

A PROJECT REPORT ON RECRUITMENT AND SELECTION OF WBSEDCL



WBSEDCL

Submitted to WBSEDCL in the partial fulfillment for the
award of Masters of Business Administration (MBA: HR)

SUBMITTED BY

Firdousi Nasrin

Masters of Business Administration (Human Resource)

Registration no.- 201901009946 of 2019-20

Roll no.- BUR/MBA(HR)/2022/010



The University of Burdwan





WBSEDCL

West Bengal State Electricity Distribution Company Limited

(A GOVERNMENT OF WEST BENGAL ENTERPRISE)

HUMAN RESOURCE DEVELOPMENT DEPARTMENT

OFFICE OF THE GENERAL MANAGER (HRD & TRG)

TRAINING CERTIFICATE

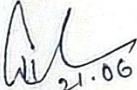
1. Name of the Trainee : FIRDOUSI NASRIN
2. Name of the Institute : University of Burdwan
3. Stream : MBA(HR)
4. Title of the Project : "Recruitment & Selection of WBSEDCL"
5. Training under Guidance : Addl. General Manager, Dist. HQ, WBSEDCL
6. Period of Training : 22.05.2023 to 21.06.2023

Remarks

- a) Conduct : Excellent Very Good Good Satisfactory
- b) Progress of Training : Excellent Very Good Good Satisfactory
- c) Performance : Excellent Very Good Good Satisfactory

Date: 21.06.2023

Place: Kolkata


21.06.2023

Addl. General Manager (HRD & TRG)
H.R.D.D. W.B.S.E.D.C.L.
Bidyut Bhavan (5th Floor) D.B. Bhawan
Kolkata-700091

Authorised Signatory **With Seal**

WBSEDCL

DECLARATION

I, hereby declare that this topic entitled HR-Recruitment and selection study based on West Bengal State Electricity Distribution Company limited (WBSEDCL), carried out during the course of my study under the supervision of Mr. Swapan Kumar Mahato, AGM (HR&A) Dist. HQ, WBSEDCL, Rahul Chattopadhyay (Manager HR&A), DHQ and Rudrajit Mitra (Manager HR&A), DHQ.

I assert the statements made and conclusions drawn are an outcome of my research work. I further certify that:

The work contained in the report is original and has been done by me under the general supervision of my supervisor.

We have followed the guidelines provided by the university in writing the report.

I used material like primary data, basic tools, analysis and other technique from the organization.

I have given due credit to them in the text of the report and giving their details in the reference.

Date: -

Signature

Place: - Purba Bardhaman

Registration no.- 201901009946 of 2019-20

Roll no.- BUR/MBA(HR)/2022/010

GUIDE CERTIFICATE

CERTIFICATE

This is to certify that “A Project Report on Recruitment and Selection of WBSEDCL” has been prepared by Miss. Firdousi Nasrin, Reg. No.: - 201901009946 of 2019-20.

The work has been satisfactory and is recommended for consideration towards partial fulfillment of requirement for the award of MBA (HR), Degree.

Her performance was very good, wish her success in career.

(Swapan Kumar Mahato)

(Signature of the project guide)

Date:

Place: - Purba Bardhaman

ACKNOWLEDGEMENT

I extend my heartfelt appreciation to each individual who has contributed their support and guidance to bring this endeavor to fruition. It is with a profound sense of gratitude that I recognize their efforts and wish to acknowledge them here.

I am especially grateful to Dr. Nirmal Chandra Roy, my Project Guide, whose unwavering assistance has been invaluable throughout this journey. His guidance has been instrumental, and I extend my sincere thanks for his unwavering support.

I am equally appreciative of Dr. Abhishek Mishra, the Head of the Department of Master of Business Administration (Human Resources), for his pivotal role in shaping the direction of this project. His insights have been enlightening, and I express my gratitude for his guidance.

I also wish to extend my thanks to Dr. Partha Sarkar (Professor of MBA HR, University of Burdwan) from The University of Burdwan, Purba Bardhaman, for his valuable guidance that has enriched this project. His inputs have been a wellspring of inspiration, and I am truly thankful for his contributions.

My gratitude extends to Mr. Swapan Kumar Mahato, AGM (HR&A) at Dist. HQ, WBSEDCL, Rahul Chattopadhyay, and Rudrajit Mitra, both Managers at HR&A, DHQ of WBSEDCL, for their invaluable suggestions and assistance in the preparation of this project report. Their insights have added significant depth to this work, and I am appreciative of their contributions.

Last but not least, I humbly acknowledge the benevolent grace and mercy of the Almighty for guiding me successfully through this project.

With heartfelt gratitude,

(FIRDOUSI NASRIN)

Place: - Purba Bardhaman

Registration No: - 201901009946 of 2019-20

Roll No: - BUR/MBA(HR)/2022/010

TABLE OF CONTENTS

	Title	Page no
	Executive Summary	7
Chapter 1	Introduction	8
1.1	About the topic	9
	Stages of recruitment	9 – 13
1.2	About power sector in India	13
	Indian power sector	13 – 14
	Facts & Figures	14
	Power supply position	14
	Power generation performance	15
	Pickup In demand	15
	Increase in short-term electricity prices	16
	Sources of power in India	16 – 17
	Government initiatives for power sector	17
	Challenges in power industry	17 – 19
	Future Ahead in power sector	19
1.3	Company Profile	20
	Mission & Vision	20
	Major Business/Products of the company	20
	Board of Directors	20 – 21
	Projects	21
	Integrated power development scheme	21
	IT	22
	Pumped Storage	22 – 23
	Payment Modes	23 – 24
	Electricity Distribution, Awards & Recognition	24
	Financial Performance	25
	Organizational Structure	25
Chapter 2	HR Practices in WBSEDCL	26
	Role of HRD in WBSEDCL	27
	Core Values	27
	HR Flow chart	28
	Recruitment process in WBSEDCL	28 – 29
	Recruitment Policy	29 – 31
Chapter 3	Literature Review	32
	Survey of literature	33 – 36
Chapter 4	Objectives & Methodology	37
4.1	Objectives	38
4.2	Methodology	38
Chapter 5	Data Analysis & Interpretation	39
	Data analysis	40 – 48
Chapter 6	Findings, Conclusion, Recommendation, References	49
6.1	Findings	50
6.2	Recommendation	51
6.3	Conclusion	51
	References	52 – 53
	Bibliography	54
	ANNEXURE	55
	Questionnaire	56 - 57

EXECUTIVE SUMMARY

During my internship I gained practical knowledge on how the human resource division of an organization operates and coordinates its activities to ensure smooth functioning of the organization at the right time to do the right job.

Not only that I have also gained insight into the working culture of the organization and observed how WBSEDCL handles its employees with value and empowerment to ensure they are motivated to give their best to the organization. The report starts with an organization profile of west bengal state electricity distribution company limited giving its background, mission, vision hierarchy and organogram of the organization.

The next session is the comprises the project, human resource management in wbsedcl. The project encompasses introduction to the topic: Recruitment and Selection. In this chapter contains detailed discussion of the HR functions followed by organization practices which basically conveys how things are done in the HR department.

The next part of the project carries out technique tools that touch upon strengths, weakness, objective, research analysis and to the organization followed by findings and recommendation on critical factors regarding Human Resource Management of WBSEDCL.

Finally, there is the findings and suggestions, conclusion followed by references.

CHAPTER 1:

INTRODUCTION

1.1: About The Topic:

Recruitment is the process by which organizations locate and attract individuals to fill job vacancies. Most organizations have a continuing need to recruit new employees to replace those who leave or are promoted in order to acquire new skills and promote organizational growth. Recruitment is defined as, “a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient workforce.” Recruitment is a ‘linking function’, joining together those with jobs to fill and those seeking jobs. It is a ‘joining process’ in that it tries to bring together job seeker and employer with a view to encourage the former to apply for a job with the latter. In order to attract people for the jobs, the organization must communicate the position in such a way that job seekers respond. To be cost effective, the recruitment process should attract qualified applicants and provide enough information for unqualified persons to self-select themselves out. Thus, the recruitment process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected.

Selection refers to the task of choosing or picking the suitable candidates by first asking for and gaining access to useful information about the candidate. Through the process of recruitment, the company tries to locate prospective employees and encourages them to apply for vacancies at various levels. Recruiting, thus, provides a pool of applicants for selection. Selection is the process of picking individuals who have relevant qualifications to fill jobs in an organization. The basic purpose is to choose the individual who can most successfully perform the job from the pool of qualified candidates. The purpose of selection is to pick up the most suitable candidate who would meet the requirements of the job in an organization best, to find out which job applicant will be successful, if hired. To meet this goal, the company obtains and assesses information about the applicants in terms of age, qualifications, skills, experience, etc. the needs of the job are matched with the profile of candidates. The most suitable person is then picked up after eliminating the unsuitable applicants through successive stages of selection process. How well an employee is matched to a job is very important because it is directly affecting the amount and quality of employee’s work. Any mismatched in this regard can cost an organization a great deal of money, time and trouble, especially in terms of training and operating costs. In course of time, the employee may find the job distasteful and leave in frustration. He may even circulate ‘hot news’ and juicy bits of negative information about the company, causing incalculable harm to the company in the long run.

STAGES OF RECRUITMENT

MANPOWER PLANNING

Manpower planning is done to identify the vacancies arising out of business needs. Each department undertakes manpower planning every year. Manpower planning may be necessitated due to separation in the form of resignation, termination, transfers etc., expansion / reorganization, time bound jobs of temporary nature / leave vacancies, retirements (premature or on attaining the 58 years of age). Annual manpower budget, including current staff strength, is prepared by the Business Head and approved by the Budget Committee comprising of Business Heads / Corporate Heads / JMD and the Chairman.

IDENTIFICATION OF A VACANCY

The department head identifies the need for hiring based on Manpower Hiring Plan (Manpower Budget). The vacancies can be arising due to resignations, terminations and retirement of employees.

REVIEW THE NEED FOR THE POSITION OR VACANCY

The department head review the requirement for the position and the need to fill the vacancy. He checks whether the requirement is as per Manpower Hiring Plan (Manpower Budget). Then, Head of the Department raise a Manpower Requisition Form in a standardized format and forward the copy of MRF to the CEO for approval. The Department Head along with HR Manager check whether the hiring requirement is for an existing role or a new role. If the requirement is for existing role, then the Department Head forward the MRF to the HR Department. If the requirement is for a new role, then the Department Head create Job Description for the role in a standard format and forward it with the MRF to the HR Department to start the recruitment process.

SOURCING OF SUITABLE CANDIDATES

The HR Executive considers and assesses the best way of attracting a pool of suitably qualified candidates, who will meet the needs of the business. Depending on the nature of the position/grade, volumes of recruitment and any other relevant factors, the Regional HR would use any one or multiple sources such as:

- o Existing database
- o Employee referral as per any company scheme that may be approved from time to time
- o Advertisement in the internet/newspapers/magazines/company's sites/job sites or any other media
- o Placement Agencies / Consultants o Direct recruitment from campuses/academic institutes;

A list of resourceful / quality consultants with agreed rate of commission is prepared by the HR Executive based on specialization in the manufacturing Industry, past history, market reputation and ability to deliver.

COLLECT THE RESUMES

The HR Executive forward the JDs to the placement consultants and collect the resumes or profiles from all the consultants.

SCREENING OF RESUMES

The HR Executive screen the resumes as per JDs and MRF and shortlist profile fit. He verifies whether the candidate has appeared for an interview with the company previously from the application database. If the candidate has appeared for an interview previously, then review the feedback from the Interview Assessment Form (IAF) and other documents filled.

SHORTLISTING OF CANDIDATES

The HR Executive forward all the HR-Short listed resumes to concerned HOD with resume snapshot attached in mail with a copy to VP function, Head HR and Manager HR. The Concerned HOD shortlists the candidates to be called for an interview as per requirement for the Job and forwards the list to HR Department. The HR Executive prepares the Interview Calendar and forwards it to the Concerned HOD and HR Manager with copy to HR Head and VP function.

SCHEDULE INTERVIEWS

The HR Executive obtains a tentative schedule from Concerned HOD and Head HR for interviewing the candidates. He asks the consultants to line up the short-listed candidates on scheduled interview date. Regular follow up is to be done with candidates by the HR Executive to ensure 100% participation.

CONDUCT INTERVIEWS

The HR Executive in consultation with the concerned department will set up an interview panel consisting of HR Head / Manager and Department Head / Manager. On the date of Interview, the HR Executive circulates the Application Blank and Travel Reimbursement Form to the candidates for procuring information about the candidate. The HR Executive forwards the Interview Assessment Sheet to the Interview Panel. The interview panel assesses the candidate based on the factors mentioned below, in a prescribed format and gives its recommendations for approval.

- ♣ Attitude
- ♣ Knowledge
- ♣ Communication
- ♣ Experience
- ♣ Team spirit
- ♣ Loyalty expectation
- ♣ Initiative

The HR Executive coordinates the interview process. The HR Executive collects all filled TRF's with Original bills (Tickets) from the candidates and gets those forms approved by HR Head and forward the approved TR list along with the filled Travel Reimbursement Forms and original bills to the Finance and Accounts for processing. If the candidate is rejected, the HR Executive communicates the same to the candidate and files the Interview Assessment Sheet, application blank along with resume of candidate in the Application Database.

MAKE OFFER OF EMPLOYMENT

The Concerned HOD and Head HR make verbal offer to the shortlisted candidate and discuss other terms and conditions of employment. If the candidate accepts the offer, then conduct reference check for the prospective employee (Via telephone, Mail).

RENEGOTIATE OFFER

If the shortlisted candidate rejects the offer due to salary reasons, the HR Head renegotiate salary with the candidate, if suitable, along with other terms and conditions.

REFERENCE CHECK

Reference checks of the final short-listed candidate are conducted by Head-HR. The candidate is asked to mention in his application blank, the names and addresses of two or more persons who know him well. These may be his previous employers, heads of education institutions or public figures. These people are requested to provide their frank opinion about the candidate without incurring any liability. The opinion of referees can be useful in judging the future behavior and performance of candidate. If the result of reference check is positive then continue with the induction process. If the result of reference check is negative, then withdraw the offer and send rejection letter to the candidate.

LETTER OF INTENT

The selected candidate will be given an intent letter with prescribed details as given below:

- Functional Band Position for which selected.
- Place of initial Posting
- Expected Date of Joining.

- Advise for medical examination.
- Details of the testimonials and other documents to be submitted at the time of joining.
- Acceptance by the selected candidate

MEDICAL CHECK UP

The selected candidate is sent for a medical checkup at reputed hospitals before final selection / issuance of letter of intent or after final selection / issuance of letter of intent. In case the candidate is declared unfit for employment the offer / intent letter will stand cancelled.

ON BOARDING & INDUCTION

On the date of joining the employee is issued an appointment letter by the HR Head. The appointment letter includes all the terms and conditions governing employment including Designation, Department, Salary & Scale of Pay, Date of appointment, Probation, Medical Fitness, Retirement, Termination of Services, Secrecy, Transfer etc. All new joiners undergo an induction program as per requirement soon after joining the organization. Induction program is done by HR Department in consultation and involvement of concerned department / other departments. During the process of induction, the new member is briefed about the following:

1. Company Profile & Products
2. Geographical familiarization
3. Organizational Policy & Procedures
4. Socialization with department rituals.
5. Employee Involvement activities

The induction process shall begin by verification of the following original merit certificates wherever applicable subject to the level of hiring:

- Educational certificates
- Proof of date of birth
- Four passport sized photographs of self
- One passport sized photograph (each) of spouse, dependent children (if applicable) for medical insurance purpose.
- Relieving letter from the previous employer (If the relieving letter is not available, declaration regarding resignation shall be obtained from the candidate)
- Copy of experience certificates for all the previous employments (if applicable)
- Salary slips certificate from the previous employer
- TDS certificate and Form 16 from previous employer (or Salary certificate)
- Copies of certificates and testimonials
- Nomination and other documents pertaining to provident fund, gratuity.

Sources of Recruitment:

SOURCES OF MANAGERIAL RECRUITMENT:

INTERNAL SOURCES	EXTERNAL SOURCES
1) Promotion	1) Campus recruitment
2) Transfers	2) Press advertisement
3) Internal notification	3) Management consultancy service
4) Retirement	4) Deputation of personnel or transfer from one enterprise to another
5) Former employees	5) Walk-ins, write-ins, talk-ins

1.2: About Power Sector in India:

INDIAN POWER SECTOR

The Indian Power Sector has evolved into a thriving and profitable industry. Given that India would expand by more than 7% over the next few years, the power demand will rise by around 10%. Power is one of the most important infrastructural elements, essential to national well-being and economic development. Read here to know more about Indian Power Sector.

The Ministry of Power has been working hard over the past several years to construct a unified national grid, strengthen the distribution network, and achieve universal household electrification to transform the nation from one with a power shortage to one with a surplus.

India's power sector is one of the most diversified in the world.

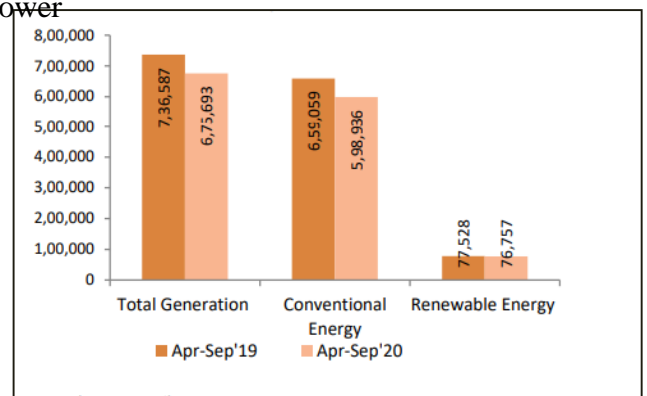
- The sources of energy used to generate electricity range from reliable non-conventional sources like wind, sun, agricultural waste, and household waste to traditional sources including coal, lignite, natural gas, oil, hydropower, and nuclear power.
- The demand for electricity in the nation has risen quickly and is anticipated to do so in the years to come.
- Massive additions to the existing producing capacity are necessary to keep up with the nation's rising demand for power.

India is the third-largest producer and consumer of electricity worldwide, with an installed power capacity of 411.64 GW as of January 31, 2023.

- India's installed renewable energy capacity (including hydro) stood at 168.4 GW, representing 40.9% of the overall installed power capacity.
- Solar energy is estimated to contribute 63.3 GW, followed by 41.9 GW from wind power, 10.2 GW from biomass, 4.92 GW from small hydropower, 0.52 from waste to energy, and 46.85 GW from hydropower.
- As of March 2023, India has a total thermal installed capacity of 237.2 GW of which 57.7% of the thermal power is obtained from coal and the rest from Lignite, Diesel, and Gas.

FACTS & FIGURES

- As of July 2020, India has a total Thermal installed capacity of 231.45 GW. Almost 86% of the thermal power is obtained from coal and the rest from Lignite, Diesel and Gas. The private sector generates 46.9% of India's thermal power
- whereas States and Centre generate 27.9% and 25.3% respectively. The electricity generation target of conventional sources for the year 2020-21 has been fixed as 1330 Billion Unit (BU). i.e. growth of around 6.33% over actual conventional generation of 1250.784 BU for the previous year (2019-20). This target comprises of 1138.533 BU thermal; 140.357 BU hydro; 43.880 nuclear; and 7.230 BU import from Bhutan.

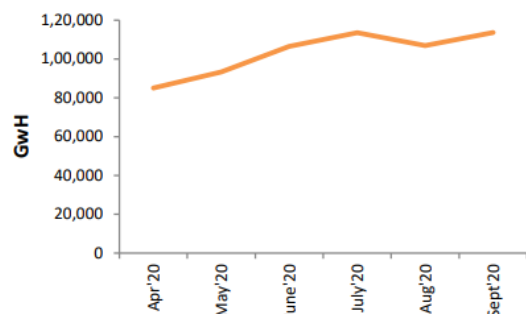


All India Electricity Generation

POWER SUPPLY POSITION

- The growth in availability of electricity during the current year 2019-20 (upto December 2019) was
- 1.1 % as compared to the same period last year. During the year 2019-20 (upto December 2019), peak shortage was 0.7% and the energy shortage was 0.5% as compared to 0.8% and 0.6% respectively last year.

Electricity Consumption



4

POWER GENERATION PERFORMANCE

The total electricity generation including generation from renewable sources in the country during the year 2019-20 (upto December 2019) was 1054.075 BU as against the generation of 1048.068 BU during the same period last year, showing a growth of 0.6%. The target of electricity generation from conventional sources for the year 2019-20 (upto December 2019) was fixed as 1330 Billion unit (BU). The actual generation during the year 2019-20 (upto December 2019) was 950.397 BU as compared to prorata generation target of 1006.553 BU for the period and actual generation of 949.933 BU during the same period last year, representing an achievement of 94.4% and a growth of about 0.05%. (Source: Annual Report “Ministry of Power”)

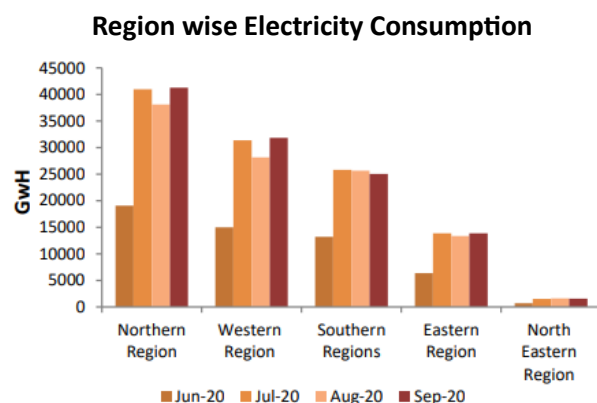
Year	Total Generation	% of growth
2009-10	808.498	7.56
2010-11	850.387	5.59
2011-12	928.113	9.14
2012-13	969.506	4.46
2013-14	1,020.200	5.23
2014-15	1,110.392	8.84
2015-16	1,173.603	5.69
2016-17	1,241.689	5.80
2017-18	1,308.146	5.35
2018-19	1,376.095	5.19
2019-20	1,389.102	0.95
2020-21	1,249.827	-2.49

PICK-UP IN DEMAND

Electricity consumption rose to 14 months high in September’20, suggestive of the higher levels of activity in the economy. On a monthly basis, electricity consumption rose by 6.3% in September’20, reversing the 5.8% decline of month ago. It was around 6% higher than that in September’19 and 34% higher than the lows

of April’20. In terms of regional demand, while there has been an improvement in electricity consumption in the northern, western and eastern regions in September’20 from a month ago, the southern and north-eastern regions witnessed a decline. The western region, which is home to the most industrialized states of the country registered a 13% monthly increase in power

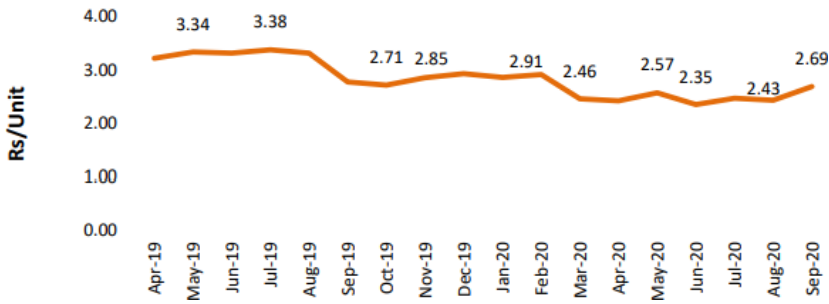
consumption, affirming to the higher activity here. The northern and eastern regions saw electricity consumption increase by 8% and 4% respectively from that in August’20. The lower power consumption in the southern states (2.4% lower than in August’20) indicates that industrial activity here has been lackluster despite the easing of the lockdown and restrictions



that industrial activity here has been lackluster despite the easing of the lockdown and restrictions

INCREASE IN SHORTTERM ELECTRICITY PRICES

Chart 9: Average price of electricity in the day ahead market



The increase in power consumption was being reflected in the trades on the power exchanges.

There has been an increase in the volume of trade transacted on the power exchanges - the traded volumes on the Indian Energy Exchange in September'20 at 4780 MU was 7% higher than month ago and 37% more than year ago (September'19).

Prices in the day ahead market (DAM) rose to 7-month highs in September'20. The average prices of electricity in the DAM Rs.2.69 per unit in September'20 was 11% higher than that in August'20. It was however 3% lower than year ago (September'19).

SOURCES OF POWER IN INDIA

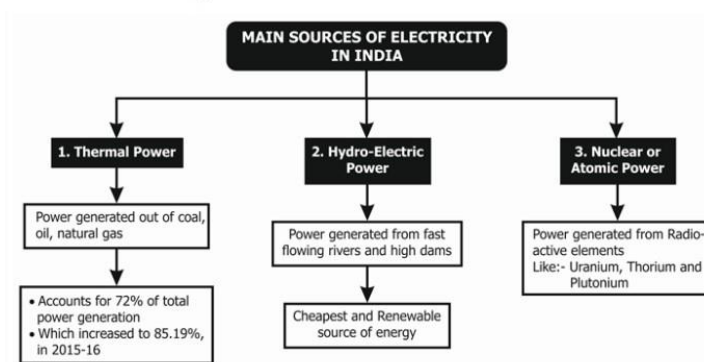
Thermal (69%)

India has large reserves of coal. By November 2020, the total installed coal thermal power capacity in India stood at 199.59 GW. By 2022, it is expected to witness total installed capacity addition of 47.86 GW. India's gas thermal power capacity stood at 24.95 GW, as of November 2020. By 2022, it is expected to witness total installed capacity addition of 0.41 GW. Lignite thermal power capacity stood at 6.26 GW as of November 2020. India's diesel thermal power capacity was ~0.50 GW, as of November 2020.

Hydro (12.2%)

With a large swathe of rivers and water bodies, India has an enormous potential for hydropower. As of November 2020, India's hydro power generating capacity stood at 45.69 GW. By 2022, it is expected to witness total installed capacity addition of 6.82 GW.

Sources of Electricity in India



Nuclear (1.8%)

As of November 2020, India had 6.78 GW of installed nuclear capacity. With one of the world's largest reserves of thorium, India has a huge potential in nuclear energy. By 2022, it is expected to witness total installed capacity addition of 3.30 GW

Renewable (24.0%)

Wind energy is the largest renewable energy source in India. Projects like the Jawaharlal Nehru National Solar Mission (aims to generate 20,000 MW of solar power by 2022) are creating a positive environment among investors keen to exploit India's potential. There are plans to set up four solar power plants of 1 GW each. As of November 2020, India had 90.40 GW of renewable energy capacity. The target is to achieve installed capacity of 227 GW by FY22.

GOVERNMENT INITIATIVES FOR THE POWER SECTOR

The Government of India has identified the power sector as a key sector of focus to promote sustained industrial growth. Some initiatives by the Government to boost the Indian power sector are as below:

- Under the Union Budget 2022-23, the government announced the issuance of sovereign green bonds, as well as conferring infrastructure status to energy storage systems, including grid-scale battery systems.
- The Green Energy Corridor projects have been initiated to facilitate renewable power evacuation and reshape the grid for future requirements.
- To encourage rooftop solar (RTS) throughout the country, the Ministry of New and Renewable Energy has developed a National Portal wherein any residential consumer from any part of the country can apply for rooftop solar without waiting for Discom to finalize tender and impanel vendors.
- Production Linked Incentive Scheme (Tranche II) on 'National Program on High-Efficiency Solar PV Modules'.

CHALLENGES IN POWER INDUSTRY

Power is one of the basic components of infrastructure that defines the country's economic development and the quality of life of an individual. Power is the most visible form of energy that is generally known as electricity. Out of all the power resources available for consumption in India, thermal sources counted 67 percent of power production capacity, 14 percent Hydel power, and 2 percent nuclear power.

- **Insufficient Electricity Generation-** In India, the installed capacity to produce electricity is not enough to support an annual economic growth of 7 to 8 percent. Currently, India only adds 20,000 MW a year to generate power.
- **Poor Management-**The State Electricity Boards (SEBs) incurred losses of more than Rs.500 million because of improper transmission of electricity, wrong pricing, and other incompetence. Few scholars have come to the conclusion that the main reason for the losses is the circulation of power to farmers (they have to only pay minimum chargers or is free), electricity is stolen, that result in losses under the account of SEBs.
- **Lack of Investments:** When it comes to power and energy, the private sector does not play any part or there are any foreign investors. The public sector is almost having a monopoly in the power generation sector.
- **Poor Infrastructure:** Too many power cuts in various parts of the country and huge power tariff.
- **Shortage of Raw Material:** In India, the thermal power plant the main source of generating power is facing a high deficit of coal and raw materials supplies.

- **Limited Role Of Private And Foreign Entrepreneurs:** The public sector is almost having a monopoly in the power generation sector. Due to the lack of management facilities, the public sector is not able to cope up with challenges of power generation. Private and foreign entrepreneurs have not got a chance to prove their capabilities.
- **Policy Paralysis:** The micro level policies governing the fuel cost pass-through, mega power policy; competitive bidding guidelines are not in consonance with the macro framework like The Electricity Act 2003 and the National Electricity Policy.

MAJOR SCHEMES LAUNCHED BY THE MINISTRY OF THE POWER SINCE 2014

Name of Scheme	Purpose of Schemes
Accelerated Power Development and Reforms Programme (APDRP)	The APDRP was introduced in 2002–2003 with the main goals of lowering Aggregate Technical & Commercial losses and enhancing the state discoms ability to realize income.
Deen Dayal Upadhyaya Gram Jyoti Yojana (DDUGJY)	The initiative, which was launched in December 2014, makes rural electricity possible. In addition, it mandates the separation of feeders for agricultural and non-agricultural use, the development of sub-transmission and distribution infrastructure, and the electrification of villages across the country.
Financial Restructuring Package (FRP)	To address the urgent funding requirements of the seriously struggling state discoms, the central government established the FRP in 2012. According to the plan, each utility was to assume 50% of its short-term debt while restructuring the remaining 50%.
Integrated Power Development Scheme (IPDS)	The program was launched in November 2014 to supply metropolitan regions with a high-quality and dependable electricity supply. Metropolitan areas’ metering feeders, distribution transformers, and consumers are included in the scheme’s components, along with improvements to the area’s sub-transmission and distribution network.
National Smart Grid Mission (NSGM)	The mission, which aims to design and oversee the implementation of policies and programs relating to smart grids, was established in March 2015.
Pradhan Mantri Sahaj Bijli Har Ghar Yojana (Saubhagya)	To achieve universal household electrification by providing last-mile connectivity and electrical connections to all rural families and all low-income households in urban regions this program was introduced in October 2017.

Re-structured Accelerated Power Development and Reforms Programme (R-APDRP)	To assist in reducing losses for the state discoms, the scheme was introduced in 2008. According to this, discoms have to reduce Aggregate Technical & Commercial losses at a predetermined rate.
Scheme for Harnessing and Allocating Koyala Transparently in Inida	The program, which went into effect in May 2017, establishes a coal linkage strategy for the transparent and impartial distribution of coal among thermal power plants.
Ujwal Discom Assurance Yojana (UDAY)	The program was introduced in November 2015 to help state-owned electricity distribution businesses turn around their finances and operations (discoms).
Street Lighting National Programme (SLNP)	It was started to replace outdated street lights with modern, energy-efficient LED street lights.
Gram Ujala	On March 19, 2021, the Gram Ujala initiative was introduced, replacing inefficient incandescent bulbs with LED bulbs that use 88% less electricity.

FUTURE AHED IN POWER SECTORS

In coming years when we will be having abundance of clean energy from renewable, quality of energy will also take equal importance. India's aggregate transmission and commercial (AT&C) losses were nearly 21.35 per cent in 2017-18. This compares unfavorably to the total AT&C loss in the electricity sector of the United States, which was only 9.43 per cent out of 4,113 billion kWh electricity supplied during the year

2013. The Indian government has set a target of reducing losses to 17.1 per cent by 2017 and to 14.1 per cent by 2022. Further, the stability of grid will be a great challenge in coming years. As we are pumping solar power increasingly, in coming years frequent load through-off of thermal plants will increase considerably. Technology wise it is difficult for a thermal plant to switch-on and off frequently and this will be required because most of the time solar will cater to load in day time and thermal will come into picture in evening. This daily load through off will decrease efficiency of thermal plant significantly and hence will increase its carbon footprint. So, this technological gap of existing plants will be a challenge for grid stability in future years. Decommissioning of old thermal plants and poor efficiency of running ones will make them economically less viable and hence time has come

The silent revolution

Energy efficiency of domestic appliances have improved by a factor of 6-8 in 30 years



now to think seriously for nuclear plants in the country and time has come to overcome the technology gaps in field of nuclear power. Fate of Indian power industry will lot depend on fast breeder reactor technology in future years.

1.3: Company Profile:

West Bengal Government unbundled the erstwhile West Bengal State Electricity Board (WBSEB) into two companies viz., West Bengal State Electricity Distribution Company Limited (WBSEDCL) and West Bengal State Electricity Transmission Company Limited (WBSETCL).

West Bengal State Electricity Distribution Company Limited (WBSEDCL) is a leading power distribution utility in the state of West Bengal, India. Established in 2007, WBSEDCL is a government-owned company responsible for the distribution of electricity across the entire state. With its headquarters in Kolkata, the company operates under the administrative control of the State Power Ministry.

In conclusion, WBSEDCL is a dynamic and customer-centric power distribution utility that plays a crucial role in meeting the energy needs of West Bengal. With its extensive infrastructure, commitment to quality service, focus on renewable energy, and socio-economic initiatives, WBSEDCL strives to be a catalyst for growth and development in the state, while ensuring a sustainable and reliable power supply for all its consumers.

MISSION & VISION

- **VISION: TO BE THE BEST POWER UTILITY IN INDIA.**
- **MISSION: OUR MISSION IS TO SUPPLY UNINTERRUPTED AND QUALITY POWER TO ALL.**

Vidyut Bhavan, Block- DJ Sector-II, Bidhannagar, Kolkata-700091

MAJOR BUSINESS / PRODUCTS OF THE COMPANY

WBSEDCL's main business is distribution and hydroelectricity generation. It is also the nodal agency of the Government of West Bengal for undertaking rural electrification tasks in the State. It has the objective of providing access to electricity to all rural households in the state in line with the National Rural Electrification Policy.

BOARD OF DIRECTORS

Mr. Santanu Basu, IAS Chairman & Managing Director	Mr. Ajay Kumar Pandey Director (Regulatory & Trading)	Mr. Avijit Kumar Latua, WBCS (Exe.) Director (Human Resources)	Mr. Gautam Sengupta Director (Projects)	Mr. Partha Pratim Mukherjee Director (Distribution)
Mr. Subhasankar Debsarma Biswas Director (Generation)	Mr. Debasish Roy Choudhury Director (Finance)	Mr. Pankaj Batra Independent Director	Mr. Srikumar Bandyopadhyay Independent Director	Mrs. Goma Lhamu Tshering, WBCS (Exe.) Government Nominee Director
Mr. Saurabh Majumdar, WBA & AS Government Nominee Director	Ms. Rita Mukherjee Independent & Woman Director	Mr. Rudra Chatterjee Independent Director	Mr. Mehul Mohanka Independent Director	Mr. Umesh Chowdhary Independent Director

The Company is managed by a Board of Directors comprising fifteen members out of which seven are Executive Directors including Chairman & Managing Director. Besides one-Woman Director and five Independent Directors and two nominee directors constitute the Board.

PROJECTS

DISTRIBUTION PROJECTS

Distribution Projects Department provides support service to the Distribution wing of WBSEDCL by strengthening its infrastructure through different project works to make the network reliable for providing 24x7 quality power. - **Less Maintenance - More productive (By reducing AT& C) - Cost effective.**
-- **Which adds value to the consumers' service.**

West Bengal State Electricity Distribution Company Limited being the Project Implementing Agency has been working on war footing to achieve 100% electrification in West Bengal. Out of 37,960 numbers villages in the State, Rural Electrification (RE) Department of WBSEDCL has already electrified all the 37,960 numbers of villages. In addition to service connections provided to rural households by different Customer Care Centers of WBSEDCL, electricity to 51,96,228 numbers rural BPL/APL households has been provided under different completed RE Schemes.

HYDEL PROJECTS

Hydropower is a renewable energy resource because it uses the earth's water cycle to generate electricity. The movement of flowing water during its course from upper to lower topography on earth's surface creates kinetic energy and same can be converted into electricity. The artificially created storage dams also are used as potential source of hydropower.

Hydro Power Projects are Broadly Divided into two types:

- 1. Conventional Hydropower Projects**
- 2. Pumped Storage Projects**

The first category allows water to flow into the river itself after power generation and the second category utilizes gravitational potential to store energy, having two bodies of water, at different elevations. There is a general pattern all over the world to define Conventional Hydro power as Small & Major Hydro on the basis of Power Output. Small hydro projects (SHPs), in general, include Micro/Mini/Small categories of Hydel projects.



INTEGRATED POWER DEVELOPMENT SCHEME

For solving complex customer challenges and for providing more efficient service to the consumers, a Project titled Integrated Power Development Scheme for strengthening of sub transmission and Distribution networks, metering of Distribution transformers etc. in the urban areas has been undertaken. A programme for system improvement under Sech Bandhu Scheme has also been conceived for rural areas.

INFORMATION TECHNOLOGY (IT)

IT&C Wing is entrusted for Planning, Development, Implementation and Performance Monitoring of state-of-the-art and user-friendly Information Technology and Communication Application Systems as per Business Process re-engineering and Organizational Structure, in an integrated fashion, across WBSEDCL's Organizational functions and processes, thereby enabling achievement of its performance objectives and goals as per changed business requirements in regulatory and competitive environment, ensuring use of all IT & Communication Equipment conforming to security, safety and environmental regulations and standards.

- **Metering, Billing and Collection:** SAP-ISU based Metering, Billing and Collection system has been implemented throughout West Bengal.
- **Meter Data Acquisition System:** MDAS implemented for all Feeders and HT Consumers throughout West Bengal and all the DTRS under R-APDRP, Part-A Towns.
- **Geographical Information System:** Mapping of the electrical network from 11kV to 230V and Consumer indexing has been completed for R-APDRP, Part-A Towns.
- **Energy Audit:** Sub-station-wise, Feeder-wise and DTR-wise generation of Energy Audit report has been implemented.
- **Enterprise Resource Planning:** Organization-wide ERP has been implemented.
- **IVR System:** Centralized IVRS has been implemented
- **Mobile App:** Mobile App "Vidyut Sahayogi" has been developed by engineers of IT&C Cell
- **Complaint on Electricity:** Implementation of uniform short code 1912 for electricity complaints except common area overlapping with CESC
- **SCADA/DMS:** WBSEDCL has undertaken the SCADA/DMS project which is being implemented in sub-stations under Kolkata UA, Asansol UA and Siliguri towns for enhancing operational efficiency of Distribution Network.



DEENDAYAL UPADHYAYA GRAM JYOTI YOJANA (DDUGJY)

Govt. of India, vide Office Memorandum F.No.44/44/2014-RE dated 3rd December 2014 issued by the Ministry of Power, launched Deendayal Upadhyaya Gram Jyoti Yojana (DDUGJY) with the following components

- Separation of agriculture and non-agriculture feeders for supply to agricultural & non-agricultural consumers in the rural areas for effective demand side management.
- Strengthening and augmentation of sub-transmission & distribution (ST&D) infrastructure in rural areas, including metering at distribution transformers, feeders and consumer end.
- Rural electrification, as per CCEA approval dated 01.08.2013 for completion of the targets laid down under RGGVY for 12th and 13th plans.

PUMPED STORAGE

Pumped Storage system utilizes surplus grid power available from thermal power stations or other sources to pump up water from lower to upper reservoir and re-produces power during peak demand when there is scarcity of power.

Pumped Storage mechanism stabilizes grid frequency, meets peak demand instantly and increases PLF, efficiency & life of thermal plants. It also reduces damage to industrial equipment. It is techno-economically favorable than gas turbine plant.

See details of the following Pumped Storage Projects.

- **PURULIA PUMPED STORAGE PROJECT**
- **TURGA PUMPED STORAGE PROJECT**

PURULIA PUMPED STORAGE PROJECT

To meet up the evening peak shortfall of the state after 2022 and onwards, West Bengal State Electricity Distribution Company Limited (WBSEDCL) is planning to develop another 1000 MW Pumped Storage type Power Project at Ayodhya hills under Baghmundi Block in Purulia District in addition to the existing 900 MW Purulia Pumped Storage Project which is successfully in operation since 2007-2008.



The main objective of PPSP is to meet peak load demand of the system and utilize excess available power of the system during off peak time, hence to flatten the load demand curve.

TURGA PUMPED STORAGE PROJECT

The Turga Pumped Storage Project on Turga nala is a closed loop type Pumped Storage Project located in Purulia district of West Bengal.

The Turga Pumped Storage Project envisages utilization of rainfall in the catchment of the Turga Nala in Ayodhya hills for peak power generation for a Pumped Storage type project development. The project envisages construction of Upper Dam (C.A. 8.29 Sq. Km) across Turga Nala, a tributary of Subarnarekha River and a water conductor system with an underground Power House on the downstream of Upper Dam and a Lower Dam (augmenting the existing Turga Dam of I&W Dte., Govt. of West Bengal) having intermediate catchment of 4.37 sq. km (total C.A. 12.66 sq. km).

The Project comprises of four Reversible Pump-Turbine units each of 250 MW Generating Capacity installed in underground Power House. Two of these units will be fixed speed machines and the other two will be variable speed machines to absorb intermittent Solar/ Wind Power, for efficient integration of renewable power into the grid.

PAYMENT MODES

e-Payment through Web Portal & Mobile App of WBSEDC L	BBPS channel using Mobile wallets, Internet Banking	e-Pradan System of Govt. of West Bengal	NACH	RTGS/ NEFT	Cash Counter	KISOK	Bangla Sahayata Kendra (BSK) of GoWB
--	--	--	-------------	-------------------	---------------------	--------------	---

<ul style="list-style-type: none"> • Credit Card • Debit Card • Internet Account • Wallet • BHARAT QR • UPI/BHIM 	<ul style="list-style-type: none"> • Paytm • G Pay • Phone Pay • Mobiquik • Free charge • Amazon • Etc.. 	<p>Integration has been made with e-Pradan of IFMS of West Bengal Govt. for payment quotation of Government establishment using RTGS.</p>	<p>The NACH facility of payment is available to the L&MV consumers of WBSEDCL who have not registered for EBPP mode of payment.</p>	<p>In this E-collection procedure all types of customers of WBSEDCL can pay their dues through RTGS/NEFT.</p>	<p>Consumer can make payment at the cash counters of their concerned Customer Care Centres (CCCs).</p>	<p>Already 354 Nos. of collection Kiosks are installed at different Customer Care Centres spread across West Bengal.</p>	<p>WBSEDCL has integrated its payment collection system with Bangla Sahayata Kendras (BSK) of GoWB for collection against electricity bill/quotation from existing/prospective L&MV consumers.</p>
--	---	---	---	---	--	--	--

ELECTRICITY DISTRIBUTION

WBSEDCL provides quality power to a gargantuan customer base of more than 2.03 crore across West Bengal through its service network spanning 5 Zones, 20 Regional Offices, 76 Distribution Divisions and 534 Customer Care Centers.

AWARDS AND RECOGNITION



Purulia Pump Storage Hydel Project Award at ICC India Energy Summit - 2018



Best Performing Power Distribution Utility Award at CBIP Day Programme - 2019



"One of the Best Innovations" in "Energy Storage through Hydro" Award at ICC India Energy Summit - 2018



IPPAI Power Awards - 2017



SKOCH Award Of MERIT-2016



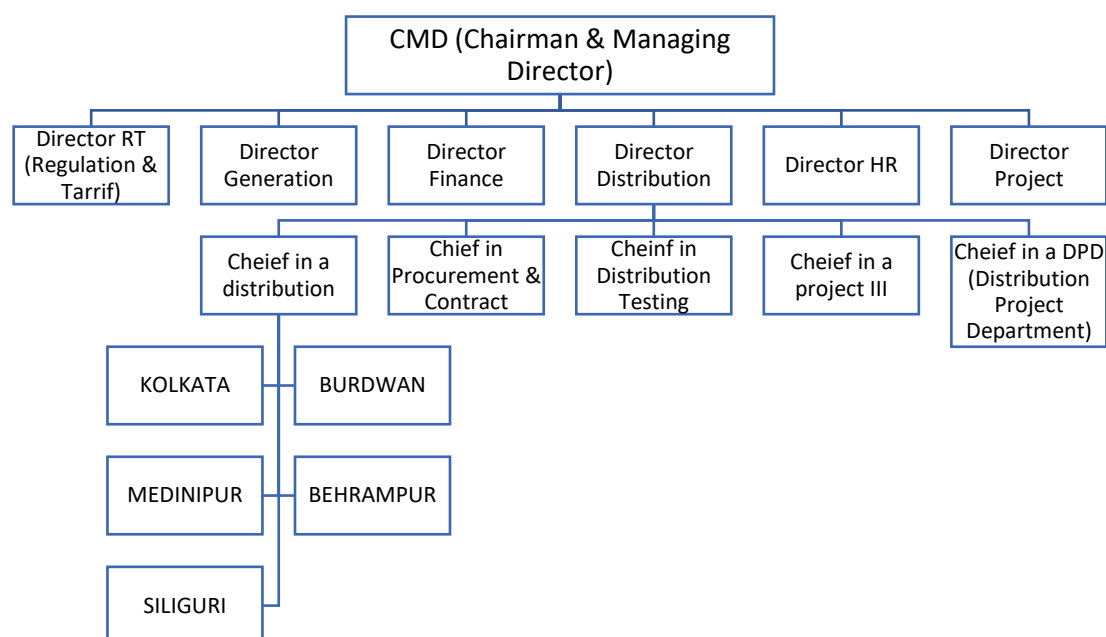
India Power Award-2016

FINANCIAL PERFORMANCE

Particulars	2021-22 Rs. In Crore	2020-21 Rs. In Crore
Revenue from Operations	25986.53	21447.60
Other Operating Revenue	680.52	549.24
Other Income	1127.72	829.25
Movement in Regulatory Deferral account balances	(1250.40)	4061.43
Total Income	26544.37	26887.52
Power purchase cost including Transmission Charges	20122.36	21253.21
Employee Cost (net of OCI)	1700.30	1498.33
Interest & Finance Charges	1776.51	1594.04

Particulars	2021-22 Rs. In Crore	2020-21 Rs. In Crore
Depreciation	1207.35	1084.69
Other Expenses	1645.23	1387.16
Total Expenses	26451.75	26817.43
Profit before tax	92.62	70.09
Income Tax	24.25	22.04
Total Comprehensive Income	68.37	48.05

ORGANISATIONAL STRUCTURE (VERTICAL REPORTING)



CHAPTER 2:

HR PRACTICES IN

WBSIEDCL

Human Resources Development (HRD) as a theory is a framework for the expansion of human capital within an organization through the development of both the organization and the individual to achieve performance improvement. Adam Smith states, "The capacities of individuals depended on their access to education" The same statement applies to organizations themselves, but it requires a much broader field to cover both areas.

Human Resource Development is the integrated use of training, organization, and career development efforts to improve individual, group and organizational effectiveness. HRD develops the key competencies that enable individuals in organizations to perform current and future jobs through planned learning activities. Groups within organizations use HRD to initiate and manage change. Also. HRD ensures a match between individual and organizational needs.

ROLE OF HRD IN WBSEDCL

FACILITATION

- Nurturing the future
- Strategic interventions for organizational growth

FUNCTIONAL

- Identifying skill gap
- Designing training interventions
- Internal consultant
- Management research, publication and documentation
- Develop the HRD function

VISION

To adopt and use the best HR practices from national and international top performers to develop a dynamic, efficient, diversified, dependable, self-driven human resource, capable of making WBSEDCL the best Power Utility in the country.

