodology levels*	1: No integration occurring 2: Some integration 3: Full integration	
7. Change saturation – *feeling the consequences on various levels of having too much change occurring*	1: Not addressing saturation 2: Some attention paid to saturation 3: Actively working to manage saturation	
8. Standard change management approach – *sends strong message and increases consistency and efficiencies*	1: No standard approach in the org 2: Movement toward a standard approach 3: Standard approach adopted and shared	
9. Establishment of a change management group – *organizational structure to support change mgmt*	1: No group established or progress made 2: Working toward creation of group 3: Change mgmt group established	
10. Management of the portfolio of change – *tracking, managing and prioritizing competing initiatives*	1: No work on managing the portfolio 2: Initial steps taken on portfolio mgmt 3: System in place for managing portfolio	
	TOTAL SCORE:	

The seventh change management benchmarking study conducted by Prosci uncovered lessons learned from change practitioners around the world, examining topics ranging from advice for new practitioners to the application of social media on change projects. This action-oriented report is aimed at improving your change management work by helping you draw on the experiences of others.

This tutorial contains an excerpt from the new *Best Practices in Change Management* report outlining the top trends identified by participants in the field of change management. Participants in the 2011 benchmarking study identified seven trends in the discipline of change management.

As the discipline of change management matures and gets entrenched in the business arena, the emerging trends captured in Prosci's most recent benchmarking study should be like music to the ears of veteran change management practitioners.

On the contrary Prosci has again analysed the change trends for the year 2012 and has come up with the following seven trends in his report *Best Practices in Change Management.*

Trend #1. Greater awareness of the need for and value of change management

Participants noted an increased level of acceptance of change management as a legitimate field. This increase was derived from greater value placed on change management and its contribution to the success of projects and initiatives. Along with greater acceptance, participants noted more legitimacy in terms of the practice and the competencies associated with change management.

Trend #2. Increased use of methodologies, tools and language

Participants observed an increase in the use of established methodologies and structures, including the development of in-house competencies. Along with the use of these established methodologies, participants identified an increase in the use of corresponding tools, technologies and common language.

Trend #3. More engagement and earlier integration with project management

Change management activities are being introduced earlier and more often into project management programs. Project managers are asking for change management support and resources throughout the project lifecycle.

Trend # 4. More resources and positions devoted to change management

Organizations are appropriating more resources, funding and time to change management activities, training, and tools. Organizations are establishing more internal positions dedicated to change management. Respondents noted that organizations tended to favor experience with change management over training and certification for change management positions.

Trend # 5. Greater demand for change management training and certification

Participants observed an increase in the demand for change management training and certification in established methodologies. Training for middle and upper management has increased as part of this increased demand. Respondents suggested that the increased acceptance of change management as an established competency contributed to the increase in demand and resources for change management training.

Trend # 6. Increased leadership support for change management

Leadership (upper and middle management) has increased acceptance and support of change management. Respondents noted that upper management was more apt to accept change management while middle management resisted slightly more. For both upper and middle management, there has been an increase in overall change management competencies.

Trend # 7. Underestimation and allocation of change management resources

While interest in utilization of change management has increased, some respondents observed underestimation of the work required and subsequent lack of resources and funding necessary for successful management of change. A lack of allocation of resources included funding (due to budgetary restraints), staffing, and most notably, allotted time for planning, integration, and execution of change management activities.

Conclusion

Change management has been accepted and practiced widely by the organizations nowadays and separate efforts are being taken to practice efficient change management to make the entire process smooth and hassle-free. With time the domain of change management has seen wider acceptance. It has also been observed this domain has been seeping into the management cadre as a different department with dedicated leaders, technology and tools. Greater awareness for the need of change has been observed in the recent times and steps are being taken by the organizations to become updated with the current trends. Prosci's studies and findings are definitely a benchmark for managers and organization practicing Change management.

The change management in organizations has to start with first with the acceptance of change throughout the department / organization and for this the department or manager in-charge i.e. change agent of this has to put this view and get it accepted. Then only change management will be successful as desired.

Let us consider the case of **Sprint Corp.** When Sprint decided to adopt a customer-centric model, it realigned its product lines, services, systems, and marketing. The new organizational model was focused on three major divisions:

• Individual (consumer) customers
• Business customers
• Local telephone service (residential and small business customers)

The strategy was to view "everyone as a go-to person for something." Sprint's change management objectives included:

• Create a roadmap for Sprint's transformation.

• Provide project management for the development and implementation of programs to drive structural and cultural alignment with business goals.

• Modify plans to adapt to changing business needs.

• Incorporate Sprint values and behavioral expectations.

• Reinforce management quality by providing a measurement model to evaluate success throughout the transformation.

After implementation of change a lot of challenges were faced by the company. Senior-level sponsorship of change efforts enabled the most successful project outcomes, whereas areas for which there was less focus resulted in rejection of the change process improvement work. As teams tried to work through the methodology, the human response to change delayed certain initiatives. Additionally, in some cases, delays in implementation could have been avoided and more quickly met urgent needs of the business.

Outcomes

Transformation continues and is evolving into an ongoing "quality" framework that will be a fundamental aspect of the business, generally aligned with Malcolm Baldridge criteria:
• Leadership
• Strategic planning
• Customer and market focus
• Information and analysis
• Human resources focus
• Process management
• Business results

For approximately the first 18 months of the transformation effort, the Change Readiness Survey monitored associates' perceptions of the transformation's progress on a monthly basis. The senior leadership team reviewed comments from survey participants and took action to address expressed concerns. Today, process teams continue to work on improving key processes.

The most important lesson learnt by Sprint Corp. was that change efforts are not a replacement for general leadership, which is the most critical component of any initiative.

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