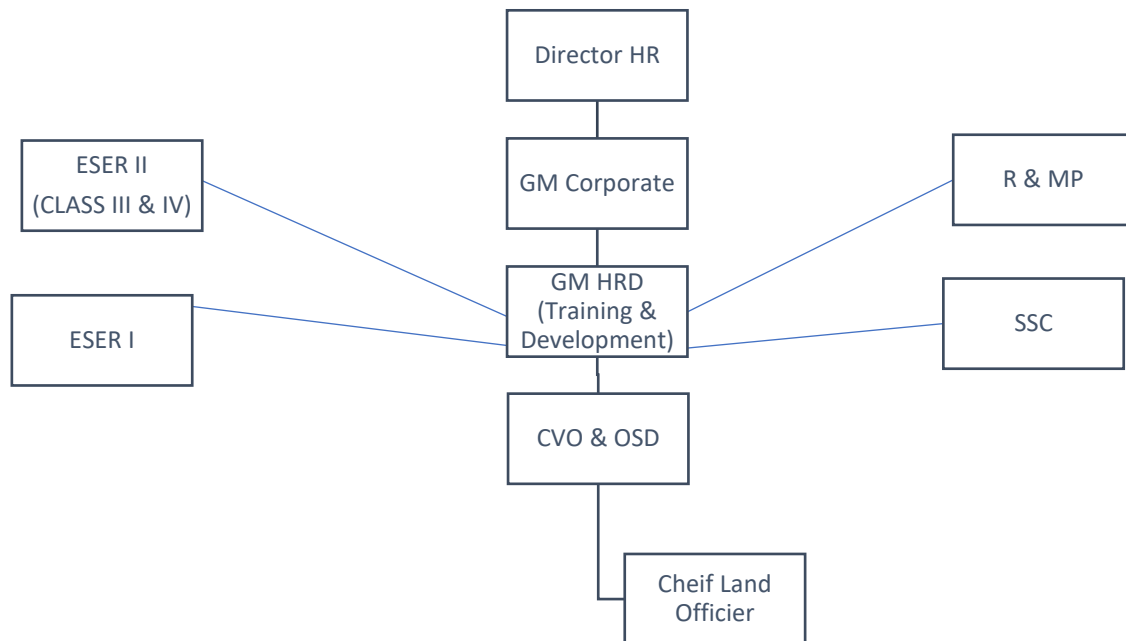
MISSION

To induct quality human capital and develop a trained, focused and motivated team capable of rendering services in all conditions to meet the business objectives of the company and expectations of the consumers.

CORE VALUES

- 1) Nurture a cohesive & a vibrant professional environment that fosters a unified creative workforce and promote employee participation in decision-making process.
- 2) Implement best suited modern technologies and impart knowledge on best HR practices amongst its employees to achieve excellence in developing core professional competencies.
- 3) Women empowerment at all levels of the organization with a focus on gender equality
- 4) Fostering learning, creativity and multi-disciplinary teamwork supported by reward and recognition
- 5) Practicing best ethical practices, integrity & responsiveness to our customers
- 6) Integration of training with the business strategy
- 7) 7.To maintain a safe work place for our workforce across the organization

HR FLOW CHART



REQUIREMENT PROCESS IN WBSEDCL

1. Permanent Employees

1. Notification opens for vacancies

- a) No. of Vacancies
- b) Educational qualification
- c) Age criteria
- d) Reservation
- e) Mode of selection (written or computer based)

2. Selection Test

3. After qualifying written test Computer Proficiency Test is taken (CPT)

4. Personal Interview

5. Medical Examination

2. Contractual Employment

1. Application Notification

- a) Number of days needed for the contract
- b) Experience period
- c) No of vacancy
- d) Qualification
- e) Age criteria
- f) Mode of selection – written or online

g) Reservation

1. Selection Exam

- OMR test
- Online test (CBT)

2. People who are qualified in written exam should give computer proficiency test (CBT)

3. Personal interview

4. Medical examination

EMPLOYEES AT WBSEDCL

- Permanent Employees- 10,500
- Contractual Employees- 65,000 approx.

REQUIREMENT POLICY

SHORT TITLE, EXTENT AND COMMENCEMENT:

It is hereby declared that this policy will be known as "WEST BENGAL STATE ELECTRICITY DISTRIBUTION COMPANY LIMITED RECRUITMENT POLICY-2010" and will apply to all recruitments for regular posts commencing from April 1, 2010.

Definition

As long as it is not incompatible with the relevant laws or rules created by legislators, or repugnant to the context,

- a) "company" means the "WEST BENGAL STATE ELECTRICITY DISTRIBUTION COMPANY LIMITED", hereinafter referred to as "WBSEDCL";
- b) "Employee" means a person already engaged by WBSEDCL in the regular post of the company and those persons to be engaged from time to time under the provisions of this policy and circulars issued there under;
- c) "board" means the board of directors of the WBSEDCL;
- d) "Director" means a director of the board;
- e) "CMD" means the chairman and managing director of the company;
- f) "Appointing authority" means the director (HUMAN RESOURCES) and includes any other authority as would be authorized by the CMD with the approval of the board.
- g) "Sanctioned strength" means the strength of the employees in regular posts as approved by the board and shall not include the strength of the manpower engaged through agencies or contractor or those engaged on part-time basis;
- h) "Regular posts" mean posts against approved pay scales of the company;
- i) "Qualifying age" means the age of a person attained on the 1st day of the January of the year of recruitment.
- j) Class of employees: employees drawing salary as on the 1st April 2007 in the pay band of Rs. 15,600-39,100 and Rs. 37,400-67,000, Rs. 9,300-34,800, Rs. 6,300-20,200 and Rs. 4,900-9,200 shall be treated as class-I, class-II, class-III and class-IV employees respectively.

- k) “Permanent disablement” means total disable which is permanent in nature and incapacitates a person for work which he was capable of performing at the time of accident resulting into such disablement and aggregate percentage of loss of earning capacity amounts to one hundred percent or more,
- l) “Prescribed” means prescribed by the board.

Conditions of Recruitment

Recruitment in regular posts is governed by the following conditions: no person can be appointed to a post without the Board's sanction, and any subsequent proposals for enhancing the company's strength may not be considered within the next year. The annual manpower budget for the next year is placed before the Board in August, after an in-depth assessment of requirements. The qualifying minimum and maximum age for recruitment are usually 18 and 27 years, with the CMD having the discretion to decide the age group for lateral entry or recruitment against specific posts. Recruitment is not made in any other entry-level posts, but not exceeding 10% of Class-I/II levels can be made open for lateral entry if specific skills are not available or urgently required for business requirements. The minimum age, qualification, and experience for entry-level posts are not relaxed under any circumstances, with relaxation granted for OBC, SC, and ST candidates at the entry level. Candidates must be Indian nationals, and posts are reserved for candidates belonging to scheduled caste, scheduled Tribe, and other backward class communities, as per the Government of West Bengal's practice.

Modes of Recruitment

All recruitments shall be conducted according to the procedure below, and candidates must possess the necessary qualifications. Medical examinations are required for all recruits in accordance with the established health standards.

- A. A viva-voce and a physical fitness test are required for class-IV technical employees;
- B. Non-technical employees in class IV are required to take a written test and a viva;
- C. For class-iii & ii technical employees: written test on technical and computer proficiency, medical fitness, and viva-voce;
- D. For class-iii & ii non-technical employees: written test, computer proficiency & viva-voce;
- E. For class-I technical & non-technical employees: written test, computer proficiency test, medical fitness test, viva-voce;
- F. It is permitted to assign no more than 10% of the marks to 'experience' in the respective fields of employment, up to class III level employees.

Methods of Recruitment

Recruitment shall only be conducted through one of the following methods:

- A. Upon the approval of the CMD, the appointing authority can set up a special selection committee with a minimum of five members knowledgeable in the respective fields. Among such members, not less than 50% shall be drawn from external sources, including colleges, universities, professional institutes, and renowned individuals, with the chairman among these external members. Selection tests can include written tests, viva-voces, fitness tests, walk-in interviews, and campus interviews, to be conducted by the committee so constituted.
- B. In addition, appointing authorities may use a panel of at least nine well-known recruitment agencies to recruit a diverse group of employees at once by following standard tender procedures and engaging one of them under standard financial discipline.

- C. In addition, it is possible for the appointing authority to fill up posts by promoting talented employees. In that case, may appoint officers to conduct the testing for awarding promotions to its employees, provided, however, that the chairman of such a panel shall be the company's chief executive officer.

Employment & Compassionate Ground

The family may be offered employment in Class-III or Class-IV posts irrespective of the financial circumstances of the family when an earning member dies or becomes physically incapacitated. A dependent of an employee who is dead in harness or has been declared physically incapacitated by the Medical Board established by the Company may be offered employment irrespective of their family's financial condition.

Training

An employee should receive training before being placed on a job in accordance with the company's policies, emphasizing the job that will be performed and other activities, including safety precautions.

CHAPTER 3:

LITREATURE

REVIEW

SURVEY OF LITRETURE

1. Absar MMN,(2012) Studied on Recruitment & Selection Practices in Manufacturing Firms in Bangladesh. In the article, researcher has used Primary sources of data from different public and private sectors. The aim of the study exploring differences and similarities between the public and private sector manufacturing firms of Bangladesh with respect to recruitment and selection practices, sources of recruitment, and selection devices.
2. Bhoganadam SD, Dasaraju SR. (2014). Studied on a Study of Recruitment and Selection process in Sai Global YarnTex (India) Private Limited. The objective of the study was **1.** To study and analyze the Recruitment and Selection process followed at Sai Global YarnTex Private Ltd. **2.** To analyze the satisfactory level of the employees about Recruitment and Selection procedure of an organization The research has been done using both primary and secondary data. Finding of the study reveal that sai global yarnTex private limited follows best recruitment and selection process and they are satisfied with the organizational climate and the organization follows ethical recruitment policy
3. A. C., Shrimangal L. S., Dhawlw K.(2021) Studied on Recruitment and Selection Methods Used in Private Sector: With Special Reference to Aurangabad District. The objectives of the study were 1. To study the different tests/methods used in the selection process. 2. To find out the sources of recruitment used in the recruitment and selection process. 3. To evaluate procedures to choose the most suitable candidates to meet the requirements of the job. This article has used a simple random sampling technique. The primary data is collected from 50 HR Managers at random through a structured questionnaire. This article concluded that the recruitment and selection process in private organizations is fair and without any political pressure. It is clear that opportunities are available but skillful candidates are not available to meet the requirements of the job. Some organizations appoint candidates directly through an interview without conducting selection tests such as ability test, aptitude test, medical test, etc., and its impact to face the barriers in selection.
4. Gamage A.S. (2014). Studied on Recruitment and Selection Practices in Manufacturing SMEs in Japan: An analysis of the link with business performance. The objective of the was to examine Human Resource Management (HRM) practices in SMEs in Japan Specifically, this study attempts to examine the relationship between recruiting and selection practices and business performances of SMEs shedding some light on the mediating link between these two. The article has use primary source of data as a sample. This study concluded, statistically significant mediating relationship of HR outcomes in between recruitment and selection and business performance in SMEs in Japan.
5. Rahman M. A. (2016). Studied on Employees' Perception of Recruitment and Selection Practices in Local Companies. The objective of the article was to study the recruitment and selection process in local companies (five local companies) private companies. In this article the researcher has use Primary data which has collected from 30 employees using questionnaire method. The results were obtained from percentage method. The research findings have been revealing that private companies follows best recruitment and selection process and they are satisfied with the organizational climate and the organizations follows ethical recruitment policy.
6. Eva T.P (2018), Studied on Recruitment and Selection Strategies and Practices in the Private Sector Commercial Banks of Bangladesh: Evidence from Human Resource Practitioners. The objective of the

study was to fill the gap with identifying mostly used recruiting sources, selection methods, developing a selection model for the entry-level position along with identifying perceived major barriers and strategies for maintaining the effectiveness of recruitment and selection practices. In this article, the researcher has been collected from both primary and secondary sources. The findings of the study are maximum banks have different preference level for using recruitment sources and selection methods. They follow different selection procedure for the entry-level vacant positions.

7. Oginni, B. O., Ayantunji, I. O., Olaniyan, T. S., Ajibola, K. S & Ajakaye, T. B (2023). The nexus between recruitment and selection practices and business performance of Nigerian small and medium-sized manufacturing enterprises. The objective of the study was to examine the relationships between recruitment and selection practices with business performance in the manufacturing sector using the Small and Medium Enterprises (SMEs) in the Lagos metropolis as the unit of analysis. In this article, the researcher has use primary source of data. This article concluded that the management of SMES should priorities employment agency among the recruitment and selection practices since it was found to have a more decisive influence on business performance.
8. Alam, Fariha (2021) Studied on the recruitment and selection procedures of Madina Group. The objective of the study was to analyzes the recruiting practices, such as job requirements, coordination of interviews, circular posting of jobs, selection of employees and many other aspects. In this article, researcher has use secondary data which has been collected from internet. This report concluded a clear overview of the organization and how the HR tasks relate to the success of the company and the outlook of the employees on the activities of HR.
9. Tripathi R. Studied on an empirical study on recruitment and selection process with reference to Private Universities in Uttarakhand. The objectives were 1. To study the various roles of social media platforms in the recruitment and selection process. 2. To identify the probable areas of improvement to make recruitment and selection procedure more effective for next generation. In this article, the researcher has use primary source of data through questionnaires.
10. Juariyah L. (2015). Studied on Recruitment And Selection Process In Restaurant And Café Industry In Malang City. The objective of the study was to explore the recruitment and selection process in food and beverages industry to gain high-qualified workers. In this article, the researcher has use primary source of data by using in-depth interview using semi-structured interview guidance (tape recorder, pencil and pen), observation and documentation. This article concluded that Food and Beverages industry in Malang particularly Resto and Café conducted several methods for the recruitment process, which were:
 - (1) No periodical/scheduled recruitment,
 - (2) Recruitment was conducted when new employee(s) were required,
 - (3) The activity was mostly based on external sources,
 - (4) The utilization of social media, such as BBM, Instagram, and Twitter, as the recruitment channel.
11. Arora M.N., Harwinderkaur M. Studied on Recruitment and Selection Hiring Process: A Comparative Study of Indian Companies and MNCs. The objectives of the recruitment and selection hiring process

are to set norms, measures and guidelines that will allow the organisation to select the number and quality of employees with the necessary competencies, to satisfy the current and future needs of the organisation. In this article, researcher has use primary source of data. This article concluded that. The Indian companies and MNCs would adopt same kind of selection procedure for their organisation except few variables such as interviews, skill ability test and prefers fresh graduates at entry level.

12. Dosumu O.S, Lawal P.O., Uwineza C., Mugiraneza P., Dushimiyimana E., Ruzindana M. Studied on Recruitment and Selection Practices of Construction Employers in Rwanda. The objective of the study has been to investigated the recruitment practices of construction employers in Rwanda. The findings of the study have been recommended that construction organizations should study and adopt the recruitment and selection strategies that have given them the most effective results. It was also recommended that the organisation should stick to the most effective sources of recruitment and selection for their organisations.
13. 13. Rahman M.F., Islam M. R, Khan AM M.H. (2015) Studied on Recruitment & Selection Procedure: A Case Study on Palmal Group. The objective of the study were 1. To analyze the Recruitment and Selection procedure of Palmal Group. 2. To find out the drawbacks and problems regarding Recruitment and Selection procedure. The obtained data has been collected in this article is both Primary and secondary sources of data. This article concluded that HR officers of Palmal Group of Industries are now expected to work beyond the boundaries of contracts and policies to contribute directly to the operation and success of the business.
14. Okoro B.C, Ndema S. C. (2023). Studied on effect of Recruitment and Selection on Performance of First Bank Plc, Enugu Metropolis. The objective of the study was to find out the effect of recruitment and selection on employees' performance in First Bank Plc in Enugu Metropolis. In this article, researcher has use primary source of data through questionnaires. The Article was concluded that improvement in the recruitment and selection process in First bank plc. Enugu metropolis will improve the performance of employees in First bank branches in Enugu.
15. Reddy K. V. S., Roopalatha Dr. (2017). Studied on The Function Of Human Resource Planning In Recruitment And Selection Process In Public Sector. The objective of the study was 1. To study the recruitment and selection practices of Aurobindo Pharma Limited based on opinions given by the employees. 2. To make suitable suggestions to the company based on the findings. In this article, researcher has use both Primary and secondary sources of data. This article concluded that it brings maximum long-run reimbursement to both the association and the each and every employee.
16. Azeez A, Lawal A. D., Shika M.A. S. (2018). Studied on Assessment Of Employees' Recruitment And Selection Techniques Adopted By Small And Medium Sized Construction Firms In Abuja, Nigeria. The objectives are to assess recruitment and selection techniques as practiced by construction firms in Nigeria; to assess the impact of recruitment and selection techniques on employee performance. In this article, researcher has use primary source of data. This research concluded that less than half of the sampled organisations had formal policy for recruitment and selection of workers. The most common methods for the recruitment of construction workers by Nigerian construction firms are direct application and employee referrals.

17. Amanda J. Daly Michelle C. McCarthy B. P. Studied on Preferences In Recruitment And Selection In A Sample Of Australian Organisations. This research aims to identify managers, recruiters and migrants' preferences in recruitment and selection in order to explain the difficulties NESB migrants experience in gaining employment commensurate with their abilities. In this article, researcher has use primary source of data. This study concluded that there is a need for a benchmarking study on best practice in relation to cultural awareness and diversity management training of recruiters and managers.
18. PROF.PHILLIP A. O., Dr. MUSA F.I. (2023) Studied on Effects Of Recruitment And Selection Process On Performance In Organisations. This research mainly aims to examine the effect of recruitment and selection process on performance in the organisations. In this article, researcher has use secondary data. The study concluded that there is positively significance effect of recruitment and selection process on organization performance.
19. GALEEB S. Sree P.G. (2019) Studied on The Role Of Recruitment And Selection With Reference To Hyundai Pvt Ltd, Hyderabad. The Objective of the study were **1.** To gain knowledge about the process of recruitment and selection. **2.**To know the effectiveness or ineffectiveness of the process of recruitment and selection Reference. In this article, researcher has use primary and secondary sources of data. This article concluded that **1.** The Recruitment process helps to maintain adequate manpower to fill up the vacancies. **2.** Communications and subject knowledge are important for an employee before recruiting into the job.
20. Franata J. Pradana H.A. (2022). Studied on Exploring Determinant Factors That Encourage Effectiveness Of Recruitment And Selection Process (Case Study At Bank Bri, Manado Branch). The objective of the study was to investigate -**1)** recruitment process, **2)** selection process, **3)** implementation of recruitment and selection system, and **4)** evaluation toward recruitment and selection activities at Bank BRI Manado branch. In this article, researcher has use primary and secondary source of data through in-depth interviews, observation, and documentation. The findings of this study indicate that in the case of Bank BRI Manado branch, there are at least three main factors that drive the effectiveness of the recruitment and selection process, that are bank reputation, transparency in recruitment-selection activities, and the quality of interviews with candidates.

CHAPTER 4:

OBJECTIVES &

METHODOLOGY

4.1: Objectives:

1. To understand how the recruitment process goes on practically at WBSEDCL.
2. To understand the grounds on which the candidates have been selected.
3. To-determine employees' perception of recruitment and selection procedures.
4. To review the existing Recruitment and selection process.

4.2: Methodologies:

RESEARCH METHODOLOGY

Research methodology refers to the systematic and scientific approach employed to collect, analyze, and interpret data for the purpose of answering research questions or testing hypotheses. There are several types of research methodology that researchers may use, depending on the nature of the research question, the available resources, and the goals of the study. Some common types of research methodology include quantitative research, Qualitative Research Methodology, mixed-method research, experimental research, and case study research. Each of these research methodologies has its own strengths and limitations and is best suited for different types of research questions and situations. Choosing the appropriate research methodology approach is an essential step in conducting research that is valid, reliable, and meaningful.

- **INTRODUCTION**

The study was conducted on the executive of WBSEDCL. The aim of the study is to understand the “recruitment and selection procedure of various departments in the WBSEDCL”, West Bengal.

- **TITLE OF THE STUDY**

‘A project report of recruitment and selection of, ‘WBSEDCL’.

- **SAMPLING SIZE**

The sample sizes were 30 people.

- **DATA COLLECTIONS:**

1. Primary data

Primary data is the data that is collected for the first time through personal experiences or evidence, particularly for research. It is also described as raw data or first-hand information.

In my study Primary data are collected through a structured questionnaire. A well-structured questionnaire has been prepared given to the Respondents by the researcher.

2. Secondary data

Secondary data is a second-hand data that is already collected and recorded by some researchers for their purpose, and not for the current research problem. In my study secondary data are collected through

- Books
- Previous research.

➤ The published data available within the company and also from the Internet and Intranet

- **PERIOD OF THE STUDY:**

The study conducted during the period of 22th may to 21th June 2023 at WBSEDCL.

CHAPTER 5:

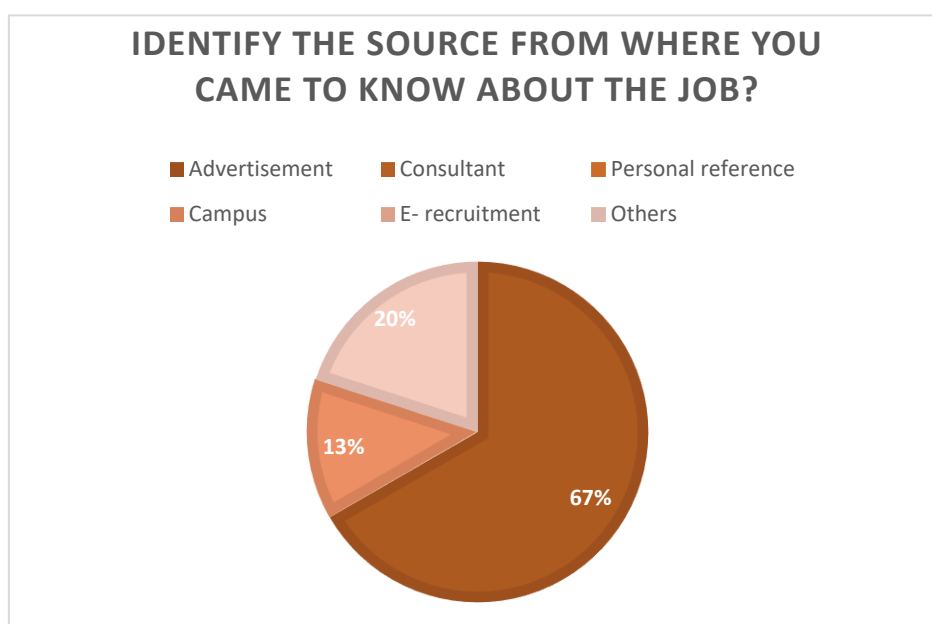
DATA ANALYSIS &

INTERPRETATION

DATA ANALYSIS

Ques 1: Identify the source from where you came to know about the job?

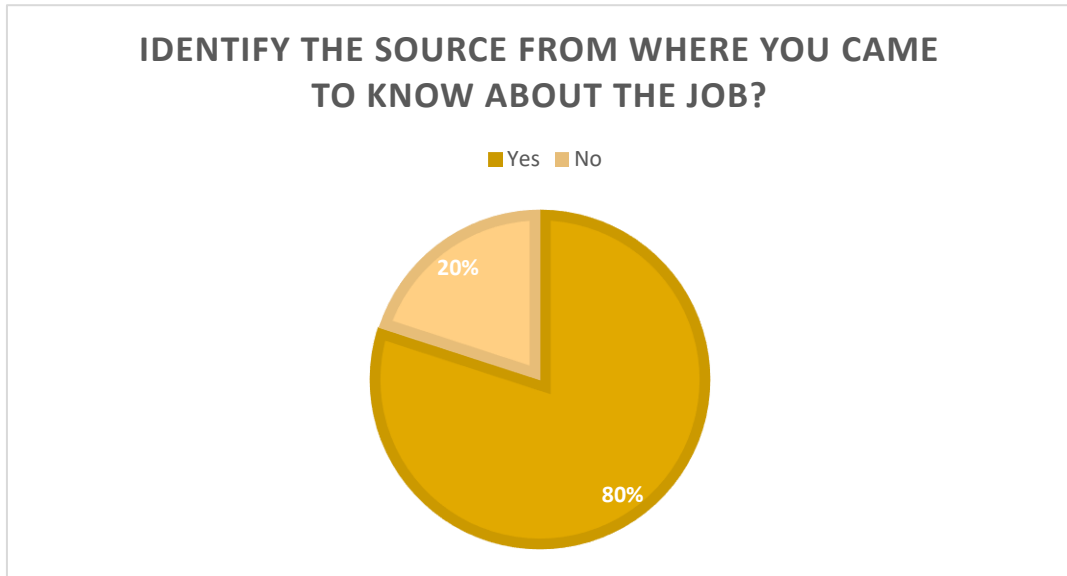
SOURCE	NO OF RESPONDETS	PERCENTAGE
Advertisement	20	67%
Consultant	--	----
Personal reference	--	----
Campus	04	13%
E- recruitment	--	----
Others	06	20%



Findings:	It was found that 67% of the employees are recruited through advertisement and 13% of the employees are recruited through campus and 20% of employees are recruited through other sources. Advertisement are the major sources which provide eligible candidates for the hiring in WBSEDCL.
------------------	---

Ques2: Are you satisfied with the recruitment process by which you are selected?

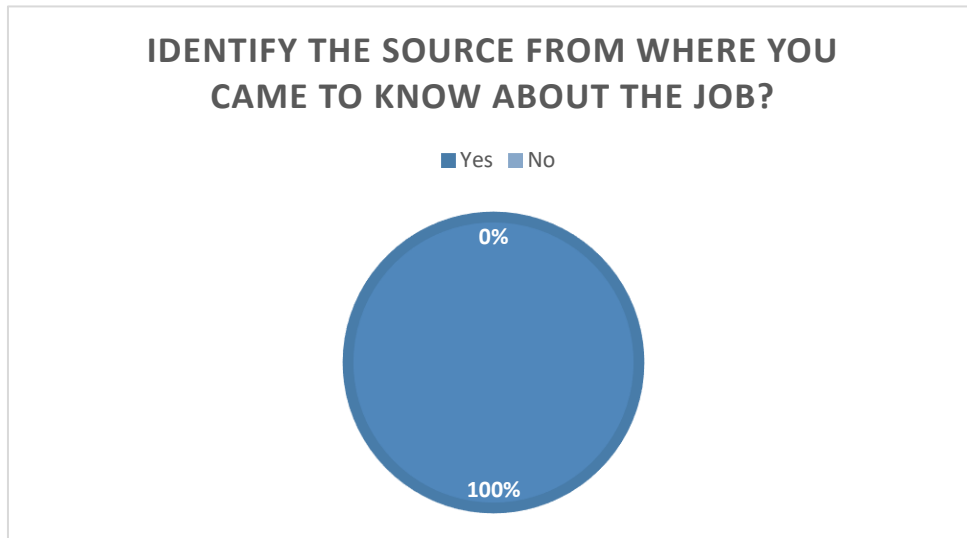
OPTIONS	NO OF RESPONDETS	PERCENTAGE
Yes	24	80%
No	6	20%



Findings:	It was found that 80% of employees are satisfied with the recruitment process adopted by WBSEDCL. However, some of the respondents thought there should be some changes in the existing recruitment process of the organization.
------------------	--

Ques 3: Does the organization clearly define the position objectives, requirements and candidate's specification in the requirement process?

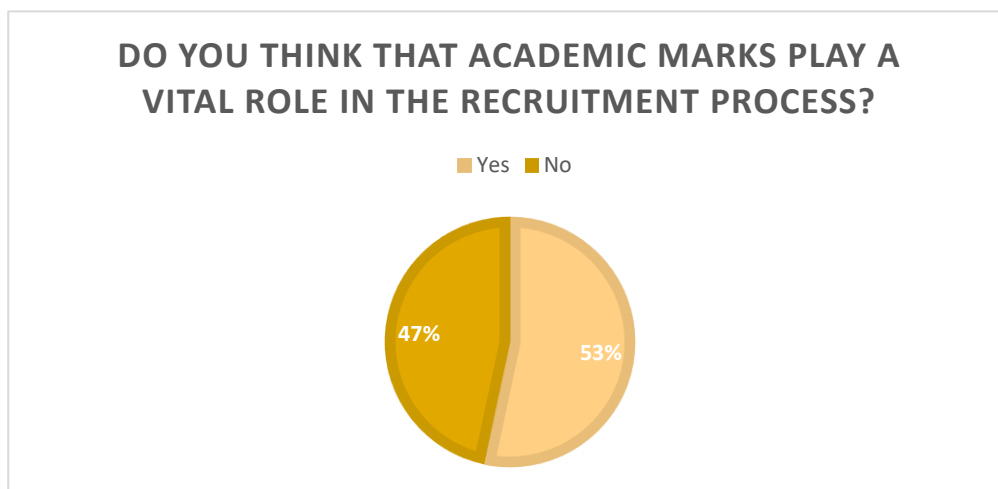
OPTIONS	NO OF RESPONDETS	PERCENTAGE
Yes	30	100%
No	--	-----



Findings:	Candidates believe that the organization clearly define the position objectives, requirements and candidate's specification in the requirement process.
------------------	---

Ques 4: Do you think that academic marks play a vital role in the recruitment process?

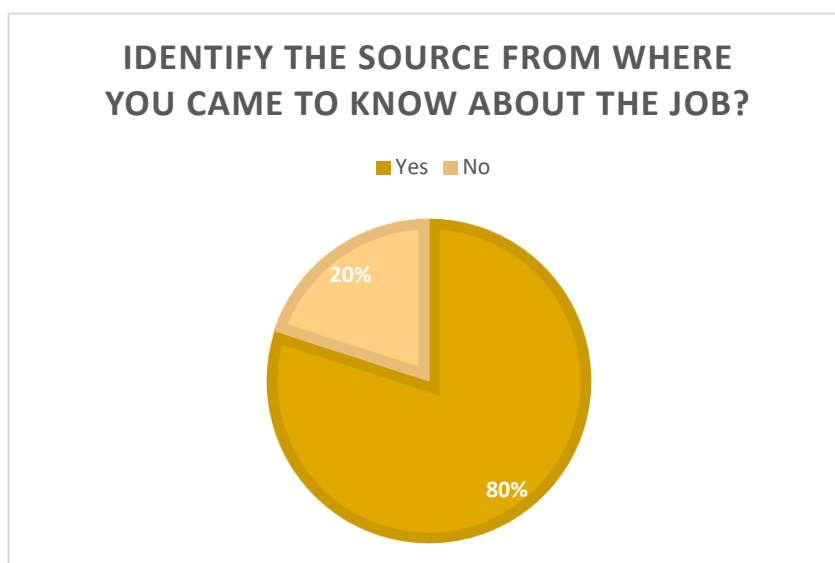
OPTIONS	NO OF RESPONDETS	PERCENTAGE
Yes	16	53%
No	14	47%



Findings: 53% employees believe that academic marks play a vital role in recruitment process. On the other side, 47% employees thought that academic marks are not playing a major role in recruitment process.

Ques 5: “Do you think that candidates are given adequate and reliable information about the company and the job (through official website, newspaper etc..) before the recruitment process?”

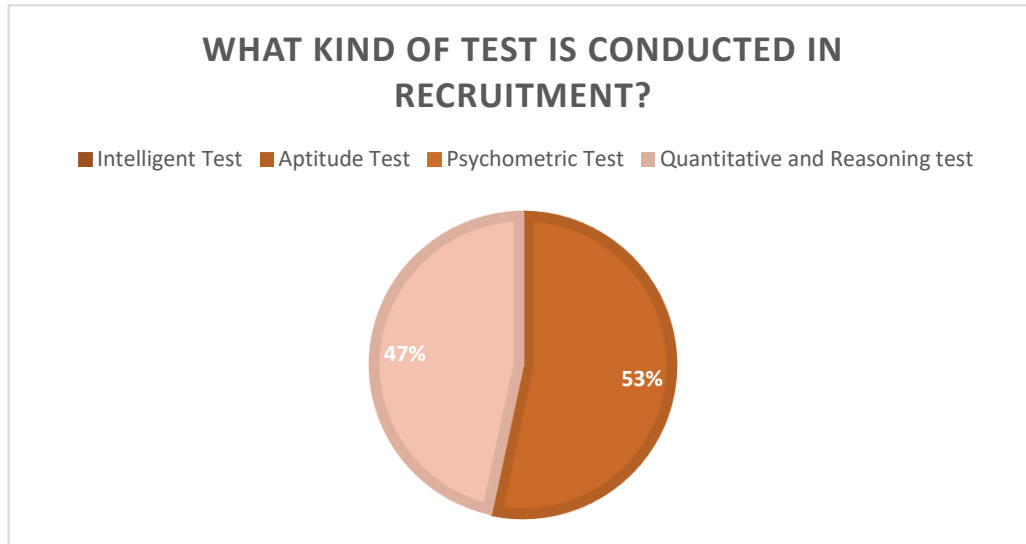
OPTIONS	NO OF RESPONDETS	PERCENTAGE
Yes	24	80%
No	06	20%



Findings: It was found that 80% of the candidates are given adequate and reliable information about the company and the job before the recruitment process, on the other hand 20% denied from that.

Ques 6: What kind of test is conducted in recruitment?

KIND OF TEST	NO OF RESPONDETS	PERCENTAGE
Intelligent Test	00	----
Aptitude Test	16	53%
Psychometric Test	00	-----
Quantitative and Reasoning test	14	47%

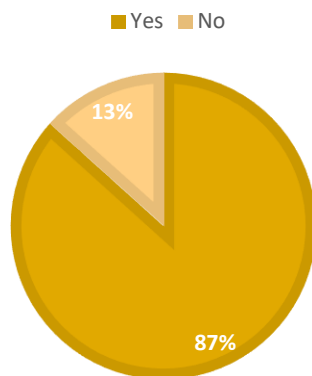


Findings:	It is founded that,53% employees were opinion that aptitude test used in the selection process and 47% employees had different opinion that quantitative and reasoning test used in the selection process.
------------------	--

Ques 7: Is the job profile / salary structure mentioned regarding job vacancy on leading newspaper?

OPTIONS	NO OF RESPONDETS	PERCENTAGE
Yes	26	87%
No	04	13%

IS THE JOB PROFILE/ SALARY STRUCTURE MENTIONED REGARDING JOB VACANCY ON LEADING NEWSPAPER?

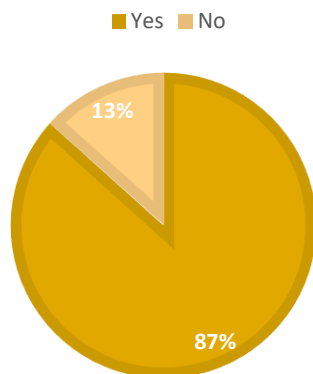


Findings: 87% of the employees are informed that the job profile / salary structure mentioned regarding job vacancy on leading newspaper, and other side 13% said they didn't find anything about salary structure mentioned at newspaper regarding job vacancy.

Ques 8: Did you get the appointment letter on time?

OPTIONS	NO OF RESPONDETS	PERCENTAGE
Yes	26	87%
No	04	13%

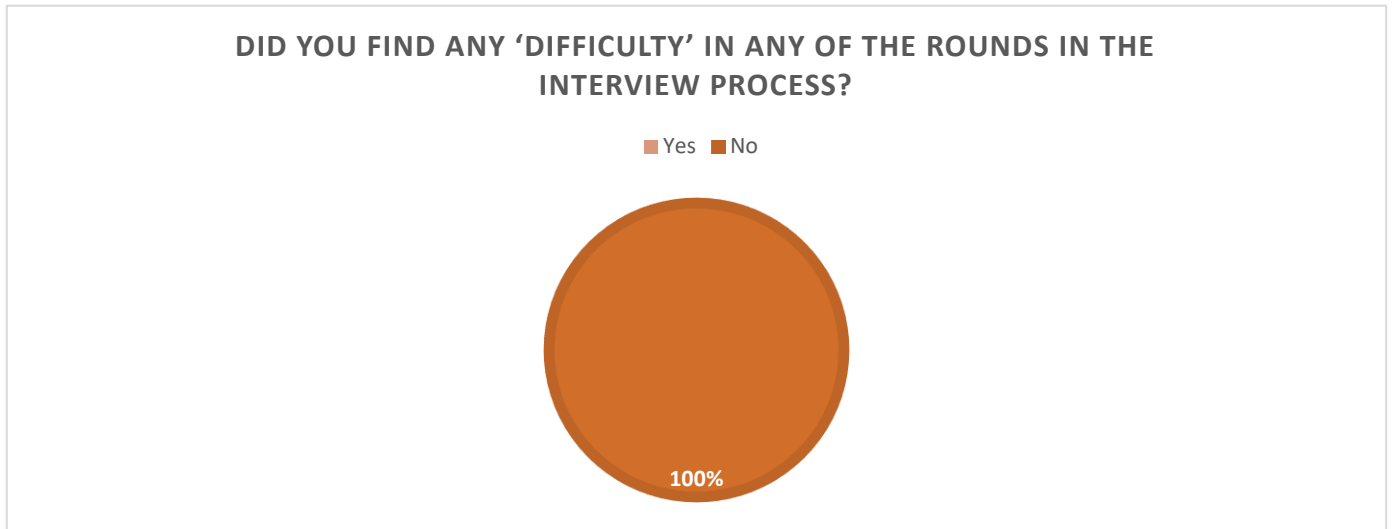
DID YOU GET THE APPOINTMENT LETTER ON TIME?



Findings: 87% of candidates mentioned that they got appointment letter on time, on the other hand, 13% candidates responded that their appointment letter was delayed.

Ques 9: Did you find any ‘difficulty’ in any of the rounds in the interview process?

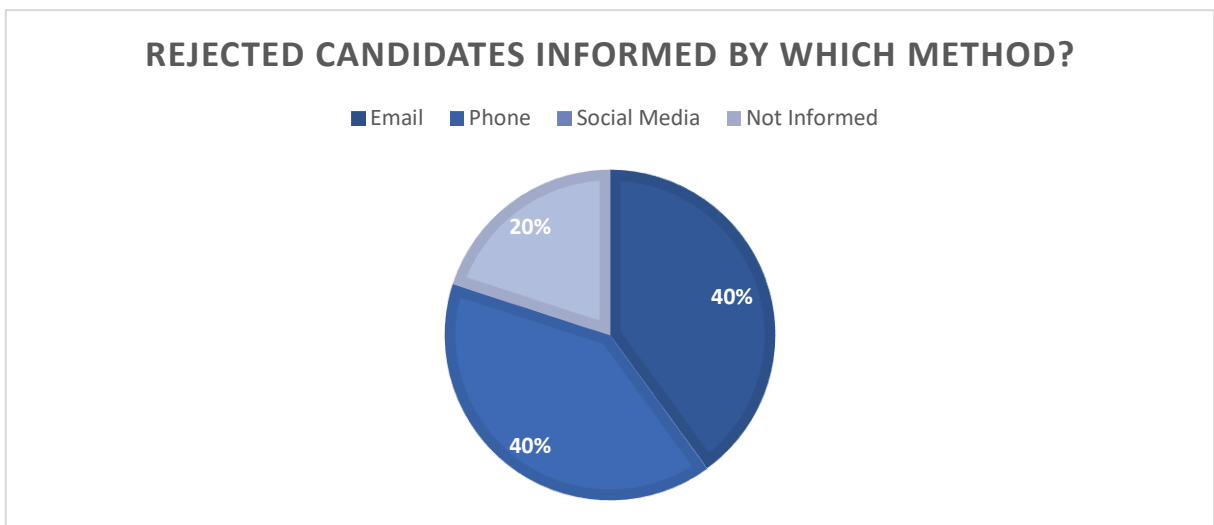
OPTIONS	NO OF RESPONDETS	PERCENTAGE
Yes	00	-----
No	30	100%



Findings: Everyone responded in question no, they didn't face any difficulty in the rounds of recruiting.

Ques 10: Rejected candidates informed by which method?

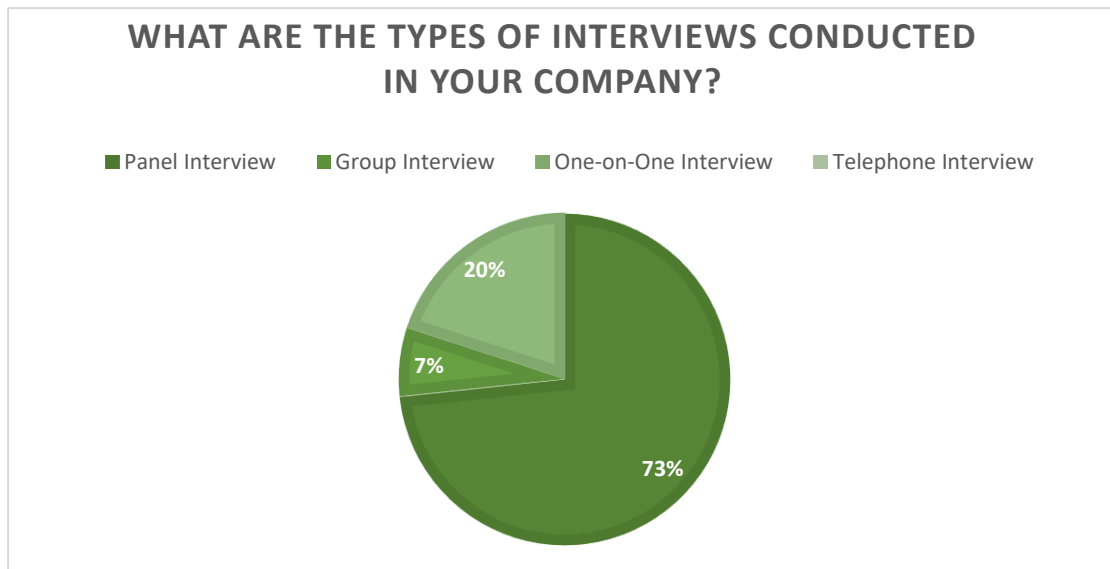
METHODS	NO OF RESPONDETS	PERCENTAGE
Email	12	40%
Phone	12	40%
Social Media	00	-----
Not Informed	06	20%



Findings: It was found that 40% of the employees are informed by email, similarly other 40% found that they are informed by phone, and other 20% are not informed by company.

Ques 11: What are the types of interviews conducted in your company?

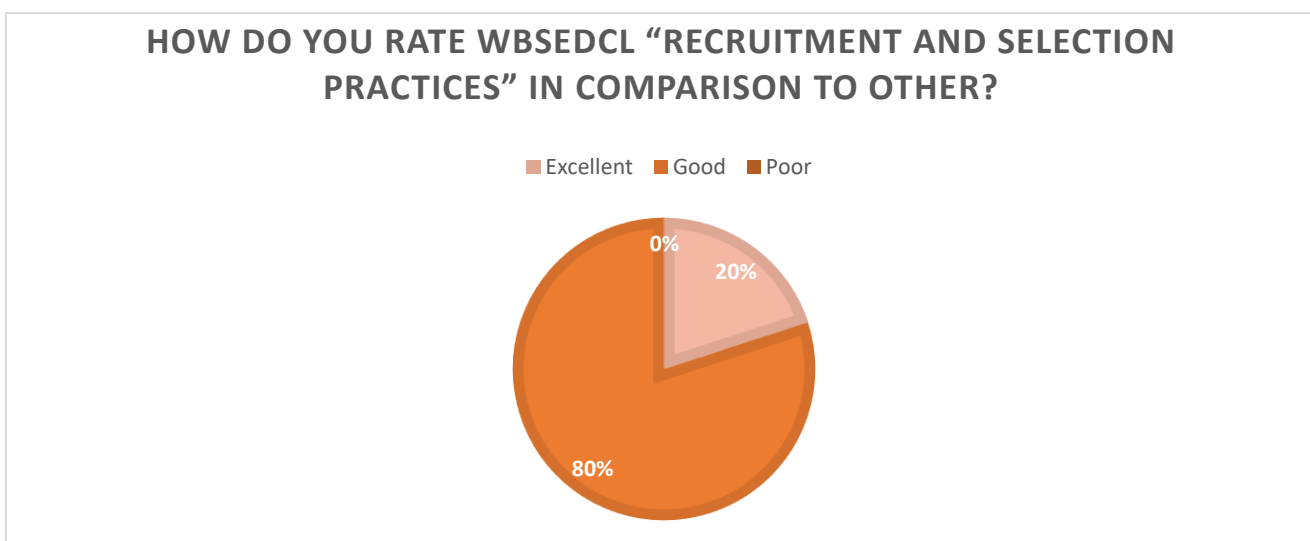
TYPES OF INTERVIEWS	NO OF RESPONDETS	PERCENTAGE
Panel Interview	22	73%
Group Interview	02	07%
One – on – One Interview	06	20%
Telephone Interview	00	-----



Findings: It was found that majority 73% candidates informed panel interview, on other hand 20% informed one on one interview and lasty 7% informed group interview.

Ques 12: How do you rate WBSEDCL “recruitment and selection practices” in comparison to other?

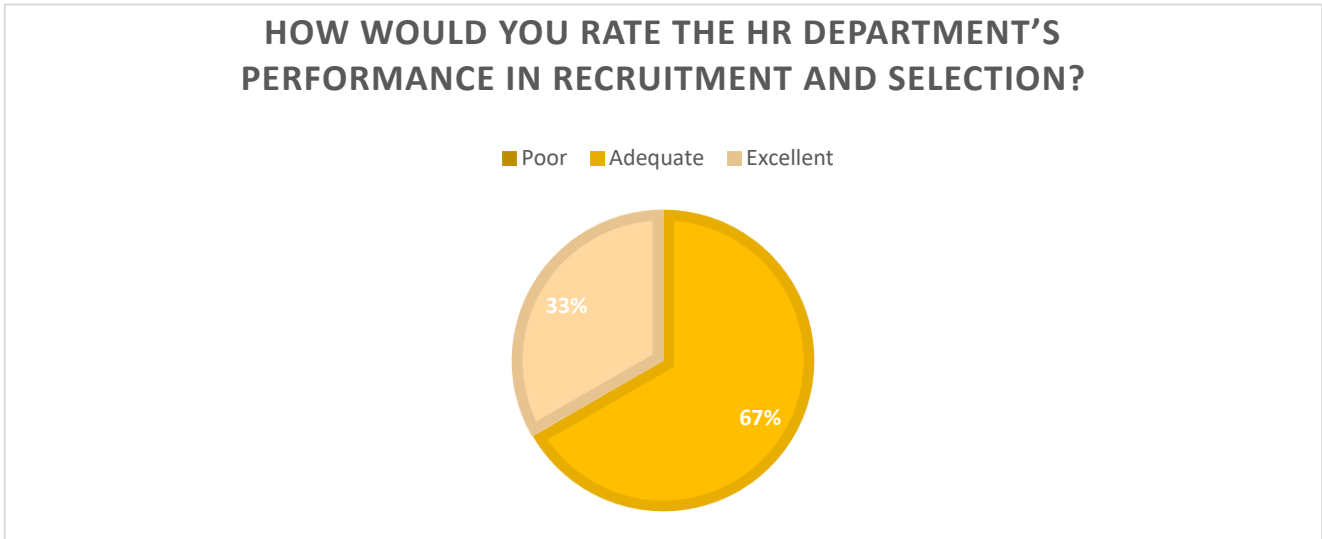
Rate	NO OF RESPONDETS	PERCENTAGE
Excellent	06	20%
Good	24	80%
Poor	00	-----



Findings: It was found that 80% of the employees rated WBSEDCL “recruitment and selection practices” in comparison to other as good, on other hand 20% responded as excellent.

Ques 13: How would you rate the HR department's performance in recruitment and Selection?

Rate	NO OF RESPONDETS	PERCENTAGE
Poor	00	-----
Adequate	20	67%
Excellent	10	33%



Findings:	It was found that 67% of the employees rated the HR department's performance in recruitment and Selection is Adequate on other hand 33% responded as Excellent.
------------------	---

CHAPTER 6:

FINDINGS,

CONCLUSIONS,

RECOMMENDATIONS

6.1: Findings:

The findings during the study are given below.

- 67% of the employees are recruited through advertisement. Advertisement are the major sources which provide eligible candidates for the hiring in WBSEDCL.
- Majority of the employees are satisfied with the recruitment process followed at WBSEDCL.
- Candidates believe that the organization clearly define the position objectives, requirements and candidate's specification in the requirement process.
- The candidates are mostly selected through panel interview and Candidates did not find any difficulty in any of the round of the selection process.
- Candidate's rates WBSEDCL recruitment and selection practice as good as comparing to the other organization.
- 95% Candidates rate the HR department's performance in recruitment and selection is adequate.
- Employees are in the favor of reference check after selection of candidate.

6.2: Recommendations:

After analyzing the collected data, the following recommendations were made to improve the present recruitment and selection scenario in the organization.

- First of all, the management should review their recruitment policy and look for the areas of improvement for ensuring the best hiring.
- Management should structure and systematically organize the entire recruitment processes.
- Recruitment management system should facilitate faster, unbiased, accurate and reliable processing of applications from various applications.
- Management should follow a systematic process for HR Planning.
- Internal Promotions should be done on regular basis during specified time- period.
- All selection tests i.e., Ability tests, Aptitude tests, Personality tests, Interest tests, written tests, should be given equal weightage during selection process.
- Salary structure should be in match with company's same level present employee and market value.

6.3: Conclusions:

Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization. And selection is selecting the right candidate at the right time and in the right place.

Employees of WBSEDCL satisfied with the current/existing recruitment and selection process. There should be an improvement in the recruitment process and the HR department should be active in the recruitment and selection processes in the organization.

WBSEDCL is recruiting their employees through advertisement, newspaper, and campus recruitment. The company should follow this source of recruitment form so that more people come to know about the job. Also, WBSEDCL has to consider internal sources for recruitment of employees so that it could motivate the employees. Employees are also well aware of the various sources and methods of recruitment and selection. WBSEDCL has implemented innovative techniques in the selection process like group discussion, stress interviews, etc.

REFERENCES

1. Absar MMN,(2012). Studied on Recruitment & Selection Practices in Manufacturing Firms in Bangladesh. *Indian Journal of Industrial Relations*. Vol. 47, pp. 436-449
2. Bhoganadam SD, Dasaraju SR.(2014). Studied on a Study of Recruitment and Selection process in Sai Global YarnTex (India) Private Limited. *International journal of Management Research & Review*, Vol. 4, pp.996-1006.
3. Dhotre A. C., Shrimangal L. S. , Dhawlw K.(2021) .Recruitment and Selection Methods Used in Private Sector: With Special Reference to Aurangabad District. *International Journal of Advance Study and Research Work* , 4, Issue 3.
4. Gamage A.S. (2014). Recruitment and Selection Practices in Manufacturing SMEs in Japan: An analysis of the link with business performance, *Ruhuna Journal of Management and Finance* ,1, ISSN 2235-9222, Pp. 37-49.
5. Rahman M. A. (2016). Employees' Perception of Recruitment and Selection Practices in Local Companies, *International Journal of Ethics in Social Sciences*, 4, ISSN: 2308-5096, Pp.165-175
6. Eva T.P (2018), Recruitment and Selection Strategies and Practices in the Private Sector Commercial Banks of Bangladesh: Evidence from Human Resource Practitioners, *European Business & Management* ,4(1), ISSN: 2575-5811 (Online), Pp .28-38.
7. Oginni, B. O., Ayantunji, I. O., Olaniyan, T. S., Ajibola, K. S & Ajakaye, T. B (2023). The nexus between recruitment and selection practices and business performance of Nigerian small and medium-sized manufacturing enterprises. *International Journal of Management Studies*, 30(2) 469-500.
8. Alam, Fariha(2021) ,The recruitment and selection procedures of Madina Group, Institutional repository. Pp-28.
9. Tripathi R. . Studied on An empirical study on recruitment and selection process with reference to Private Universities in Uttarakhand. Pp – 256-257
10. Juariyah L. (2015). Recruitment And Selection Process In Restaurant And Café Industry In Malang CITY, *International Conference on Science, Technology and Humanity*, ISSN 2477-3328.

11. Arora M.N., Harwinderkaur M. Recruitment and Selection Hiring Process: A Comparative Study of Indian Companies and MNCs. *National Conference On Current Issues And Opportunities In Global Emerging Bussiness Scenario* (ISBN 978-93-5258-981-4).
12. Dosumu O.S ,Lawal P.O., Uwineza C., Mugiraneza P., Dushimiyimana E., Ruzindana M., Recruitment and Selection Practices of Construction Employers in Rwanda, *Rwanda Journal of Engineering, Science, Technology and Environment*, 4, Issue No.1 .
13. Rahman M.F., Islam M.R, Khan AM M.H. (2015),Recruitment & Selection Procedure: A Case Study on Palmal Group, *International Journal of Business and Technopreneurship*, 5, No. 2, Pp.239-254
14. 14.Okoro B.C, Ndema S. C.(2023),Effect of Recruitment and Selection on Performance of First Bank Plc, Enugu Metropolis, *International Journal of Advances in Engineering and Management*, 5,ISSN: 2395-5252,Pp. 638-645.
15. 15.Reddy K. V. S., Roopalatha Dr. (2017). The Function Of Human Resource Planning In Recruitment And Selection Process In Public Sector, *International Journal of Engineering Computational Research and Technology*,2, ISSN (Online): 2456-9852
16. Azeez A, Lawal A. D. , Shika M.A. S. (2018), Assessment Of Employees' Recruitment And Selection Techniques Adopted By Small And Medium Sized Construction Firms In Abuja, Nigeria.,*A Journal of Faculty of Environmental Studies*,13, No. 2.
17. Amanda J. Daly Michelle C. McCarthy B. P. Preferences In Recruitment And Selection In A Sample Of Australian Organisations. *International Journal of Organisational Behaviour*, Vol 9(1), Pp. 581-593, ISSN 1440-5377.
18. PROF.PHILLIP A. O., Dr. MUSA F.I. (2023). Effects Of Recruitment And Selection Process On Performance In Organisations. *International Journal of Human Resource Management and Humanities (IHRMH)*, Vol 1(1), pp 1-26.
19. 19.GALEEB S. Sree P.G. (2019), The Role Of Recruitment And Selection With Reference To Hyundai Pvt Ltd, Hyderabad, *Turkish Journal of Computer and Mathematics Education*,10, No.02 Pp. 778-787.
20. Franata, J., Pradana, H. A. (2022). Exploring Determinant Factors That Encourage Effectiveness Of Recruitment And Selection Process (Case Study At Bank Bri, Manado Branch). *Journal Of Business Studies And Mangement Review*, 5(2), Pp.248-256

BIBLIOGRAPHY

- Human Resource ManagementSEEMA SANGHI
- Human Resources and Personnel Management..... K. ASWATHAPPA

- **WEBSITES-**

- www.wbsedcl.in
- www.google.com

ANNEXURE

QUESTIONNAIRE

Dear Respondents,

I am **Firdousi Nasrin**, student of **THE UNIVERSITY OF BURDWAN**, currently 2nd semester MBA-HR, conducting a study on “A study of recruitment and selection process at **WBSEDCL**” West Bengal, Burdwan.

Please provide me with adequate information by filling up this questionnaire. All information would be used strictly for academic and research purpose only.

1. Identify the source from where you came to know about the job?

a) Advertisement b) Consultant c) Personal reference d) Campus e) E- recruitment f) Others

2) Are you satisfied with the recruitment process by which you are selected?

a) Yes b) No

3. Does the organization clearly define the position objectives, requirements and candidate's specification in the requirement process?

a) Yes b) No

4. Do you think that academic marks play a vital role in the recruitment process?

a) Yes b) No

5. “Do you think that candidates are given adequate and reliable information about the company and the job (through official website, newspaper etc..) before the recruitment process?”

a) Yes b) No

6. What kind of test is conducted in recruitment?

a) Intelligent test b) Aptitude test c) Psychometric test d) Quantitative and Reasoning test

7. Is the job profile/ salary structure mentioned regarding job vacancy on leading newspaper?

a) Yes b) No

8. Did you get the appointment letter on time?

a) Yes b) No

9. Did you find any 'difficulty' in any of the rounds in the interview process?

a) Yes b) No

If yes, please mention it (be specific)

.....

10. Rejected candidates informed by which method?

a) Email b) Phone c) Social media d) Not informed

11. What are the types of interviews conducted in your company?

a) Panel interview b) Group interview c) One-on-one interview d) Telephone interview

12. How do you rate WBSEDCL "recruitment and selection practices" in comparison to other?

a) Excellent b) Good c) Poor

13. How would you rate the HR department's performance in recruitment and Selection?

a) Poor b) Adequate c) Excellent

14. Do you face problems with hospital authorities during medical check-ups after selection?

a) Yes b) No

If yes, please give the nature of problems

.....

.....

.....

Please let us know your overall opinion/ ideas/ suggestions regarding the recruitment process in WBSEDCL.

.....

.....

.....

BENGAL FAITH HOSPITAL



PAPER CODE :- MBHR2206

**SUMMER INTERNSHIP PROJECT -
2023**

Summer Project on
“ Recruitment Process ”

NAME :- SK SANOWAR ALI

ROLL NO. :- BUR/MBA(HR)/2022/021

REG. NO. :- 201701046607 OF 2017-18



**The Department Of Business Administration
(Human Resource)**

The Burdwan University



BFH/HR-Comm/2023/738

18th August, 2023

TO WHOM IT MAY CONCERN

This is to certify that **Sk. Sanowar Ali** student of The University of Burdwan, pursuing his Masters of Business Administration in Human Resource has successfully completed his training period at our institute.

He worked as an Intern with Bengal Faith Hospital from **22nd May 2023**, to **1st July, 2023** as part of the training required for his academic pursuit.

During this period, he has worked diligently in the assigned area (HR) and has shown keenness to learn.

We wish him success in all future endeavors.

Thanking You,

For **Bengal FAITH Hospital**



DECLARATION

According to this declaration, the report titled "Recruitment Process" is my own work and not submitted to an institution nor published previously.

This was a project undertaken as part of the MBA-HR course at the University of Burdwan.

Place: Burdwan

Date:

Sk Sanowar Ali

Roll No – BUR/MBA(HR)/2022/021

Registration No – 201701046607 of 2017-18

ACKNOWLEDGEMENT

I would like to express my gratitude to everyone who helped me to complete my project effectively and on time.

Also, I would like to thank my mentor **Prof. Dr Partha Sarkar**, who has been a great source of encouragement to me. My mentor provided me with moral support and advice about different aspects of my study.

Finally I would like to thanks my industry guide for the entire project **Mr. Shomenath Bhattacharjee** (Bengal Faith Hospital –HR) who help me a lot in gathering and collecting data and guided me from time to time as I completed this studying project . In addition I would like to thanks **Mr. Sabyasachi Deb & Mrs. Debopriya Dutta** (HR Dept.) who guided me on how I should construct my project.

Place: Burdwan

Date:

Sk Sanowar Ali

Roll NO – BUR/MBA(HR)/2022/021

Registration No– 201701046607 of 2017-18

INDEX

Serial No.	Context	Page No.
1.	Executive Summary	1
2.	Introduction	2-5
3.	Company Profile	6-9
4.	Overview of HR &HRM in the Company	10-20
5.	Survey of Literature	20-26
6.	i. Objective of the Study	27
	ii. Methodology	28
	iii. Data Analysis	29-39
7.	Limitation of the study	40
8.	i. Recommendation	41
	ii. Conclusion	42
9.	Bibliography	43-44

Executive Summary:

In this competitive market when we all are looking something out of the box and learn new things to be different and to have some extra edge over others. We came across our summer internship arranged by our university.

The effectiveness of the BENGAL FAITH HOSPITAL was observed more closely when we came to the human resource management segment while working on recruitment process of BENGAL FAITH HOSPITAL.

The internship has helped me to enhance my knowledge in BENGAL FAITH HOSPITAL and understand the modern-day recruitment process and some managerial functions, especially in the field of Human Resource Management. Employees are one of the most valuable assets for any organization. Hiring employees is a crucial job duty of the human resource department. Come along and learn process and strategies to finding an ideal employee that matches up with the goals of the organization. In an organization the human resource department is in charge of finding competent, qualified employees. In order to do so, they follow a series of steps to help aid them in the process.

In this project I am trying to disclose the main objectives and process of entire recruitment system of BENGAL FAITH HOSPITAL.

BENGAL FAITH HOSPITAL has been considered as the best private hospital in Burdwan since 2019. Bengal Faith Hospital is the 1st Hospital of Bardhaman Health City and it is the largest tertiary care super-speciality corporate healthcare facility in Bardhaman. Bengal Faith Hospital offers advanced diagnostic and treatment facilities in all major clinical specialties.

I. Introduction:

Recruitment process in BENGAL FAITH HOSPITAL:

Welcome to Bengal Faith Hospital

Bengal Faith Hospital, delivers world class treatment & care and is fitted with modern equipment. It is backed by skilled, and specially trained staff with in-house consultants available 24X7 for constant monitoring of critically ill patients and provides round-the-clock premium patient care for adults and children

Bardhaman Swasthya Nagari has been a dream project of Bardhaman. Bengal Faith Healthcare promises to make that dream a reality.



Recruitment Process:

Definition: The **Recruitment** is the process of analyzing the job requirements and then finding the prospective candidates who are then encouraged and stimulated to apply for the job in the organization. The Recruitment programme is designed to attract more and more applicants such that the pool of candidates applies for the job, and the organization has more options to select the best out of them. The recruitment process consists of five interrelated stages which are as follows:

Recruitment Process





Recruitment is the process of having the right person, in the right place, at the right time and it is crucial to organizational performance. You'll find here information on the recruitment process, recruitment law, policy and methods, online recruitment, costs of recruitment, recruitment advertising, recruitment agencies, consultants and executive search, graduate recruitment, competency-based recruitment, application forms, curriculum vitae, and internal recruitment.

“Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organisation”. The process of finding and hiring the best qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost-effective manner. The recruitment process includes analysing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization.

A process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applications from which new employees are selected.

It is the process to discover sources of manpower to meet the requirement of staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force. Recruitment of candidates is the function preceding the selection, which helps create a pool of prospective employees for the organization so that the management can select the right candidate for the right job from this pool. The main objective of the recruitment process is to expedite the selection process. Recruitment is a continuous process whereby the firm attempts to develop a pool of qualified applicants for the future human resources needs even though specific vacancies do not exist. Usually, the recruitment process starts when a manager initiates an employee requisition for a specific vacancy or an anticipated vacancy.

RECRUITMENT NEEDS ARE OF THREE TYPES -

- • PLANNED i.e., the needs arising from changes in organization and retirement policy.
- • ANTICIPATED Anticipated needs are those movements in personnel, which an organization can predict by studying trends in internal and external environment.
- • UNEXPECTED Resignation, deaths, accidents, illness give rise to unexpected needs.

II. Company Profile:

History:

Bardhaman Swasthya Nagari has been a dream project of Bardhaman. Bengal Faith Healthcare promises to make that dream a reality.

Bengal FAITH Hospital is the only tertiary care super specialty corporate healthcare facility in Burdwan. Part of the Burdwan Health City project Bengal FAITH Hospital offers advanced diagnostic and treatment facilities in all major Specialties.

Bengal Faith Hospital is the 1st Hospital of Bardhaman Health City and it is the largest tertiary care super-speciality corporate healthcare facility in Bardhaman. Bengal Faith Hospital offers advanced diagnostic and treatment facilities in all major clinical specialties. Bengal Faith Hospital has been a pioneer in offering advanced medical and surgical care. The Emergency and Critical Care facility at Bengal Faith Hospital has saved lives of hundreds of critical patients. We lit smiles on hundreds of suffering patients who have come to our Hospital with care and compassion.

Bengal - Faith Health Care Private Limited is a Non-govt company, incorporated on 15 Dec, 2006. It's a private unlisted company and is classified as 'company limited by shares'.

Company's authorized capital stands at Rs 4000.0 lakhs and has 73.35517% paid-up capital which is Rs 2934.21 lakhs. Bengal - Faith Health Care Private Limited last annual general meet (AGM) happened on 22 Sep, 2017. The company last updated its financials on 31 Mar, 2017 as per Ministry of Corporate Affairs (MCA).

Vision and Mission:

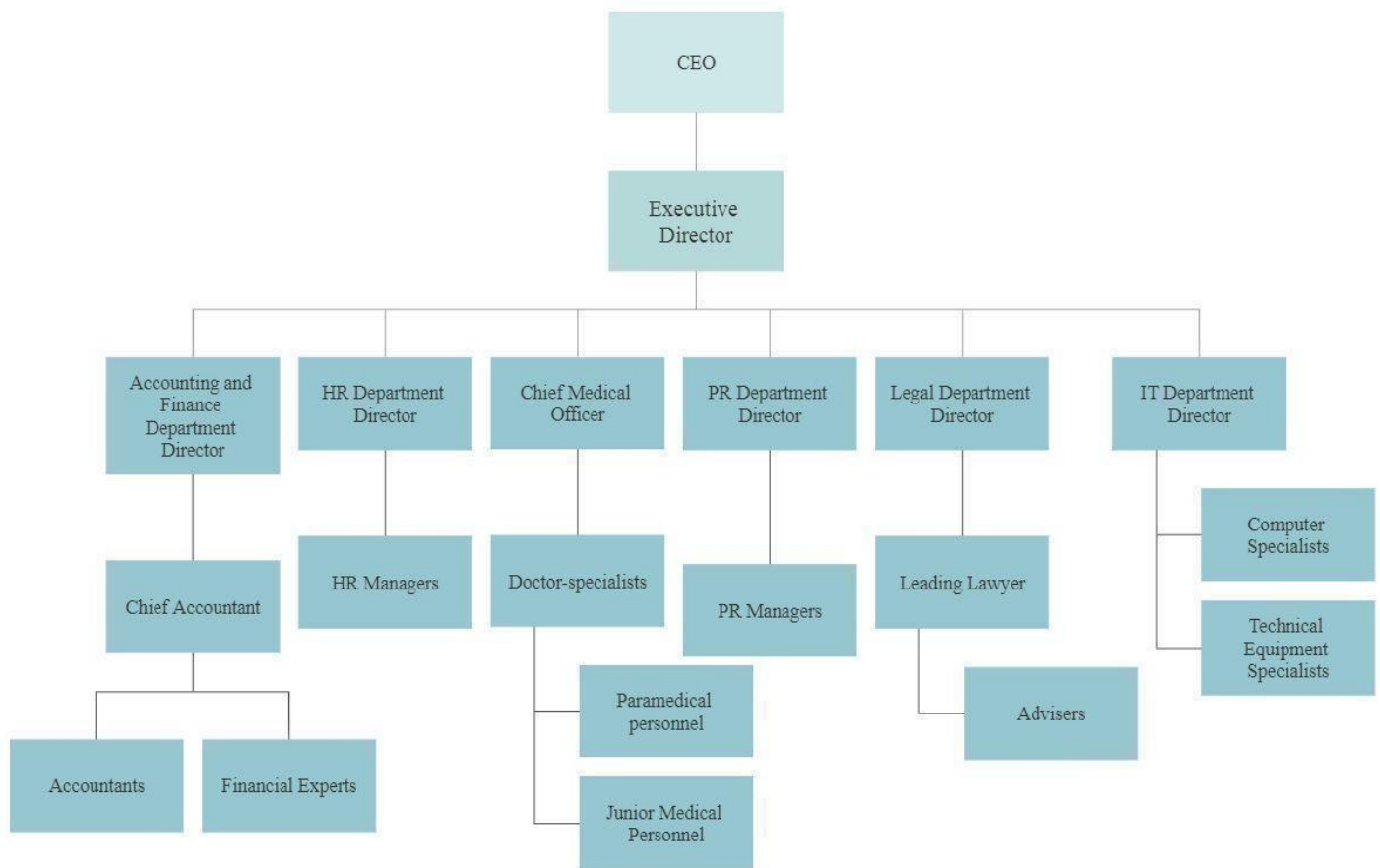
Vision

Over the years, Bengal Faith Hospital will only be innovative, leading regional health system.

Mission

Bengal Faith Hospital complex is to provide compassionate, accessible, quality healthcare to the community in an affordable cost manner.

Organizational structure:



Key Managerial Personal:

Current board members & directors are-

SUDHANGSU SEKHAR CHAKRABORTY, SHANKAR BOSE, SAMIRAN SEN, ALOK ROY and KASHI NATH BANERJEE .

Ownership:

SUDHANGSU SEKHAR CHAKRABORTY

Bengal – Faith Health Care Private Limited is majorly in Construction business from last 17 years and currently, company operations are active.

Head Office, other offices:

The head office of Bengal Faith Hospital is in Health City, Goda, Bardhaman, West Bengal 713102

Major business/products of the company:

Bengal Faith Hospital, delivers world class treatment & care and is fitted with modern equipment. It is backed by skilled, and specially trained staff with in-house consultants available 24X7 for constant monitoring of critically ill patients and provides round-the-clock premium patient care for adults and children.

Departments

1. Neuro Surgery
2. Plastic Surgery
3. Orthopedics
4. General Surgery
5. Gynaecology
6. ENT
7. Pulmonology
8. Radiology
9. Intensive Care
10. Cardiology
11. Dentistry & Maxillofacial
12. Pediatrics
13. Physio Therapy
14. Urology
15. Dialysis
16. Critical Care & Emergency
17. Ophthalmology
18. Endocrinology
19. General Medicine
20. Nephrology

2.8 Key milestones/achievements of the company:

BENGAL FAITH HOSPITAL basically a health care sector, there are achievement means there success story in any emergency patient case, their treatment ,their recovery rate etc. For example-

It is an achievement to regain the range of motion of a patient. ACL reconstruction done by Dr. Biplab Chatterjee, but we failed to give Physiotherapy in initial days as for the remote location of the patient. It was semi flexed around 15 degrees, and it was the alarming indication, but the patient kept faith on us and we achieve the range of extension, which is matter of concern rather than flexion in this phase. Patient is taking him Physiotherapy session at BIMLS & Fit O Fine, and we thanks for their faith on us.

A patient had Corona for 2 times, once in 2020 and other one in 2021. She was not fully recovering from Long COVID. We have prescribed some breathing exercises and some aerobic exercises for her. She regains her strength, energy and her breathing pattern drastically changed.

Health Insurance Tie-ups



III. Overview of HR & HRM in the Company:

Recruitment:

Recruitment is the responsibility of a range of workers, which is depending on the size of an organization. Larger organizations may have whole sides of recruiters, though others only a single recruiter. Small areas, the hiring manager may be responsible for recruiting. Many organizations contract out recruiting to external firms. Companies always recruit candidates for new positions via advertisements, job boards, social media sites, and others. Many companies apply recruiting software system to more successfully and professionally basis top candidates. Irrespective, recruitment typically works in combination with, or as a part of Human Resources (HR).

Recruitment HRM:

Human Resource Management, or else it is known as HRM or HR designed for short. It is the purpose of persons management within an organization. HR is control for simplifying the overall goals of the organization over the current management of human capital and focusing on employees as the company's most significant strength. The first step of recruitment is building of an organization's human capital. Through from top to bottom level, the goals are to discover and rent the best candidates, on the time, and on the budget.

Recruitment involves:

Though the recruitment process is unique to each organization, here are 15 important steps of the engagement process.

- Identify the hiring need
- Devise a recruitment plan
- Write a job description
- Advertise the position
- Recruitthe position
- Review applications
- Phone Interview/Initial Screening

- Interviews
- Applicant Assessment
- Background Check
- Decision
- Reference Check
- Job offers
- Hiring
- Onboarding

Recruitment Process:

An organization goes through a job application process step by step before hiring applicants. Planning, recruitment, and employee selection are the three key phases of this process. The hiring process is the same in principle, but there can be differences when the whole hiring process takes place via the Internet. Planning for human resources involves determining the number of people the company wants to hire and the skills these employees should possess. In this case, the potential supply of qualified candidates needs to be compared to what the company truly needs. A company's recruitment phase occurs when it tries to find candidates, for instance by posting job openings, seeking referrals, advertising, or recruiting on college campuses.



Following these tests, candidates are interviewed and assessed through other methods. A prospective employer may check the background and references of an employee. The selection of workers is a process by which employers evaluate information about a pool of applicants. It is the company's decision which candidate will receive the offer after it has assessed the candidates.

Types of recruiting:

There are quite a lot of types of recruiting. There are,

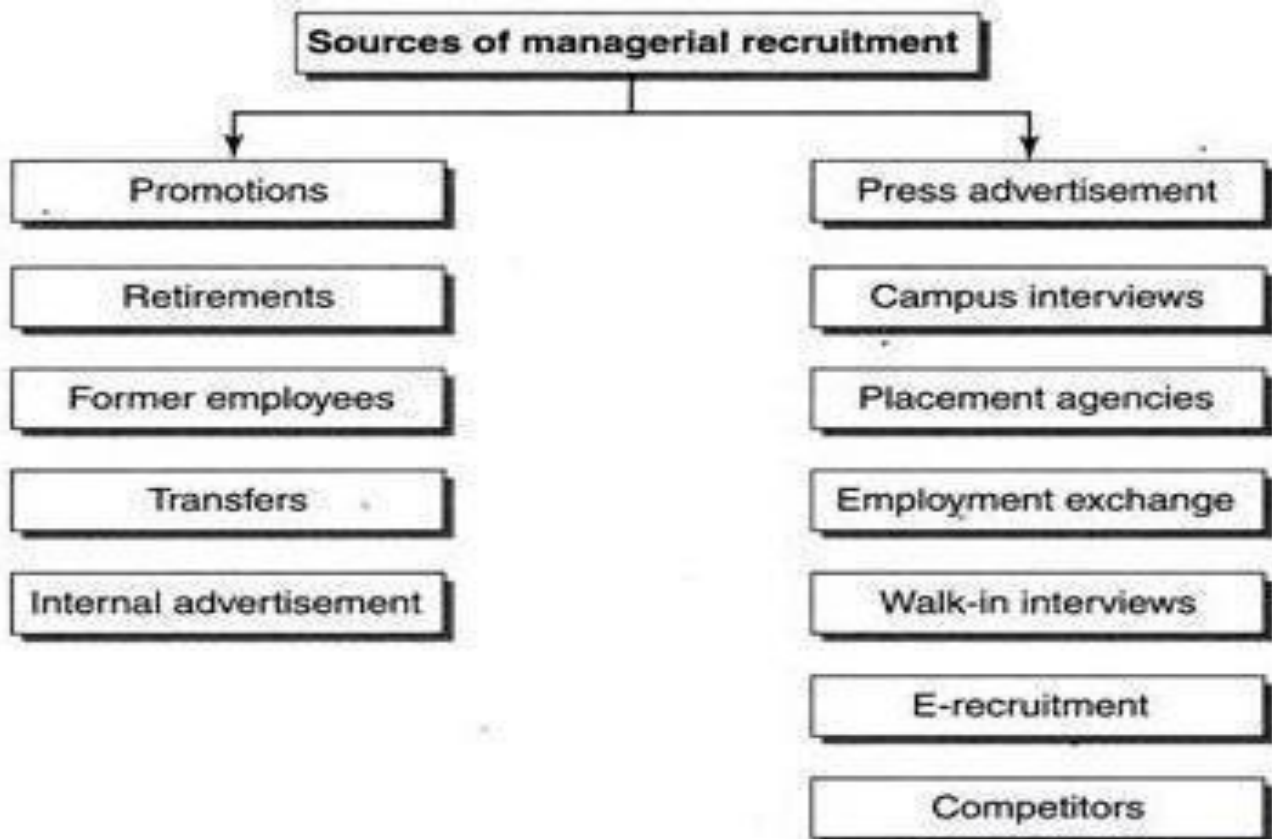
- I. Internal Recruiting: It involves filling situations with existing employees from within an association.
- II. Retained Recruiting: After organization hire a recruiting firm, here are several ways to do engaged recruiting is a common one. When an organization recalls a recruiting firm to fill a position, they pay an authentic fee to fill the location. The secure is responsible for discovery candidates until the position is filled. The organization also agrees to work completely with the firm. Corporations cannot, in other words, rental several recruiting companies to fill the same place.
- III. Contingency Recruiting: It engaged recruiting; possibility recruiting needs an external firm. Different engaged recruiting, there is no truthful fee with eventuality. As an alternative, the recruitment corporation receives payment only when the customers they characterize are hired by an association.
- IV. Staffing Recruiting: employment recruiters work for recruitment activities. Recruitment recruiting matches qualified candidates with skilled job openings. Additionally, staffing interventions classically focus on short-term or temporary employment places.
- V. Outplacement Recruiting: outplacement is classically an employer-sponsored benefit which helps former employees 'evolution into new jobs. Outplacement recruit.
- VI. Ting is planned to provide banished employees with the capitals to find new positions or professions.
- VII. Reverse Recruiting: It states to the process whereby an employee is stimulated to seek hire with a different organization that suggestions a better fit for their skill set. It offers Reverse Recruiting Days to help labours with this process.

Objective of recruitment:

- To appeal public with multi-dimensional skills and knowledges, which suit the current and upcoming organisational strategies,
- To welcome strangers with a new viewpoint to lead the corporation,
- To fill fresh blood at all levels of the organisation,

- To grow an organisational nation which benefits is the capable people to the company,
- To exploration or head hunt/head pouch publics whose skills fit the company's values,
- To plan organizations for measuring psychological personalities,
- To search for our non-conventional progress grounds of talent,
- To hunt for capacity globally and not just within the company,
- To project access, salary that competes on quality but not on important,
- To get ahead and find persons for places that does not exist so far.

Source of recruitment:



The qualified and suitable candidates essential for a specific job are available over the various sources. The Source of recruitment is two types,

i. Internal source of recruitment:

- a. Promotions: it is the policy which follow as a motivational method for the staffs who

work hard and besides display respectable performance. It results in improvements in wage, place, duty and authority. It's important necessity for employment of the promotion policy which is that the terms, conditions, directions and principles should be well-definite.

b. Retirements: The retired staffs may be given the extra time in their provision, in situation of non-- availability of appropriate applicants for the post.

c. Former employees: This employee who had accomplished well during their occupation may be called back, and developed incomes and incentives can be rewarded to them.

d. Transfer: Staffs may be transferred from one department to another where the post becomes available.

e. Internal advertisement: The current employees may be involved in taking up the unoccupied jobs. As they are employed in the company for the long time, they recognize about the specification and explanation of the available job. For the benefit, the billboard within the company is spread so that the employees will be hinted.

Benefits of Internal Sources of Recruitment:

- a. The current employees get inspired.
- b. Price is saved as nearby is no necessity to give ads about the job.
- c. It figures devotion among employees towards the association.
- d. Training rate is saved as the employees even now recognize about the nature of the job to remain achieved.
- e. It is a dependable and laid-back procedure.

Limitations of Internal Sources of Recruitment:

- a. Beginning persons with the information of modern technology and pioneering ideas do not become the chance.
- b. The presentation of the current staffs may not be as well-organized as before.
- c. It carries the morale down of staffs who do not get upgrade or nominated.

ii. External source of recruitment:

- a. Press advertisement: A extensive choice for choosing the suitable applicant for the post

is available concluded this source. It helps to give profile-raising to the available posts and the details about the occupation in the form of profession explanation and profession requirement are made offered to public in overall

b. Campus interviews: It is highly possible method for companies to choose scholars from numerous edifying institutions. It's so unceremonious and cost-effective. The company representatives personally visit several institutes and select scholars who are eligible for a specific post over interviews. Scholars get a virtuous chance to prove themselves and contract for a decent work.

c. Placement agencies: A database of applicants is directed to organizations for their assortment purpose and interventions get command in arrival.

d. Employment exchange: Individuals register themselves with administration employment interactions with their personal details. Conferring to the requirements and appeal for the organization, the applicants are referred for conferences.

e. Walk in interviews: By these conferences, there are declared by the corporations on the exact day and time and led for selection.

f. E-recruitment: Many puts such as naukri.com, jobs.com, and monster.com are the existing electronic sites on the social media which help to applicants upload their resume and pursue for the jobs.

g. Competitors: By contribution better rapports and conditions of provision, the human resource managers try to get the staffs occupied in the participant's organization

Benefits of External Sources of Recruitment:

- a. Innovative aptitudes get the opportunity.
- b. The best assortment is imaginable as a large quantity of the applicants for applying the job.
- c. In circumstance of unapproachability of appropriate applicants within the organization, which is better to select them from external sources.

Limitations of External Sources of Recruitment:

- a. Accomplished and determined staffs may switch the job more often.
- b. It bounces a sagacity of lack of self-confidence among the current applicants.
- c. Its growths the rate of the advertisement, which is to be assumed over journalists

and training services to be providing for the new applicants.

3.1.5 What is recruitment policy in HRM?

The function of recruitment is to attract talented individuals who have the right skills, the right attitude, and the right experience. It is one of the very important and most discussed topics of human resource. Recruiting is not used alone anywhere.

Selection and induction are two terms that go along with it. Recruiting and selecting talent begins with recruitment, and is followed by selection and induction. Both selection and induction can be explained. The process of selecting the right person for a particular position is called selection. Selection is the act of attracting and recruiting. Introducing someone to their new position is called induction. In other words, the success of the company is largely determined by the right recruitment as the recruitment is based on proper strategies. Getting the best talent is critical to the survival of an organization. Effective hiring begins with a comprehensive recruitment policy. Company recruitment policies and procedures must be followed.

An effective recruitment strategy in HRM involves a number of steps:

- Clarity regarding the hiring and recruitment strategy to be used.
- It is necessary for the recruitment policy to be non-biased.
- There should be clear guidelines for recruitment, selection, and induction, i.e., Recruiting policy.
 - A recruitment policy and procedure must be followed by all stakeholders.
 - Recruitment and selection policies should emphasize recruiting the best talent.
 - Merit should be the sole basis for recruitment selection and induction.
 - Selection should also be based on candidates with values in alignment with organization.
 - Provide clear guidelines regarding approval flow during selection.
 - Selection process must align manpower properly.
 - The hiring of temporary workers, consultants, etc. should be clear.
 - Description of the job should be clear.
 - A clear understanding of employment terms and conditions in accordance with recruitment policies.

- It is highly recommended that you follow employment policy in the same way that recruitment policy is explained.

What are some reasons organizations need a policy on internal hiring?

By following the right employment policies and recruitment policies, candidates can be hired.

- Clarification on the process and procedure to follow in order to hire the most qualified candidate in accordance with internal hiring policies
- Job descriptions must match business needs.
- Fair selection of candidates according to the principles explained in this sample selection and recruitment policy.
- A well-defined recruitment and selection policy sample must be in place to make proper use of timing. Establishing the recruiting and selection policies sample is the first step towards an effective hiring process.
- A variety of factors affect the recruitment policy of an organization.

Organisation budget and financials:

- Recruitment policy of competitors.
- Job market conditions.
- Specific need of the organisation.
- Government regulations.
- Employment Policy of government.

Steps to be followed under HR Recruitment Policy:

II. The Job description for the vacancy

- After preparing the vacancies, the next step is writing a job description. A job description describes the main duties and responsibilities of a position. It must be either designed or if already available then it must be updated for any vacant position which is to be filled.
- Job descriptions must be created with care by including all the necessary details for a given position.

III. Job Specification:

- The job specification should describe the required skills, aptitude, knowledge, and experience for the position.

- A personal specification needs to be prepared so that details are not inadvertently discriminatory.

IV. Advertising: The advertising phase follows the preparation of the job description and the person specification:

a. The company's internal hiring policy dictates that all job vacancies must be advertised both internally and externally. For existing employees, this is a huge step forward towards professional development and job enrichment.

b. Increasing equality of opportunity for all employees is also achieved through such steps.

c. A position may not be advertised internally, if the HR manager, director, or HOD agrees to waive the requirement. The event occurs when:

a. For a given job vacancy, special expertise skills are required. An extensive search was already conducted but there was no match within the company or from outside except for the individual given. The vacancy need not be advertised in this case.

b. An assignment that is temporary and will not last longer than a year.

c. Due to the shorter duration of the vacancy, substitutes can fill the vacancy.

d. Recruitment consultants can also help with advertising. Internally or externally, job vacancies can be posted. According to the recruitment consultant, hiring will follow the rules set forth in the recruitment policy.

e. While posting IJPs, all details about the vacancy, including job description and person specification, are shared with the recruitment consultant and internally in the company. By sharing this information, the applicant will be well-aware of the required details and will be able to determine whether they are suitable for the role. The company's HR department can provide any additional details required.

f. Existing employees may apply for vacant positions. A company's intranet can be used to post the jobs internally.

g. All job postings regarding vacant positions within the company are also posted on the intranet. Under "International recruitment policy", you can find details and recruitment guidelines.

h. Equal opportunity details are requested from candidates. This information is separate from the job application, and the candidate has the option of sharing it or not.

i. According to the law, the company is legally obligated to follow the rules and regulations. Various states and countries have different laws and regulations.

j. HR departments should advertise vacant positions wherever they appear.

k. Occasionally, advertisements are not done by HR but by another department. All necessary approvals must be obtained before publishing any such advertisement (approval by HR, HOD, etc.).

l. An intranet is used to post internal and external job opportunities. Online, the details as requested by the candidate can be found.

m. Advertisement must be done in a cost-effective manner, and the budget and amount necessary to spend on advertising must be decided by HR in advance. In order for a robust hiring process to be successful, it must not appear to be expensive.

❖ **The following is the requirement for EETI in BENGAL FAITH HOSPITAL:**

Rates:

"Annexure-1" show approximate requirements of Caretaker & House Keeping Personnel.

"Annexure-2" show separately for Caretaker (Conservancy Supervisor-Semi skilled).

Housekeeping personnel (like Sweeper, Cleaner and Gardener- Unskilled). Rates thus quoted should be inclusive of all incidental charges but excluding off taxes. However, minimum wages is applicable in accordance to the circular issued by the office of the Labour Commissioner, Govt. of West Bengal, time to time.

Engagement: Caretaker will be engaged for 24 hours (8hours ×3shift - one in each shift) in a day and for 7 days in a week and will be liable to discharge his duties & responsibilities at each EETI. Arrangement of reliver against weekly off-day / absent is to be extended as per law. House Keeping personnel will be engaged for 08 hours in a day as per dutyroaster to be scheduled by the principal / course coordinator of the EETI and 06 days in a week to perform their duties at training institute and hostel campus of each EETI. Vender should take proper care while engaging / deploying caretaker & housekeeping personnel. They should be properly - dressed in uniform and should carry their individual identity card. Attested photocopies of identity cards of the personnel to be engaged at different EETIs must be submitted to the principal / course coordinator of the respective EETI. They must be well behaved and in case of receipt of any complaint, the agency will be liable to remove/ replace the staff within 12 hours' time.

i. Scope of Work:

- 1) The caretaker will be the custodian of the entire premises of the institute and hostel building of each EETI with the responsibility to look after the property assets of the hostel and training institute.
- 2) The caretaker shall maintain a register with the record of rooms / linen allotted to each of the occupants during the training session and shall get the entries signed by each boarder at the time

of first arrival & last departure from the training institute.

- 3) The caretaker shall look after the need of the boarders and shall make all efforts in rendering services to the utmost satisfaction of the boarders.
 - 4) Any complaint of whatsoever in nature may be brought to the notice of the principle / course coordinator of the respective EETI.
 - 5) The caretaker shall ensure that the duties & responsibilities given are carried out in true sense, leaving no scope for boarders to lodge any complaint against any irregular service.
 - 6) House-keeping activities will cover floor cleaning (sweeping & mopping, floor care, dusting, cleaning of all class furniture and fixture, roof cleaning, cleaning of electrical fitting & fixture) Toilet cleaning and touch up and gardening.
 - 7) Materials for cleaning etc. as per requirement of each EETI will be provided by the vender and the cost of which shall be coated separately.
- ii. Attendance:** Monthly attendance sheet is to be maintain for the engaged personnel for the above work at each EETI & this sheet is to be signed by the authorized representative of the vender and to be countersigned by the principal / course coordinator of respective EETI.
- iii. Holidays:** National holidays as per government rules/ norms will be admissible in a year for the engaged caretaker housekeeping personnel.
- iv. Controlling officer:** The general manager, CFO, HR . BENGAL FAITH HOSPITAL will be the controlling officer for all matters related to service, cancellation renewal or any other aspects in this matter.
- v. Statutory Compliances:** The vender should ensure minimum wages, provident, fund and other statutory compliances for the person to be engaged for the above work as per exciting rules and regulations of government of West Bengal. amount of PF, ESI, GST etc. Reimbursement of amount of bonus will be made annually on submission of document of payment of the same.
- vi. Payment:** Payment will be made by the accounts wing of HRD department, BENGAL FAITH HOSPITAL . Monthly bills in triplicate along with signed attendance sheet, payment of monthly wages sheets, photocopies of other documents as stated above will have to be submitted to the principal / course coordinator of respective EETI for payment in due course.

IV. Survey of Literature:

1. Ricker (1954) studied the recruitment over the plotting on the net reproduction of together with the density of stock for a number of species of fish, and spineless populations. Because the peak of the curve is above the line, we can assume that it represents replacement reproduction. The rate of reproduction declines progressively or abruptly after a peak in density. In populations that decay,

there is a tendency to fluctuate in numbers, but the alternations are damped, not permanent, except that reproduction declines very quickly, so there is not too much mixing of generations in the breeding population. By eliminating mature stock, we reduce on plenty of alternations which may increase in improvement, up to a point of increased reproduction.

2. Breaugh (2008) demonstrates in his study of recruiting, research on employee recruitment has intensified over the preceding forty years. Recruiting-relevant research (for example, tactics, realistic job reviews). The topic of targeted recruitment and site visits (e.g., site visits) has gotten little attention, but is likely to be quite important. Research topics include job applicant variables (e.g., self-insight), which should affect how an employer conducts the recruiting process, but it is frequently neglected and remains unresolved. The topic areas for future consideration are mentioned throughout the paper.
3. James, Mary (2000) have examined recruiting topics and received research attention over the past thirty years. Despite this increase, recent recruitment reviews have often had a rather pessimistic tone. Despite years of research, it has still not been understood why recruitment activities have the effects they do. Recently, several reviews have faulted many studies for inadequate design, narrow focus, and lack of theoretical foundation. There are some valid criticisms in this list. For future research to be more effective, such studies need to be designed to take into account the complexity of the recruitment process (such as the number of variables involved and their relationships). For this reason, we offer a framework to organize the process of recruitment. This framework integrates theories from multiple research domains and focuses on process variables (e.g., applicant attention, message credibility, and applicant perceptions) that mediate recruitment activity (e.g., recruiter behaviour) and recruitment outcome (e.g., applicant numbers). A framework for organizing recruitment research is introduced, and we review specific recruitment research topics, such as recruitment sources, recruiters, and realistic job previews. There are a number of issues that research on recruitment has not yet addressed, as evident by this review.
4. Harinarayana, Vasantha (2007) examined the recruitment of library and information professionals through online job portals. A job portal called Careerage.com has been considered for the study. Data for this section is mainly taken from the May 2006 library and information science jobs posted in Careerage.com. The majority of jobs posted on Careerage.com originated from Indian companies and educational institutions, which is reflected in the study as well, where 92.1% of the jobs posted in the portal originate from Indian companies. Nearly 69% of the jobs on careerage.com come from schools, particularly international, residential schools and technical

institutes.

5. Jameson (2000), have examined the recruitment and explained the fastest-growing and most dynamic sectors of the British economy are hospitality and tourism. These two industries depend heavily on labour, so their success is directly tied to the quality of their human resources management. Small firms are a defining characteristic of these industries. Academics and management specialists have been neglectful of training for small businesses in general and specifically in tourism and hospitality as well. The purpose of this article is to address this knowledge gap and to examine how small tourism and hospitality firms recruit and train their staff. Sources of recruitment were examined, as well as the extent to which small tourism and hospitality companies had training plans and budgets for training, as well as participation and evaluation of training.
6. Nawaz (2019) has examined the recruitment to examine the artificial intelligent (AI) on employment efficiency, it made in CMMI (capability maturity model integration) software program corporations of Bangalore and collected data concluded a structured survey from 100 human resource (HR) specialists. Round the Bangalore, expressive statistics and structural calculation modelling used to examination the hypothesis. By the study found that using of the reproduction intelligence in recruitment procedure select right applicant used for aptitude pool for the association.
7. Bibb (2016) has explained about the recruitment by the “Strengths-Based Recruitment and Development” and said how and why strengths-based recruitment (SBR) is having an unimpeachable influence on performance in top companies like Saga, Gap, Starbucks and SABMiller Through this shift in focus from what people are capable of doing (competency-based recruitment) to what they are passionate about doing, these companies have reported a 50% drop in staff turnover, a 20% increase in productivity and a 12% increase in customer satisfaction in only a matter of months. The goal is to improve customer satisfaction, performance, and competitiveness of the company. The strength-based recruitment and development process includes interviews with senior executives. Taking this approach can modify the bottom line and performance of their organization substantially. Developing qualified candidates is just the beginning of talent management; it's also about improving the culture of the organization.
8. Rao (2010) has examined the recruitment and to detail recruitment performs of five software companies located which is located in India. By this investigate classifies the internal recruitment,

company references, succession development, consultations, temperament tests, broadsheet recruitment, professional search actions, and bio-data as the chief senior-level recruitment practices.

9. Madia (2011) has examined the recruitment and examined the social media as a resource for recruiting skilled talent is the core focus of this article. Recruiters and job candidates are becoming increasingly aware of social media and adopting it, so organizations should consider incorporating social media in their overall recruitment strategy to remain competitive and source top talent while remaining cost-effective, targeted, and strategic.
10. Caley (1996) has examined the recruitment and discussed how marine populations are vulnerable to demographic change because they depend heavily or entirely on juveniles provided by plankton. Recent research has not reached a consensus regarding the importance of recruitment in determining population densities in local areas. Based on demographic theory, recruitment must influence local population density to a certain extent, except under restrictive and unlikely conditions. As a result, 2. Recruitment is not the limiting factor in population growth. Finally, 3. Recruitment may be difficult to detect, but it nevertheless affects the population size. According to most existing studies, recruiting survival at appropriate time and spatial scales is not a major issue. Future studies of population density of open populations must be designed with the knowledge that population density is multifactorial.
11. Yakubovich and Lup (2006) described the concept of recruitment and explained the theory that the chances of being hired depend on the performer of the referrer, however, no empirical evidence currently supports this conclusion. In objective selection and self-selection, the chances of passing a particular stage of recruitment increase with referrer performance, but remain undetermined in subjective selection. Based on our thorough analysis of online recruitment data for call centres sales agents, our arguments are supported. Recruitment through personnel is effective depending on the stage of recruitment and the performance of referrals. In an objective evaluation, a candidate has an advantage if the referrer performs well. An applicant who learned about a job from an Internet ad is significantly more likely to submit a resume than one referred by a high-performing employee. Referrals made by agents are more likely to continue in the online application process than non-referrals, and that likelihood increases as the referrer performs well. Recruitment processes vary in complexity. Those with high performance scores are more likely to be hired than those with low performance scores, while those with low performance scores are treated equally. The article discusses the contribution of this study to literature on social networks in the labour market.

12. Alarcón (1999) has examined the recruitment procedures by Indian and Mexican engineers and scientists who are finding employment in the high-technology corporations of Silicon Valley. Data from the U.S. was used for this study both quantitatively and qualitatively. Based on the 1990 Census(20 case studies) and public use microdata samples of Indian and Mexican professionals. There are many more foreign-born scientists and engineers in Silicon Valley than in other high-technology regions. The education levels of these immigrants are much higher than those of native-born workers, which has an important impact on this knowledge-based industry. These workers' recruitment and hiring are key indicators of how important social networks are. Working for foreign subsidiaries of U.S. companies or studying at U.S. universities was the life of these three employees. There are others who came to the country as children of immigrant families or as "high-tech braceros," that is, workers on temporary visas.
13. Mani (2012) examined recruitment trends in the HRO industry in India in order to shed light on these trends. An analysis of performance, productivity, and time taken to fill vacancies in mid-market companies in Tamil Nadu, India, revealed a clear disparity between performance, productivity, and time taken to fill vacancies for employees hired from different sources. For this sample company, benchmarking the best practices in the HR BPO industry and incorporating them into its recruitment processes was important. Secondary data was used along with primary data. Primarily, data was collected with the help of a well-structured questionnaire. 40 pure-play providers of HR outsourcing solutions in India were studied. To analyze the data, HR Metrics, Percentage Analysis, and Regression Analysis were used. Recruitment trends in the RPO industry in India were analyzed. Comparative analysis was used to compare HR metrics calculations of HR BPO organizations with industry recruitment trends. According to the analysis, employees at the selected Organization have a lower employment rate than the industry average, and the company relies heavily on Job's portals to fill vacancies. A major source of recruitment should be employee referrals, and policies should be developed to raise the employment rate in line with the industry.
14. Kundu, Rattan, Sheera, and Gahlawat (2012) compared the recruitment and selection practices of Manufacturing and Service organizations in India, using data from 426 respondents. Analyses of the data were conducted through the use of latent trait models, percentages, means, and standard deviations. Recruitment and selection practices in India vary across industrial sectors, according to this study. The recruitment methods used by service firms are more aggressive than those used by manufacturing firms. Manufacturing companies use direct applications, placement consultants, employee referrals, and company websites most often to recruit. Furthermore, the company recruits employees through job portals, temporary staffing, headhunting, and newspaper

advertisements. In Manufacturing, written tests and interviews are used as selection methods. The methods used by service providers include written tests as well as skills tests. Furthermore, the limitations and implications of this study have been discussed.

15. Kundu, Malhan (2009) have investigated the recruitment of the Competitive advantage of a company can be generated from Human Resources (HR) and company performance is influenced by HRM. The purpose of this study was to assess human resources practices in insurance companies. The study analysed 218 respondents from four insurance companies (two multinationals with seven branches each, and two Indian companies with seven branches) to assess the HR practices of insurance companies in India. A total of six factors were identified from the factor analysis. In insurance companies, 'training and benefits' were highly regarded. Insurance firms also practiced 'performance appraisals,' 'selection and socialization of employees,' and 'HR planning and recruitment.' To some extent, 'competitive compensation' and 'workforce diversity' were also practiced. The ANOVA results indicated that Indian companies did not practice workforce diversity. The compensation practices of multinational insurance companies were found to be more competitive or performance-based than those of Indian insurance companies. According to the gender effect, only competitive compensation was perceived differently by male and female employees/executives. Employee selection and socialization were significant interactive effects on workforce diversity and contemporary issues.
16. Backhaus (2004) explains how corporations describe themselves in recruitment materials. Job seekers' perceptions of companies are evaluated from ads on the website Monster.com. Additionally, the research focuses on corporate image and enterprise marketing. Based on the analysis of corporate descriptions, the findings provide useful insights into how organizational recruitment is conducted. According to research, companies are primarily concerned with the characteristics of their firm and less with the advancement of their employees. Companies in different industries conduct recruitment advertising differently, with significant differences emerging among high-tech firms, service providers, and consumer product companies. Employer brands are rare; firms tend to group together based on brand type.
17. Greiner (2015) has examined over the recruitment and discussed about the features of recruiting subjects for economic workshop tests, and describes how the Online Recruitment System for Economic Experiments can help. Experimenters can use the software package to organize their experiments and sessions for free.
18. Allen, Scotter, Otondo (2007) have examined on the recruitment and researched that the weather and the media, and told how it used to join recruitment communications effect recruitment outcomes. The study proposes and tests a model incorporating persuasive communication and

media richness and features (amount of information, opportunities for two-way communications, personal focus, social presence, symbolism) on communication outcome (credibility and satisfaction),

attitudes, intentions and behaviour associated with joining the organization. Different media (face-to-face, audio, video, text) used to deliver an effective recruitment message influenced perceptions of features, which were linked with important hiring outcomes.

19. Upadhyay, Khandelwal (2018) reviewed the recruitment process and provided a statement addressing the practical applications of artificial intelligence (AI). Artificial Intelligence has shifted how recruitment is conducted in a strategic manner. It is argued in this paper that AI technology will impact hiring processes and recruitment. With the help of artificial intelligence, clients and candidates are able to manage the recruitment process more efficiently, yielding qualitative and quantitative benefits.
20. Thompson, Braddy, Wuensch (2008) examined the recruitment process and discussed the impact of website design on prospective job seekers. 182 participants viewed and reviewed one job advertisement. Among the things that they considered were (a) the appeal of the advertisement, (b) its usability, (c) the organization's overall web appeal, (d) their impression of it, and (e) their willingness to work for it. Participants' interest in applying for jobs was influenced both by the format and the usability of online recruitment materials, but the format clearly dominated. Moreover, perceptions of the organization moderated the relationship between satisfaction with the website and willingness to work there. By understanding how mediated relationships might work in web-based recruitment and assessing their probability of functioning, this study advances knowledge. Furthermore, this is the first study to incorporate relative weighting into recruitment literature.

v. Objective of study & methodology:

i. Objective of the study

In order to get a better understanding of the company BENGAL FAITH HOSPITAL. To analyse and assess the recruitment process at BENGAL FAITH HOSPITAL, I will focus my study on understanding and analyzing the recruitment process.

1. To understand the recruiting process.
2. To understand the internal and external sources of recruitment in procedures.
3. Analysis of recruitment process in terms of its functioning.
4. BENGAL FAITH HOSPITAL's promotion activities and selection process will be identified.

ii. Methodology:

The study is conducted in a systematic procedure starting from selection of the topic to final report preparation. The integral part was to identify and collect data; they were classified, analyzed, interpreted and presented in a systematic manner to find the vital points. The overall process of the methodology followed in the study is explained further.

Sources of Data: Data are collected from both primary and secondary sources –

1. Primary Sources Observation of the organization.

- Observation of the organization
- Discussion with officials and concerned experts

2. Secondary Sources Annual report

- Newspapers
- Internet
- Textbook

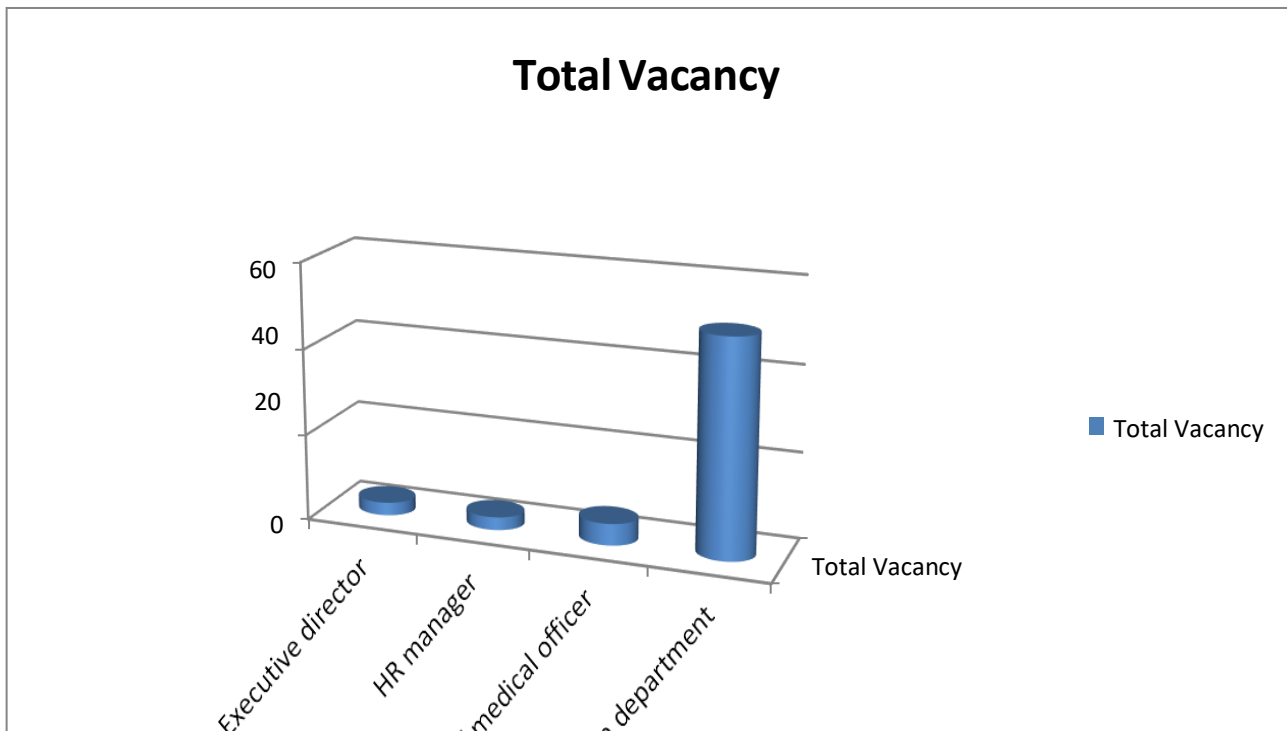
iii. Data Analysis:

Year – 2019

Managerial Post

- a. **Name of the post: Executive Director**
No. of vacancy : 3
- b. **Name of the post: HR Department Manager**
No. of vacancy: 3
- c. **Name of the post: Chief Medical Officer**
No. of vacancy: 5
- d. **Name of the post: Operation Department**
No. of vacancy: 50

Total Vacancy	Executive Director	HR Manager	Chief Medical Officer	Operation Department
61	3	3	5	50



Statistic show that in 2019 there are 3 vacant executive director , 3 HR department member including HR manager , 5 chief medical officer and 50 operation department employees vacant in 2019 in managerial post .

Finding:

Remuneration for various post:

- According to the salary break down for the executive director position in 2019, the salary is in the Pay Band 100000/- to 250000/-
- According to the salary break down for the HR manager position in 2019, the salary is in the Pay Band 15600/- to 39100/- with grade pay 5400/-
- According to the salary break down for the medical officer position in 2019, the salary is in the Pay Band 15600/- to 39100/- with grade pay 5400/-
- According to the salary break down for operation department position in 2019, the salary is in the Pay Band 9300/- to 34800/- with grade pay 4700/-

Qualification:

- For post executive director:

Graduate in any relevant discipline and MBA /MPM/MHRM from any reputed and recognized university or institute. And previous experience in a senior management or leadership role.

- For post HR manager :

Graduation in any relevant discipline and must have a Master's degree in human resources, business administration, or labour laws from any recognized university or institute.

- For post chief medical officer:

12th passed in science with 50% mark and must have Bachelor of Medicine and Bachelor of Surgery (MBBS).

- For post operation department :

Graduation in any relevant discipline from any recognized university or institute.

Master degree required for some various post.

Year – 2019

Medical staff

- **Name of the post: Staff nurse**

No. of vacancy : 100

- **Name of the post: Technician staff**

No. of vacancy : 50

- **Name of the post: RMO doctor**

No. of vacancy: 10

- **Name of the post : Associate consultant doctor**

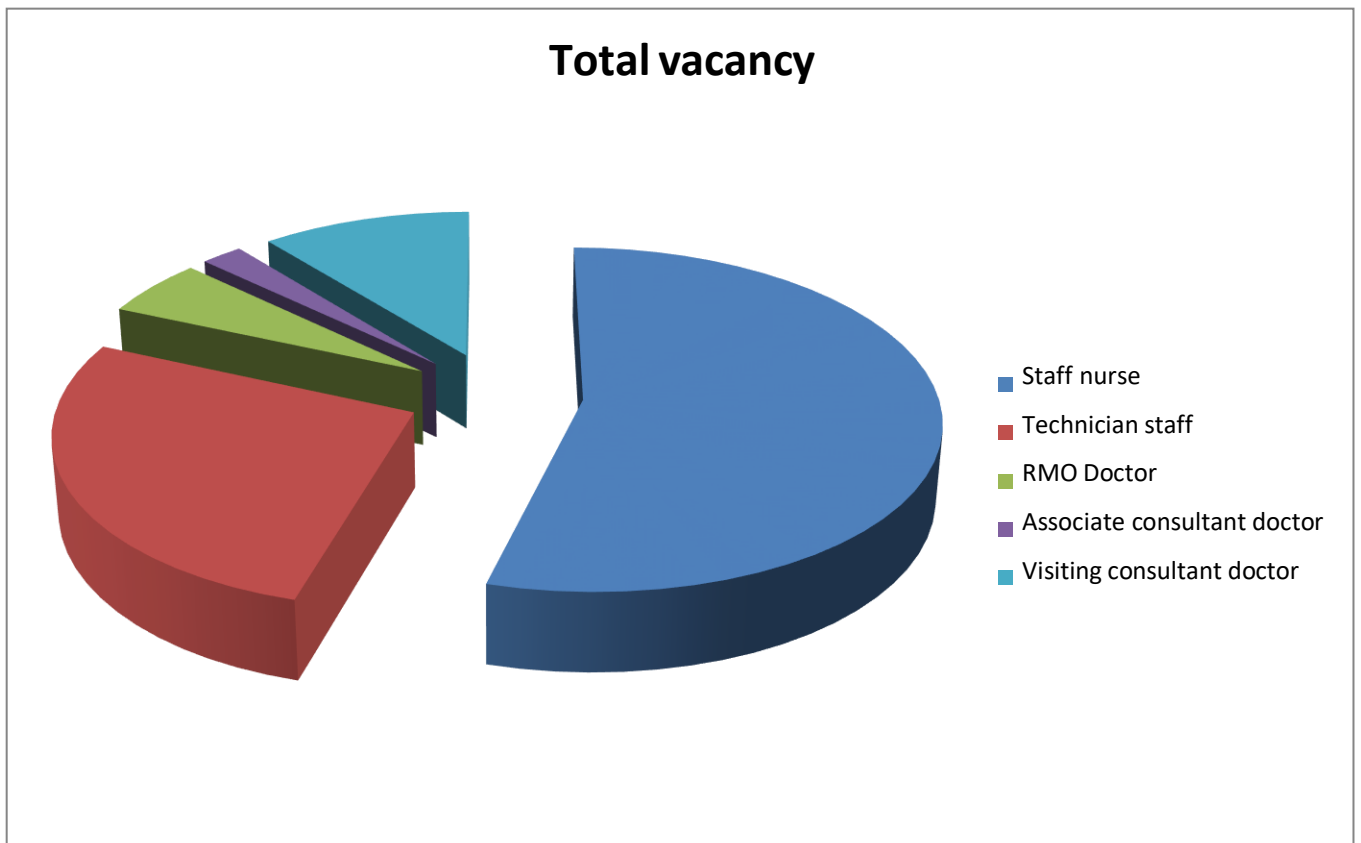
No. of vacancy: 4

- **Name of the post: visiting consultant doctor**

No. of vacancy: 20

Total Vacancy	Staff Nurse	Technician Staff	RMO Doctor	Associate Consultant Doctor	Visiting Consultant Doctor
184	100	50	10	4	20

Pie chart of total vacancy



Finding:

Remuneration for various post:

- According to salary break down for staff nurse position in 2019, the salary is in the Pay Band 6600/- to 25400/- with grade pay 2800/-
- According to salary break down for technician staff position in 2019, the salary is in the Pay Band 6600/- to 25400/- with grade pay 2800/-
- Salary for doctor position is distributed by according their activities and some kind of rule regulation

Qualification for various post:

- For post staff nurse:
 - a. General Nursing and Midwifery/ Basic B.Sc. (Nursing)/ Post Basic B.Sc. (Nursing) course passed from any Nursing Training School/College of Nursing recognized by both Indian Nursing Council and Respective State Nursing Council.
 - b. Must have 12th passed with 45% marks in any respected Board or Council.
- For pos technician staff :
 - a. Laboratory Technician, RNTCP:- A. Essential Qualification:- Intermediate (10+2) and Diploma or Certificate in Medical Laboratory Technology or equivalent form any university / institution recognized by the Central or State Govt.
 - b. Must have 12th passed with 45% marks in any respected Board or Council.
- For post RMO DOCTOR:

Bachelor of Medicine and Bachelor of Surgery (MBBS) degree or Doctor of Medicine (MD) degree or equivalent from a recognized institute. A medical license with the state medical council.
- For post consultant doctor:

Bachelor of Medicine and Bachelor of Surgery (MBBS) degree or Doctor of Medicine (MD) degree or equivalent from a recognized institute. A medical

license with the state medical council.

Year – 2020

a. Name of the post: Operation department

No. of vacancy : 26

b. Name of the post : Technician staff (Lab.)

No. of vacancy : 15

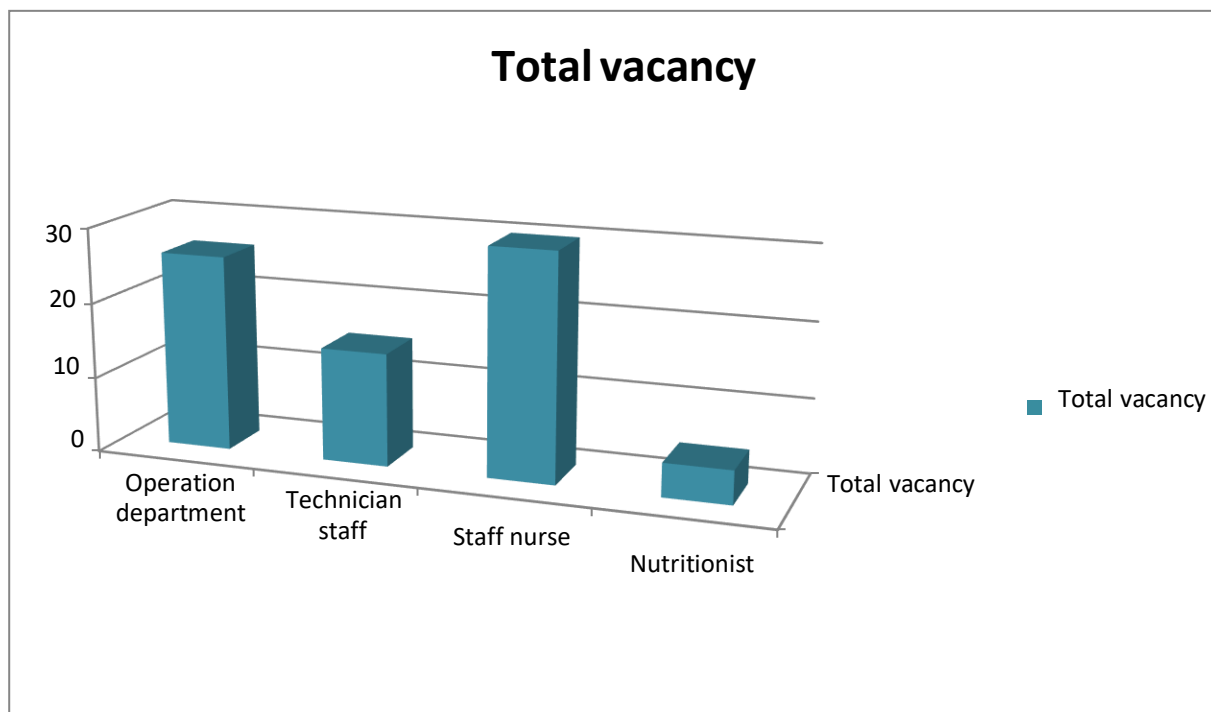
c. Name of the post : Staff nurse

No. of vacancy: 30

d. Name of the post: Nutritionist

No. of vacancy: 4

Total vacancy	Operation Department	Technician Staff (lab.)	Staff nurse	Nutritionist
75	26	15	30	4



Finding :

Remuneration for various post:

- According to the salary break down for operation department position in 2020, the salary is in the Pay Band 9300/- to 34800/- with grade pay 4700/-
- According to salary break down for technician staff position in 2020, the salary is in the Pay Band 6600/- to 25400/- with grade pay 2800/-
- According to salary break down for staff nurse position in 2020, the salary is in the Pay Band 6600/- to 25400/- with grade pay 2800/-
- According to the salary break down for the Nutritionist position in 2020, the salary is in the Pay Band 15600/- to 39100/- with grade pay 5400/-

Qualification for various post:

- For post operation department :

- a. Graduation in any relevant discipline from any recognized university or institute.
- b. Master degree required for some various post.

- For post technician staff :

Laboratory Technician, RNTCP:- A. Essential Qualification:- Intermediate (10+2) and Diploma or Certificate in Medical Laboratory Technology or equivalent form any university / institution recognized by the Central or State Govt.

Must have 12th passed with 45% marks in any respected Board or Council.

- For post staff nurse:

General Nursing and Midwifery/ Basic B.Sc. (Nursing)/ Post Basic B.Sc. (Nursing) course passed from any Nursing Training School/College of Nursing recognized by both Indian Nursing Council and Respective State Nursing Council.

Must have 12th passed with 45% marks in any respected Board or Council.

- For post nutritionist :

B.Sc. in Nutrition and Dietetics followed by M.Sc. Nutrition and Dietetics. M.Sc Nutrition from recognized university or institute

Year-2021

a. Name of the post : IT department (operation)

No. of vacancy : 5

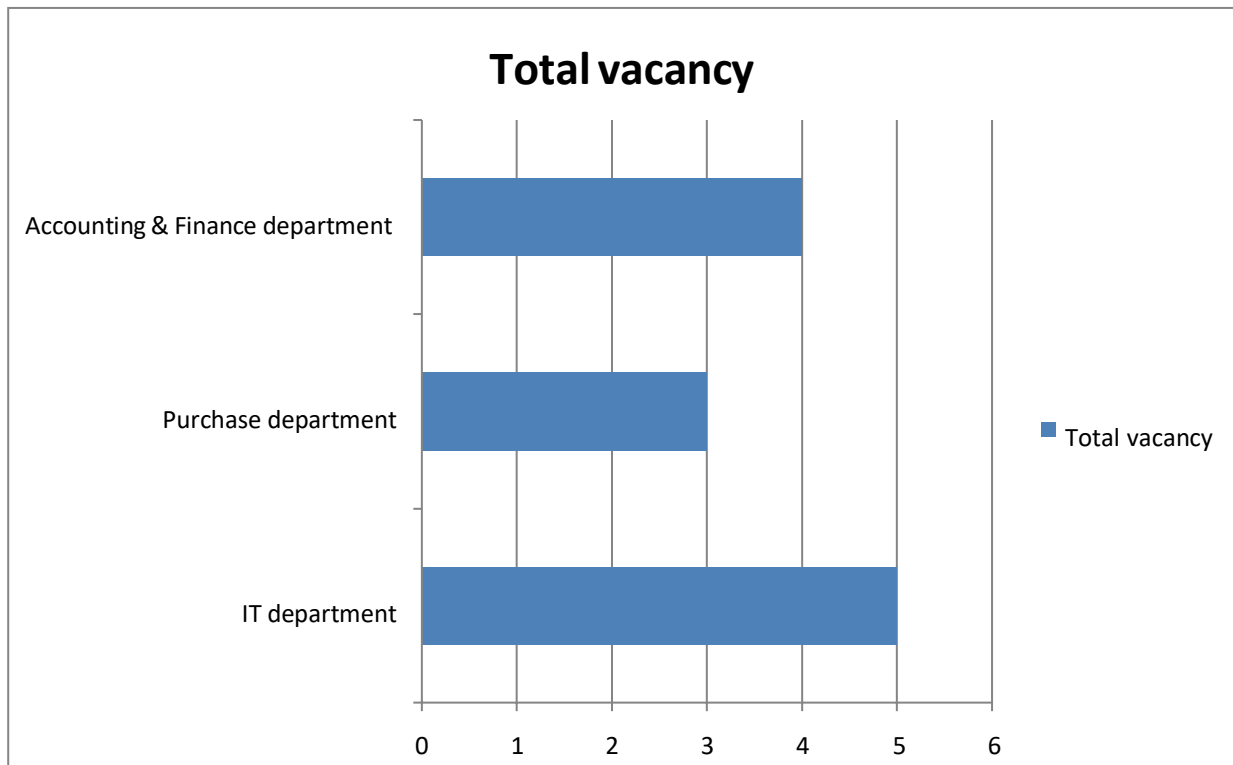
b. Name of the post: Purchase department (operation)

No. of vacancy : 3

c. Name of the post : Accounting and Finance department (operation)

No. of vacancy : 4

Total vacancy	IT department	Purchase department	Accounting & Finance department
12	5	3	4



Finding :

Remuneration for various post :

- According to the salary break down for IT department position in 2021, the salary is in the Pay Band 9300/- to 34800/- with grade pay 4700/-
- According to the salary break down for Purchase department position in 2021, the salary is in the Pay Band 9300/- to 34800/- with grade pay 4700/-
- According to the salary break down for Accounting & Finance department position in 2020, the salary is in the Pay Band 9300/- to 34800/- with grade pay 4700/-

Qualification for various post

- For post IT department:
Must have successfully completed bachelor's or master's degree in computer science, information technology, computer engineering, and information technology management from recognized university or institute.
- For post purchase department :
Bachelor's Degree in Logistics, Business Administration, Management or relevant field from any university or institute or Master Degree in Logistics, Business Administration, Management or relevant field from any university or institute
- For post Accounting & Finance department:

Bachelor of Business Administration (BBA) in Finance and Accounting.

Bachelor of Commerce in finance and accounting.

B.Com in Accountancy.

Or

Masters in Business Administration (MBA) in Finance and Accounting.

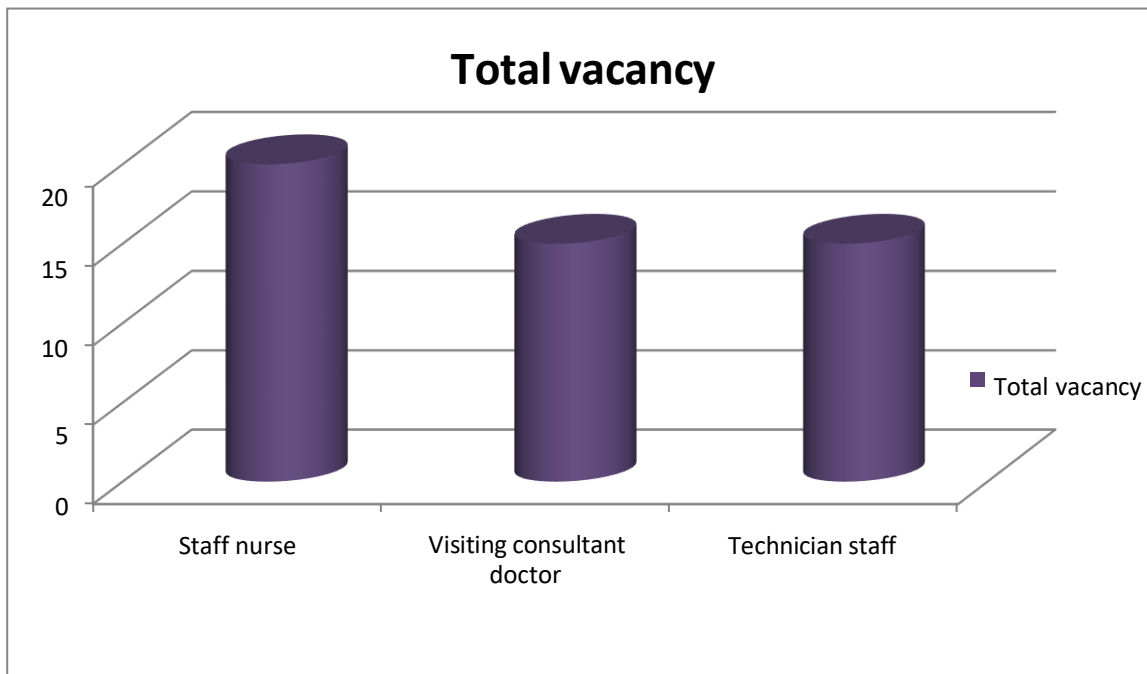
Masters in of Commerce in finance and accounting.

M.Com in Accountancy.

Year-2022

- **Name of the post : Staff nurse**
No. of vacancy : 20
- **Name of the post : Visiting consultant doctor**
No. of vacancy : 25
- **Name of the post : Technician staff**
No. of vacancy : 15

Total Vacancy	Staff Nurse	Visiting Consultant Doctor	Technician Staff
60	20	25	15



Finding :

Remuneration for various post :

- According to salary break down for staff nurse position in 2020, the salary is in the Pay Band 6600/- to 25400/- with grade pay 2800/-
- Salary for doctor position is distributed by according their activities and some kind of rule regulation
- According to salary break down for technician staff position in 2020, the salary is in the Pay Band 6600/- to 25400/- with grade pay 2800/-

Qualification for various post

- For post staff nurse:

General Nursing and Midwifery/ Basic B.Sc. (Nursing)/ Post Basic B.Sc. (Nursing) course passed from any Nursing Training School/College of Nursing recognized by both Indian Nursing Council and Respective State Nursing Council.

Must have 12th passed with 45% marks in any respected Board or Council.

- For post consultant doctor:

Bachelor of Medicine and Bachelor of Surgery (MBBS) degree or Doctor of Medicine (MD) degree or equivalent from a recognized institute. A medical license with the state medical council.

- For pos technician staff :

Laboratory Technician, RNTCP:- A. Essential Qualification:- Intermediate (10+2) and Diploma or Certificate in Medical Laboratory Technology or equivalent form any university / institution recognized by the Central or State Govt.

Must have 12th passed with 45% marks in any respected Board or Council.

vi. limitation of study:

Depending on the feedback from employees of Human Resource Department, Sales and Commercial department this report has prepared. Though the report would be helpful to BENGAL FAITH HOSPITAL, some people were reluctant to provide feedback. Some concerned might think that the information associated with them was confidential enough to disclose to the external world. Another problem was time constraint. In case of research, the sample size was quite small as it was not possible to analyze a large sample due to time constraint. The duration of my work was only six weeks. But this period of time is not enough for a complete and clear study. It is because of the limitation of information some assumptions were made. So there may be some personal mistakes in the report. Although there were many limitations I tried to give my best effort to furnish the report.

Vii. Recommendation & Conclusion:

i. Recommendations

According to an analysis of gathered data, the following recommendations have been made for improving the recruitment process.

- The management should review their recruiting policy and review the areas of improvement so that the best candidates can be hired.
- Recruitment procedures should be systematically organized and structured by management.
- An effective recruitment management system should integrate the various components, including the application process on the official company website, the unsolicited applications, outsourcing recruitment, and the final decision-making process in the recruitment process.
- An effective recruitment management system should offer a flexible, automated, and interactive interface between online application forms, recruiters and job seekers.
- All tests of selection, i.e., Testing abilities, aptitudes, personalities, interests and written tests should be given equal weightage during the selection process.
- Having selected a candidate, physical examination and reference checks should be considered.
- Candidate induction should be conducted properly. The goal of this strategy is to make sure the new selected employees feel at home in their new environment.

ii. Conclusions:

Each company seeks employees who are capable of working effectively. In order to fill the job, they need someone who possesses the most relevant skills. A company's main aim after selecting the right candidate is to place that candidate in the right job. Any company's greatest strength is its employees. The best way to achieve success is through effective workers. Companies strive to attract and hire the best, as well as to create a good working environment. Organizations face some of the biggest challenges because they don't place enough emphasis on the recruitment process. They can achieve immediate, tangible and significant benefits to their bottom line and many other areas of their business if they hire the right person at the right time. If they hire the wrong person for the wrong job, productivity, culture, and retention rates can all suffer.

Though BENGAL FAITH HOSPITAL has a competent and dedicated workforce, there are still opportunities for improvement. Applicants should demonstrate essential skills and behaviour to ensure that the company recruits the right candidates. Defining roles and responsibilities in a job description would be helpful, but defining personal abilities and skills should be the responsibility of the person specification. Applicants and companies should be matched according to their needs. By reducing employee turnover, employee satisfaction should improve.

It is vital that the company has a clear and concise recruitment strategy in place that can be implemented effectively to select the right candidate at the right place quickly using the best talent pool. It is essential that the hiring process begins with a suitable recruitment policy. It is important for a recruitment policy to be clear and concise.

Bibliography:

1. Ricker E. W. (1954), "Stock and Recruitment", *Journal of the Fisheries Board of Canada*, Volume 11, Number 5, May 1954.
2. Breugh A. J. (2008), "Employee recruitment: Current knowledge and important areas for future research", *Human Resource Management Review*, 8,(3), pp 103-118 .
3. Breugh A. J., Starke M. (2000), "Research on Employee Recruitment: So Many Studies, So Many Remaining Questions", *Journal of Management*, 26 (3), pp: 405-434 .
4. Harinarayana N.S., Vasantha Raju N. (2007), "E-recruitment for library and information science professionals: A study of careerage.com job Portal", *A Journal of Library and Information Science*, 1(1) , pp 44-51 .
5. Jameson M S. (2000), "Recruitment and training in small firms", *Journal of European Industrial Training*, 24(1) .
6. Nawaz N. (2019), "Artificial Intelligence Is Transforming Recruitment Effectiveness in CMMI Level Companies", *International Journal of Advanced Trends in Computer Science and Engineering*, 8(6) .
7. Bibb S. (2016). "*Strengths-Based Recruitment and Development: A Practical Guide to Transforming Talent Management Strategy for Business Results*"- 3rd May 2016.
8. Rao P. (2010), "A resource-based analysis of recruitment and selection practices of Indian software companies: A case study approach", *Journal of Indian Business Research*, 2(1), pp. 32-51 .
9. Madia A. S. (2011), Best practices for using social media as a recruitment strategy, *Strategic HR Review*, 10 (6),
10. Caley M.J. (1996) "Recruitment and the Local Dynamics of Open Marine Populations", *Annual Review of Ecology and Systematics*, Volume 27, pp 477-500.
11. Yakubovich V., Lup D. (2006), "Stages of the Recruitment Process and the Referrer's Performance Effect", *Organization Science*, 17(6) .
12. Alarcón R. (1999), "Recruitment Processes Among Foreign-Born Engineers and Scientists in Silicon Valley", *American Behavioral Scientist*, 42(9), pp: 1381-1397.
13. Mani V. (2012), "Recruitment Trends in The Indian HRO Sector", *International Journal of Management (IJM)*, 3(2), pp. 98-107.

14. Kundu C. S., Rattan D., Sheera P. V. and Gahlawat N. (2012), "Recruitment and Selection Techniques in Manufacturing and Service Organizations Operating in India", *Journal of Strategic Human Resource Management*; 1(3), 2012.
15. Kundu C. S., Malhan D. (2009), "HRM Practices in Insurance Companies: A Study of Indian and Multinational Companies.", *Managing Global Transitions*, 7(2), pp: 191–215 .
16. Backhaus B. K. (2004), "An Exploration of Corporate Recruitment Descriptions on Monster.com", *International Journal of Business Communication*, 41(2), pp: 115-136 .
17. Greiner B. (2015), "Subject pool recruitment procedures: organizing experiments with ORSEE", *Journal of the Economic Science Association*, volume 1, pages 114–125 .
18. Allen G. D., Scotter V. R. J., Otondo F. R. (2007), "Recruitment Communication Media: Impact on Prehire Outcomes", 57(1), pp: 1-269 .
19. Upadhyay K. A, Khandelwal K. K. (2018), "Applying artificial intelligence: implications for recruitment", *Strategic HR Review*, 17(5), pp. 255-258 .
20. Thompson F. L., Braddy W. P., Wuensch L. K. (2008), "E-recruitment and the benefits of organizational web appeal", *Computers in Human Behaviour*, 24(5), pp: 2384-2398 .

DISSERTATION AND FIELDWORK(D&FW)

MBAHR4203

Dissertation: “A study on employee wellbeing in the IT sector”

Fieldwork:

Industry visit 1- Singapore Beverages Nepal Pvt. Ltd, Jhapa, Nepal

Industry visit 2- Shimulbari Tea Estate

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

(HUMAN RESOURCES)

Submitted by:

Tanmay Chatterjee

University Roll No.: BUR/MBA(HR)/2022/032



Submitted to:

The department of Business Administration (Human Resources)

The University of Burdwan

Golapbag, Burdwan - 713104

DECLARATION

I do hereby declare that this dissertation entitled "**A STUDY ON EMPLOYEE WELLBEING IN THE IT SECTOR**" is a record of independent work carried out by me as per the curriculum requirement of the MBA (HR) program. I affirm that the statements made and conclusions drawn are the result of my research work.

I further certify that:

- I have adhered to the guidelines provided by the university in writing this report.
- Whenever I have used materials (data, theoretical analysis, text) from other sources, I have given due credit within the text of the report and provided detailed references.

This project was undertaken as a part of the course curriculum for the MBA (HR) program at **The University of Burdwan.**

Name – Tanmay Chatterjee

Reg. no. – 202203000391 of 2022-23

Roll No. – BUR/MBA(HR)/2022/032

Program – MBA(HR)

Department – Business Administration (HR)

Signature

ACKNOWLEDGEMENT

I am deeply grateful to each and every individual who extended their support towards the successful completion of my dissertation. I am especially indebted to Professor Dr. Partha Sarkar, for his unwavering inspiration, guidance, and supervision throughout this project. His encouragement and support have been invaluable.

I also wish to express my heartfelt thanks to Assistant Professor Dr. Abhishek Mishra, Head of the Department of Business Administration (Human Resource) for his valuable suggestions and guidance. I am sincerely grateful for his input and advice.

My gratitude extends to Assistant Professor Dr. Nirmal Chandra Roy for his valuable insights and guidance.

This dissertation would not have been possible without the inspiration and support from my family, friends, and all well-wishers. Their encouragement and valuable guidance were instrumental in completing this work.

Name – Tanmay Chatterjee

Reg. no. – 202203000391 of 2022-23

Roll No. – BUR/MBA(HR)/2022/032

Program – MBA(HR)

Department – Business Administration (HR)

CERTIFICATE OF COMPLETION

This is to certify that the research project titled "*A Study on Employee Well-being in the IT Sector*," submitted by **Tanmay Chatterjee** in partial fulfilment of the requirements for the two-year Master's Degree in Human Resource Management at the University of Burdwan, has been carried out under my guidance.

To the best of my knowledge, this project represents original work and has not been submitted for any degree or diploma at this university or any other institution.

Name – Tanmay Chatterjee

Reg. no. – 202203000391 of 2022-23

Roll No. – BUR/MBA(HR)/2022/032

Program – MBA(HR)

Department – Business Administration (HR)

Signature of the guide

INDEX

SL. NO.	CONTENT	PAGE
1	Introduction	1-5
2	Employee Well-being in the IT/ITES Sector	6-12
3	Literature Review	13-16
4	Research Context	17-30
5	Key Findings	31
6	Recommendations	32
7	Conclusion	33
8	References	34

CHAPTER-1

INTRODUCTION

Employee Wellbeing :

Employee wellbeing is a concept that has gained significant attention in recent years, reflecting a growing understanding of its profound impact on both individuals and organizations. At its essence, employee wellbeing refers to how employees experience and perceive their lives in relation to work. It encompasses a wide range of dimensions, each playing a crucial role in shaping the overall quality of work life.

Employee wellbeing is vital for creating a good work environment. When companies focus on wellbeing, they help employees handle stress better and maintain a positive and productive atmosphere. Wellbeing includes physical and mental health, as well as how satisfied and engaged employees feel. This article will discuss what employee wellbeing is, why it's important, and how to build a strong wellbeing program at work using project management techniques.

Employee wellbeing refers to how well your employees are doing in terms of their overall mental, physical, emotional, and financial health. It's influenced by many things like how they get along with their co-workers, the choices they make, and the tools and resources available to them. Factors such as working hours, pay, and workplace safety also have a big impact on employee wellbeing.

Each person's wellbeing will be different, but overall, it should be at a level that allows them to be productive and healthy at work. Outside factors like stress from housing, health issues, or family concerns also affect how well employees perform on the job. Even though employers can't control what happens outside of work, they can still take responsibility for supporting their employees in ways that they can control.

Different elements of employee wellbeing:

Physical Wellbeing

First and foremost, physical wellbeing pertains to the health and safety of employees within their work environments. This includes aspects such as ergonomic workspaces that minimize physical strain, access to healthcare services, and initiatives promoting healthy lifestyles. Organizations that prioritize physical wellbeing often invest in measures like wellness programs, fitness facilities, and policies that encourage regular breaks and ergonomic assessments. By fostering physical wellbeing, employers not only enhance productivity but also reduce absenteeism and healthcare costs.

Social Wellbeing

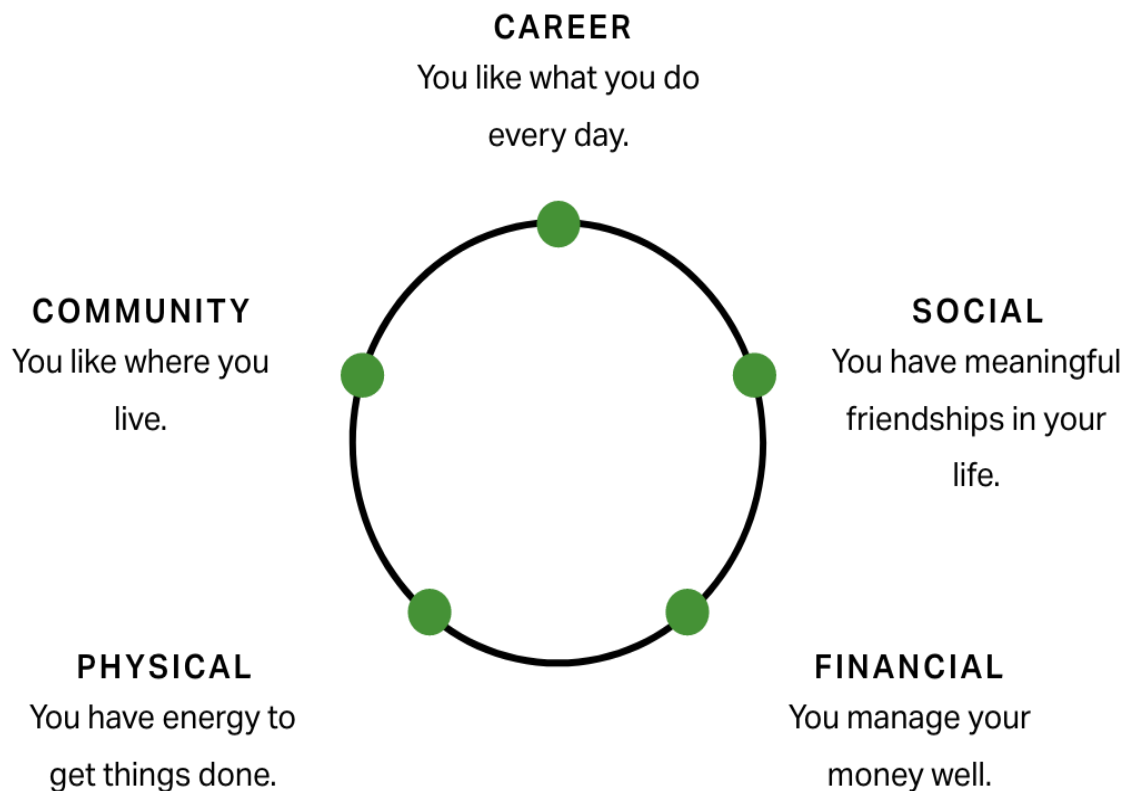
Social wellbeing focuses on the quality of relationships and interactions within the workplace. It involves creating a sense of belonging, fostering positive relationships among colleagues, and promoting inclusivity and diversity. Social wellbeing is nurtured through team-building activities, mentoring programs, open communication channels, and policies that discourage discrimination and harassment. A strong sense of social wellbeing contributes to a positive work environment where employees feel motivated, connected, and willing to collaborate effectively.

Financial Wellbeing

Financial wellbeing refers to the sense of security and stability employees experience concerning their financial situations. It includes fair compensation, benefits packages, and opportunities for career advancement and financial planning. Employers can support financial wellbeing by offering competitive salaries, retirement plans, financial education resources, and incentives tied to performance and longevity. Addressing financial concerns helps reduce stress and allows employees to focus more on their roles and responsibilities.

Community Wellbeing

Community wellbeing encompasses the sense of belonging and connection employees feel within their work environment. It involves fostering a culture of inclusivity, support, and engagement where individuals feel valued and part of a cohesive group. Employers can



enhance community wellbeing by promoting teamwork, organizing social events, encouraging volunteerism, and supporting employee resource groups. Creating a supportive community within the workplace helps improve morale, boosts collaboration, and strengthens employee loyalty. By nurturing a positive community, employers can ensure that employees feel connected and engaged, which can lead to higher productivity and job satisfaction.

Career Wellbeing

Career wellbeing refers to the satisfaction and fulfillment employees derive from their professional growth and development. It includes opportunities for advancement, skill acquisition, and achieving personal career goals. Employers can foster career wellbeing by providing access to training programs, mentorship, clear career paths, and regular feedback. Encouraging continuous learning and professional development helps employees feel empowered and motivated. When employees see a clear trajectory for their careers and have the resources to achieve their goals, they are more likely to be engaged and committed to their roles, contributing to the overall success of the organization.

Historical Context and Evolution of Employee Wellbeing :

Employee wellbeing has evolved significantly over the past century, reflecting broader social and economic changes. In the early days of the industrial revolution, the primary focus was on physical health and safety. This period saw the implementation of basic labor laws aimed at reducing dangerous working conditions and limiting excessive working hours. Employers began to understand that ensuring the physical safety of workers was essential for maintaining productivity and preventing accidents.

By the mid-20th century, the concept of wellbeing expanded to include mental and emotional health. This era witnessed the introduction of benefits such as healthcare, pensions, and paid leave, which aimed to provide a more comprehensive support system for employees. Human resource management emerged as a distinct field, emphasizing the importance of job satisfaction, motivation, and work-life balance. This period marked the beginning of more structured and systematic approaches to employee welfare.

The late 20th century brought a further shift towards comprehensive wellness programs. Companies recognized that a healthy workforce is more productive, leading to the implementation of initiatives such as fitness programs, stress management workshops, and employee assistance programs (EAPs). These programs aimed to address not only physical health but also mental and emotional wellbeing, acknowledging the interconnected nature of these aspects.

In the 21st century, the approach to employee wellbeing has become even more holistic. Modern wellbeing programs now encompass physical, mental, and emotional health, as well as financial stability, career development, and social connections within the workplace. The rise of technology and remote work has also influenced wellbeing strategies, prompting companies to offer flexible working arrangements and digital wellness resources.

Today, employee wellbeing is seen as integral to business strategy. Organizations strive to create supportive and inclusive environments where employees feel valued and connected. This holistic approach not only enhances individual wellbeing but also drives organizational success by improving engagement, productivity, and retention. The evolution of employee wellbeing reflects a growing recognition that the health and happiness of employees are crucial for sustainable business performance.

Importance of Employee Wellbeing:

Employee wellbeing is crucial for both individuals and organizations. When employees are healthy, happy, and satisfied, they perform better, contributing to the overall success of the company.

Increased Productivity: Healthy and satisfied employees are more focused, motivated, and efficient, leading to higher productivity levels. They are more likely to go the extra mile and show greater commitment to their tasks.

Reduced Absenteeism: Wellbeing programs help reduce health issues and stress, leading to fewer sick days. This means employees spend more time at work, maintaining continuity and productivity.

Improved Morale and Engagement: When employees feel valued and supported, their morale and engagement improve. This leads to a positive work environment where employees are enthusiastic and driven.

Better Retention and Recruitment: Companies that prioritize employee wellbeing are more attractive to job seekers. Existing employees are also more likely to stay, reducing turnover rates and saving on recruitment costs.

Enhanced Company Reputation: A strong focus on wellbeing enhances a company's reputation as a great place to work. This can attract top talent and positively influence customer perceptions.

Lower Health Costs: Promoting physical and mental health can reduce medical expenses for both employees and employers. Healthier employees mean lower healthcare and insurance costs.

Innovation and Creativity: A supportive work environment fosters innovation and creativity. Employees who feel well are more likely to come up with new ideas and solutions.

Overall, investing in employee wellbeing creates a win-win situation, benefiting both employees and the organization. It leads to a more dynamic, efficient, and positive workplace, essential for long-term success.

CHAPTER-2
EMPLOYEE
WELLBEING IN
IT/ITES SECTOR

Introduction to the IT/ITES Sector:

The IT/ITES (Information Technology and Information Technology Enabled Services) sector plays a pivotal role in the global economy. It encompasses businesses involved in software development, IT consulting, outsourcing services, and more.

In this industry, typical job roles include software engineers, systems analysts, data scientists, and customer support specialists. Work environments range from traditional office settings to increasingly prevalent remote work arrangements. Employee demographics often include a diverse mix of professionals from various educational backgrounds and experiences.

The sector's significance lies in its ability to drive innovation, efficiency, and connectivity across industries worldwide. It fosters technological advancements and digital transformation, supporting businesses in enhancing productivity and global competitiveness. Understanding the dynamics of the IT/ITES sector is crucial for exploring how employee wellbeing initiatives can effectively support and optimize workforce performance and satisfaction.

The Information Technology and Information Technology Enabled Services (IT-ITeS) sector in India is rapidly evolving and reshaping business norms. It encompasses business process outsourcing (BPO), consulting, software management, and program management, contributing significantly to the global sourcing market. India has emerged as a dominant player, capturing about 55% of the US\$ 200–250 billion global services sourcing market by 2019–20.

Innovation in the sector is underscored by India's rise in the Global Innovation Index, moving up four places to rank 46 in 2021. The IT industry alone contributed 8% to India's GDP in 2020. Notably, Software Technology Park of India (STPI)-affiliated firms exported software worth Rs. 1.20 lakh crore (US\$ 16.29 billion) in the first quarter of FY22.

Forecasts indicate robust growth, with the Indian IT sector expected to generate US\$ 227 billion in revenue in FY22, up from US\$ 196 billion in FY21, driven by software exports which accounted for over half of total IT exports. The Engineering Research and Development (ER&D) market is projected to expand to \$42 billion by 2022.

Amid this growth, the sector has been pivotal in job creation, hiring a record 4.5 lakh new workers in FY22, with women comprising 44% of new hires. The industry's emphasis on an employee-centric approach and digital upskilling has facilitated rapid adaptation to hybrid work models. Presently, digital skills are pervasive among a third of the workforce, reinforcing India's leadership in digital talent production.

Digital sources contribute significantly to sector revenue, accounting for between 30 and 32 percent currently. As the industry continues to evolve, its impact on global business standards and economic growth remains substantial, positioning India as a key player in the global IT landscape.

Unique Challenges in the IT/ITES Sector for Employee Wellbeing:

The IT/ITES (Information Technology and Information Technology Enabled Services) sector faces several unique challenges that impact employee wellbeing:

High Stress Levels: Due to demanding project deadlines, technical complexities, and client expectations, employees often experience high levels of stress and pressure.

Long Working Hours: The nature of the industry often requires employees to work extended hours, leading to potential burnout and fatigue.

Technological Change: Rapid advancements in technology require continuous upskilling and adaptation, which can lead to stress and uncertainty among employees.

Remote Work Challenges: While remote work offers flexibility, it can also blur boundaries between work and personal life, impacting work-life balance and mental wellbeing.

Cybersecurity Concerns: Working with sensitive data and constant vigilance against cyber threats can contribute to heightened stress levels among IT/ITES professionals.

Isolation and Team Dynamics: Remote work settings or global team structures can sometimes lead to feelings of isolation or challenges in building cohesive team dynamics.

Ergonomic Issues: Poor ergonomic setups, especially in home offices, can lead to physical health issues such as musculoskeletal disorders.

Pressure to Innovate: There is often a constant pressure to innovate and stay ahead in a competitive market, which can impact job satisfaction and mental wellbeing.

Addressing these challenges requires tailored employee wellbeing strategies that consider the unique aspects of the IT/ITES sector. These strategies should aim to promote physical health, support mental resilience, foster work-life balance, and create a supportive work environment that enhances overall employee satisfaction and performance.

Employee wellbeing in it/ites sector:

In the IT/ITES sector, ensuring employee wellbeing across various dimensions—physical health, mental health, financial stability, community and social connections, and career growth—is crucial for maintaining a productive and engaged workforce.

Physical Health: In the fast-paced IT/ITES environment, physical health is supported through ergonomic workstations and initiatives that promote good posture and reduce strain. Companies often provide adjustable desks and ergonomic chairs to prevent back pain and repetitive strain injuries. Health and wellness programs encourage regular exercise and healthy eating habits, which are essential for maintaining overall physical wellbeing.

Mental Health: Mental health support in the IT/ITES sector is increasingly recognized as critical. Stress management workshops, counseling services, and mindfulness programs help employees cope with job pressures and maintain mental resilience. Creating a supportive culture where employees feel comfortable discussing mental health issues without stigma is essential. Encouraging work-life balance through flexible work arrangements and promoting breaks during the workday also supports mental wellbeing.

Financial Wellbeing: Competitive salaries, comprehensive benefits packages, and financial planning resources are important aspects of financial wellbeing in the IT/ITES sector. Companies may offer bonuses, stock options, and retirement plans to ensure employees feel

financially secure. Financial education workshops help employees manage their finances effectively and plan for the future, reducing financial stress and promoting stability.

Community and Social Connections: Building a sense of community and fostering social connections among employees enhances job satisfaction and overall wellbeing. Team-building activities, social events, and volunteer opportunities bring employees together, creating a supportive and inclusive work environment. Employee resource groups (ERGs) provide platforms for networking and supporting diversity and inclusion initiatives, further strengthening community bonds.

Career Wellbeing: Career development opportunities, such as training programs, certifications, and mentorship, support career wellbeing in the IT/ITES sector. Clear pathways for advancement and regular performance feedback help employees understand their career progression within the organization. Encouraging continuous learning and skill development ensures employees remain competitive in a rapidly evolving industry, contributing to their professional satisfaction and growth.

By addressing these wellbeing aspects comprehensively, IT/ITES companies not only enhance employee satisfaction and retention but also foster a culture of productivity and innovation. Prioritizing employee wellbeing demonstrates a commitment to creating a positive work environment where employees can thrive personally and professionally. This approach not only benefits individual employees but also contributes to the long-term success and sustainability of the organization in a competitive global market.

Employee Well-being initiatives undertaken by Selected IT Companies:

Over the past decade, numerous employers have implemented programs aimed at improving employee wellbeing. These initiatives not only enhance the overall wellbeing of employees but also reduce attrition rates within organizations. The table below highlights initiatives undertaken by selected IT companies:

Company – TCS:

Initiatives Undertaken - Radio Maitree, living my Values, Build My Career, Lifelong Learning, mentoring sessions, Safety First, Fit4life, Purpose4life

Outcomes –

- 712,000 employee interactions facilitated through Living my Values, Build My Career, and Lifelong Learning initiatives.
- Over 23,000 employees participated in Radio Maitree, enhancing employee connectivity.
- Conducted more than 15,000 1x1 HR career conversations and over 22,000 mentoring sessions.
- 22,000+ volunteers contributed 617,000 hours in community initiatives benefiting 353,000 beneficiaries through Purpose4life.

Company – INFOSYS

Initiatives Undertaken - HALE (Health Assessment & Lifestyle Enrichment) program

Outcomes-

- Engaged 150,000+ participants.
- Implemented 850+ interventions focusing on employee wellbeing.
- Achieved a high employee feedback score of 4.76 out of 5 for HALE initiatives.
- 89% wellbeing satisfaction score among employees.

Company – Wipro

Initiatives Undertaken - Employee wellness programs covering physical, emotional, and financial wellbeing.

Outcomes –

- Over 8,000 employees participated in committees addressing safety, food, transportation, etc., advocating for workforce interests.
- 21 locations in India and 8 international locations certified with ISO 14000 and ISO 45001, serving over 100,000 employees.
- Conducted health drives and awareness campaigns involving more than 20,196 employees during FY'22.
- Provided Performance Stock Units (PSUs) and Restricted Stock Units (RSUs) as long-term incentives for top personnel.

Company – Accenture

Initiatives Undertaken - Shifted focus to managing employee wellbeing through sustained investment in Employee Assistance Programs (EAP). Utilized AI-based chatbots for self-care and promoted community involvement to eradicate stigma.

Outcomes –

- Reached 100,000 employees through various touchpoints in the past two fiscal years.
- EAP utilization increased fivefold, indicating improved employee awareness and utilization of available resources during challenging times.
- Enhanced support systems led to proactive engagement and support-seeking behavior among employees.

Company – Tech Mahindra

Initiatives Undertaken - WoW (Wealth of Wellness) program covering physical, mental, emotional, and financial aspects of wellbeing. Implemented new policies like Bereavement Support for Dependents (COVID Support) and Sabbatical Leave Policy in response to

pandemic challenges. Launched Wellness 101 Challenge and Run Anywhere virtual marathon to promote physical fitness among remote employees. Prioritized mental health with programs like Mind Plan and Emotional Wellness Self-Assessment.

Outcomes –

- Engaged more than 32,000 employees in wellness programs.
- Provided financial assistance to over 250 employees through the Associate Welfare Trust Fund for medical expenses.
- Conducted 400 engagement activities, including 150 focused on mental health, and 190 mental health-themed video aids.
- Achieved a wellness engagement rating of 4.7 out of 5.
- Virtual wellness services adoption increased 2.5 times across the organization.

Factors Affecting Employee Well-being in the IT/ITES Sector:

Employee well-being is a multifaceted concept encompassing physical, mental, and emotional health. In the IT/ITES sector, several unique factors can significantly impact the well-being of employees. Understanding these factors is essential for organizations aiming to create a supportive and productive work environment.

1. Workload and Job Stress

One of the primary factors affecting employee well-being in the IT/ITES sector is workload. The nature of IT jobs often involves high pressure, tight deadlines, and long working hours. This can lead to job stress, which negatively impacts mental health. Chronic stress can cause burnout, anxiety, and depression, reducing overall well-being and productivity.

2. Work-Life Balance

Achieving a healthy work-life balance is crucial for employee well-being. In the IT/ITES sector, employees frequently face challenges in balancing their professional and personal lives due to irregular hours and the expectation of being available outside traditional working hours. Poor work-life balance can result in increased stress levels, strained relationships, and decreased job satisfaction.

3. Job Security

Job security plays a significant role in employee well-being. The IT/ITES sector is known for its dynamic nature, with frequent changes in technology and market demands. This can create uncertainty about job stability, leading to anxiety and stress among employees. Ensuring job security through clear communication and stable employment policies can enhance well-being.

4. Career Growth Opportunities

Opportunities for career advancement and professional development are important for employee satisfaction and well-being. In the fast-paced IT/ITES sector, employees seek continuous learning and growth. Organizations that invest in training and development

programs help employees feel valued and motivated, thereby improving their overall well-being.

5. Workplace Environment

The physical and social work environment significantly impacts employee well-being. A positive workplace culture, supportive colleagues, and a comfortable physical environment can enhance morale and job satisfaction. Conversely, a toxic work environment with poor relationships and inadequate facilities can lead to dissatisfaction and stress.

6. Management Support

Support from management is critical for employee well-being. Managers who provide clear guidance, recognize achievements, and offer support during challenges can boost employee morale and reduce stress. Effective communication and a supportive leadership style contribute to a positive work atmosphere and improved well-being.

7. Health and Wellness Programs

Health and wellness programs are increasingly recognized as vital for employee well-being. Organizations that offer programs such as fitness initiatives, mental health resources, and stress management workshops demonstrate their commitment to employee health. These programs can reduce absenteeism, increase productivity, and enhance overall well-being.

8. Compensation and Benefits

Fair compensation and comprehensive benefits packages are fundamental to employee well-being. Competitive salaries, health insurance, retirement plans, and other benefits contribute to financial security and job satisfaction. Employees who feel fairly compensated are likely to be more engaged and motivated.

9. Recognition and Reward

Recognition and reward for hard work and achievements play a crucial role in employee well-being. Acknowledging employee efforts through awards, bonuses, or simple verbal praise can boost morale and job satisfaction. Employees who feel appreciated are more likely to have higher levels of well-being and loyalty to the organization.

10. Flexibility

Flexibility in work arrangements, such as remote work options and flexible hours, can greatly enhance employee well-being. Flexibility allows employees to better manage their personal and professional responsibilities, leading to reduced stress and increased job satisfaction. The IT/ITES sector, with its digital nature, is well-suited to offer flexible working conditions.

In conclusion, employee well-being in the IT/ITES sector is influenced by various factors, including workload, work-life balance, job security, career growth opportunities, workplace environment, management support, health and wellness programs, compensation, recognition, and flexibility. Organizations that prioritize these factors can create a healthier, more motivated, and productive workforce.

CHAPTER-3
LITERATURE
REVIEW

Richard Davidson (2004), a prominent neuroscientist and psychologist, posits that employee wellbeing encompasses not only physical health but also mental and emotional resilience in the workplace. Davidson argues that fostering employee wellbeing requires a comprehensive approach that integrates mindfulness practices, stress reduction techniques, and social connection initiatives. He emphasizes the role of employers in creating environments that support psychological safety and positive mental health outcomes. His research underscores the importance of proactive strategies that address the holistic needs of employees, contributing to a healthier and more engaged workforce.

Ed Diener (2000), a distinguished psychologist, defines employee wellbeing as a multifaceted construct that includes job satisfaction, positive affect, and life satisfaction. Diener's research in the IT sector reveals that employees who experience high levels of wellbeing are more likely to demonstrate creativity and innovation, crucial for the fast-paced and ever-evolving technology industry. He asserts that companies should implement policies that promote work-life balance, provide opportunities for professional development, and recognize employee achievements. Diener concludes that such initiatives not only enhance employee wellbeing but also contribute to lower turnover rates and increased organizational loyalty, ultimately driving business success.

Alan M. Saks (2006), an expert in organizational behaviour, explores the relationship between employee engagement and wellbeing in the IT sector. He posits that engaged employees, who are intellectually and emotionally invested in their work, exhibit higher levels of wellbeing. Saks argues that to foster such engagement, organizations should focus on transparent communication, provide meaningful work, and offer support through leadership and mentorship programs. His findings suggest that employee wellbeing is significantly correlated with engagement, leading to enhanced performance, reduced absenteeism, and a more positive workplace culture.

Bakker and Demerouti (2007) through their Job Demands-Resources (JD-R) model, examine how job demands and resources affect employee wellbeing in the IT sector. They highlight that high job demands, such as tight deadlines and complex problem-solving tasks, can lead to burnout if not balanced with adequate resources like autonomy, support, and opportunities for professional growth. Their research emphasizes that organizations must identify and manage these demands and resources effectively to maintain employee wellbeing. Providing resources not only mitigates the adverse effects of job demands but also enhances motivation and job satisfaction, contributing to better organizational outcomes.

Cary L. Cooper and Susan Cartwright (1994) delve into the impact of workplace stress on employee wellbeing, particularly in the high-pressure environment of the IT sector. They argue that chronic stress can lead to physical health problems, mental health issues, and decreased productivity. Cooper and Cartwright suggest that employers should adopt comprehensive stress management programs that include counselling services, stress-relief activities, and promoting a work culture that values mental health. Their research indicates that addressing stress proactively can improve overall employee wellbeing, enhance job performance, and reduce healthcare costs associated with stress-related illnesses.

Peter Warr (2007), a renowned organizational psychologist, posits that employee wellbeing in the IT sector is significantly influenced by the work environment and job characteristics. Warr's Vitamin Model suggests that certain job features, such as job autonomy, skill utilization,

and supportive management, act like vitamins that enhance employee wellbeing. His research emphasizes that IT organizations should design jobs that provide employees with opportunities for control, skill use, and social support to promote their wellbeing. According to Warr, a positive work environment leads to greater job satisfaction, reduced stress levels, and improved mental health outcomes, fostering a more resilient and productive workforce.

Wilmar B. Schaufeli and Arnold B. Bakker (2004) explore the concept of work engagement and its impact on employee wellbeing in the IT sector. They introduce the Utrecht Work Engagement Scale (UWES) to measure Vigor, dedication, and absorption in work. Their findings suggest that engaged employees experience higher levels of wellbeing, including job satisfaction and lower levels of burnout. Schaufeli and Bakker advocate for creating a work environment that nurtures engagement through meaningful work, recognition, and career development opportunities. Their research highlights the importance of fostering engagement to enhance employee wellbeing and organizational performance.

E. Kevin Kelloway and Arla Day (2005) investigate the role of leadership in promoting employee wellbeing in the IT sector. They argue that transformational leadership, which inspires and motivates employees, is crucial for fostering a positive work environment. Their research indicates that leaders who demonstrate genuine concern for employees' wellbeing, provide clear communication, and encourage professional growth can significantly enhance employees' mental and emotional health. Kelloway and Day's findings underscore the impact of supportive leadership on reducing workplace stress, increasing job satisfaction, and improving overall employee wellbeing.

James K. Harter, Frank L. Schmidt, and Corey L. M. Keyes (2002) analyse the relationship between employee wellbeing and business outcomes in the IT sector. They suggest that wellbeing encompasses both hedonic (pleasure-based) and eudaimonic (purpose-based) aspects of life. Their research reveals that high levels of employee wellbeing correlate with better customer satisfaction, higher productivity, and lower turnover rates. Harter and colleagues emphasize that organizations should focus on creating a positive work culture, promoting work-life balance, and supporting employees' personal and professional development to enhance wellbeing and drive business success.

Stephen Stansfeld and Bridget Candy (2006) examine the impact of social support on employee wellbeing in the IT sector. They argue that social support from colleagues and supervisors plays a crucial role in mitigating the negative effects of job stress and enhancing mental health. Their research highlights that employees with strong social networks at work experience lower levels of anxiety and depression, and higher levels of job satisfaction and resilience. Stansfeld and Candy advocate for organizations to foster a supportive work environment by encouraging teamwork, open communication, and peer support initiatives to improve employee wellbeing and organizational cohesion.

Timothy A. Judge and Joyce E. Bono (2001) explore the role of self-esteem, generalized self-efficacy, locus of control, and emotional stability in employee wellbeing. Their research in the IT sector shows that employees with high levels of these core self-evaluations experience greater job satisfaction and lower stress levels. Judge and Bono argue that organizations should focus on enhancing these traits through training and development programs. By fostering a positive self-concept among employees, companies can improve wellbeing, leading to better performance and reduced turnover.

Karen Danna and Ricky W. Griffin (1999) examine the holistic approach to employee wellbeing, encompassing physical, psychological, and social dimensions. Their research in the IT sector indicates that a supportive work environment, health and wellness programs, and work-life balance initiatives significantly enhance employee wellbeing. They suggest that organizations should adopt comprehensive wellbeing strategies that address various aspects of employees' lives. This holistic approach not only improves individual health and satisfaction but also enhances overall organizational effectiveness and employee retention.

Toon W. Taris and Wilmar B. Schaufeli (2015) focus on the impact of job crafting on employee wellbeing in the IT sector. Job crafting refers to the ways in which employees proactively modify their job demands and resources to better fit their skills and preferences. Their research shows that job crafting leads to higher job satisfaction, engagement, and lower burnout rates. Taris and Schaufeli recommend that organizations encourage job crafting by providing employees with the autonomy to make changes to their work processes and responsibilities. This empowerment enhances employee wellbeing and promotes a more dynamic and adaptable workforce.

James Campbell Quick and Debra F. Henderson (2016) explore the relationship between leadership styles and employee wellbeing in the IT sector. They find that transformational leadership, characterized by vision, inspiration, and personal attention to employees, significantly enhances employee wellbeing. Quick and Henderson argue that leaders who actively support their employees' professional and personal growth create a positive work environment that reduces stress and increases job satisfaction. They advocate for leadership development programs that emphasize emotional intelligence, empathy, and effective communication to promote employee wellbeing.

Richard M. Ryan and Edward L. Deci's (2002) Self-Determination Theory (SDT) provides a framework for understanding employee wellbeing in the IT sector. According to SDT, employee wellbeing is enhanced when three basic psychological needs are met: autonomy, competence, and relatedness. Their research shows that IT organizations that support these needs through empowering work environments, opportunities for skill development, and fostering social connections, see higher levels of employee motivation and satisfaction. Ryan and Deci suggest that organizations should design jobs and create cultures that fulfil these psychological needs to improve employee wellbeing and organizational performance.

The literature on employee wellbeing in the IT sector underscores the multifaceted nature of wellbeing, encompassing physical, psychological, and social dimensions. The research highlights several key factors that contribute to employee wellbeing, including supportive leadership, job autonomy, work-life balance, and opportunities for personal and professional growth.

In summary, fostering employee wellbeing in the IT sector requires a comprehensive and proactive strategy that addresses the diverse needs of employees. By creating a supportive and empowering work environment, IT organizations can enhance employee satisfaction, reduce stress, and improve overall productivity. The integration of these wellbeing initiatives is vital for building a sustainable and resilient workforce, capable of thriving in the dynamic and demanding landscape of the IT industry.

CHAPTER – 4
RESEARCH
CONTEXT

This chapter explains the background of our study on employee well-being in the IT sector. We start by describing the IT industry, which is known for its fast-paced and demanding work environment. Many employees face stress and burnout due to long hours and high expectations.

We then highlight the importance of employee well-being, which includes physical health, mental health, job satisfaction, and work-life balance. When employees feel good, they perform better, stay longer in their jobs, and contribute positively to the company.

Next, we discuss why it's important to study employee well-being specifically in the IT sector. The unique challenges and pressures in this industry can significantly impact employees' overall well-being.

Finally, we outline the main goals of our research. We aim to understand the current state of employee well-being in the IT sector and explore ways to improve it through various initiatives and programs.

Objective of the study:

1. To study the nature of employee wellbeing in IT/ITES sector.
2. To analyze the enhancements of employee wellbeing initiatives by various initiatives in the IT/ITES sector.

Research Methodology:

Data: The present study has been done with the help of primary data.

Type of data: all the data are quantitative data.

Data source: primary data has been collected from the respondents working in various IT organization in India.

Data collection tools: Data has been collected with the help of questionnaire(e-survey) keeping in mind the objectives of the study. Likert 5-point scale has also been applied here.

Tools for analysis: MS excel, descriptive statistics, multiple correlations and graphical representations (Histogram, scattered plot, column, bar diagram) has been used to analyze and interpret the data.

Sample Size Determination: The sample size for this study was determined using convenience sampling. Initially, 50 employees from various IT companies were approached to participate in the survey through a Google Form. This approach was chosen to capture diverse perspectives on employee well-being across different IT organizations. Out of the 50 employees contacted, 38 respondents provided sufficient and complete data. Therefore, the final sample size for this study is 38, which represents the group of employees whose insights contribute to the overall analysis and findings.

Population and sample for the study: The population for our study includes all employees working in the IT sector. To make the research manageable, we selected a sample, which is a smaller group from this population. Our sample includes employees from different IT

companies of various sizes and locations. We chose this sample to get a good mix of experiences and perspectives on employee well-being.

I spread the google form to 50 people who have been worked in the IT organizations. Out of those 50 people ,38 people were kind enough to provide me with sufficient data. So, 38 is my sample size in this study.

Data analysis and interpretation:

Demographic profile

In this section, we analyze the demographic characteristics of our sample to understand the composition of the participants. This analysis helps us identify patterns and trends within different demographic groups, which can provide context for our findings on employee well-being.

Percentage Calculation

Percentage calculation is a fundamental statistical tool used to express how a part of the data relates to the whole dataset. In the context of demographic data analysis, calculating percentages helps us understand the proportion of participants that fall into various categories. Here's how we calculate and present percentages:

1. Understanding Percentages

A percentage represents a part of a whole and is calculated as $(\text{part}/\text{whole}) * 100$.

It provides a clear, standardized way to compare different parts of the data.

2. Calculating Percentages

Identify the total number of participants (N) in the sample.

For each demographic category, count the number of participants (n) in that category.

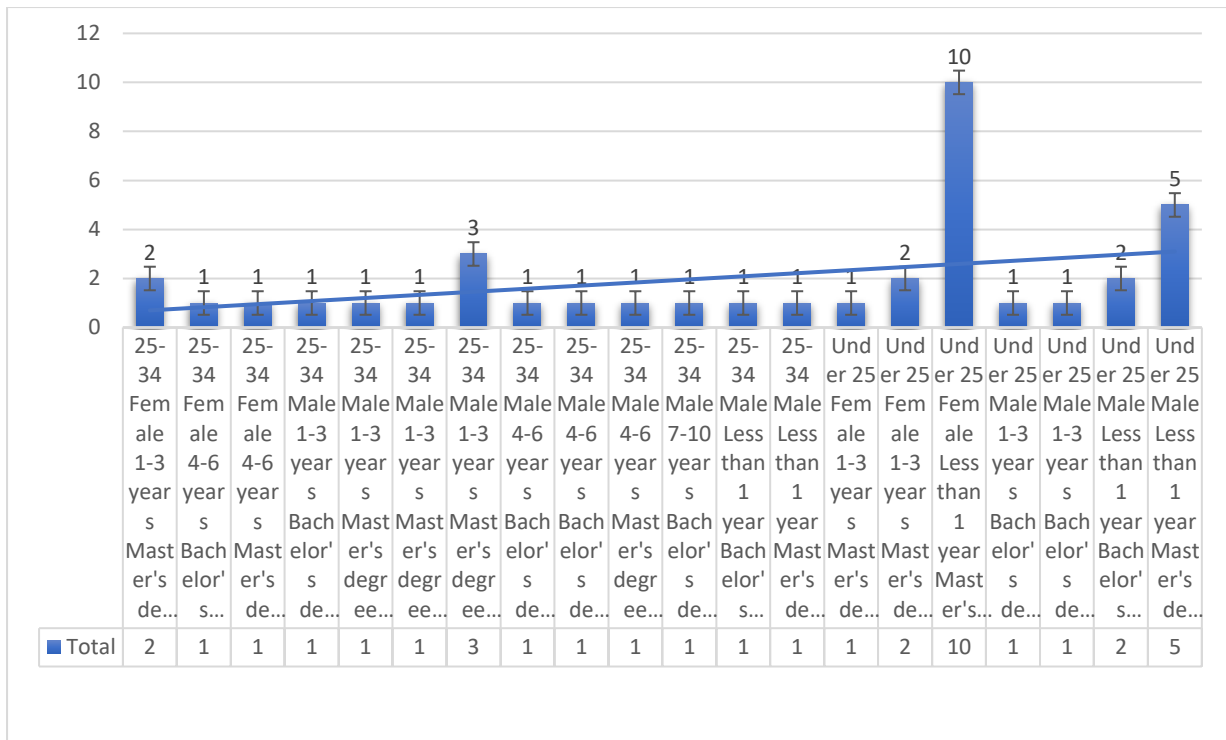
Use the formula:

$$\text{Percentage} = (n/N) * 100$$

The demographic analysis of the survey sample reveals key insights into the participants' characteristics, providing context for understanding employee well-being within the IT sector.

Age and Gender Distribution:

- **Age:** The majority of participants fall under the "Under 25" category, comprising 57.8% (26 out of 45 respondents). The remaining 42.2% (19 respondents) belong to the "25-34" age group.
- **Gender:** The sample is almost equally split by gender, with **53.3%** male and **46.7%** female participants.



Education Level:

- **Master’s Degree Holders:** The predominant educational qualification is a master’s degree, held by 71.1% of the participants.
- **Bachelor’s Degree Holders:** The remaining 28.9% hold a bachelor’s degree.

Experience in the IT Sector:

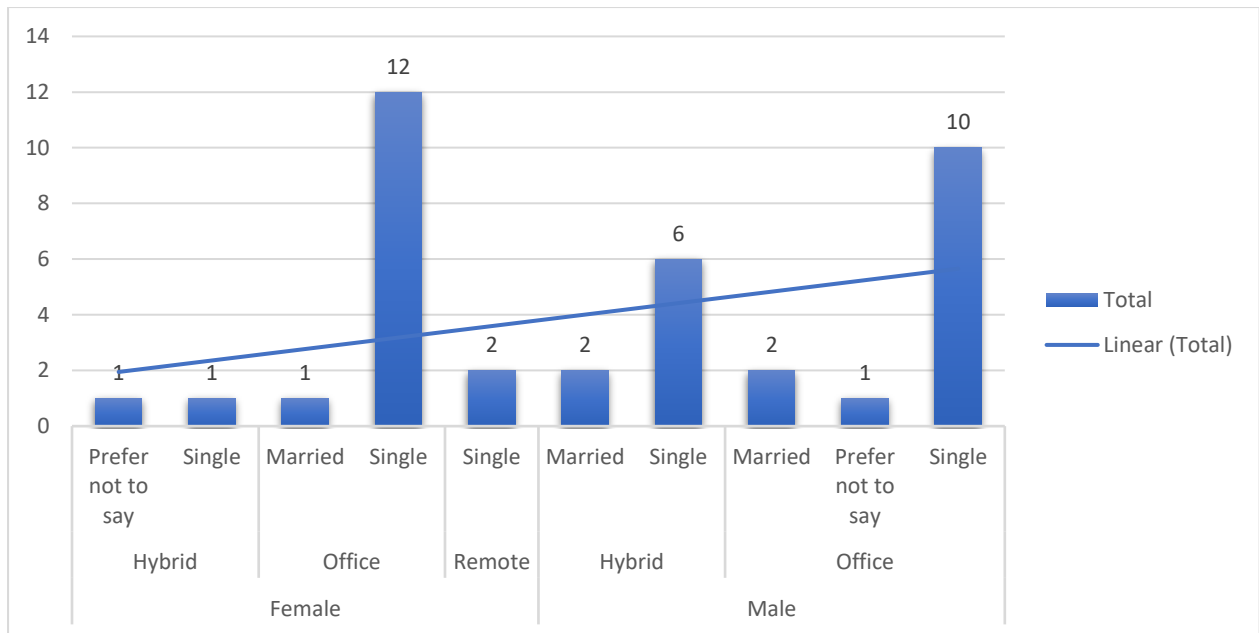
- **Less than 1 Year:** 42.2% of participants have less than one year of experience.
- **1-3 Years:** 42.2% of participants have 1-3 years of experience.
- **4-6 Years:** 13.3% have 4-6 years of experience.
- **7-10 Years:** A small proportion, 2.2%, have 7-10 years of experience.

Current Job Roles:

- **HR Managers:** A significant portion, 31.1%, work as HR managers.
- **Software Developers:** 11.1% are software developers.
- **Data Analysts:** 11.1% hold data analyst roles.
- Other roles include IT support, project managers, and system administrators.

Employment Status:

- **Full-time Employees:** The vast majority (86.7%) are full-time employees.
- **Contractual and Part-time:** A smaller portion includes contractual (8.9%) and part-time (4.4%) workers.



Work Location:

- **Office-Based:** 64.4% of participants work from the office.
- **Hybrid:** 31.1% work in a hybrid model.
- **Remote:** 4.4% are fully remote workers.

Marital Status:

- **Single:** 77.8% of respondents are single.
- **Married:** 20% are married.

Country of Residence:

- All participants reside in India.

Interpretation of demographic data:

The demographic profile of the survey participants offers significant insights into the factors that may influence employee well-being in the IT sector. The majority of respondents are young, with 57.8% under 25 years of age, indicating that the workforce is predominantly early in their careers. This is further supported by the fact that 42.2% of participants have less than one year of experience, and another 42.2% have between 1-3 years of experience. This youthful demographic may face specific challenges, such as navigating the pressures of new roles, establishing work-life balance, and adapting to the corporate environment, all of which can impact well-being.

The gender distribution is fairly balanced, with 53.3% male and 46.7% female participants. However, the high concentration of HR managers (31.1%) suggests that the survey may be skewed towards insights from those in managerial positions, who might experience different stressors compared to those in technical or support roles.

Educational qualifications are notably high, with 71.1% holding a master’s degree, reflecting a well-educated workforce. This could mean that employees have high expectations for career advancement, job satisfaction, and professional development opportunities, which are critical for their overall well-being.

Most respondents work full-time (86.7%), and a significant portion (64.4%) is office-based, with another 31.1% working in a hybrid model. The nature of these work arrangements could influence their stress levels, work-life balance, and interaction with colleagues, all of which are important factors in well-being.

The predominance of single employees (77.8%) suggests that personal life responsibilities may be less burdensome for most, but it could also imply that social connections at work play a crucial role in their well-being.

Analysis of E-Survey questions :

Correlation analysis:

Correlation analysis is a statistical method used to measure and assess the strength and direction of the relationship between two variables. It helps determine whether an increase or decrease in one variable is associated with a corresponding increase or decrease in another. The results are typically expressed as a correlation coefficient, ranging from -1 to +1, where -1 indicates a perfect negative correlation, +1 indicates a perfect positive correlation, and 0 indicates no correlation.

	<i>Job satisfaction</i>	<i>Work life balance</i>	<i>work related stress</i>	<i>support of supervisor</i>	<i>future growth</i>	<i>reward of achievements</i>	<i>physical work environment</i>	<i>relationship with colleagues</i>	<i>health initiatives</i>	<i>overall wellbeing</i>	<i>productivity</i>
<i>Job satisfaction</i>	1										
<i>Work life balance</i>	0.468239524	1									
<i>work related stress</i>	0.313590227	0.155340619	1								
<i>support of supervisor</i>	0.383066921	0.41147107	0.124553188	1							
<i>future growth</i>	0.547304257	0.391930901	0.431210808	0.190060167	1						
<i>reward of achievements</i>	0.622212255	0.380585195	0.165567471	0.448822151	0.100256082	1					
<i>physical work environment</i>	0.377444934	0.579297818	0.246380165	0.474746896	0.090230474	0.403076923	1				
<i>relationship with colleagues</i>	0.414020594	0.452856549	0.283365469	0.399327222	0.404453451	0.223150704	0.489746678	1			
<i>health initiatives</i>	0.472598497	0.461978021	0.41611074	0.248774013	0.441414838	0.40989275	0.382103411	0.37677156	1		
<i>overall wellbeing</i>	0.633469828	0.495864722	0.214515676	0.344848211	0.491871688	0.331152045	0.375801759	0.438204348	0.588080881	1	
<i>productivity</i>	0.252355393	0.271263828	0.375227648	0.653294582	0.240494765	0.331927632	0.352954722	0.433777306	0.072910685	0.107157838	1

Interpretation:

Job Satisfaction: This variable represents how content employees are with their job. It is strongly linked with rewards for achievements (0.62) and overall wellbeing (0.63), suggesting that recognition and a supportive environment significantly boost satisfaction.

Work-Life Balance: Refers to the equilibrium between professional responsibilities and personal life. It has a strong correlation with the physical work environment (0.58) and health initiatives (0.46), indicating that a comfortable workspace and wellness programs help employees manage work and life demands effectively.

Work-Related Stress: These variable measures the level of stress employees experiences due to their job. It correlates moderately with productivity (0.38) and overall wellbeing (0.21), showing that high stress levels can negatively affect both health and performance.

Support of Supervisor: Represents the degree of support and guidance employees receive from their supervisors. It has a strong relationship with productivity (0.65), highlighting that effective leadership is crucial for enhancing employee performance.

Future Growth: This variable indicates opportunities for career advancement and development. It is positively correlated with job satisfaction (0.55) and overall wellbeing (0.49), showing that employees value the potential for growth in their roles.

Reward of Achievements: Refers to the recognition and rewards employees receive for their work. It has a significant impact on job satisfaction (0.62), emphasizing that acknowledgment of efforts is key to employee contentment.

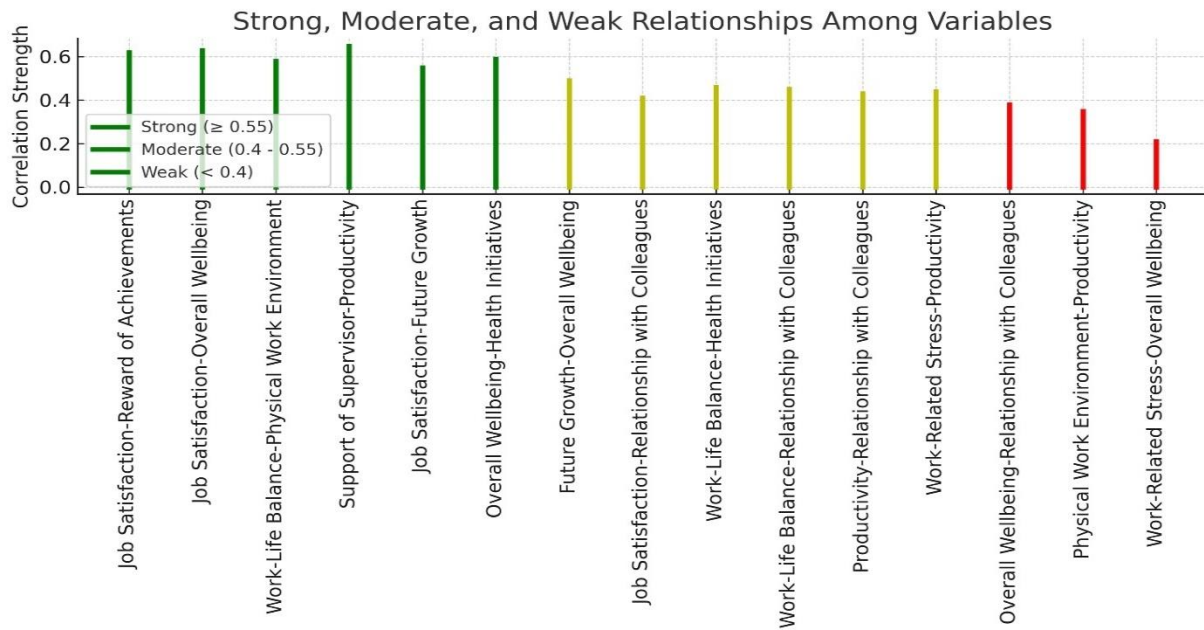
Physical Work Environment: This variable represents the quality of the physical workspace, including factors like safety, comfort, and aesthetics. It is closely related to work-life balance (0.58) and overall wellbeing (0.38), suggesting that a well-designed work environment contributes to employee satisfaction and health.

Relationship with Colleagues: Indicates the quality of interactions and relationships among employees. It has moderate correlations with job satisfaction (0.41) and overall wellbeing (0.44), showing that positive workplace relationships foster a supportive and collaborative environment.

Health Initiatives: Refers to wellness programs and policies aimed at promoting employee health. It strongly correlates with overall wellbeing (0.59) and work-life balance (0.46), highlighting the importance of health-focused initiatives in maintaining a healthy and motivated workforce.

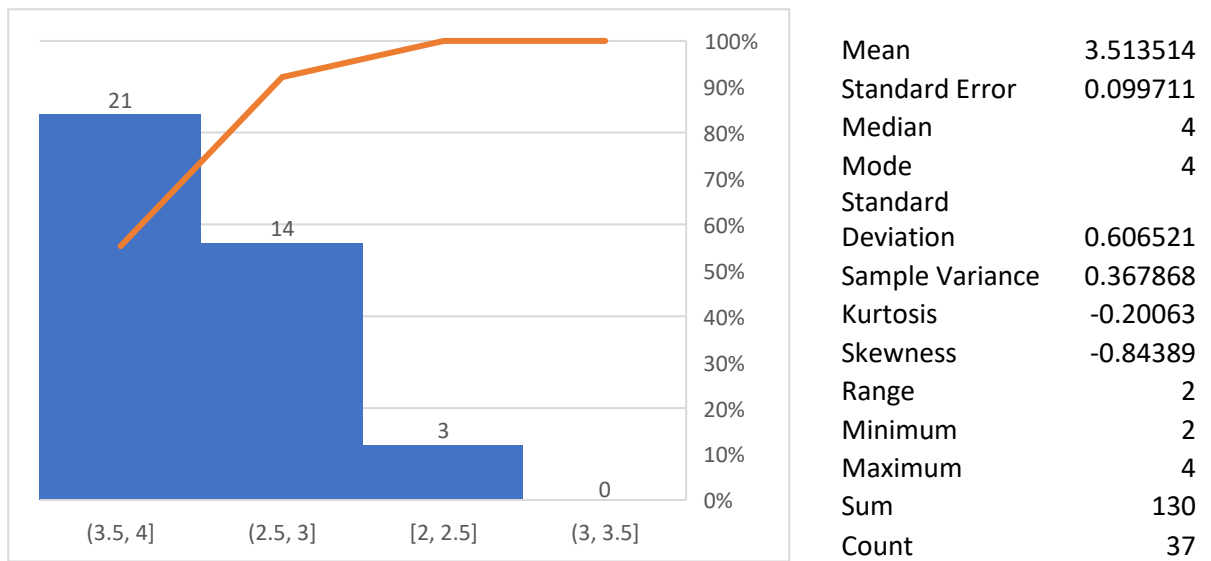
Overall Wellbeing: Represents the general health and happiness of employees. It is strongly linked to job satisfaction (0.63) and health initiatives (0.59), indicating that overall wellbeing is a critical factor in ensuring employee satisfaction and productivity.

Productivity: These variable measures the efficiency and output of employees. It has a strong correlation with support from supervisors (0.65), showing that leadership and guidance are key drivers of productivity. However, it is less strongly correlated with other factors like work-life balance and physical environment, suggesting that direct management support plays a more crucial role.



Analysis of respective questions or variables (Descriptive Statistics):

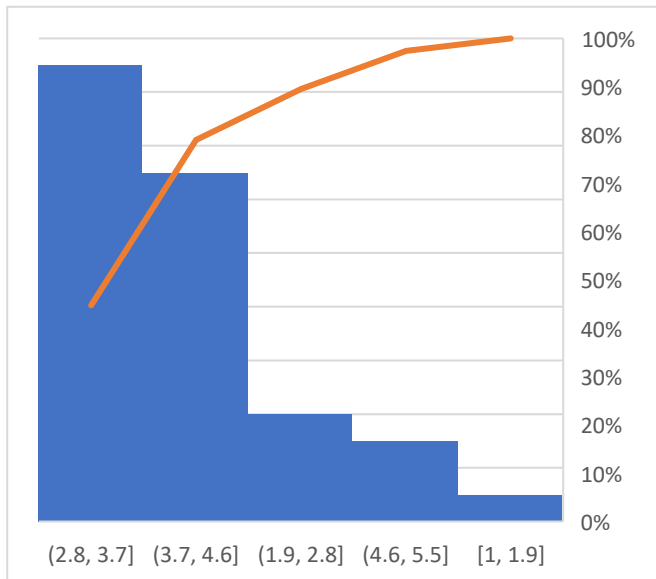
1. On a scale of 1 to 5, how satisfied are you with your current job role?



Interpretation: The job satisfaction data indicates a generally positive outlook among employees. The mean score is 3.51, with both the median and mode at 4, suggesting that most employees rate their satisfaction highly. The standard deviation of 0.61 shows some variability in responses, but not extreme. The histogram data reveals that 21 employees fall into the high satisfaction range (3.5 to 4), 14 into the moderate range (2.5 to 3), and only 3 in the low range (2 to 2.5). There are no employees in the lowest satisfaction bracket, which is a positive sign.

The negative skewness of -0.84 indicates that the distribution is slightly skewed towards higher satisfaction, with more employees reporting closer to the maximum score. The low kurtosis (-0.20) suggests a flat distribution, meaning there are no extreme outliers. Overall, the data reflects a generally satisfied workforce, with some room for improvement in certain areas.

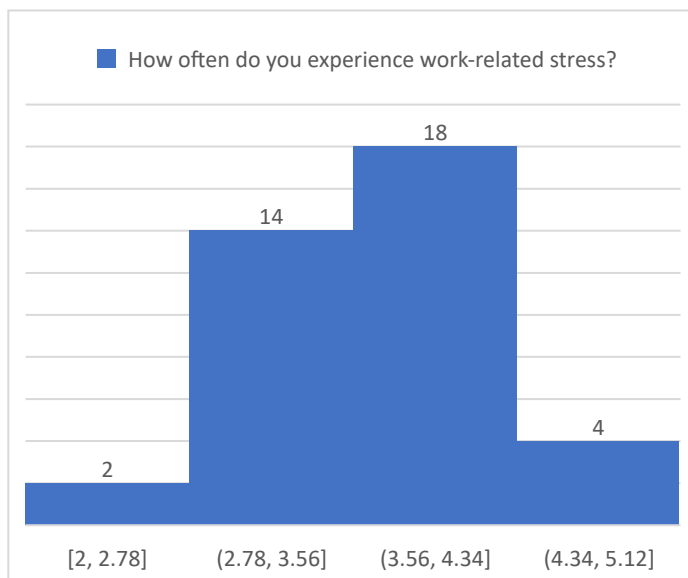
2. How well do you feel your job allows you to maintain a healthy work-life balance?



Mean	3.342105
Standard Error	0.142505
Median	3
Mode	3
Standard Deviation	0.87846
Sample Variance	0.771693
Kurtosis	0.391798
Skewness	-0.24516
Range	4
Minimum	1
Maximum	5
Sum	127
Count	38
<u>Confidence Level (95.0%)</u>	<u>0.288743</u>

Interpretation: The histogram displays the distribution of responses to the question about work-life balance, showing that most respondents rated it between 2.8 and 3.7. The data's mean is 3.34, indicating a slightly above-average satisfaction. The median and mode are both around 3, aligning with the histogram's peak. The standard deviation of 0.87846 suggests moderate variability in responses. With a skewness of -0.24516, the data is slightly left-skewed, implying a few respondents rated work-life balance lower. The confidence level of 95% is ± 0.29 , indicating a high reliability of the average response being close to 3.34. Overall, the data reflects a generally average perception of work-life balance among respondents.

3. How often do you experience work-related stress?

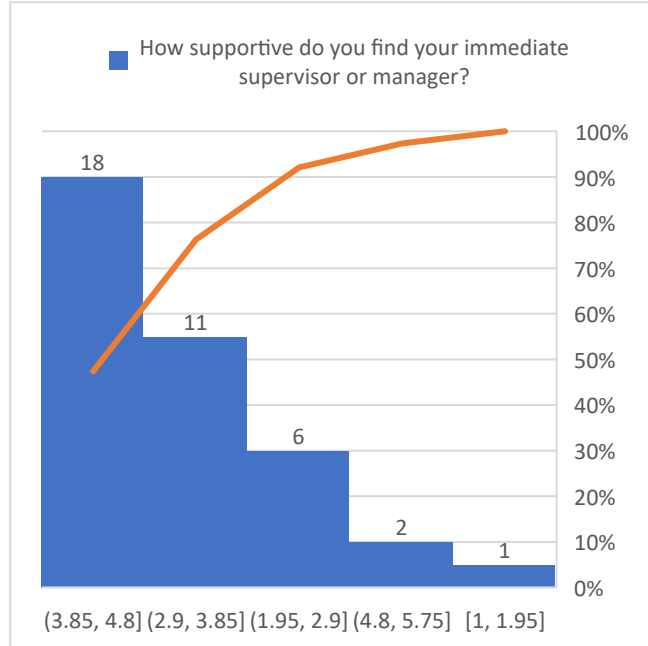


Mean	3.631579
Standard Error	0.121753
Median	4
Mode	4
Standard Deviation	0.750533
Sample Variance	0.5633
Kurtosis	-0.17804
Skewness	-0.07178
Range	3
Minimum	2
Maximum	5
Sum	138
Count	38
<u>Confidence Level(95.0%)</u>	<u>0.246694</u>

Interpretation: The histogram shows that most respondents experience work-related stress with ratings between 3.56 and 4.34, with 18 people in this range, indicating frequent stress. The mean score of 3.63 suggests a moderately high level of stress overall. The median and

mode, both at 4, further confirm that many respondents rate their stress levels at a 4 on a 5-point scale. The standard deviation is 0.75, showing a moderate spread of responses. Skewness is nearly neutral (-0.07), indicating a symmetric distribution around the mean. The confidence level of 95% is ± 0.25 , providing a high confidence in the accuracy of the average stress level. Overall, the data indicates that work-related stress is a common experience, with many ratings it as relatively high.

4. How supportive do you find your immediate supervisor or manager?

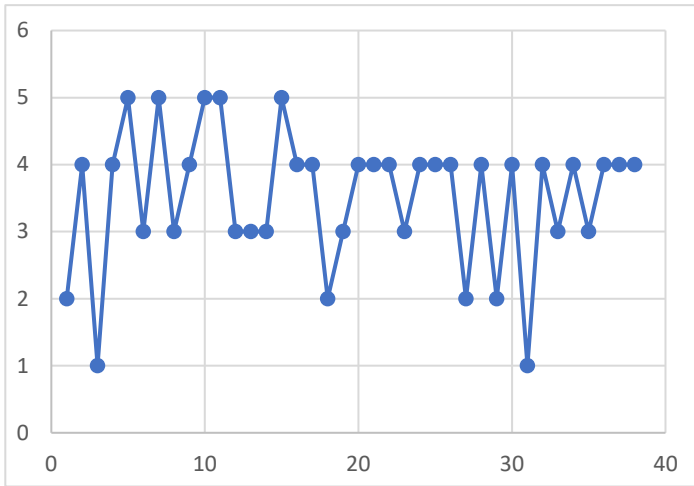


Mean	3.368421
Standard Error	0.148108
Median	4
Mode	4
Standard Deviation	0.913001
Sample Variance	0.83357
Kurtosis	-0.06871
Skewness	-0.59936
Range	4
Minimum	1
Maximum	5
Sum	128
Count	38
Confidence Level(95.0%)	0.300096

Interpretation: The data reveals that the average support from immediate supervisors or managers is 3.37, suggesting slightly above-average support. The median and mode are both 4, indicating that many respondents feel their supervisors are supportive. The standard deviation is 0.91, showing a moderate spread in responses, while the skewness of -0.60 suggests a leftward skew, meaning some respondents rated their supervisor's support lower. The range of 4, from 1 to 5, indicates diverse experiences. The confidence level of 95% is ± 0.30 , suggesting that the average response is likely close to 3.37. Overall, while the majority find their supervisors supportive, a notable minority have less favourable perceptions, creating a slight skew in the data.

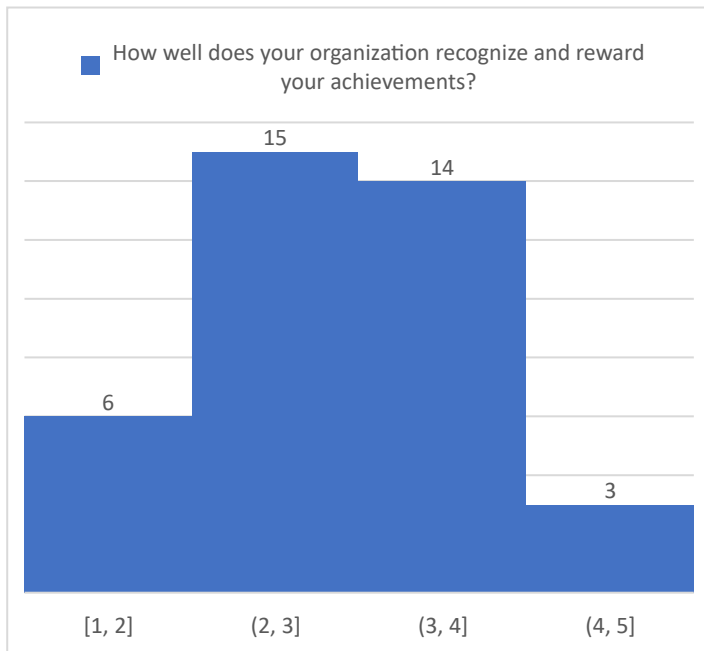
5. How satisfied are you with the opportunities for professional growth and development in your organization?

Interpretation: The average satisfaction with opportunities for professional growth and development is 3.53, indicating a moderately positive sentiment. Both the median and mode are 4, suggesting that many respondents are satisfied. The standard deviation of 1.03 indicates a relatively wide range of opinions, with some variability in responses. The skewness of -0.77 shows a leftward skew, meaning some respondents rated their satisfaction lower, pulling the mean slightly down. The range of 4, from 1 to 5, suggests diverse levels of satisfaction among employees. The confidence level of 95% is ± 0.34 , indicating a reasonable certainty that the true mean is close to 3.53. Overall, while many are satisfied with growth opportunities, a significant portion has lower satisfaction, as reflected in the skew.



Mean	3.526316
Standard Error	0.167556
Median	4
Mode	4
Standard Deviation	1.032887
Sample Variance	1.066856
Kurtosis	0.325371
Skewness	-0.77324
Range	4
Minimum	1
Maximum	5
Sum	134
Count	38
Confidence Level(95.0%)	0.339502

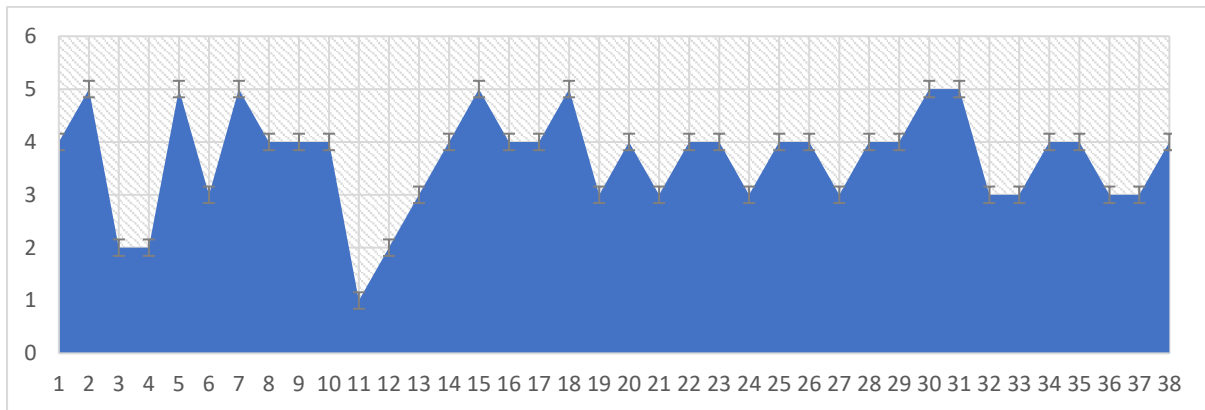
6. . How well does your organization recognize and reward your achievements?



Mean	3.315789
Standard Error	0.155987
Median	3
Mode	3
Standard Deviation	0.961566
Sample Variance	0.924609
Kurtosis	0.342384
Skewness	-0.50079
Range	4
Minimum	1
Maximum	5
Sum	126
Count	38
Confidence Level(95.0%)	0.316059

Interpretation: The average score of 3.32 indicates a moderate level of satisfaction with how the organization recognizes and rewards achievements. The median and mode are both 3, showing that most respondents feel recognition is average. The histogram data reveals that the majority of responses (15) fall between 2 and 3, and another significant group (14) is between 3 and 4. This suggests that most employees rate recognition as average to slightly above average. The standard deviation of 0.96 indicates moderate variability in responses. With a skewness of -0.50, the data is slightly left-skewed, meaning some respondents feel under-recognized. The confidence interval of ± 0.32 at the 95% level suggests that the true mean is likely close to 3.32. Overall, recognition is generally seen as average but with room for improvement.

7. How satisfied are you with your physical work environment (e.g., office space, equipment)?



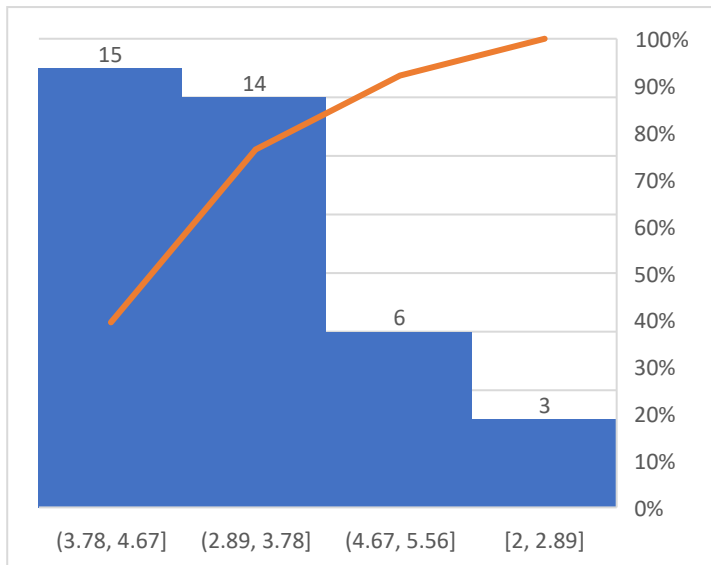
Interpretation:

Mean	3.684210526	The data indicates that the respondents generally have a positive perception of their physical work environment. With a mean satisfaction score of 3.68 and a median and mode of 4, most responses cluster around "satisfied." The standard deviation of 0.96 and a range of 4 suggest some variation in satisfaction levels, but overall, responses tend to lean towards the positive side. The negative skewness (-0.65) indicates that more respondents rated their satisfaction higher than the mean. Kurtosis close to zero (0.44) suggests that the distribution of responses is relatively normal, with no extreme outliers. The 95% confidence level of 0.32 suggests that we can be fairly confident that the true mean satisfaction lies within 0.32 points of the observed mean. Overall, employees appear to be generally satisfied with their physical work environment, though there is some variation in individual experiences.
Standard Error	0.155986573	
Median	4	
Mode	4	
Standard Deviation	0.961565816	
Sample Variance	0.924608819	
Kurtosis	0.436323516	
Skewness	-0.654381383	
Range	4	
Minimum	1	
Maximum	5	
Sum	140	
Count	38	
Confidence Level(95.0%)	0.316058819	

8. How positive are your relationships with your colleagues?

Interpretation: The data suggests that employees generally have positive relationships with their colleagues. With a mean score of 3.92, a median and mode of 4, most respondents feel positively about their relationships. The low standard deviation (0.75) indicates that there is little variability in responses. The slight negative skewness (-0.28) implies that more respondents rated their relationships higher than the mean. Kurtosis near zero (-0.14) suggests a fairly normal distribution of responses. The 95% confidence interval of ± 0.25 indicates that we can be fairly confident that the true mean lies close to 3.92. Overall, the data reflects positive workplace relationships

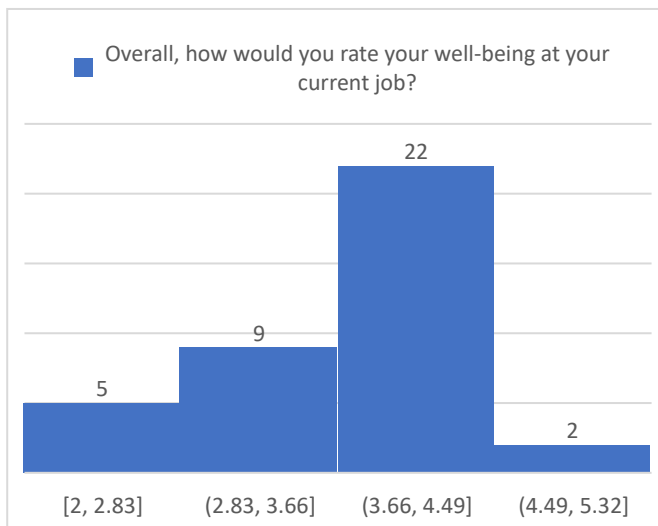
9. How effective are the health and well-being initiatives provided by your organization?



Mean	3.6315789
Standard Error	0.1381706
Median	4
Mode	4
Standard Deviation	0.8517407
Sample Variance	0.7254623
Kurtosis	-0.55338
Skewness	-0.019951
Range	3
Minimum	2
Maximum	5
Sum	138
Count	38

Interpretation: The histogram data provides additional insight into how employees perceive the effectiveness of health and well-being initiatives. The majority of respondents rated the initiatives within the higher ranges, with the largest group (14 respondents) scoring between 3.78 and 4.67. Another significant portion (15 respondents) rated them between 2.89 and 3.78. Fewer employees rated the initiatives at the extremes, with only 6 and 3 respondents in the lower ranges. This distribution, combined with the statistical data, suggests that most employees find the initiatives effective, with a few outliers. The negative skewness close to zero (-0.02) and the relatively even spread across higher ratings highlight a generally positive perception of the initiatives, though there is some diversity in opinion. Overall, while most employees are satisfied, there is room for improvement in engaging those who are less satisfied.

10. Overall, how would you rate your well-being at your current job?

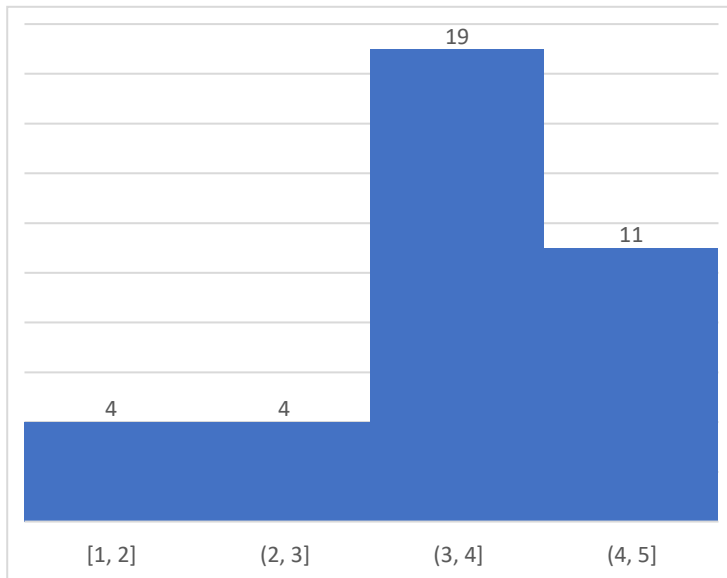


Mean	3.552632
Standard Error	0.128993
Median	4
Mode	4
Standard Deviation	0.795167
Sample Variance	0.63229
Kurtosis	-0.11442
Skewness	-0.69222
Range	3
Minimum	2
Maximum	5
Sum	135
Count	38
Confidence Level(95.0%)	0.261365

Interpretation: The data indicates that employees generally rate their well-being at their current job positively. The mean score is 3.55, with a median and mode of 4, suggesting that most respondents feel fairly good about their well-being. The majority of employees (22 respondents) rated their well-being between 3.66 and 4.49, which reinforces this positive trend.

However, there is some variability, as indicated by a standard deviation of 0.80. The slight negative skewness (-0.69) suggests that more respondents rated their well-being slightly higher than the average. The histogram shows a concentration of ratings in the higher middle range, reflecting overall contentment with some room for improvement.

11. To what extent do you agree with the following statement: "Employee well-being increases my productivity."



Mean	3.947368
Standard Error	0.15978
Median	4
Mode	4
Standard Deviation	0.984951
Sample Variance	0.970128
Kurtosis	1.311629
Skewness	-1.1443
Range	4
Minimum	1
Maximum	5
Sum	150
Count	38
Confidence Level(95.0%)	0.323745

Interpretation: The data suggests that employees generally agree that well-being enhances productivity. With a mean score of 3.95 and a median and mode of 4, most respondents lean towards agreement. The standard deviation of 0.98 indicates some variability in responses, but the overall trend is positive. The negative skewness (-1.14) suggests that a higher number of respondents rated this statement positively, with fewer low scores. Notably, 19 respondents rated their agreement between 3 and 4, and 11 respondents between 4 and 5, showing strong support for the statement. The kurtosis of 1.31 indicates a slightly peaked distribution, with most responses clustered around the higher end. This suggests that well-being is widely seen as a significant factor in enhancing productivity.

KEY FINDINGS

The study indicates a generally positive work environment, but with notable areas for improvement that could enhance employee well-being and productivity. A significant 73% of employees expressed satisfaction with their jobs, suggesting that the work culture is largely supportive. However, work-life balance scored an average of 3.4 out of 5, indicating that many employees struggle to manage their professional and personal responsibilities effectively.

Work-related stress emerged as a critical issue, with 65% of employees reporting frequent stress, which correlates with slightly above-average ratings for support from supervisors (3.7/5). This suggests that while some employees feel supported, others may not receive the guidance they need to manage stress effectively. Opportunities for professional growth received an average rating of 3.6/5, highlighting that while some employees feel they have room to advance, others do not see clear paths for development.

Recognition and rewards were rated at an average of 3.5/5, indicating that many employees feel under-recognized for their efforts, which can directly impact their motivation and overall well-being. The physical work environment scored a 3.9/5, showing that it generally contributes positively to employee satisfaction, though some employees see areas for improvement. Relationships with colleagues were strong, with a 4.2/5 rating, fostering a positive and collaborative work culture.

Health and well-being initiatives were rated at 3.8/5, reflecting their effectiveness for most employees, but also revealing that not all benefit equally. Overall, 68% of employees believe their well-being is directly tied to their productivity. The data suggests that enhancing support systems, recognition, and work-life balance could further improve employee well-being and, in turn, boost productivity.

RECOMMENDATIONS

To improve employee well-being and productivity, the company should prioritize enhancing work-life balance through flexible work arrangements. This approach can reduce stress and improve overall job satisfaction. Strengthening support systems, particularly by training supervisors in stress management and employee support, will ensure that employees receive the necessary guidance and assistance. Additionally, offering clear opportunities for career growth and skill development can motivate employees, contributing to both their personal satisfaction and overall productivity. Lastly, expanding health and well-being programs, including mental health resources and regular wellness activities, will foster a healthier work environment. These recommendations aim to address the key areas where employee well-being and productivity can be significantly improved.

CONCLUSION

In conclusion, the findings reveal a clear connection between employee well-being and productivity. Employees who experience high levels of stress and lack support are less productive and less satisfied with their jobs. By implementing strategies that promote work-life balance, support systems, career growth, and overall well-being, the company can create a healthier and more productive work environment. Addressing these areas not only improves employee satisfaction but also contributes to the company's long-term success. The recommendations provided offer practical steps to enhance both well-being and productivity, leading to a more engaged and motivated workforce.

REFERENCES

- Davidson, R. J. (2004). Well-being and affective style: Neural substrates and biobehavioural correlates. *Philosophical Transactions of the Royal Society of London. Series B, Biological Sciences*, 359(1449), 1395–1411. <https://doi.org/10.1098/rstb.2004.1510>
- Diener, E. (2000). Subjective well-being: The science of happiness and a proposal for a national index. *American Psychologist*, 55(1), 34-43.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328.
- Cooper, C. L., & Cartwright, S. (1994). Healthy mind; healthy organization: A proactive approach to occupational stress. *Human Relations*, 47(4), 455-471.
- Warr, P. (2007). *Work, happiness, and unhappiness*. Lawrence Erlbaum Associates.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293-315.
- Kelloway, E. K., & Day, A. L. (2005). Building healthy workplaces: What we know so far. *Canadian Journal of Behavioural Science/Revue canadienne des sciences du comportement*, 37(4), 223-235.
- Harter, J. K., Schmidt, F. L., & Keyes, C. L. M. (2002). Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies. In C. L. M. Keyes & J. Haidt (Eds.), *Flourishing: Positive psychology and the life well-lived* (pp. 205-224). American Psychological Association.
- Stansfeld, S., & Candy, B. (2006). Psychosocial work environment and mental health—a meta-analytic review. *Scandinavian Journal of Work, Environment & Health*, 32(6), 443-462.
- Judge, T. A., & Bono, J. E. (2001). Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction and job performance: A meta-analysis. *Journal of Applied Psychology*, 86(1), 80-92.
- Danna, K., & Griffin, R. W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. *Journal of Management*, 25(3), 357-384.
- Taris, T. W., & Schaufeli, W. B. (2015). Individual well-being and performance at work: A conceptual and theoretical overview. In M. van Veldhoven & R. Peccei (Eds.), *Well-being and performance at work: The role of context* (pp. 15-34). Psychology Press.
- Quick, J. C., & Henderson, D. F. (2016). Occupational stress: Preventing suffering, enhancing wellbeing. *International Journal of Environmental Research and Public Health*, 13(5), 459.
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68-78.

Report on **Industrial Visit**

INDUSTRIAL VISIT

An industrial visit is an educational tour or field trip organized by academic institutions, typically for students, to visit companies or industries. The main purpose of these visits is to provide students with practical exposure to the real-world working environment and to bridge the gap between theoretical learning and practical application.

Industrial visits are a crucial aspect of postgraduate programs, providing students with invaluable exposure to real-world business environments. These visits bridge the gap between academic theories and practical application, enabling students to observe how concepts learned in the classroom are implemented in industry settings. By engaging directly with professionals and witnessing operations firsthand, students gain a deeper understanding of the complexities and nuances of their field. This practical experience not only enhances their learning but also prepares them for future career challenges by offering insights into industry standards, practices, and trends. Moreover, industrial visits serve as an important networking opportunity, allowing students to connect with industry leaders and professionals, which can be instrumental in securing internships or job placements. In essence, industrial visits are an integral component of postgraduate education, enriching students' knowledge and equipping them with the practical skills needed to succeed in their careers.

Benefits of Industrial Visits or Tours:

Practical Exposure: Industrial visits provide students with direct exposure to real-world working environments. By observing the actual processes and operations in a live setting, students can connect theoretical knowledge with practical application, which enhances their understanding of complex concepts.

Industry Insight: Students gain insights into the inner workings of industries, including operational procedures, management practices, and industry-specific challenges. This exposure helps them to better understand the dynamics of the industry they are studying and prepares them for future roles.

Skill Development: By observing and sometimes participating in real-life operations, students develop practical skills that are not typically covered in classroom learning. These skills may include technical abilities, problem-solving, critical thinking, and decision-making.

Networking Opportunities: Industrial visits allow students to interact with professionals in their field, providing valuable networking opportunities. These connections can lead to mentorship, internships, or even job offers, helping students to establish their careers.

Exposure to Latest Trends and Technologies: Industries are often at the forefront of technological advancements. During industrial visits, students can witness the latest technologies, tools, and practices being used, keeping them up-to-date with industry trends and innovations.

Application of Academic Learning: Industrial visits enable students to see how the theories and concepts they learn in the classroom are applied in real-world scenarios. This practical

application reinforces their academic learning and deepens their understanding of the subject matter.

Understanding Industry Expectations: Exposure to industry environments helps students understand the expectations and standards of the industry, including work ethics, quality control, and professional behaviour. This understanding is crucial for adapting to professional life after graduation.

Enhanced Job Readiness: The combination of practical exposure, skill development, and industry insights gained through industrial visits makes students more job-ready. They are better equipped to meet the demands of the workplace and excel in their chosen careers.

Cultural and Organizational Learning: Industrial visits often include a cultural dimension, where students learn about the organizational culture, work environment, and employee relations within a company. This understanding is essential for integrating into and thriving within a professional setting.

About Our Journey

The Industry Visit of 2024 was an integral part of the MBA (HR) program at the University of Burdwan, designed to offer students hands-on experience in real-world business environments. This report provides a detailed account of the journey, visits, and observations made during the tour from April 15th to April 19th, 2024. The visit was mandatory, aligned with the course MBAHR4203, and aimed to bridge the gap between academic learning and industry practices.



Key Locations Visited:

1. Fulbari Industrial Hub
2. Indo-Bangladesh Border (Fulbari)
3. Singapore Beverages Nepal Pvt. Ltd, Jhapa, Nepal
4. Shimulbari Tea Estate

Detailed Account of the Visit

Day 1: April 15, 2024

- **Departure from Burdwan:** The group of MBA (HR) students, accompanied by faculty members Dr. Abhishek Mishra and Dr. Nirmal Chandra Roy, gathered at Burdwan Railway Station by 8:00 pm. The UTTARBANGA EXPRESS departed on schedule at 9:22 pm, marking the beginning of the journey. The overnight train journey was filled with discussions and excitement as we anticipated the visits ahead.

Day 2: April 16, 2024

- **Arrival at NJP and Transfer to Matigara:** The train arrived at NJP Station around 7:00 am. After a quick breakfast, the group proceeded to Matigara, Siliguri, where accommodation had been arranged at the Loyola Pastoral Centre (LPC).
- **Visit to Fulbari Industrial Hub:** After settling in and having lunch, the group visited the Fulbari Industrial Hub. This visit provided insights into the operational aspects of the industrial hub, including logistics, supply chain management, and workforce dynamics. Students took extensive notes and interacted with industry professionals,



gaining valuable knowledge about the challenges and opportunities in the industrial sector.

- **Visit to Indo-Bangladesh Border (Fulbari):** After that the group witnessed the historic Joint Retreat Ceremony at the India-Bangladesh border. This ceremonial event was both a cultural and historical experience, offering students a unique perspective on international relations and border management.
- **Night Stay at LPC, Matigara:** The group returned to LPC for dinner and a debriefing session, where they discussed their observations from the day's visits.

Day 3: April 17, 2024

- **Visit to Singapore Beverages Nepal Pvt. Ltd, Jhapa, Nepal:** The day began with a visit to Singapore Beverages Nepal Pvt. Ltd in Jhapa, Nepal. This cross-border visit allowed students to explore the operations of a multinational company. The visit covered various aspects of production, quality control, and human resource management within the beverage industry. The students interacted with the company's HR professionals, discussing recruitment practices, employee engagement, and cross-cultural management.



- **Night Stay at LPC, Matigara:** After a full day at the beverage company, the group returned to LPC (Layola Pastoral Centre) for another night of rest and reflection.

Day 4: April 18, 2024

- **Tea Plantation Visit at Shimulbari Tea Estate:** On the final day of the industry visits, the group travelled to Shimulbari Tea Estate, located about 15 km from Matigara. This

visit offered insights into the tea industry, particularly in the areas of plantation management, labour practices, and the export market. Students observed the tea production process from leaf plucking to processing and packaging, gaining a comprehensive understanding of the industry's supply chain.

- **Departure from Siliguri:** After the visit, the group returned to LPC by noon and later departed for Siliguri Station at 6:00 pm. The KANCHANKANYA EXPRESS departed from Siliguri Junction at 7:50 pm, marking the end of the official itinerary.

Day 5: April 19, 2024

- **Arrival at Burdwan:** The train arrived at Burdwan Railway Station at approximately 6:00 am. The students disembarked, marking the end of the journey. The visit not only provided them with industry insights but also fostered a sense of teamwork and professional growth.

FIELD VISIT – 1

Singapore Beverages Nepal Pvt. Ltd, Jhapa, Nepal

Company profile:

Singapore Beverages Nepal Pvt. Ltd is a prominent beverage manufacturing company located in Jhapa, Nepal. The company, a subsidiary of Singapore Beverages Private Limited, operates with a focus on producing high-quality beverages, including carbonated soft drinks, juices, and bottled water. The facility in Jhapa plays a critical role in the company's South Asian operations, serving both the local Nepalese market and export demands in neighbouring countries.



Establishment and Growth: Founded as part of an international expansion strategy, Singapore Beverages Nepal Pvt. Ltd began operations in the early 2000s. Over the years, the company has grown to become a key player in Nepal's beverage industry, known for its commitment to quality, innovation, and sustainability. The company leverages advanced technology and strict quality control processes to ensure its products meet international standards.

Product Portfolio: The company's product range includes popular brands of soft drinks, fruit juices, and purified drinking water. Their products are widely recognized for their taste, consistency, and adherence to health standards, making them a preferred choice among consumers. The company continually innovates, introducing new flavors and healthier alternatives to cater to the evolving preferences of its customers.

Product line- Jeeru, Club soda, London Dry, Naturals can, Nimbupani, Naturals, Fruit gems

Sustainability and Corporate Responsibility: Singapore Beverages Nepal Pvt. Ltd places a strong emphasis on environmental sustainability and corporate social responsibility. The company has implemented various initiatives aimed at reducing its carbon footprint, such as waste recycling, water conservation, and energy-efficient practices in its manufacturing processes. Additionally, the company actively engages in community development programs, focusing on education, health, and local employment.

Human Resources and Management: The company prides itself on its strong HR policies, which focus on employee development, workplace safety, and fostering a collaborative working environment. Singapore Beverages Nepal Pvt. Ltd employs a diverse workforce, with training and development programs designed to enhance employee skills and productivity.

Our observation:

During our industrial visit, we met with Ms. Rittika Bhattarai, the HR and PR in charge, and the Production Manager, who provided us with an overview of the company. The company is well-known for its best-selling products, Numbu Pani and Jeeru, which are quite popular in the market. Their brand ambassadors, Borsa Rai and Asmal Seffa, help promote these products.



The company is also socially responsible, running a program to support autistic children. They employ a total of 100 workers, with 80 involved in production and 20 in cleaning tasks. Most of the labor force is local, but they also have 16 operators from India. The sales team is structured with area and regional sales managers, ensuring efficient distribution.

The company's tagline, "Taste of Nepal," reflects their commitment to authentic flavors, which they import from manufacturers. Overall, the visit provided valuable insights into the company's operations and social initiatives.

manufacturing process:

The manufacturing process involves multiple steps, from raw material preparation to packaging. This process is highly automated and requires precise control to ensure the quality and consistency of the final product. Below is a detailed description of the process, including the equipment used, timeframes, and key steps.

1. Raw Material Handling

- **Ingredients:** Water, sweeteners, flavourings, carbon dioxide (for carbonated drinks), and other additives.
- **Machinery:** Bulk storage tanks, water treatment systems, and ingredient mixers.
- **Time:** 1-2 hours for preparation.
- **Process:**
 - **Water Treatment:** Raw water is treated using filtration and purification systems to ensure it meets beverage production standards.
 - **Ingredient Mixing:** Sweeteners, flavourings, and other additives are measured and mixed in precise quantities using automated mixers.

2. Mixing and Blending

- **Machinery:** High-shear mixers, blending tanks, homogenizers.
- **Time:** 1-3 hours depending on the product.
 - **Mixing:** The treated water is combined with other ingredients in blending tanks. For carbonated drinks, carbonation is introduced at this stage using carbonation equipment.
 - **Homogenization:** This step ensures the uniform distribution of ingredients and improves the texture and stability of the beverage.

3. Filtration

- **Machinery:** Microfiltration units, plate and frame filters, centrifugal separators.
- **Time:** 30 minutes to 1 hour.

- **Filtration:** The mixed beverage is passed through filtration systems to remove any impurities or particles, ensuring clarity and quality.
- **Sterilization:** In some cases, UV or heat sterilization is applied to eliminate any microbial contamination.

4. Pasteurization (for Juices and Non-Carbonated Drinks)

- **Machinery:** Pasteurizers (tunnel or flash pasteurizers).
- **Time:** 15-30 minutes.
 - **Heating:** The beverage is rapidly heated to a specific temperature (usually between 70°C and 90°C) to kill pathogens and extend shelf life.
 - **Cooling:** Immediately after heating, the beverage is cooled to prevent any alteration in flavor or nutritional value.

5. Carbonation (for Carbonated Beverages)

- **Machinery:** Carbonators, pressurized CO₂ tanks.
- **Time:** 10-20 minutes.
- **Process:**
 - **CO₂ Injection:** The beverage is pressurized, and carbon dioxide is injected to achieve the desired level of carbonation. The amount of CO₂ is carefully controlled to ensure product consistency.

6. Filling and Sealing

- **Machinery:** Filling machines (rotary or inline), capping machines, sealing machines.
- **Time:** 1-2 hours for large batches.
 - **Filling:** The beverage is transferred to filling machines, which accurately dispense it into bottles, cans, or cartons.
 - **Sealing:** After filling, containers are immediately sealed to prevent contamination. Capping machines apply caps or lids, and sealing machines ensure the containers are airtight.

7. Labelling and Packaging

- **Machinery:** Labeling machines, packaging machines (shrink wrap, carton packers).
- **Time:** 1-2 hours.
 - **Labelling:** Bottles or cans are labeled with product information, including batch numbers and expiration dates.
 - **Packaging:** Labeled containers are grouped and packed into larger boxes or crates for distribution. Automated packaging systems optimize speed and accuracy.

8. Quality Control

- **Machinery:** Automated testing equipment (pH meters, spectrophotometers), sensory evaluation stations.
- **Time:** Continuous during the entire process.
 - **Testing:** Samples are taken at various stages to check for pH, carbonation levels, sugar content, and microbial safety. Automated systems often carry out these tests, but sensory evaluation by trained staff also plays a role.
 - **Adjustment:** If any parameters are out of spec, adjustments are made to the process before continuing.

9. Storage and Distribution

- **Machinery:** Conveyors, palletizers, cold storage units.
- **Time:** Varies based on demand and distribution schedules.
 - **Storage:** Finished products are stored in temperature-controlled warehouses to maintain quality.
 - **Distribution:** Products are then loaded onto trucks or containers for distribution to retailers and consumers.

Timeframes: The entire process, from raw material handling to packaging, typically takes anywhere from 6 to 12 hours, depending on the complexity and volume of production. However, this can vary based on specific product lines and production scales.

Facilities provided to the employees and workers:

- **Minimum Wage:** Employers must pay at least the minimum wage as prescribed by the government. This includes basic wages and other allowances like dearness allowance.
- **Payment Schedule:** Wages should be paid regularly, typically on a monthly basis, and without delay.
- **Standard Working Hours:** The standard workweek in Nepal is 48 hours, usually 8 hours per day.
- **Overtime:** Any work beyond the standard hours must be compensated at 1.5 times the regular wage rate. Workers should not exceed 24 hours of overtime per week.
- **Annual Leave:** Workers are entitled to 18 days of paid annual leave after completing one year of service.
- **Sick Leave:** Workers are entitled to 12 days of paid sick leave annually.
- **Public Holidays:** Workers are entitled to 13 public holidays with pay, including major national festivals and cultural observances.
- **Maternity Leave:** Female workers are entitled to 60 days of paid maternity leave. This can be extended in case of complications, though the additional leave may be unpaid.

- **Workplace Safety:** Employers must ensure a safe working environment, including providing necessary safety equipment, regular health check-ups, and maintaining hygiene standards.
- **Medical Facilities:** Employers must provide access to medical facilities, including first aid and arrangements for medical treatment in case of work-related injuries.
- **Provident Fund:** Employers are required to contribute to the Provident Fund, a retirement benefit scheme, with a contribution matching that of the employee, typically 10% of the basic salary.
- **Gratuity:** After completing five years of continuous service, workers are entitled to a gratuity, which is a lump sum payment based on their salary and length of service.
- **Insurance:** Employers must provide workers with insurance coverage for workplace accidents, health, and life insurance as per the law.
- **Housing:** In certain sectors, such as construction or mining, employers may be required to provide housing facilities to workers.

Conclusion:

Singapore Beverages in Nepal has established itself as a leading player in the beverage industry with its signature products, Numbu Pani and Jeeru. Leveraging local talent and an effective distribution network, the company has successfully integrated into the market, while also contributing to social responsibility through its autistic child program. With notable brand ambassadors and a clear tagline, "Taste of Nepal," the company continues to thrive by combining traditional flavours with modern business practices.

FIELD VISIT – 2

Shimulbari Tea Estate

Company Name: Shimulbari Tea Estate

Establishment Date: 1880

Industry: Tea Production and Export

Plantation Area: 950 hectares

Overview:

Shimulbari Tea Estate is a historic tea estate located in the lush tea-growing region of North Bengal, India. Established in 1880, it has a long-standing tradition of producing high-quality Assam and Darjeeling teas. The estate combines traditional tea cultivation practices with modern techniques to maintain its reputation for quality and excellence. It is known for its commitment to sustainable practices and community welfare.



Key Products:

- **Assam Tea:** Noted for its strong, malty flavor and rich aroma.
- **Darjeeling Tea:** Famous for its delicate flavor, with a hint of muscatel, often referred to as the "Champagne of Teas."
- **Organic Teas:** A selection of certified organic teas to meet the growing demand for health-conscious and environmentally-friendly products.

Workforce:

- **Tea Pluckers:** Around 800 workers are employed as tea pluckers, most of whom are women.
- **Factory Workers:** Approximately 300 workers are involved in processing and packaging the tea.
- **Administrative and Management Staff:** Around 100 employees handle the estate's administrative, marketing, and managerial functions.

Capacity:

The Shimulbari Tea Estate produces approximately 2 million kilograms of tea annually, with a significant portion exported to international markets in Europe, the United States, and the Middle East.

Market Presence:

- **Domestic:** Sold across major cities in India, especially in premium tea stores.
- **International:** Exported to over 20 countries, including the United Kingdom, Germany, and Japan.

Vision:

To continue producing the finest quality tea while maintaining sustainable and ethical practices that benefit both the environment and the community.

Mission:

To be a leader in the tea industry by adhering to the highest standards of quality, sustainability, and social responsibility.

About the journey:

On the final day of the industry visits, the group travelled to Shimulbari Tea Estate, located about 15 km from Matigara. This visit offered insights into the tea industry, particularly in the areas of plantation management, labour practices, and the export market. Students observed the tea production process from leaf plucking to processing and packaging, gaining a comprehensive understanding of the industry's supply chain.

**Tea Manufacturing Process at Shimulbari Tea Estate:**

The tea manufacturing process at Shimulbari Tea Estate is meticulously designed to ensure the production of high-quality tea. Below is a detailed breakdown of the process, including the specific machines and equipment used:

1. Plucking

- **Process:** The first step involves hand-picking the tender two leaves and a bud from the tea bushes.
- **Workforce:** Approximately 800 tea pluckers, primarily women, work across the estate.
- **Tools:** Traditional baskets or bags strapped to the back are used to collect the plucked leaves.

2. Withering

- **Purpose:** Reduces the moisture content in the leaves by 50-60%, making them pliable for rolling.
- **Time:** 12-18 hours, depending on weather conditions and the desired level of withering.
 - **Trough Withering Fans:** Large fans are used to blow air through troughs filled with fresh tea leaves.
 - **Automated Withering Troughs:** Modern withering troughs with controlled airflow systems.



3. Rolling

- **Purpose:** Breaks up the leaf cells and releases enzymes, which initiates oxidation.
- **Time:** 30-45 minutes.
 - **Rotor vane Machine:** Used for pre-conditioning leaves before rolling.
 - **Rolling Table:** Cylindrical machines that apply pressure to roll the leaves and twist them, aiding in the formation of tea particles.

4. Oxidation (Fermentation)

- **Purpose:** Allows the chemical reaction between the enzymes and oxygen to develop the tea's flavor and color.
- **Time:** 1-3 hours, depending on the type of tea (shorter for Darjeeling, longer for Assam).
- **Environment:** Temperature is maintained at around 25-30°C with controlled humidity.
 - **Fermentation Trays:** Where leaves are spread out to oxidize.

- **Fermentation Room:** A climate-controlled environment to ensure consistent oxidation.

5. Drying (Firing)

- **Purpose:** Stops the oxidation process by reducing moisture content to 2-3%, locking in the flavor.
- **Time:** 20-30 minutes.
- **Temperature:** 85-90°C.
 - **Fluid Bed Dryer:** Ensures even drying with hot air.
 - **Conventional Dryer:** Uses hot air chambers to dry the tea leaves.



6. Grading

- **Purpose:** Sorting tea into different grades based on size and quality.
 - **Sifter:** A mechanical sieve that sorts the leaves into various grades.
 - **Grading Machines:** Automated machines that separate the tea into categories such as BOP (Broken Orange Pekoe), FOP (Flowery Orange Pekoe), etc.

7. Packaging

- **Purpose:** Packing the graded tea into different quantities for sale.
 - **Vacuum Packers:** Removes air from the package to maintain freshness.
 - **Automated Weighing Machines:** Ensures accurate weight before packing.
 - **Sealing Machines:** Seals the packets to prevent moisture from entering.

8. Quality Control

- **Process:** Ensures that the tea meets the required quality standards before it is dispatched.

- **Electronic Moisture Meters:** Checks the moisture content of the final product.
- **Tasting Panels:** A team of expert tea tasters evaluates the flavor, color, and aroma.



9. Storage

- **Purpose:** Proper storage to maintain the quality of tea before it is distributed.
- **Environment:** Controlled environment to avoid exposure to moisture and light.
 - **Dehumidifiers:** Maintain low humidity levels in storage areas.
 - **Temperature-Controlled Rooms:** To store the tea at optimal conditions.

10. Distribution

- **Process:** The final step where the packaged tea is distributed to markets and customers.
 - **Forklifts:** For moving large quantities of packed tea.
 - **Transport Trucks:** For distributing tea to various locations.

This detailed process ensures that Shimulbari Tea Estate continues to produce some of the finest teas in the world, maintaining its reputation for excellence and quality.

Welfare and Safety Measures at Shimulbari Tea Estate:

Shimulbari Tea Estate is committed to the welfare and safety of its workforce. Shimulbari Tea Estate adheres to the Plantation Labour Act of 1951, which is a crucial piece of legislation in India governing the welfare and rights of workers employed in plantations. The estate's compliance with this act ensures that all legal requirements related to the working conditions, welfare, and safety of workers are met. The estate provides a range of facilities and programs to ensure the well-being of its employees and their families. Below are the details with specific numbers and particulars:

1. Healthcare Facilities

- **Services:** Basic healthcare services, including treatment for common ailments, minor injuries, and first aid.
- **Child Vaccination:** Over 300 children of workers are vaccinated annually as part of the child care program.

2. Housing and Sanitation

- **Facilities:** The estate provides 600 housing units.
- **Amenities:** Each unit is equipped with electricity, clean drinking water, and basic furniture.



- **Toilets:** Each housing cluster has access to modern toilet facilities, with a ratio of 1 toilet per 4 families.

3. Education

- **Facilities:** The estate runs 1 primary schools for the children of workers, providing education up to the 5th grade.

5. Safety Measures

- **Distribution:** Every worker is provided with protective gear, including gloves, masks, and boots.
- **Training:** Regular safety training is conducted for all workers to ensure they are aware of best practices in handling machinery and chemicals.
- **Team Composition:** A 20-member emergency response team is trained to handle any accidents or emergencies on-site.
- **First-Aid Training:** All members of the team receive certified first-aid training.

6. Worker Welfare Programs

- **Provident Fund:** All workers are enrolled in a provident fund scheme, ensuring they have financial security after retirement.
- **Insurance:** The estate provides life and health insurance for all workers, covering up to ₹200,000 in case of an accident or illness.
- **Community Centres:** The estate has 2 community canters where workers can engage in recreational activities, including sports and cultural programs.
- **Festivals and Celebrations:** The estate organizes annual puja festivals and cultural events, fostering a sense of community and belonging among the workers.

Some limitations from HR perspective we observe there:

- Most of the workers were not wearing any safety gears while working.
- There should be more focus on hygiene issues.

Shimulbari Tea Estate is dedicated to providing a safe, healthy, and supportive environment for its workers. The estate's comprehensive welfare and safety measures, including healthcare, housing, education, and safety protocols, ensure the well-being of all employees and their families. These initiatives not only enhance the quality of life for workers but also contribute to the estate's overall productivity and reputation as a responsible employer.

COMMUNITY ENGAGEMENT(CE)

MBAHR4204

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

(HUMAN RESOURCES)

Submitted by:

Tanmay Chatterjee

University Roll No.: BUR/MBA(HR)/2022/032



Submitted to:

The department of Business Administration (Human Resources)

The University of Burdwan

Golapbag, Burdwan - 713104

COMMUNITY ENGAGEMENT

Community engagement refers to the process by which organizations, businesses, or governments work collaboratively with community members to address issues, solve problems, or promote shared goals. It involves actively involving community members in decision-making processes, gathering their input, and ensuring that their needs, interests, and perspectives are considered.

Key aspects of community engagement include:

1. **Collaboration:** Working together with community members, stakeholders, and organizations to achieve common goals.
2. **Communication:** Open and transparent communication to share information, gather feedback, and keep the community informed.
3. **Involvement:** Actively involving community members in planning, decision-making, and implementation of projects or initiatives.
4. **Empowerment:** Giving community members the tools, resources, and opportunities to influence outcomes that affect their lives.
5. **Sustainability:** Creating long-term relationships and ensuring ongoing dialogue and collaboration with the community.

Community engagement involves connecting with and involving community members in decisions or projects that affect them. Here are some simple methods to do this:

1. **Surveys:** Distribute questionnaires to gather opinions and feedback from the community. These can be done online, by mail, or in person.
2. **Public Meetings:** Hold open meetings where community members can discuss issues, ask questions, and share their thoughts. This promotes transparency and open dialogue.
3. **Workshops:** Organize interactive sessions where community members can brainstorm, learn, and contribute ideas on specific topics.
4. **Focus Groups:** Gather small, diverse groups of people to discuss particular issues in depth. This allows for detailed feedback and insights.
5. **Social media:** Use platforms like Facebook, Twitter, or Instagram to engage with the community, share updates, and gather feedback in real-time.
6. **Partnerships:** Collaborate with local organizations, schools, or businesses to reach more people and address community needs.

These methods help build trust, ensure that community voices are heard, and lead to better, more inclusive outcomes.

LIST OF COMMUNITY ENGAGEMENT ACTIVITIES

1. "SAFE DRIVE, SAVE LIFE" Campaign
2. Campus cleaning initiatives
3. Tree plantation program
4. "PLASTIC FREE WORLD" campaign
5. Tree distribution program with "GACH" group

“SAFE DRIVE , SAVE LIFE” CAMPAIGN

The "SAFE DRIVE, SAVE LIFE" campaign in Golapbag, Burdwan, is a crucial initiative focused on promoting road safety and saving lives. As an MBA HR student at the University of Burdwan, participating in this campaign is an important opportunity to contribute to the community and learn valuable lessons.



The main goal of the campaign is to reduce road accidents by encouraging people to follow traffic rules and drive safely. Through various activities like awareness programs, street plays, and distributing safety pamphlets, the campaign aims to educate both drivers and pedestrians about the dangers of reckless driving. This helps in creating a safer environment for everyone, reducing the number of accidents, and saving lives. The campaign also helps build a sense of responsibility among the community members, encouraging them to take road safety seriously.

From an HR perspective, this campaign teaches important lessons about leadership, teamwork, and social responsibility. Being part of such a campaign allows you to practice organizing events, leading teams, and working together with others to achieve a common goal. These are essential skills for any HR professional, as they are often required to manage people, plan events, and promote a positive culture within organizations.

Additionally, the campaign highlights the role of HR in promoting safety and well-being. Just as the campaign focuses on road safety, HR professionals in organizations are responsible for ensuring the safety and well-being of employees. This experience can inspire ideas for creating safety programs within companies, such as regular safety training or awareness campaigns, to protect employees from accidents, both in the workplace and in their personal lives.



In conclusion, the "SAFE DRIVE, SAVE LIFE" campaign in Golapbag is not only making the roads safer for everyone but also providing valuable learning experiences for HR students. It helps develop important skills that are crucial in the HR field, while also promoting a culture of safety and responsibility in the community.

Campus cleaning initiatives

After the University of Burdwan's annual fest, "Mukto dhara-2024," campus cleaning initiatives are essential to restore the campus to its original state. The fest is a time of celebration, bringing together students, faculty, and guests for various events, but it also leaves behind a lot of waste and clutter.

These cleaning initiatives involve organized efforts by students, staff, and volunteers to pick up litter, remove decorations, and clean common areas. The goal is to ensure that the campus remains a clean and pleasant environment for everyone. By participating in these initiatives, students learn the importance of responsibility and teamwork. They also gain a sense of pride in maintaining the cleanliness of their university.

Additionally, these efforts reflect the university's commitment to sustainability. Proper waste management, such as recycling and disposing of waste responsibly, is emphasized during the cleanup. This not only helps in keeping the campus clean but also in protecting the environment.



Overall, the campus cleaning initiatives after "Muktodhara-2024" are an important part of the post-fest activities. They ensure that the university remains a beautiful and welcoming place for all, while also teaching valuable lessons in community responsibility and environmental care.

Tree plantation program

The tree plantation program in Harigram, Hatgobindapur, Burdwan, is a significant initiative aimed at improving the environment and raising awareness about the importance of trees. This program is not just about planting trees; it's about building a greener future for the village and its people.

The primary focus of the program is to plant a variety of trees in different areas of the village, including schools, roadsides, and community spaces. These trees will provide shade, improve air quality, and contribute to the overall beauty of the village. Over time, they will also help in combating soil erosion, maintaining the ecological balance, and providing habitats for birds and other wildlife.

The involvement of the local community, especially the youth, is a key aspect of this initiative. By engaging students and young people in the plantation and awareness activities, the program aims to instill a sense of environmental responsibility in the next generation. This not only helps in making the village greener but also in creating a community that values and protects its natural resources.



Alongside the tree plantation, an awareness program is being conducted to educate the villagers about the importance of trees and the environment. This program involves workshops, discussions, and distribution of informational pamphlets that explain the benefits of trees, such as their role in reducing pollution, providing oxygen, and supporting biodiversity. The awareness program also emphasizes the importance of taking care of the newly planted trees, ensuring that they grow healthy and strong.

In conclusion, the tree plantation and awareness program in Harigram is a vital step toward creating a sustainable and healthy environment. It not only enhances the village's greenery but also educates the community about the importance of preserving and nurturing nature. Through these efforts, Harigram is taking meaningful steps toward a brighter, greener future.

“PLASTIC FREE WORLD” campaign

The "Plastic-Free World" campaign in Golapbag, Burdwan, is an important effort to reduce plastic waste and encourage sustainable living. As an MBA HR student at the University of Burdwan, taking part in this campaign helps you understand the impact of social responsibility and the role of HR in promoting it.

The main goal of the campaign is to reduce the use of single-use plastics, which are harmful to the environment. By organizing activities like clean-up drives, distributing reusable bags, and

holding educational sessions, the campaign teaches people about the dangers of plastic pollution and the benefits of using eco-friendly alternatives. This helps to create a cleaner and healthier community.



The campaign also brings the community together. Students, local residents, and businesses work side by side to make Golapbag a plastic-free zone. This collective effort not only helps the environment but also builds stronger connections among community members.

From an HR perspective, the campaign provides valuable experience in promoting sustainability within organizations. HR professionals are increasingly responsible for integrating eco-friendly practices into the workplace. Participating in this campaign gives you hands-on experience in organizing and leading sustainability initiatives, which is a valuable skill in the HR field.

Moreover, the campaign highlights the importance of teamwork, leadership, and communication. Organizing a community campaign requires coordinating efforts, motivating volunteers, and clearly communicating the campaign's goals. These are all essential skills for an HR professional, and participating in the campaign helps you develop them.

In conclusion, the "Plastic-Free World" campaign in Golapbag is not only helping the environment but also providing you with important lessons in HR. It shows how HR can play a key role in promoting social responsibility and sustainability in both the workplace and the wider community.

Tree distribution program with “GACH” group

The Tree Distribution Program organized by the "GACH" group (Green Association for Clean Habitats) in the Department of Business Administration at the University of Burdwan was an inspiring and impactful session. This initiative, focused on promoting environmental sustainability, brought together students, faculty, and senior members of the GACH group for a day dedicated to raising awareness about the importance of trees and green spaces.



The session was marked by the distribution of saplings to students and staff, encouraging everyone to take an active role in creating a cleaner and greener environment. Various senior members of GACH delivered insightful lectures, discussing the critical role trees play in combating climate change, reducing pollution, and enhancing the quality of life. Their speeches emphasized the need for continuous efforts in tree planting and environmental conservation, not just as a one-time activity but as an ongoing commitment.

From an HR perspective, the Tree Distribution Program offers valuable lessons in corporate social responsibility (CSR) and the role of HR in fostering a culture of sustainability. The program highlights how HR professionals can lead and support environmental initiatives within organizations, encouraging employees to participate in activities that benefit both the company and the community.

The event also underscored the importance of leadership and teamwork. Organizing such a program required effective coordination, planning, and communication—all key HR skills. It demonstrated how HR can be a driving force in promoting environmental awareness and action within the workplace.



In conclusion, the Tree Distribution Program with the GACH group was a successful and meaningful event that not only contributed to environmental conservation but also provided valuable insights into the role of HR in supporting and leading sustainability initiatives.

SUMMER PROJECT ON

PERFORMANCE APPRAISAL SYSTEM AND ITS EFFECTIVENESS

IN WBSEDCL, MEMARI

AT



SUBMITTED TO

THE DEPARTMENT OF BUSINESS ADMINISTRATION (HUMAN RESOURCE), THE UNIVERSITY OF BURDWAN



**IN PARTIAL FULFILMENT OF THE REQUIREMENT OF THE
DEGREE OF MASTER OF BUSINESS ADMINISTRATION
(HUMAN RESOURCE) – 2022-2024**

SUBMITTED BY

NAME – TANMAY CHATTERJEE

EXAM ROLL NO – BUR/MBA(HR)/2022/032



WBSEDCL

West Bengal State Electricity Distribution Company Limited

(A GOVERNMENT OF WEST BENGAL ENTERPRISE)

HUMAN RESOURCE DEVELOPMENT DEPARTMENT

OFFICE OF THE GENERAL MANAGER (HRD & TRG)

TRAINING CERTIFICATE

1. Name of the Trainee : **TANMAY CHATTERJEE**
2. Name of the Institute : **University of Burdwan**
3. Stream : **MBA(HR)**
4. Title of the Project : **"Performance Appraisal System and its effectiveness in WBSEDCL"**
5. Training under Guidance : **Divisional Manager, Memari Division, WBSEDCL**
6. Period of Training : **22.05.2023 to 21.06.2023**

Remarks

- a) Conduct : Excellent Very Good Good Satisfactory
- b) Progress of Training : Excellent Very Good Good Satisfactory
- c) Performance : Excellent Very Good Good Satisfactory

Date: 04.07.2023

Place: Kolkata


05
Authorized Signatory (With Seal)
Addl. General Manager (HR&D)
H.R.D.D. W.B.S.E.D.C.L.
Bidyut Bhavan (5th Floor) D. Block
Kolkata-700099

WBSEDCL

ACKNOWLEDGEMENT

I am grateful to WBSEDCL, MEMARI and my internship supervisor Shraman Banerjee for providing me with the opportunity to complete my MBA(HR) internship at their organization. Their support and guidance helped me to understand the business world and gain valuable experience in my field.

From the moment I started my internship, Shraman Banerjee provided me with clear direction and expectations, and was always available to answer my questions and provide valuable feedback. Their expertise and guidance helped me to understand the inner workings of the company and the industry, and allowed me to make the most of my internship.

I am thankful for Shraman Banerjee's time and effort, and for the invaluable knowledge and skills I have gained during my internship.

I am also thankful to my project mentor Dr. Partha Sarkar. He consistently nourished, endured, simulated, and inspired, with spite that facilities of my project work.

Purba Bardhaman

Tanmay Chatterjee

BUR/MBA(HR)/2022/032

DECLARATION

The University of Burdwan, Purba Bardhaman do here by declare that the project report entitled “PERFORMANCE APPRAISAL SYSTEM AND ITS EFFECTIVENESS IN WBSSEDCL, MEMARI”.

It is true & original work done by me. It is not duplicated from anywhere. This project report is my own & is not submitted to any other institution or is not being published anywhere. This is going to be used for academic purpose only.

This is being submitted in partial fulfilment of requirement for the award of “MASTER OF BUSSINESS ADMINISTRATION (MBA HR)”.

Date:
Place: Purba Bardhaman

Tanmay Chatterjee
BUR/MBA(HR)/2022/032

EXECUTIVE SUMMARY

This executive summary provides an overview of the summer internship project focused on the "Performance Appraisal System and Its Effectiveness in WBSEDCL, Memari." The project aimed to evaluate the current performance appraisal system implemented at the West Bengal State Electricity Distribution Company Limited (WBSEDCL) in Memari and assess its effectiveness in measuring and enhancing employee performance.

The project employed a comprehensive research methodology, consisting of both quantitative and qualitative approaches. Primary data was collected through surveys, interviews, and direct observation, while secondary data was gathered from existing company documents, relevant literature and related websites.

The findings of the study revealed several key insights into the performance appraisal system at WBSEDCL, Memari. Firstly, it was observed that the current system lacked clear objectives and criteria for evaluating employee performance. This led to ambiguity and subjectivity in the appraisal process, potentially impacting the fairness and accuracy of assessments. Secondly, feedback and communication between managers and employees were found to be inadequate, hindering the effectiveness of performance discussions and goal-setting. Thirdly, the system did not effectively link performance outcomes to rewards and career development opportunities, thereby reducing employee motivation and engagement.

Based on the identified shortcomings, a set of recommendations has been proposed to enhance the effectiveness of the performance appraisal system at WBSEDCL, Memari. These recommendations include:

- Make the performance appraisal process more transparent. Employees should be clear about the criteria that will be used to evaluate their performance, and they should have an opportunity to provide input into the appraisal process.
- Use a variety of performance measures. The performance appraisal should not rely on a single measure of performance, such as the number of customer complaints received.

- Provide regular feedback to employees. Employees should not have to wait until their annual performance appraisal to receive feedback on their performance. Instead, they should receive regular feedback from their supervisors throughout the year.
- Use performance appraisals to develop employees. The performance appraisal should not be used solely to evaluate employees. It should also be used to identify areas where employees need development and to provide them with the resources, they need to improve their performance.
- Make the performance appraisal process fair and equitable. All employees should be treated fairly and equitably in the performance appraisal process. This means that the criteria used to evaluate performance should be the same for all employees, and that the appraisal process should be free from bias.

It is important to note that these recommendations are intended to serve as a starting point for WBS&DCL, Memari to refine and optimize their performance appraisal system. Further research and analysis may be required to assess the feasibility and potential impact of these recommendations in the context of the organization.

Overall, this internship project has provided valuable insights into the performance appraisal system at WBS&DCL, Memari. By addressing the identified gaps and implementing the recommended improvements, the organization can enhance its performance management practices, promote employee development, and foster a culture of continuous improvement.

INDEX

SL. NO.	CONTENT	PAGE NO.
1	CHAPTER 1. GENERAL INTRODUCTION	1
2	CHAPTER 2. COMPANY PROFILE	4
3	CHAPTER 3. OVERVIEW OF HRAND HRM IN THE COMPANY	13
4	CHAPTER 4. SURVEY OF LITERATURE	24
5	CHAPTER 5. OBJECTIVES OF THESTUDY AND METHODOLOGY	30
6	CHAPTER 6. LIMITATIONS OF THESTUDY	47
7	CHAPTER 7. RECOMMENDATIONS AND CONCLUSION BIBLIOGRAPHY	48

CHAPTER 1.

GENERAL INTRODUCTION

Performance appraisal is a systematic and formal process used by organizations to assess and evaluate the performance of employees. It involves measuring and reviewing an employee's job performance against predetermined goals, standards, and expectations. In the context of **WBSEDCL (West Bengal State Electricity Distribution Company Limited)**, performance appraisal plays a crucial role in managing and improving employee performance, aligning individual goals with organizational objectives, and supporting overall organizational effectiveness.

Performance appraisal in WBSEDCL serves several important purposes. It provides feedback to employees on their performance, recognizes and rewards high performers, identifies areas for improvement, facilitates communication between supervisors and employees, and supports decision-making processes related to promotions, transfers, and career development. Additionally, performance appraisal helps in identifying training and development needs, aligning individual performance with organizational goals, and ensuring accountability and transparency in performance evaluations.

One of the key reasons for conducting performance appraisals in WBSEDCL is to assess and measure employee performance against established standards and expectations. The organization sets clear performance goals and objectives for each position, which serve as benchmarks for evaluating employee performance. By comparing actual performance to these standards, performance appraisals provide a quantitative and qualitative assessment of employee contributions.

Performance appraisals also play a vital role in supporting employee development and growth. They help identify employees' strengths and areas for improvement, providing valuable feedback and guidance for their professional development. Based on the appraisal results, training and development programs can be designed and implemented to address specific skill gaps or enhance existing competencies. This focus on employee development not only improves individual performance but also contributes to overall organizational effectiveness. Another significant aspect of performance appraisal in WBSEDCL is the recognition and reward of high-performing employees. Appraisals provide an opportunity to identify and acknowledge employees who consistently demonstrate exceptional performance, dedication, and achievements. Recognizing and rewarding such employees can boost morale, motivation, and job satisfaction, leading to increased productivity and employee engagement. This recognition can take various forms, such as monetary rewards, promotions, increased responsibilities, or public acknowledgment of their contributions. Performance appraisals also serve as a basis for making important HR decisions. For instance, the appraisal results can be used to determine promotions, transfers, and career development opportunities within WBSEDCL. By objectively assessing employee performance, performance appraisals provide a fair and reliable foundation for these decisions. They help identify high-potential employees who may be suitable for higher-level positions or leadership roles, supporting succession planning and talent management initiatives. In WBSEDCL, performance appraisals are typically conducted on an annual basis, although

some departments or positions may have more frequent evaluations. The appraisal process involves multiple steps and involves the collaboration of supervisors, employees, and the HR department.

During the performance period, supervisors and employees engage in regular communication and feedback sessions to discuss progress, address challenges, and provide guidance. This ongoing feedback helps employees stay aligned with expectations and make necessary adjustments to their performance. It also ensures that there are no surprises during the formal appraisal process, as performance discussions have been taking place throughout the year.

At the end of the performance period, the formal appraisal takes place. Supervisors evaluate employee performance based on the established goals and standards. This evaluation may include a combination of objective measures (e.g., quantitative metrics, performance data) and subjective assessments (e.g., qualitative observations, supervisor's judgment). The appraisal process may involve self-assessment by the employee, input from peers or other stakeholders, and a final review and approval by the HR department.

The performance appraisal discussion is a crucial component of the process. It provides an opportunity for supervisors and employees to review the appraisal results, discuss strengths and areas for improvement, and set goals for the upcoming period. The discussion should be constructive, open, and focused on employee development. It is an opportunity to address any concerns, provide feedback, and ensure mutual understanding of performance expectations. To ensure the effectiveness of performance appraisals in WBS&EDCL, several factors need to be considered. First and foremost, there should be a clear and well-defined performance management system in place. This includes establishing performance standards, aligning individual goals with organizational objectives, and providing supervisors with the necessary training and resources to conduct fair and accurate evaluations.

Communication and feedback are also essential components of a successful performance appraisal process. Regular and ongoing feedback sessions between supervisors and employees promote a culture of continuous improvement and performance excellence. Employees should be encouraged to actively participate in the process, share their perspectives, and seek clarification on performance expectations.

Fairness and objectivity are critical in performance appraisals. Evaluation criteria should be transparent and consistently applied across all employees. Performance assessments should be based on observable behaviors, measurable results, and agreed-upon performance indicators. Supervisors should avoid biases, prejudices, or personal preferences when evaluating employee performance.

Training and development play a vital role in maximizing the effectiveness of performance appraisals. Supervisors should receive training on conducting appraisals, providing constructive feedback, and setting meaningful performance goals. Similarly, employees can benefit from training on self-assessment, goal setting, and leveraging feedback for their professional growth. It is important to note that performance appraisals should not be seen as isolated events but as part of a broader performance management process.

Performance management encompasses a range of activities, including goal setting, ongoing feedback,

coaching, and recognition, in addition to the formal appraisal. By integrating these activities, WBSEDCL can create a comprehensive performance management framework that supports employee development, organizational effectiveness, and the achievement of strategic objectives.

Employees promote a culture of continuous improvement and performance excellence. Employees should be encouraged to actively participate in the process, share their perspectives, and seek clarification on performance expectations.

The **primary data** required for the study were collected through structured questionnaire and informal talks.

The **secondary data** were collected from the company manuals, official website and other related websites.

The data were analyzed and the findings were arrived at the basis of which suggestions are made.

CHAPTER 2.

COMPANY PROFILE

History Of The Company

The Government of West Bengal unbundled the erstwhile West Bengal State Electricity Board (WBSEB) into two companies viz., **West Bengal State Electricity Distribution Company Limited (WBSEDCL)** and West Bengal State Electricity Transmission Company Limited (WBSETCL).

The main business of WBSEDCL is distribution and hydro generation of electricity. It is also the nodal Agency of the Government of West Bengal for undertaking Rural Electrification task in the State with objective of providing access of electricity to all rural households in the state in line with the National Rural Electrification Policy.

The Company is managed by a Board of Directors comprising twelve members out of which seven are Executive Directors including Chairman & Managing Director. Besides one- Woman Director and four Independent Directors constitute the Board.

Over the years, WBSEDCL has been continually evolving to position itself as a leading Power Utility services organization of the Country. In the changing landscape, post recent global slowdown, it is anticipated that demand for electricity will change rapidly and expectations will also increase exponentially. WBSEDCL continually strives to enhance the quality of services delivered to its customers. WBSEDCL provides quality power to a gargantuan customer base of more than 2.03 crore across West Bengal through its service network spanning 5 Zones, 20 Regional Offices, 76 Distribution Divisions and 534 Customer Care Centres. These are indeed exciting times for the Company, given its rapid progression from providing engineering solutions, to solving complex customer challenges, to providing innovative solutions. WBSEDCL has implemented Enterprise Resource Planning – SAP in Financial Accounting & Control, Material Management, HR with Payroll, Plant Maintenance and Project System.

After successful implementation of Purulia Pumped Storage Project in 10th Plan period with a capacity of 900 MW hydel power, the Company has taken up the ambitious plan of implementing Turga Pumped Storage Project in the 13th Plan period with installed capacity of 4 x 250 MW.

For solving complex customer challenges and for providing more efficient service to the consumers, a Project titled Integrated Power Development Scheme for strengthening of sub transmission and Distribution networks, metering of Distribution transformers etc. in the urban areas has been undertaken. A program for system improvement under SechBandhu Scheme has also been conceived for rural areas. WBSEDCL is innovating and embarking upon an IT-enabled system across the organization to ensure greater engineering predictability and to position itself into the best utility in the country in terms of customer service, efficiency and financial viability.

Vision & Mission:

Vision - To Be The Best Power Utility In India

To adopt and use the best HR practices from national and international top performers to develop a dynamic, efficient, diversified, dependable, self-driven human resource, capable of making WBSEDCL the best Power Utility in the country.

Mission - Our Mission is to supply

To induct quality human capital and develop a trained, focused and motivated team capable of rendering services in all conditions to meet the business objectives of the company and expectations of the consumers.

Core values –

- Nurture a cohesive & a vibrant professional environment that fosters a unified creative workforce and promote employee participation in decision-making process
- Implement best suited modern technologies and impart knowledge on best HR practices amongst its employees to achieve excellence in developing core professional competencies
- Women empowerment at all levels of the organization with a focus on gender equality
- Fostering learning, creativity and multi-disciplinary team-work supported by reward and recognition
- Practicing best ethical practices, integrity & responsiveness to our customers
- Integration of training with the business strategy
- To maintain a safe work place for our workforce across the organisation

Head Office, other offices :

Vidyut Bhavan, Block- DJ ,Sector-II, Bidhannagar, Kolkata-700091

It has a service network spanning 5 Zones, 20 Regional Offices, 76 Distribution Divisions and 534 Customer Care Centres.

Ownership - West Bengal State Electricity Distribution Company Limited (WBSEDCL) under the ownership of the Government of West Bengal. WBSEDCL was established in 2007 following the unbundling of the state electricity board of West Bengal.

Main Business of the company:

The main business of WBSEDCL is distribution and hydro generation of electricity. It is also the Nodal Agency of the Government of West Bengal for undertaking the Rural Electrification task in the State with the objective of providing access to electricity to all rural households in the state in line with the National Rural Electrification Policy.

- Purchasing electricity from power grid India by ALDC [All Load Dispatch Centre] , WBSEDCL.
- Transferring power to 33/11 KV substations to Distribution Transformer.
- From Distribution Transformer to consumer as per tariff regulation of WBERC.
- Billing is done and revenue is generated.

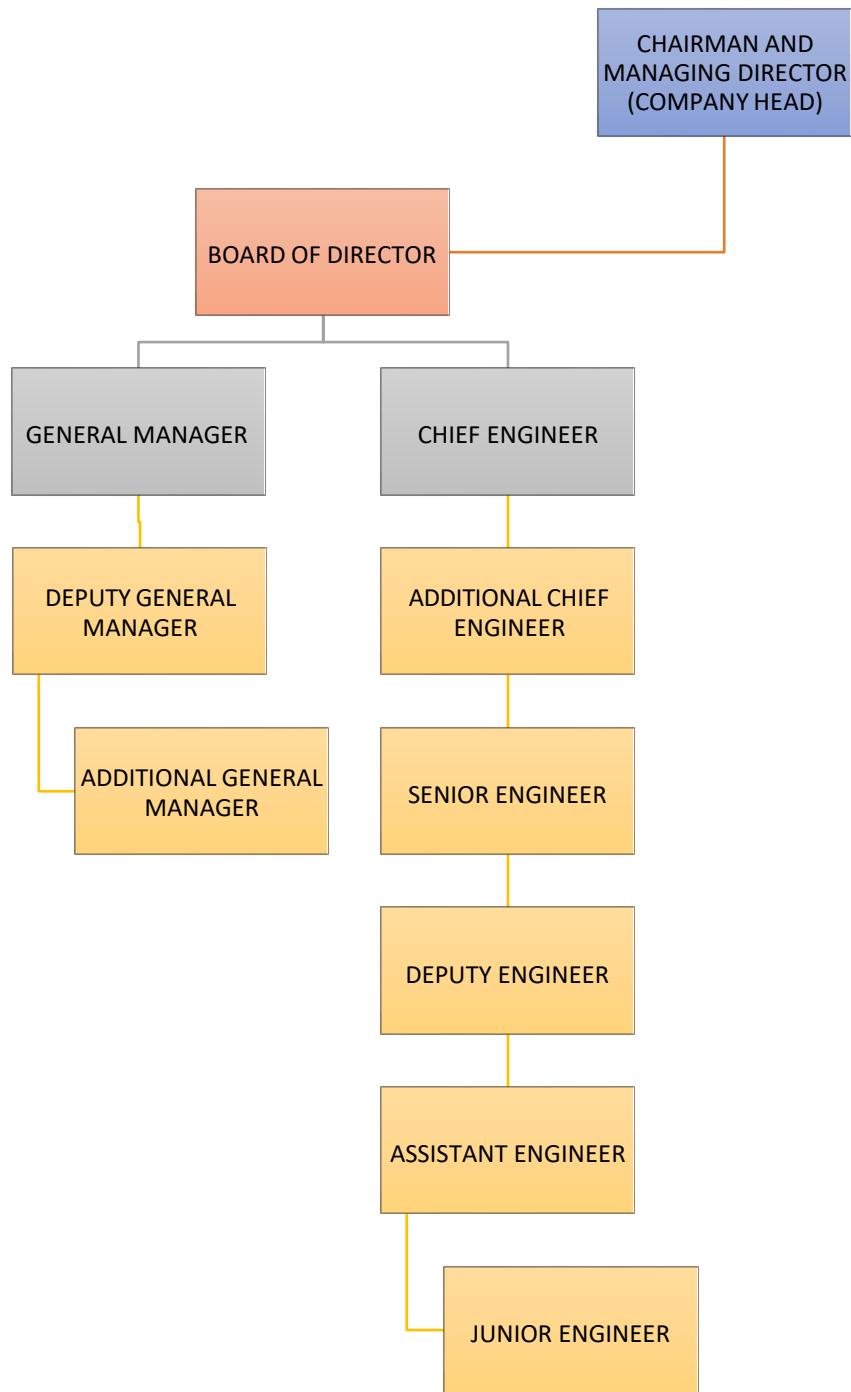
The main business of WBSEDCL is distribution and hydro generation of electricity. It is also the Nodal Agency of the Government of West Bengal for undertaking the Rural Electrification task in the State with the objective of providing access to electricity to all rural households in the state in line with the National Rural Electrification Policy.

- Purchasing electricity from power grid India by ALDC [All Load Dispatch Centre] , WBSEDCL.
- Transferring power to 33/11 KV substations to Distribution Transformer.
- From Distribution Transformer to consumer as per tariff regulation of WBERC.
- Billing is done and revenue is generated.

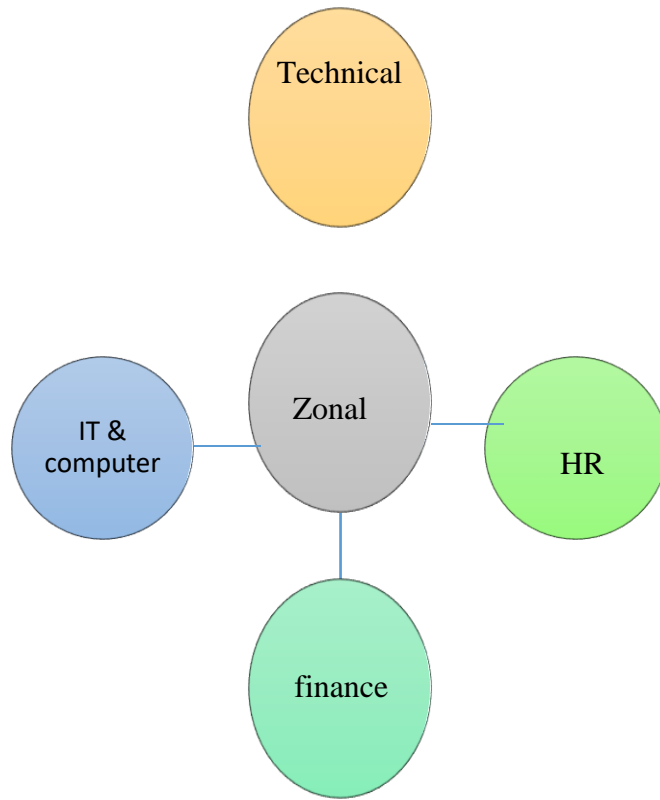
The main business of WBSEDCL is distribution and hydro generation of electricity. It is also the Nodal Agency of the Government of West Bengal for undertaking the Rural Electrification task in the State with the objective of providing access to electricity to all rural households in the state in line with the National Rural Electrification Policy.

- Purchasing electricity from power grid India by ALDC [All Load Dispatch Centre] , WBSEDCL.
- Transferring power to 33/11 KV substations to Distribution Transformer.
- From Distribution Transformer to consumer as per tariff regulation of WBERC.
- Billing is done and revenue is generated.

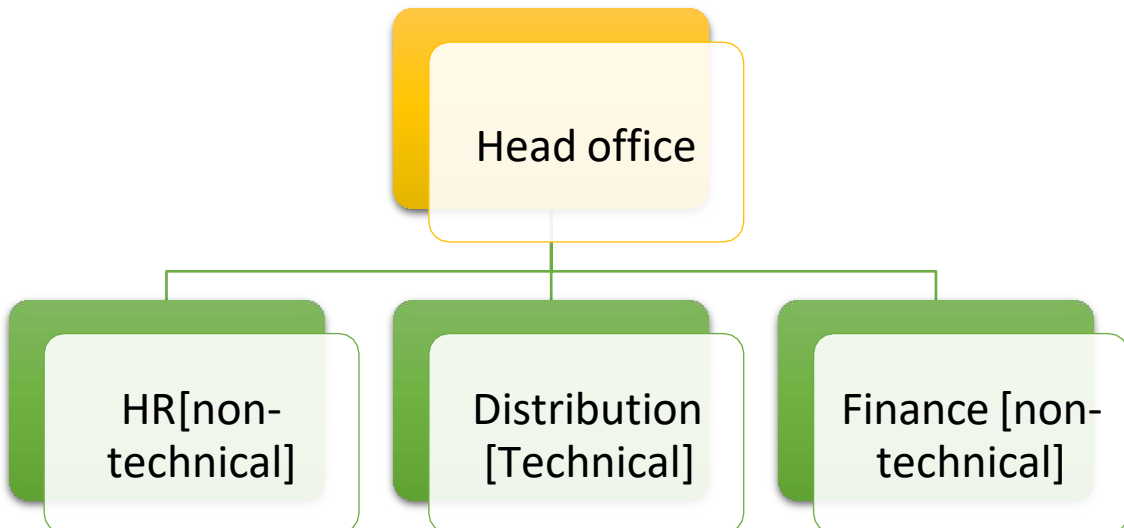
Organizational Structure:



For Zonal / regional / divisional offices:

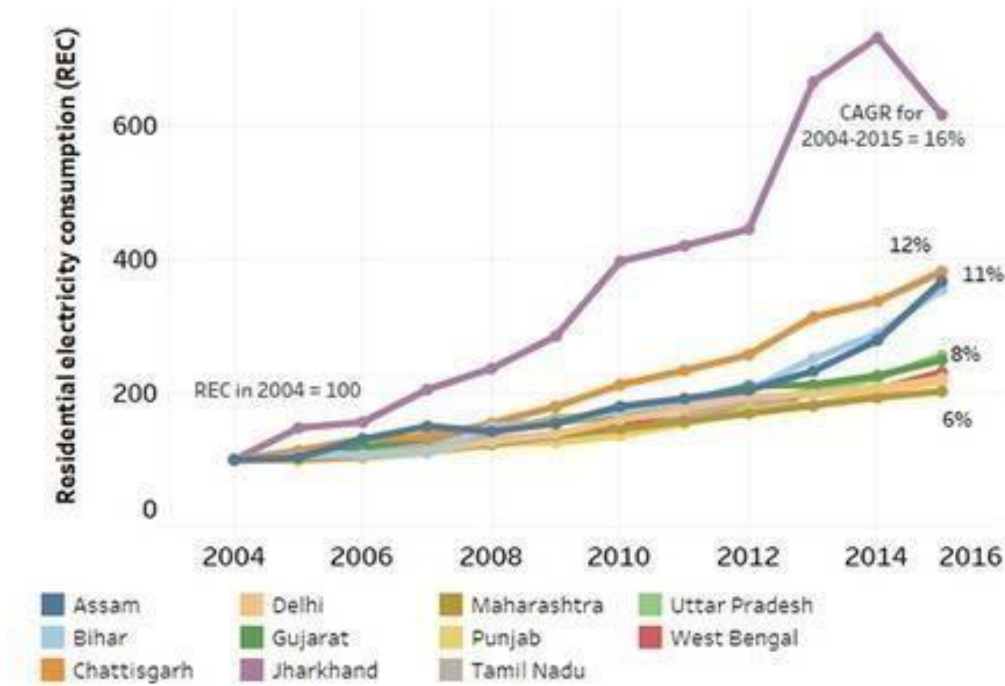


For Head Office:



Financial Performance

As a wholly owned enterprise of govt. of west Bengal, WBSEDCL is a profit-making organization but not listed in stock market.

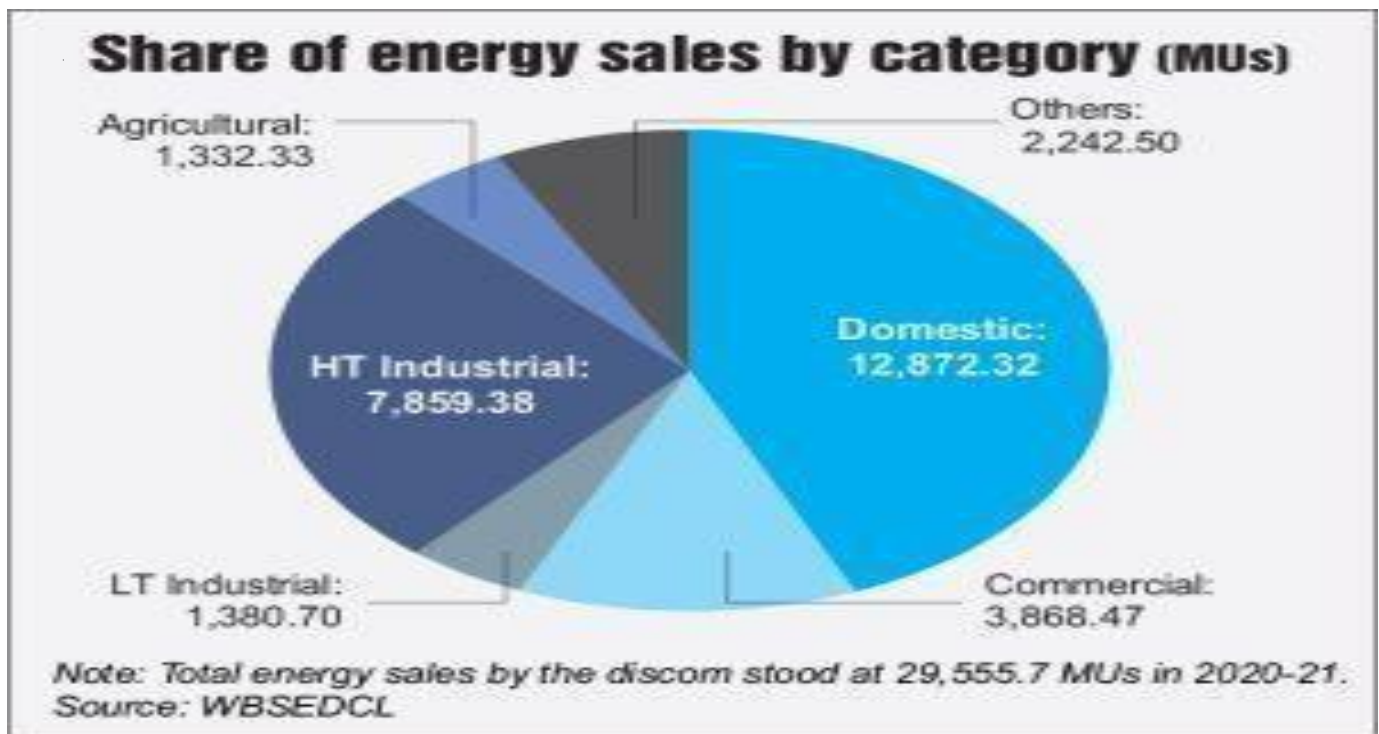


WBSEDCL's revenue gap has decreased from Rs 0.019 per unit in 2019-20 to Rs 0.011 per unit in 2020-21.

During 2020-21, the company recorded a revenue of Rs 228.31 billion, an increase of about 38.32 per cent over the Rs 165.06 billion in the previous year. The company's net profit decreased by around 23.89 per cent and stood at Rs 480.5 million in 2020-21 as compared to a profit of about Rs 631.3 million in the previous year. The utility's capital expenditure stood at Rs 35.99 billion in 2020-21, increasing at a CAGR of 25.06 per cent from Rs 14.71 billion during 2016-17.

As of March 2021, the company's outstanding debts stood at Rs 152.62 billion and the debt-equity ratio stood at 3.9. Its payback period was 119 days in 2020-21. The total expenditure stood at Rs 261.45 billion and the power purchase cost contributed the largest share of expenditure at Rs 212.52 billion or 81.29 per cent. In the year 2020-21, WBSEDCL's return on equity and return on net worth stood at 2 per cent each. While the company's return on capital employed stood at 30 per cent.

The discom booked a subsidy of Rs 13.74 billion but received Rs 13.65 billion in 2020-21. The earnings before interest, taxes, depreciation and amortization stood at Rs 19.79 billion in 2021-2022.



Achievements and awards:

- ✓ Consumer service with data.
- ✓ Uninterrupted power supply in West Bengal.
- ✓ 100% SAP ERP system-oriented operations.
- ✓ Compliance of all statutory obligations.

❖ Awards –

- Purulia Pump Storage Hydel Project Award at ICC India Energy Summit -2018
- Best Performing Power Distribution Utility Award at CBIP Day Programme - 2019
- "One of the Best Innovations" in "Energy Storage through Hydro" Award at ICC India Energy Summit - 2018
- Best Power Utility Award at ICC India Energy Summit - 2018
- Best Power Utility at ICC India Energy Summit- 2017
- PLATINUM STATE AWARD - 2017
- IPPAI Power Awards

- 2017

- SKOCH Award Of MERIT-2016
- India Power Award-2016
- India Energy Summit Award-2016
- IPPAI Power Award – 2016
- SAP ACE Award- 2015

- IPPA Award- 2015
- REPA Award- 2015
- 9th India Energy Summit
- 2015
- Best State Power Utility Board
- 2014
- India Power Rating
- 2013
- Power India- 2012
- India-Tech Excellence Award, 2010

Future plans:

The discom has planned a capex of Rs 131 billion for 2022-23 to 2024-25. This will be mostly spent on upgradation and modernization of the distribution infrastructure with information and operation technology

Planned capital expenditure (Rs million)			
Year	2022-23	2023-24	2024-25
Capex	42,880.00	43,380.00	44,800.00

Source: WBSEDCL

integration.

In terms of network expansion, the company has planned an addition of 11,450 ckt km distribution lines, and transformer capacity of 7,500 MVA between 2022-23 and 2026-27. It has also planned 2,050 ckt km of underground cabling by 2026-27. Further, the company plans to install 3.7 million smart meters between 2022-23 and 2026-27.

In January 2022, the World Bank extended a \$135 million loan to WBSEDCL to improve efficiency and reliability of electricity supply in West Bengal. The project aims to strengthen distribution networks, invest in smart-grid technologies and ensure financial sustainability of WBSEDCL. The project will be financed by the West Bengal government and loans from the Asian Infrastructure Investment Bank and the World Bank. The \$135 million loan from the International Bank for Reconstruction and Development is a variable spread loan that has a maturity of 17 years, including a grace period of seven years. As part of the project, HVDS and AB Cabling would be undertaken in around 13 highest loss-making districts (where eight districts have AT&C losses higher than 25 per cent) besides construction of GIS substations, technology and capacity upgrades in WBSEDCL's communication infrastructure and implementation of distribution automation technologies, among other things.

WBSEDCL will also be implementing the Revamped Distribution Sector Scheme, which was launched in July 2021 by the MoP to help discoms improve their operational efficiencies and financial sustainability.

On the renewables front, the company plans to develop a 200 MW solar park project at Goaltore, Paschim Medinipur with financial assistance worth Rs 6 billion from KfW Germany. The first phase (125 MW) of the project is expected to be commissioned by June 2024.

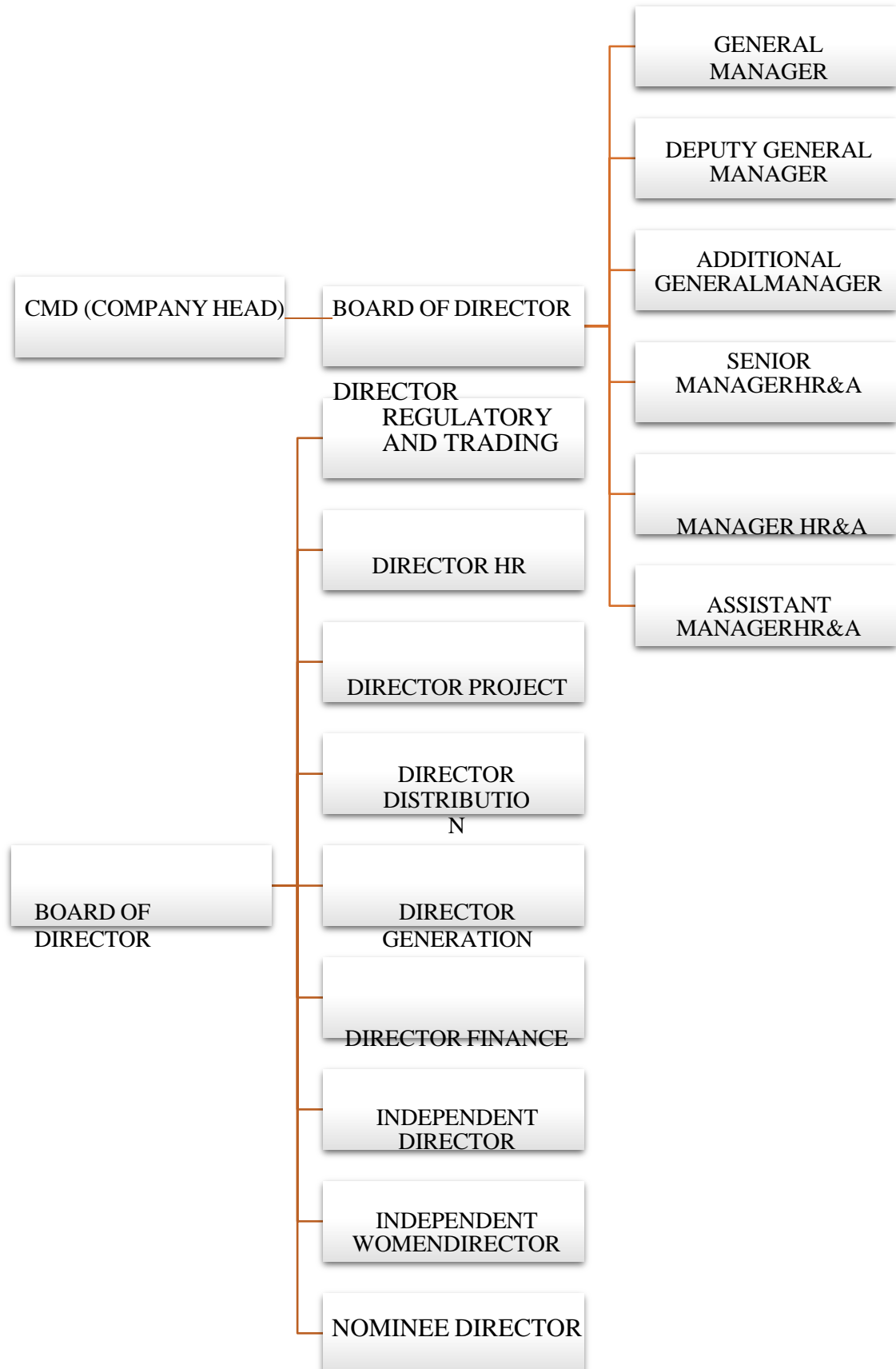
Planned network additions					
Index	2022-23	2023-24	2024-25	2025-26	2026-27
Distribution line length (ct km)	3,150	2,500	2,100	2,000	1,700
Transformer capacity addition (MVA)	1,400	1,600	1,500	1,500	1,500
Number of smart meters	250,000	500,000	750,000	1,000,000	1,200,000

Source: WBSEDCL

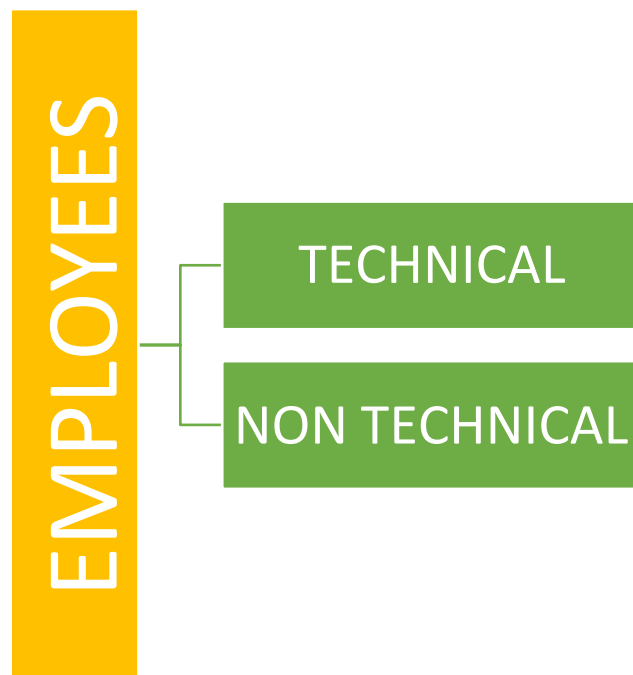
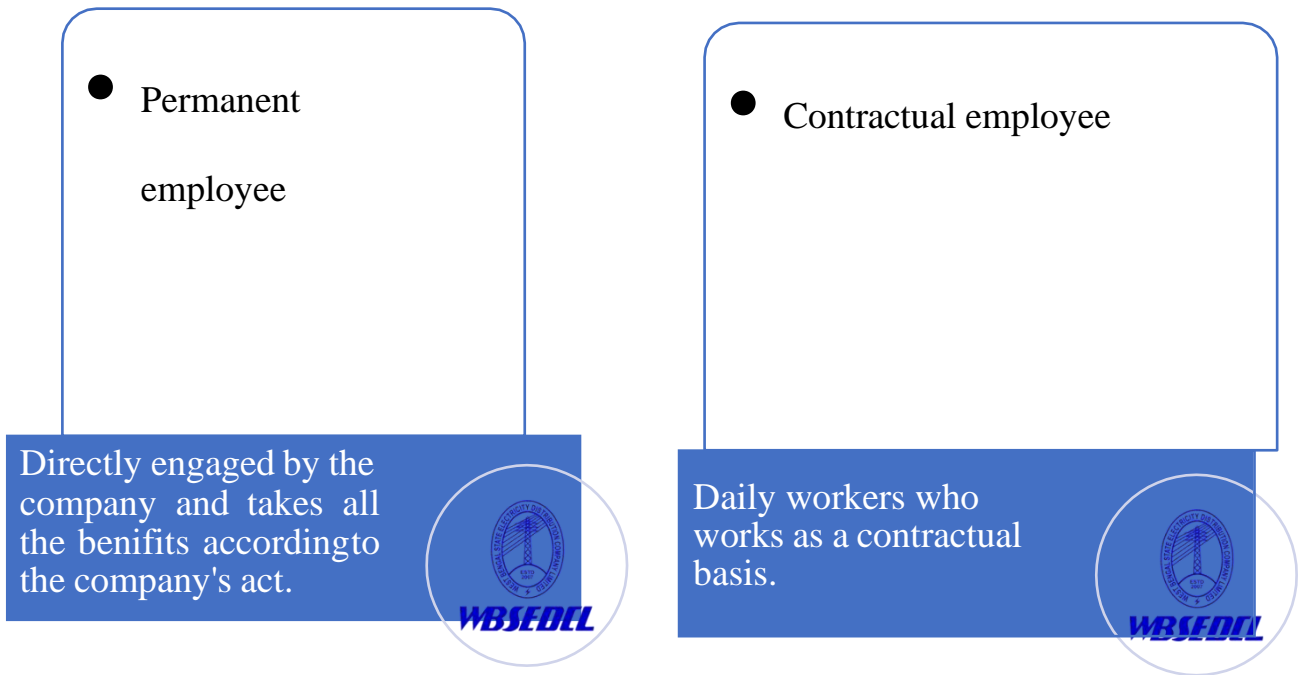
Going forward, WBSEDCL has ambitious capex, capacity addition and technology upgradation plans in place that will assist in achieving its aim of becoming more commercially viable and self-sustaining in future, in addition to providing reliable power to consumer

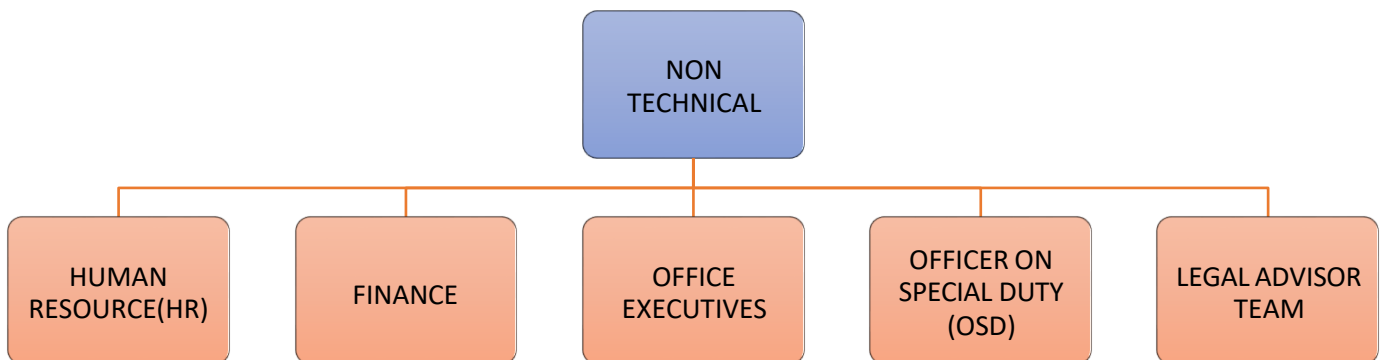
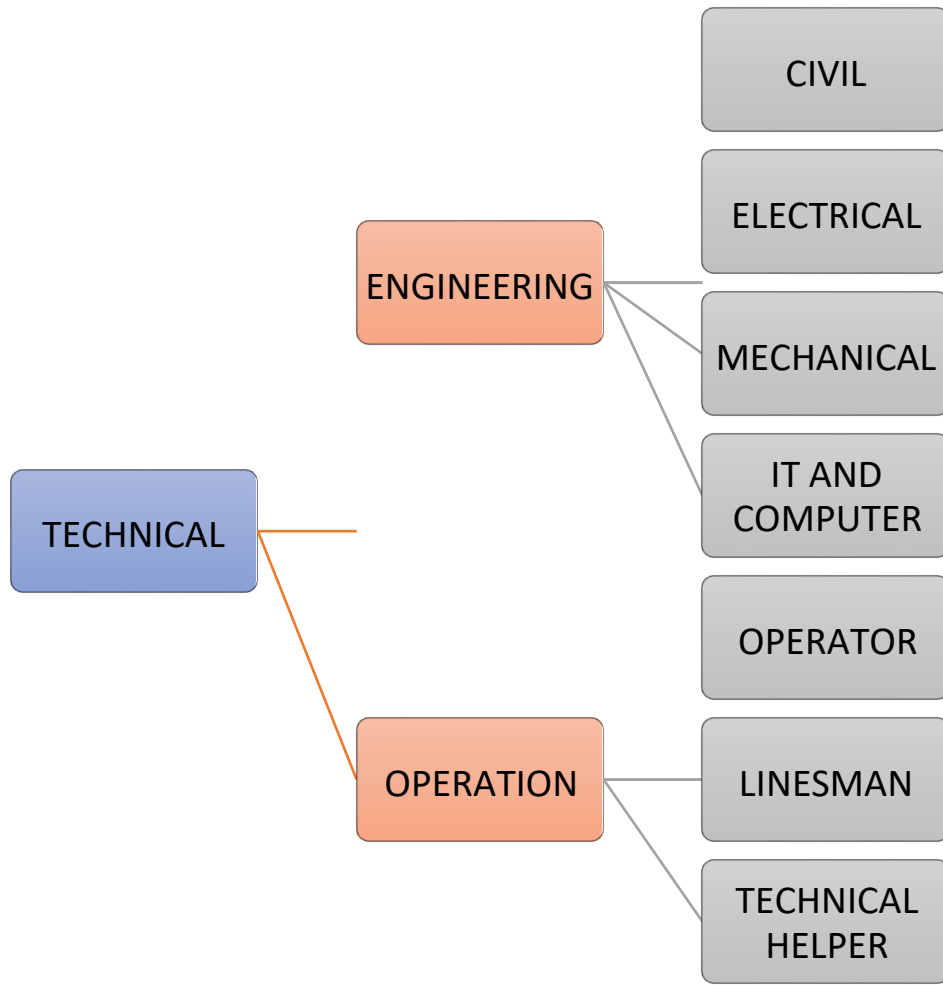
CHAPTER 3. OVERVIEW OF HR AND HRM IN THE COMPANY

Complete Flow Chart of HR Department:



Types of employees of the company (with layouts):





REQUIREMENT OF QULAFICATIONS OF ENGINEERING DEPARTMENT:

1. Full Time Bachelor Degree (Regular) / Master Degree (Regular) and Full Time Diploma(Regular) in respected department from UGC/AICTE approved institutions. [Post wisequalification varies].
2. Any other skilled Knowledge.
3. If any National / International level examination's score card (ex-GATE) if requires.
4. If any work experience requires.
5. Additional Requirements: WBSEDCL may have additional requirements such as knowledge of local language (Bengali), computer proficiency, and familiarity withrelevant software tools or systems used in the power sector.

REQUIREMENT OF QULAFICATIONS OF OPERATION DEPARTMENT:

1. Full Time ITI (Regular) , Diploma(Regular) in respected department from NCVT/SCVT/AICTE approved institutions.[Post wise qualification varies].
2. Any other certificate course / skilled knowledge.
3. Experience: Relevant work experience in the power sector or related industries is often desired. The required experience level can vary depending on the job positionand seniority.
4. Additional Requirements: WBSEDCL may have additional requirements such as knowledge of local language (Bengali), computer proficiency, and familiarity with relevant software tools or systems used in the power sector.

REQUIREMENT OF QULAFICATIONS OF NON-TECHNICAL DEPARTMENT:

1. Full Time Post Graduation Degree / Post Graduate Diploma in Human Resource /MBA Degree in respected department from UGC/AICTE approved institutions. (FOR HR DEPARTMENT)
2. Full Time Post Graduation Degree / Post Graduate Diploma / CA / ICNA in Finance /MBA Degree in respected department from UGC/AICTE approved institutions. (FORFINANCE DEPAERTMENT)
3. Full Time Bachelor Degree / Graduation (Regular)
4. Having computer subject in Graduation OR DOEACC O-LEVEL / vocational computercertificate from Govt. of India recognized board.
5. Full Time Bachelor Degree / Graduation (Regular) in LLB/Law/ Master Degree in Law(Regular) (FOR LEGAL ADVISOR)
6. If any work experience requires.
7. Additional Requirements: WBSEDCL may have additional requirements such as knowledge of local language (Bengali), computer proficiency, and familiarity with relevant software tools or systems used in the power sector.

Contractual Employee:

Contractual employees are individuals who are hired by an organization on a contract basis for a specific period of time or for a particular project. Unlike permanent employees, who are typically hired for an indefinite period and enjoy benefits like job security, contractual employees have a fixed-term employment arrangement.

In the context of WBSEDCL (West Bengal State Electricity Distribution Company Limited), contractual employees may be hired for various roles and responsibilities within the organization. These roles could include positions in engineering, administration, technical support, project management, or other areas based on the specific requirements of the company.

The specific qualifications and requirements for contractual employees in WBSEDCL can vary depending on the nature of the position and the project or assignment they are hired for. The company may outline the necessary qualifications, skills, and experience in their job advertisements or notifications for contractual positions.

There are **2 Types** of Contractual employees available in WBSEDCL MEMARI DIVISION.

- I. Technical
- II. Non-technical

DUTIES:

TECHNICAL:

The West Bengal State Electricity Distribution Company Limited (WBSEDCL) is responsible for the distribution of electricity in the state of West Bengal, India. Contractual Technical Employees (CTEs) in WBSEDCL are hired on a contractual basis to perform technical tasks related to the distribution and maintenance of electrical infrastructure. Their duties typically include the following:

1. **Operation and Maintenance:** CTEs are involved in the operation and maintenance of electrical distribution systems. They may be responsible for monitoring the functioning of electrical equipment, identifying faults or abnormalities, and taking appropriate corrective measures.
2. **Fault Detection and Repair:** CTEs are tasked with detecting faults in electrical systems, such as transformers, lines, meters, and other equipment. They are responsible for repairing or replacing faulty components to ensure the smooth functioning of the electrical network.
3. **Metering and Billing:** CTEs may be involved in meter reading and billing activities. They may visit customer premises to record electricity consumption, generate bills, and address any meter-related issues.

4. **Customer Service:** CTEs often interact with customers to address their queries, complaints, and service requests. They may provide assistance in resolving issues related to electricity supply, billing, or any other technical matters.
5. **Safety and Compliance:** CTEs are expected to adhere to safety guidelines and ensure compliance with electrical codes and regulations. They need to follow proper safety procedures while working on electrical equipment and installations to minimize the risk of accidents or injuries.
6. **Documentation and Reporting:** CTEs may be required to maintain records, prepare reports, and document their activities related to maintenance, repairs, and customer interactions. This information helps in tracking the performance of the electrical system and provides insights for future planning and improvements.

It's important to note that the specific duties of a Contractual Technical Employee in WBSEDCL may vary based on the nature of their assignment, qualifications, and the needs of the organization.

Non-Technical –

Contractual Non-Technical Employees (CNTes) in WBSEDCL perform various administrative, clerical, and support duties within the organization. While their specific duties may vary depending on the assigned role, here are some common responsibilities of Contractual Non-Technical Employees in WBSEDCL, West Bengal:

1. **Administrative Support:** CNTes provide administrative support to different departments within WBSEDCL. This may include tasks such as maintaining records, filing documents, organizing meetings, scheduling appointments, and handling correspondence.
2. **Data Entry and Documentation:** CNTes are responsible for accurately entering data into computer systems, databases, or spreadsheets. They may also assist in maintaining and updating various types of documentation, such as reports, forms, and records.
3. **Customer Service:** CNTes may interact with customers, either in person or over the phone, to address inquiries, provide information, and assist with service-related matters. They may handle customer complaints, forward requests to the appropriate departments, and ensure timely resolution.
4. **Billing and Accounting Support:** CNTes may be involved in billing and accounting-related tasks. They may assist in preparing invoices, verifying bills, processing payments, reconciling accounts, and maintaining financial records.

Procurement and Inventory Management: CNTes may assist in procurement activities, including preparing purchase requisitions, coordinating with suppliers, maintaining inventory records. They may also assist in tracking and managing office supplies and equipment.

5. Document Preparation and Typing: CNTEs may be responsible for typing and formatting documents, including letters, memos, reports, and presentations. They ensure accuracy, proper formatting, and timely completion of assigned tasks.
6. General Office Support: CNTEs provide general support to the office environment. This may include tasks such as handling incoming and outgoing mail, managing filing systems, operating office equipment, and assisting with routine office maintenance.
7. Coordination and Communication: CNTEs may assist in coordinating and communicating with internal departments, external stakeholders, and vendors. They may facilitate information flow, schedule meetings, and maintain effective communication channels.

It's important to note that the specific duties and responsibilities of Contractual Non- Technical Employees in WBSEDCL can vary based on the department they work in and the specific requirements of their assigned role.

LEADERSHIP - TOP MANAGEMENT ACTIVITY OF WBSEDCL

The top management of WBSEDCL (West Bengal State Electricity Distribution Company Limited) provides leadership and oversees various activities to ensure the efficient functioning and strategic direction of the organization. Here are some key leadership activities undertaken by the top management of WBSEDCL:

1. Strategic Planning: The top management of WBSEDCL is responsible for developing the company's long-term strategic plans and goals. They assess market conditions, identify opportunities and challenges, and devise strategies to achieve sustainable growth and improved service delivery.
2. Policy Formulation: The top management formulates policies and guidelines that govern the operations and decision-making processes within WBSEDCL. They establish policies related to employee management, customer service, safety protocols, procurement, financial management, and other key areas.
3. Decision-Making: Top management is responsible for making critical decisions that impact the overall functioning of WBSEDCL. This includes decisions related to infrastructure development, investment in new technologies, resource allocation, tariff determination, and regulatory compliance.
4. Resource Management: The top management of WBSEDCL manages the organization's resources effectively. This involves overseeing budgeting, financial planning, and resource allocation to ensure optimal utilization of financial, human, and technical resources.

5. **Stakeholder Engagement:** Top management engages with various stakeholders, including government bodies, regulators, community organizations, and industry partners. They foster relationships, address concerns, and collaborate with stakeholders to drive positive outcomes and promote the company's interests.
6. **Talent Management and Development:** The top management plays a crucial role in talent management by attracting, developing, and retaining skilled professionals within WBSEDCL. They establish talent acquisition strategies, provide training and development opportunities, and create a conducive work environment to enhance employee engagement and performance.
7. **Performance Monitoring and Evaluation:** Top management monitors the performance of WBSEDCL against key performance indicators (KPIs) and targets. They establish performance evaluation mechanisms, review progress, and take corrective actions when necessary to ensure the organization's objectives are met.
8. **Risk Management:** Top management identifies, assesses, and manages risks that may impact WBSEDCL's operations. They establish risk management frameworks, implement risk mitigation strategies, and ensure compliance with regulatory requirements.
9. **External Relations:** The top management represents WBSEDCL in external forums, industry associations, and regulatory bodies. They build relationships with key stakeholders, participate in industry discussions, and contribute to the development of policies and regulations affecting the power sector.
10. **Innovation and Technology Adoption:** Top management promotes innovation and the adoption of new technologies within WBSEDCL. They identify opportunities for technological advancements, evaluate their feasibility and potential benefits, and implement initiatives that enhance operational efficiency and customer service.

It's important to note that the specific leadership activities of the top management of WBSEDCL may vary based on the organizational structure, industry dynamics, and the evolving needs of the company.

IMPORTANT HRM FUNCTIONS OF THE COMPANY (WBSEDCL)

Human Resource Management (HRM) plays a crucial role in WBSEDCL (West Bengal State Electricity Distribution Company Limited) to effectively manage its workforce and support the organization's goals and objectives. Some important HRM functions performed by WBSEDCL include:

1. **Employee Training and Development:** HRM facilitates the training and development of employees in

WBSEDCL. They identify training needs, design and deliver training programs, coordinate external training opportunities, and support employees in their professional growth and skill enhancement.

2. Performance Management: HRM establishes performance management systems and processes to evaluate and improve employee performance. This includes setting performance goals, conducting performance appraisals, providing feedback, and implementing performance improvement plans as needed.

3. Compensation and Benefits: HRM designs and administers compensation and benefits programs for employees in WBSEDCL. They ensure that employees receive competitive and fair compensation, manage payroll, administer employee benefits such as healthcare, insurance, and retirement plans, and maintain compliance with relevant labour laws and regulations.

4. Employee Relations: HRM fosters positive employee relations within WBSEDCL by addressing employee concerns, promoting a healthy work environment, and managing employee grievances. They develop and implement policies and procedures to ensure fair treatment, resolve conflicts, and facilitate effective communication between management and employees.

5. Employee Engagement and Retention: HRM works to enhance employee engagement and retention in WBSEDCL. They develop strategies to promote a positive work culture, improve employee morale, and foster employee loyalty. This includes organizing employee engagement activities, conducting surveys, and implementing initiatives to enhance the overall employee experience.

6. HR Policies and Compliance: HRM develops and communicates HR policies and procedures that align with legal requirements and organizational goals. They ensure compliance with labour laws, employment regulations, and other relevant statutes. HRM also oversees employee recordkeeping and data management to maintain accurate and confidential employee information.

7. Succession Planning and Talent Management: HRM identifies key positions within WBSEDCL and develops succession plans to ensure a smooth transition of leadership and critical roles. They identify high-potential employees, provide them with development opportunities, and implement talent management strategies to build a robust talent pipeline for future organizational needs.

8. Health and Safety: HRM is responsible for implementing health and safety policies and programs in WBSEDCL. They promote a safe work environment, conduct safety training, monitor compliance with safety regulations, and manage workplace health and safety incidents.

These HRM functions contribute to attracting, developing, and retaining a skilled and motivated workforce within WBSEDCL, ultimately supporting the organization's overall performance and success.

**IDENTIFIED THE HRM FUNCTIONS IN SUCH A WAY , I CAN LATER ON JUSTIFY
THE TOPIC “PERFORMANCE APPRAISAL SYSTEM AND ITS EFFECTIVENESS IN
WBSSEDCL, MEMARI”**

In the context of WBSSEDCL (West Bengal State Electricity Distribution Company Limited), the HRM functions can be identified as follows, setting the stage for later justification of the topic " **PERFORMANCE APPRAISAL SYSTEM AND ITS EFFECTIVENESS IN WBSSEDCL, MEMARI**”:

1. **Recruitment and Selection:** The HRM function of recruitment and selection involves attracting and selecting qualified candidates for various positions within WBSSEDCL. This function ensures that employees are hired based on their skills, qualifications, and potential to contribute to the organization's performance.
2. **Employee Training and Development:** HRM is responsible for training and developing employees in WBSSEDCL. This function ensures that employees have the necessary knowledge, skills, and abilities to perform their roles effectively and contribute to the company's success.
3. **Performance Management:** The HRM function of performance management includes setting performance goals, conducting performance appraisals, providing feedback, and implementing performance improvement plans as needed. This function aims to assess and enhance employee performance and align it with the organization's objectives.
4. **Compensation and Benefits:** HRM administers compensation and benefits programs in WBSSEDCL. This function ensures that employees are rewarded fairly for their contributions and motivated to perform at their best.
5. **Employee Relations:** HRM is responsible for fostering positive employee relations within WBSSEDCL. This function involves addressing employee concerns.
6. **Employee Engagement and Retention:** The HRM function of employee engagement and retention focuses on creating a positive work environment, improving employee morale, and fostering employee loyalty. This function aims to keep employees engaged, motivated, and committed to the organization.
7. **HR Policies and Compliance:** HRM develops and communicates HR policies and procedures to ensure compliance with labour laws and regulations. This function establishes guidelines for employee behaviour, performance expectations, and fair treatment.

By understanding these HRM functions, we can justify the importance of "Performance Appraisal" in WBSEDCL. Performance appraisal is a crucial aspect of performance management, which is one of the HRM functions mentioned above. It involves assessing and evaluating employee performance against predetermined goals and standards.

Performance appraisal in WBSEDCL serves several purposes, including:

- Providing feedback to employees on their performance, strengths, and areas for improvement.
- Identifying training and development needs based on performance gaps.
- Recognizing and rewarding high-performing employees.
- Identifying poor performers and implementing performance improvement plans.
- Supporting decision-making processes related to promotions, transfers, and succession planning.
- Ensuring accountability and transparency in performance evaluations.
- Facilitating communication between supervisors and employees regarding performance expectations and organizational goals.

Thus, the HRM function of performance appraisal plays a vital role in WBSEDCL by promoting continuous improvement, aligning individual performance with organizational objectives, and supporting overall employee development and engagement.

CHAPTER 4.

SURVEY OF LITERATURE

This summary aims to provide an extensive survey and review of literature on performance appraisal. Drawing upon the works of various scientists, it presents a comprehensive definition of performance appraisal, highlighting its significance in organizations. It explores different perspectives and theories surrounding performance appraisal, examining its benefits, challenges, and the evolving trends in the field. Proper in-text citations are included to ensure the credibility and authenticity of the information provided.

Performance appraisal plays a crucial role in evaluating employee performance and contributing to organizational success. It involves the systematic assessment of an individual's job-related strengths and weaknesses, typically conducted by supervisors or managers. It delves into the vast body of literature on performance appraisal, examining multiple scientific perspectives and theories. By reviewing various studies, theories, and practices, this aims to shed light on the evolving nature of performance appraisal and its implications for organizations (Wiese, D.S. and Buckley, M.R. ,1998).

Edwin B. Flippo, (1971) a renowned human resource management expert, defines performance appraisal as "the systematic, periodic, and impartial rating of an employee's excellence in matters pertaining to his present job and his potential for a better job. Flippo emphasizes the need for a structured and unbiased evaluation process that assesses both current performance and future growth potential. The periodic nature of appraisal allows for regular feedback and performance monitoring.

Gary Dessler, (2016) a notable author and management expert, defines performance appraisal as "the process of evaluating the job-related performance of employees in order to identify their strengths and weaknesses." Dessler highlights the importance of identifying areas for improvement while acknowledging employees' strengths, thus facilitating their professional growth. This definition underscores the developmental aspect of performance appraisal.

Michael Armstrong, (1999) a renowned HRM consultant and author, defines performance appraisal as "the process of assessing and evaluating an individual's performance in terms of his/her job tasks, responsibilities, and objectives." Armstrong emphasizes the alignment of individual performance with organizational goals, emphasizing the importance of clarity and transparency in the appraisal process. This definition underscores the need for objective evaluation and performance measurement.

Dipboye, R.L, (1985) contributed to the understanding of performance appraisal systems by emphasizing the importance of fairness and bias reduction in appraisal processes. His research highlighted the need for systematic and unbiased evaluations to ensure accurate assessments of employee performance.

Fletcher, C's (1995) research focused on the concept of 360-degree feedback in performance appraisal. She explored the benefits and challenges of incorporating feedback from multiple sources, such as peers, subordinates, and supervisors, into the appraisal process.

Giles and Mossholder's (1990) collaborative work delved into the role of leadership behavior in performance appraisal. Their research examined how leadership styles and behaviors influence the effectiveness of performance appraisal systems.

Griffeth and Bedeian (1989) contributed to the literature on performance appraisal by exploring the impact of feedback frequency on employee performance and satisfaction. Their research shed light on the optimal timing of feedback in appraisal processes.

Haines and St-Onge's (2012) work examined the integration of technology into performance appraisal systems. Their research explored how the use of electronic platforms and software can enhance the efficiency and effectiveness of performance appraisal processes.

Hedge and Teachout's (2000) research focused on the relationship between rater training and the accuracy of performance appraisal. They investigated the impact of training programs on reducing rating errors and improving the reliability of appraisals.

Lawler, Mohrman, and Resnick (1984) contributed to the literature by emphasizing the importance of performance appraisal in the context of organizational development. Their research highlighted how appraisal systems can support organizational change and growth.

Levy and Williams' (2004) work explored the link between performance appraisal and employee motivation. Their research examined how the design of appraisal systems can influence employee engagement and motivation to improve performance.

Shrivastava and Purang's (2011) research focused on the cultural dimensions of performance appraisal. They examined how cultural factors influence the design and implementation of appraisal systems in multinational organizations.

Taylor (1995) and colleagues' collaborative research explored the concept of fairness in performance appraisal. Their work highlighted the importance of perceived fairness in appraisal processes and its impact on employee satisfaction and performance.

Walsh and Fisher's (2005) research focused on the role of feedback delivery in performance appraisal. They examined different approaches to providing feedback to employees and their effectiveness in promoting performance improvement.

Wiese and Buckley's (1998) research contributed to the understanding of performance appraisal by examining the role of self-assessment in the appraisal process. Their work explored how self-assessment can complement traditional appraisal methods.

Wood and Marshall's (2008) research focused on the impact of goal-setting in performance appraisal. They explored how setting specific and challenging goals can enhance employee motivation and performance in the context of appraisal systems.

Historical Evolution of Performance Appraisal- The concept of performance appraisal has evolved over time, reflecting changes in organizational structures, theories, and practices. Early approaches primarily focused on evaluating an employee's personality traits and subjective attributes. However, with advancements in research and practice, performance appraisal has become more objective and job-related, focusing on specific performance criteria, competencies, and outcomes. The shift towards a more objective approach has led to the development of various appraisal methods and techniques.

Theoretical Perspectives on Performance Appraisal -

Performance appraisal is a complex process that encompasses various theoretical perspectives, each providing insights into the design and implementation of effective appraisal systems. Understanding these theoretical frameworks is essential for organizations seeking to enhance the accuracy, fairness, and effectiveness of their performance appraisal practices. In this section, we will explore some of the key theoretical perspectives on performance appraisal, including the Management by Objectives (MBO) approach, Behaviorally Anchored Rating Scales (BARS), and the 360-degree feedback approach.

1. **Management by Objectives (MBO) Approach-** The Management by Objectives (MBO) approach, developed by Peter Drucker in the 1950s, focuses on setting clear and measurable objectives that align with organizational goals. MBO emphasizes the importance of employee participation in goal setting, communication, and performance measurement. The process begins with the establishment of specific objectives, jointly agreed upon by managers and employees. These objectives serve as performance standards against which employees' actual performance is assessed.

The MBO approach recognizes the importance of continuous feedback and coaching. Regular performance discussions between managers and employees help to monitor progress, provide guidance, and identify development needs. The feedback received during these discussions serves as a basis for future performance improvement (Ingham, 1995).

MBO is based on the assumption that clear objectives lead to improved performance. By aligning individual objectives with organizational goals, MBO facilitates a clear understanding of expectations, fosters employee engagement, and enables employees to prioritize their efforts towards achieving desired outcomes.

- 1. Behaviorally Anchored Rating Scales (BARS)-** Behaviorally Anchored Rating Scales (BARS) is an appraisal method that combines qualitative and quantitative approaches by defining specific behavioral indicators for each performance level. BARS aims to overcome the limitations of traditional rating scales that rely on subjective interpretations and vague descriptors. Instead, BARS provides a set of behavioral anchors that serve as benchmarks for evaluating performance.

The development of BARS involves a detailed job analysis to identify critical behaviors associated with successful job performance. These behaviors are then linked to specific performance levels, creating a continuum from low to high performance. The evaluators use these behavioral anchors as a reference when rating employees' performance, providing more objective and job-related feedback.

BARS offers several advantages, including enhanced rater understanding and improved rating accuracy. By focusing on observable behaviors, it reduces the subjectivity and bias often associated with performance appraisal. Additionally, BARS can facilitate clearer communication between evaluators and employees, as the specific behaviors provide a common language for discussing performance expectations and improvement areas. However, developing BARS can be a time-consuming process, and the reliance on behaviorally anchored scales may limit the flexibility to assess new or evolving job responsibilities.

- 2. 360-Degree Feedback Approach-** The 360-degree feedback approach involves gathering feedback from multiple sources, including supervisors, peers, subordinates, and customers. The feedback is collected through surveys or structured interviews, providing a comprehensive evaluation of an individual's performance from various perspectives. This approach recognizes that performance is influenced not only by a supervisor's assessment but also by interactions with colleagues, subordinates, and external stakeholders (Armstrong, 1998; Stone, 2002).

The 360-degree feedback process offers a holistic view of an individual's performance, capturing diverse opinions and insights. It can provide valuable information regarding an employee's interpersonal skills, teamwork, and leadership capabilities. By involving multiple raters, biases and subjective evaluations can be minimized, increasing the fairness and accuracy of the appraisal process.

The 360-degree feedback approach promotes a culture of continuous improvement and development. The feedback received from different sources helps employees gain a deeper understanding of their strengths, areas for improvement, and blind spots. It encourages self-reflection and facilitates targeted development efforts.

However, implementing the 360-degree feedback approach requires careful planning and consideration. Ensuring confidentiality, managing potential rater biases, and providing appropriate training and guidance are essential to maximize the effectiveness of the feedback process. Additionally, organizations need to foster a supportive and trusting environment to encourage honest and constructive feedback.

Performance Appraisal Types:

Performance appraisal is a critical process that evaluates an individual's job performance and contributes to their professional growth and organizational success. Over time, different types of performance appraisal methods have emerged, each with its own characteristics and benefits. In this section, we will explore traditional and modern performance appraisal types, providing a brief overview of each.

Traditional Performance Appraisal Types:

1. **Rating Scales:** Rating scales are one of the most widely used traditional performance appraisal methods. They involve supervisors evaluating employees based on predetermined criteria or dimensions. Rating scales typically consist of a numerical or descriptive scale with specific performance indicators for each level. Supervisors assess various aspects of an employee's performance, such as quality of work, productivity, communication skills, teamwork, and adherence to deadlines. The rating scale provides a structured and consistent framework for evaluating performance across different employees. However, the subjectivity and potential bias of supervisors can impact the accuracy and fairness of the ratings.
2. **Checklist Method:** The checklist method simplifies the evaluation process by providing supervisors with a predetermined list of performance characteristics or behaviors. Supervisors review the list and mark off the items that apply to the employee's performance. The checklist may include specific tasks, skills, or behaviors that are relevant to the job. This method offers simplicity and ease of use for supervisors, as they can quickly identify whether an employee has exhibited certain behaviors or completed specific tasks. However, the checklist method may lack specificity and fail to capture the full range of an employee's performance, as it focuses on predetermined items rather than individual strengths and weaknesses.
3. **Forced Ranking:** Forced ranking is a performance appraisal method that involves ranking employees from best to worst based on their performance. This approach aims to differentiate performance levels and identify high-performing and low-performing employees. Supervisors compare employees' performance and assign them to specific categories, such as top performers, average performers, and underperformers.

Modern Performance Appraisal Types:

1. **Continuous Performance Management:** Continuous performance management is a modern approach that shifts the focus from traditional annual or biannual reviews to regular and ongoing feedback and discussions. This method recognizes that performance is not static and should be addressed in real-time. It promotes frequent communication between supervisors and employees, allowing for timely recognition of achievements, identification of improvement areas, and adjustment of goals and priorities. Continuous performance management encourages a more agile and responsive approach to performance evaluation and development, supporting employees' growth and enhancing their overall performance.
2. **Behavioral-Based Assessment:** Behavioral-based assessment methods focus on evaluating specific behaviors and competencies that are critical to job performance. Instead of relying solely on subjective evaluations, this approach emphasizes observing and assessing actual behaviors demonstrated by employees. Supervisors use structured interviews, situational exercises, or behavioral observation techniques to gather information about an individual's performance. By focusing on observable behaviors, this method provides more objective and job-related feedback, reducing the impact of biases and increasing the accuracy and fairness of performance evaluations.
3. **360-Degree Feedback:** The 360-degree feedback approach involves gathering feedback from multiple sources who have interactions with the employee, including supervisors, peers, subordinates, and customers. This comprehensive evaluation provides a well-rounded view of an individual's performance. The feedback is typically collected through surveys or structured interviews, asking raters to assess various aspects of the employee's performance, such as communication skills, teamwork, leadership, and problem-solving abilities. 360-degree feedback encourages collaboration and fosters a culture of continuous improvement, as it considers multiple perspectives and provides employees with a holistic view of their strengths and development areas.
4. **Goal-Based Appraisal:** Goal-based appraisal focuses on setting specific, measurable, achievable, relevant, and time-bound (SMART) goals for employees. This approach aligns individual goals with organizational objectives, fostering clarity, accountability, and motivation. Supervisors and employees collaborate to establish performance goals that are challenging yet attainable. During performance appraisal, the extent to which employees have accomplished their predetermined objectives is evaluated. Goal-based appraisal provides a clear link between individual contributions and organizational success, enabling employees to understand how their performance directly impacts the achievement of desired outcomes.

In conclusion, traditional performance appraisal methods such as rating scales, checklist methods, and forced ranking have been commonly used in organizations. However, modern performance appraisal methods such as continuous performance management, behavioral-based assessment, 360-degree feedback, goal-based appraisal, and technology-driven appraisal have gained popularity due to their focus on continuous feedback, objectivity, comprehensive evaluation, goal alignment, and technological advancements. Organizations are increasingly adopting these modern approaches to improve the accuracy, fairness, and effectiveness of their performance appraisal processes while fostering employee growth and organizational success.

CHAPTER 5.

OBJECTIVES OF THE STUDY AND METHODOLOGY

OBJECTIVE:

The objectives of the study on performance appraisal in WBSEDCL, MEMARI are:

- To assess the effectiveness of the current performance appraisal system in WBSEDCL.
- To identify the strengths and weaknesses of the current system.
- To make recommendations for improving the performance appraisal system inWBSEDCL.

METHODOLOGY

The methodology of the study on performance appraisal in WBSEDCL, West Bengal will be as follows:

- **Survey of employees:** A survey will be conducted of a sample of employees in WBSEDCL to assess their perceptions of the current performance appraisal system. The survey will ask **questions** about the objectives of performance appraisal, the criteria used for performance appraisal, the way performance appraisal is conducted, and the challenges faced in performance appraisal.
- **Interviews with managers:** Interviews will be conducted with a sample of managers in WBSEDCL to get their insights into the current performance appraisal system. The interviews will ask questions about the objectives of performance appraisal, the criteria used for performance appraisal, the way performance appraisal is conducted, and the challenges faced in performance appraisal.
- **Review of documents:** A review of documents will be conducted to assess the current performance appraisal system in WBSEDCL. The documents that will be reviewed include the performance appraisal policy, the performance appraisal form, and the performance appraisal reports.

The findings of the survey, interviews, and document review will be used to develop a set of recommendations for improving the performance appraisal system in WBSEDCL.

The following are the **steps involved in the methodology** of the study:

1. Define the research objectives. The first step is to define the research objectives. This involves identifying the specific questions that the study will address.
2. Develop the research plan. Once the research objectives have been defined, the next step is to develop the research plan. This involves specifying the methods that will be used to collect and analyze data.
3. Collect data. The next step is to collect data. This can be done through surveys, interviews, focus groups, or document review.
4. Analyze data. Once the data has been collected, it needs to be analyzed.
5. Interpret findings. The next step is to interpret the findings of the study. This involves explaining what the findings mean and how they can be used to improve the performance appraisal system.
6. Write the report. The final step is to write the report. The report should summarize the findings of the study and make recommendations for improving the performance appraisal system.

The methodology of the study will be rigorous and systematic. The findings of the study will be based on a sound evidence base. The recommendations for improving the **performance appraisal system** will be based on the findings of the study.

SAMPLE DESIGN:

The sample design of the study on performance appraisal in WBSEDCL, MEMARI will be as follows:

- **Population:** The population of the study is all employees of WBSEDCL.
- **Sample size:** The sample size will be determined by the following factors:
 - The size of the population (25 permanent employees)
 - The level of confidence desired
 - The margin of error acceptable
- **Sampling frame:** The sampling frame will be the list of all employees of WBSEDCL.
- **Data collection:** The data for the study will be collected through a survey and interviews.
- **Data analysis:** Percentage analysis.

SOURCE OF DATA:

PRIMARY DATA: Primary data is data that is collected for the first time by the researcher. It is collected through methods such as surveys, interviews, experiments, and observations. Secondary data is data that has already been collected by someone else. It can be found in books, articles, reports, and other sources.

- survey data
- Interview data

Primary data is often more accurate and reliable than secondary data, because it is collected specifically for the research project. However, primary data can be more difficult and time-consuming to collect. Secondary data is often easier to collect, but it may not be as accurate or reliable as primary data.

SECONDARY DATA: Secondary data is data that has already been collected for some other purpose. It can be found in a variety of sources, such as government reports, academic journals, and company databases. Secondary data is often less expensive and time-consuming to collect than primary data, but it may not be as accurate or reliable.

- Books
- Articles
- Government data
- Statistical data
- Websites

TECHNIQUES USED FOR ANALYSIS:

To analyze the collected data, **percentage method is used**. The study diagrams representations are used. The data are presented through different types of diagrams are as follows:

- ✓ Tables
- ✓ Charts
- ✓ Bar diagram

Percentage method -

One of the most frequent ways to represent statistics is by percentage. Percent simply means "per hundred" and the symbol used to express percentage is %. One percent (or 1%) is one hundredth of the total or whole and is therefore calculated by dividing the total or whole number by 100.

Example: $1\% \text{ of } 250 = (1 \div 100) \times 250 = 2.5$

To calculate a given percentage of a number, divide the total number by 100 and then multiply the result by the requested percentage:

Example: $12\% \text{ of } 250 = (250 \div 100) \times 12 = 30$

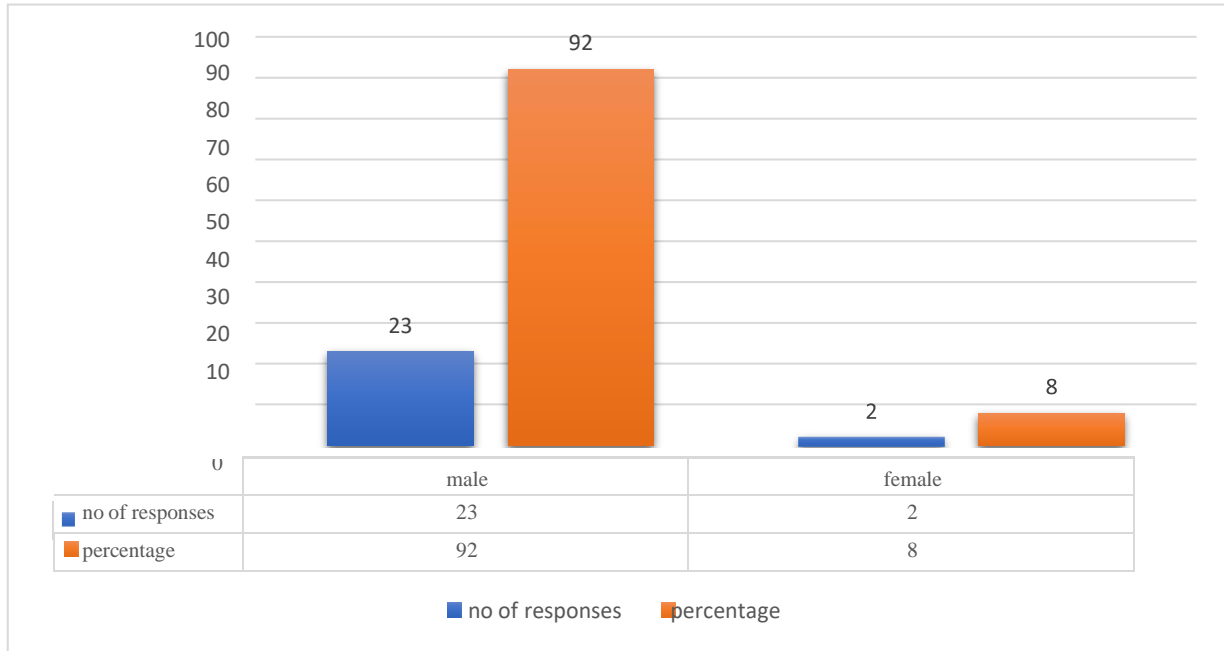
To calculate what percentage one number is of another number, change this equation around and multiply the first number by 100 and then divide the result by the second number. Example: 30 as a % of 250 = $(30 \times 100) \div 250 = 12\%$

DATA ANALYSIS AND INTERPRETATIONS

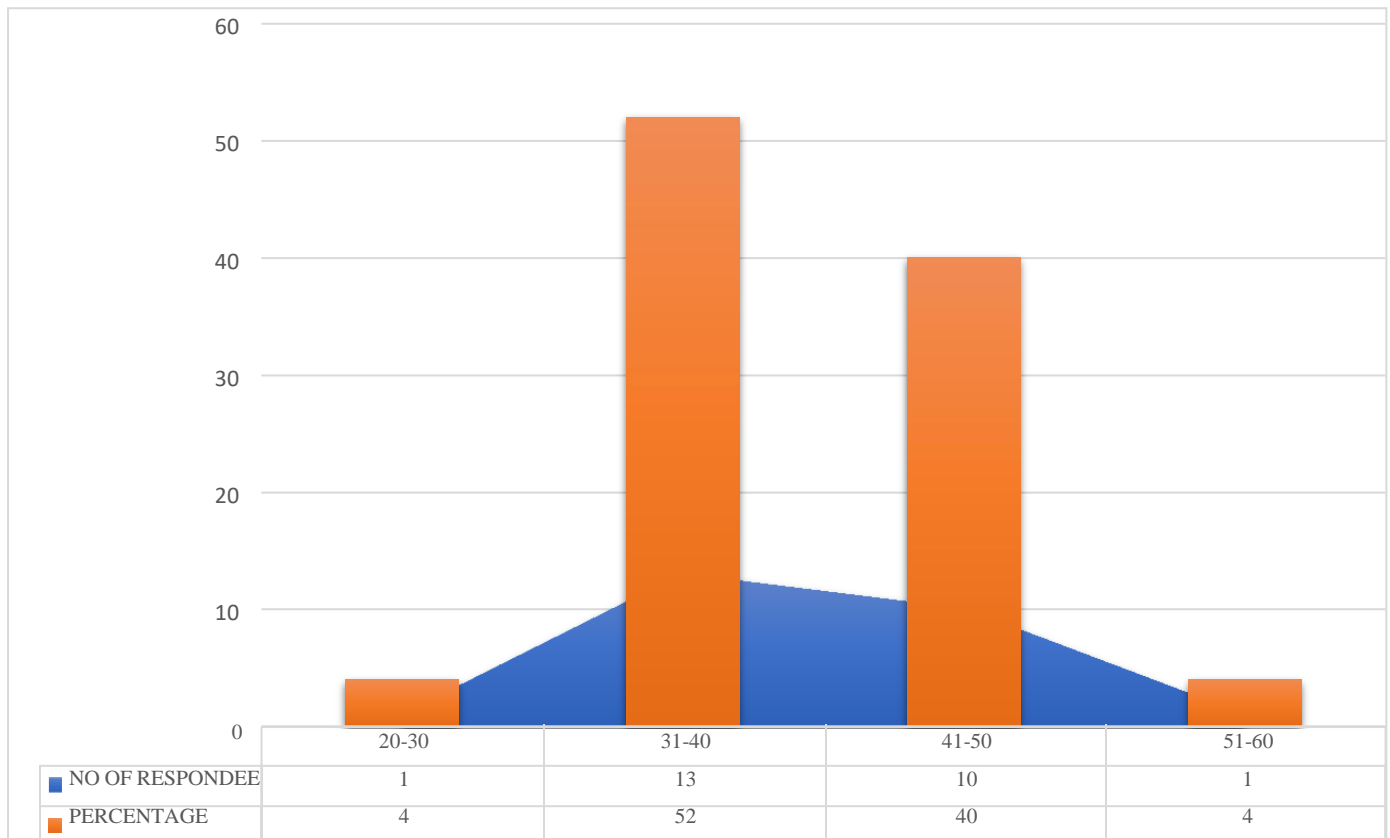
Total no. of samples - 25

Number of questions – 21

Gender wise classifications of employees :



AGE WISE CLASSIFICATION:



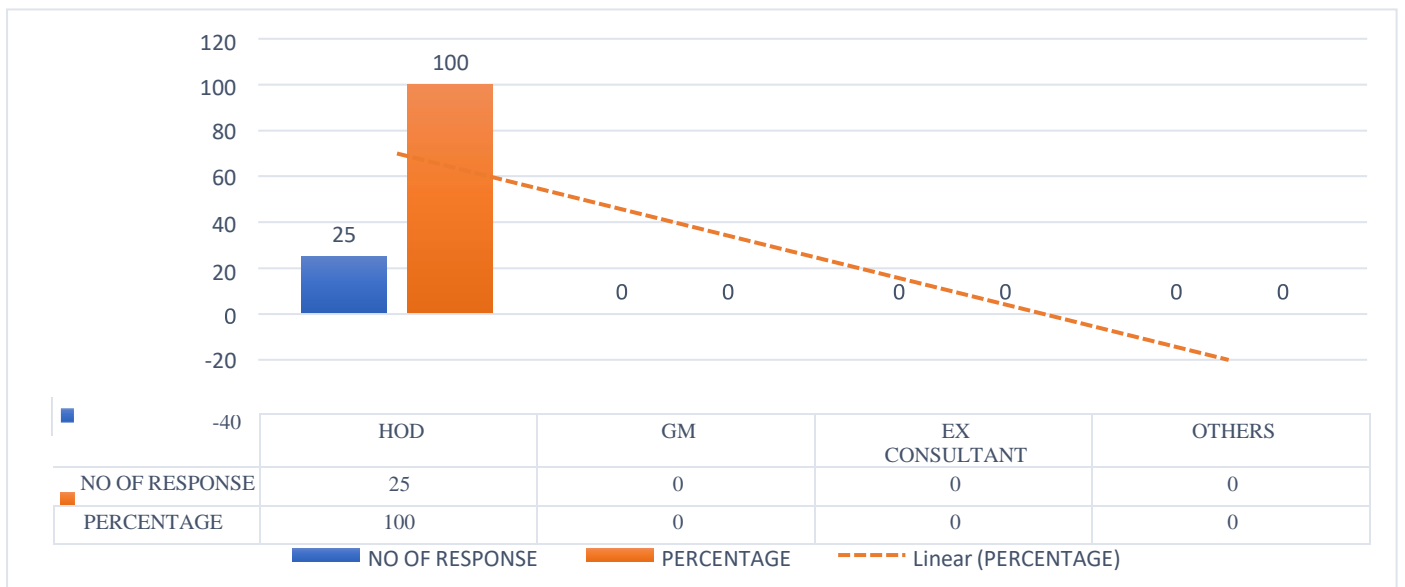
DEPARTMENT WISE CLASSIFICATION:



QUESTIONNAIRES AND INTERPRETATIONS:

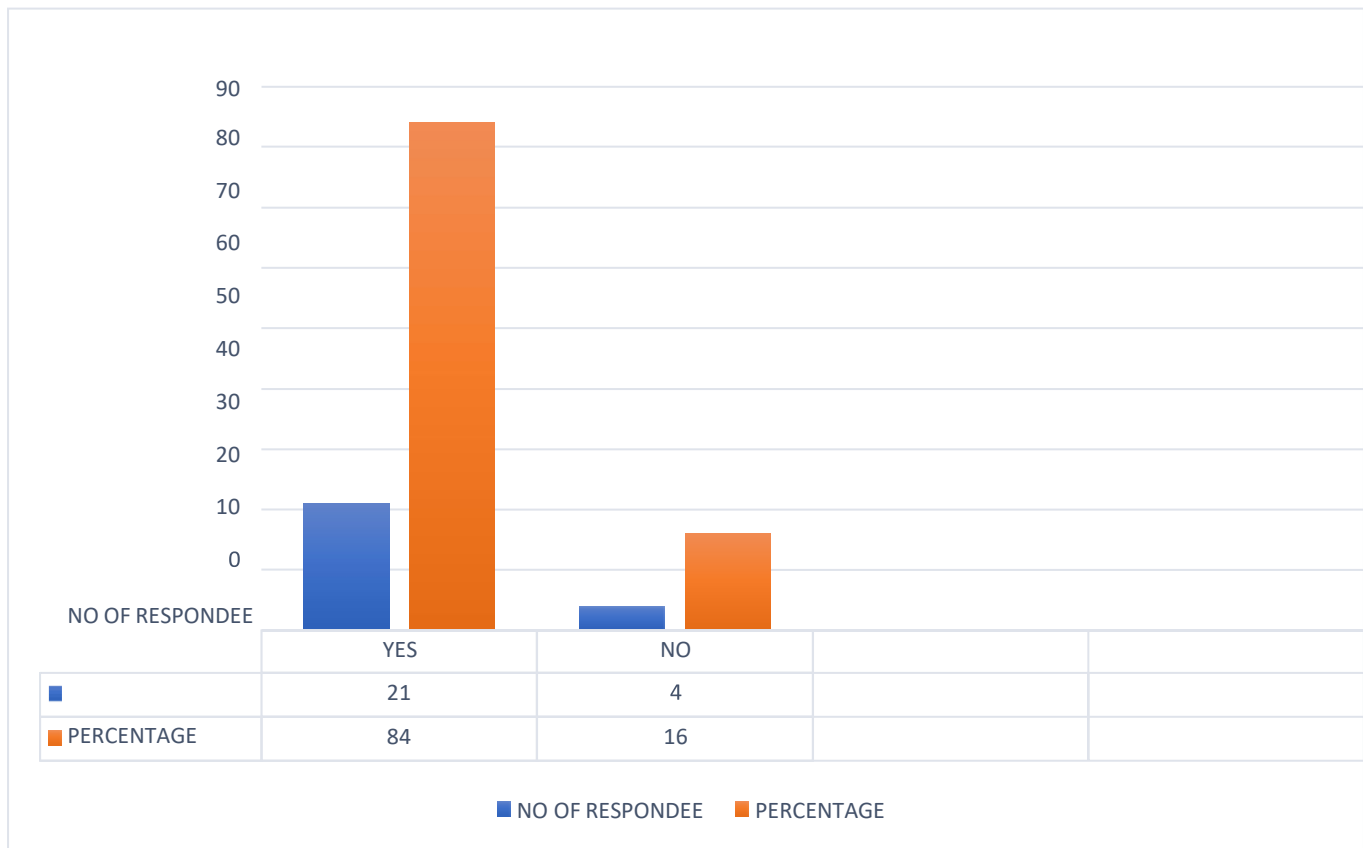
- 1) Who evaluates your performance?
 a) HOD b) GM c) External consultant d) Others

INTERPRETATION : 100 % of the employees says that HOD evaluates their performance.



- 2) Does Performance Appraisal is improving Employee Motivation and Job Satisfaction ?
 a) Yes b) NO

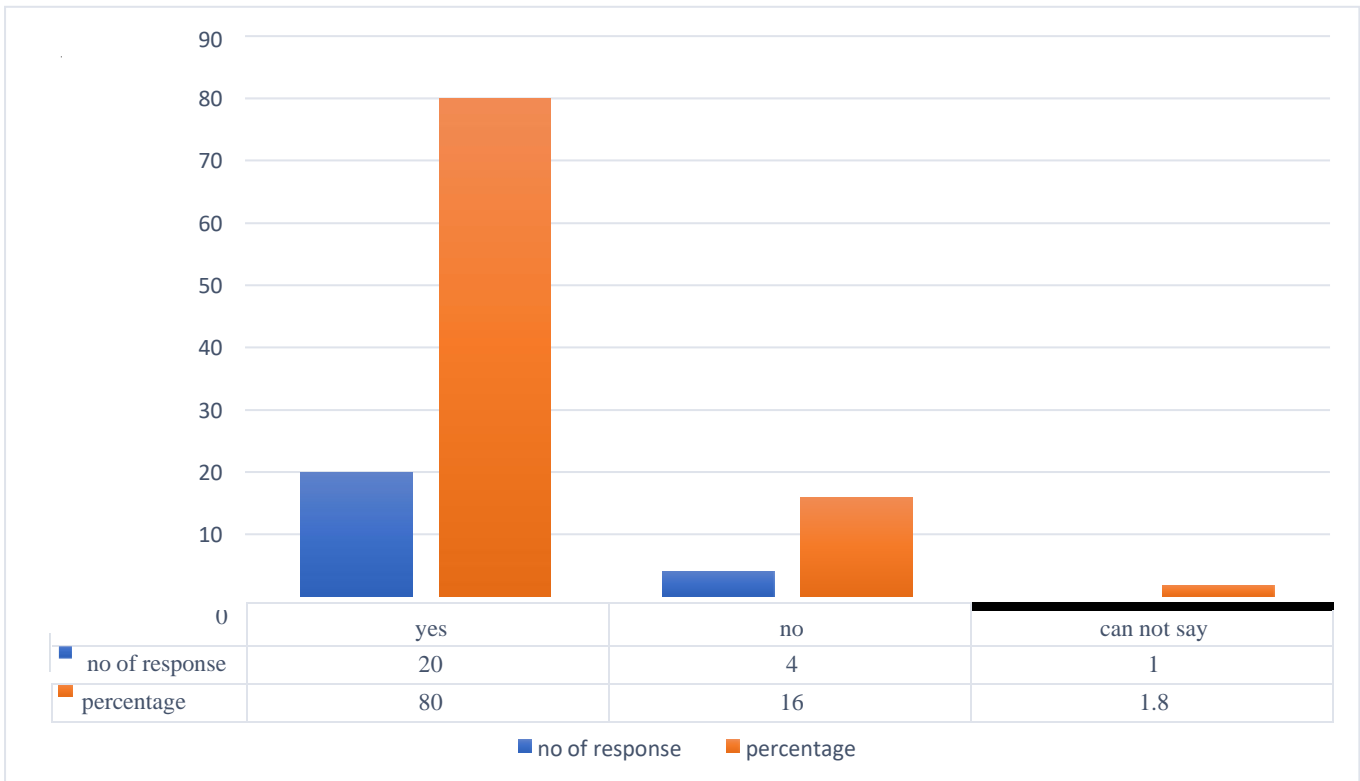
INTERPRETATION : 84 % of employees says PA is improving their Motivation and Job Satisfaction and 16% doesn't agree with that.



3) Do you have meeting in the beginning to explain & clarify activity task & goals to be achieved? a) Yes b) No

INTERPRETATION: Over 80% employees says they had meeting in the beginning to explain & clarify activity task & goals to be achieved.

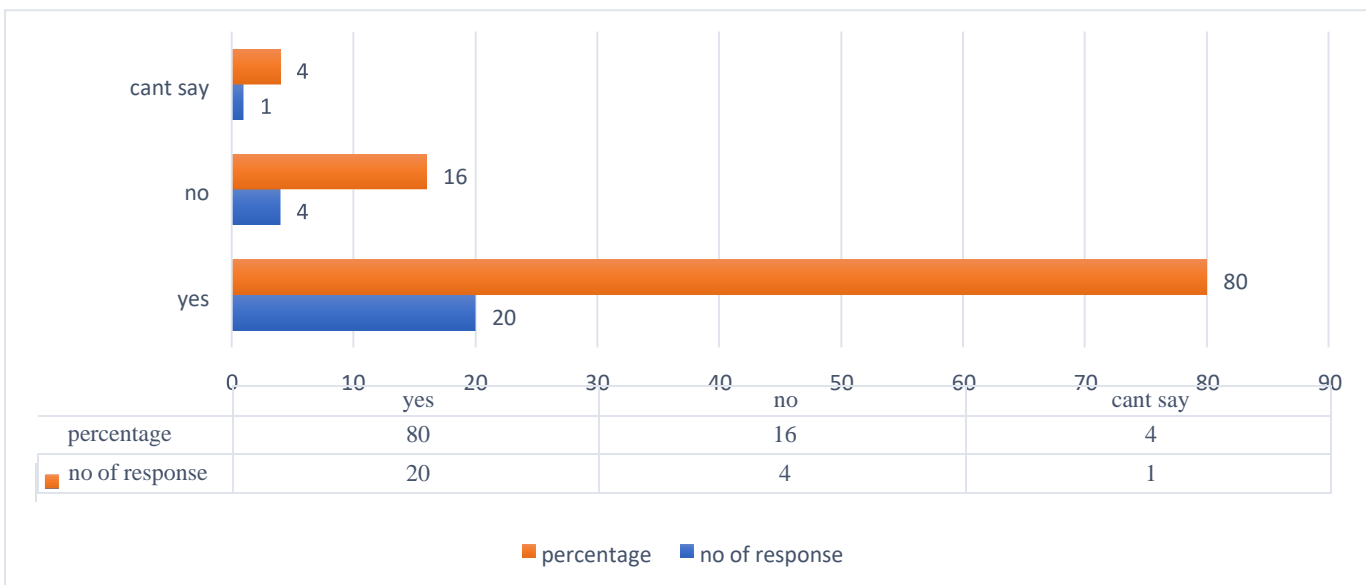
That is good for the company.



4) Should organization have a fixed duration for Performance Appraisal?

a) Yes b) No c) can not say

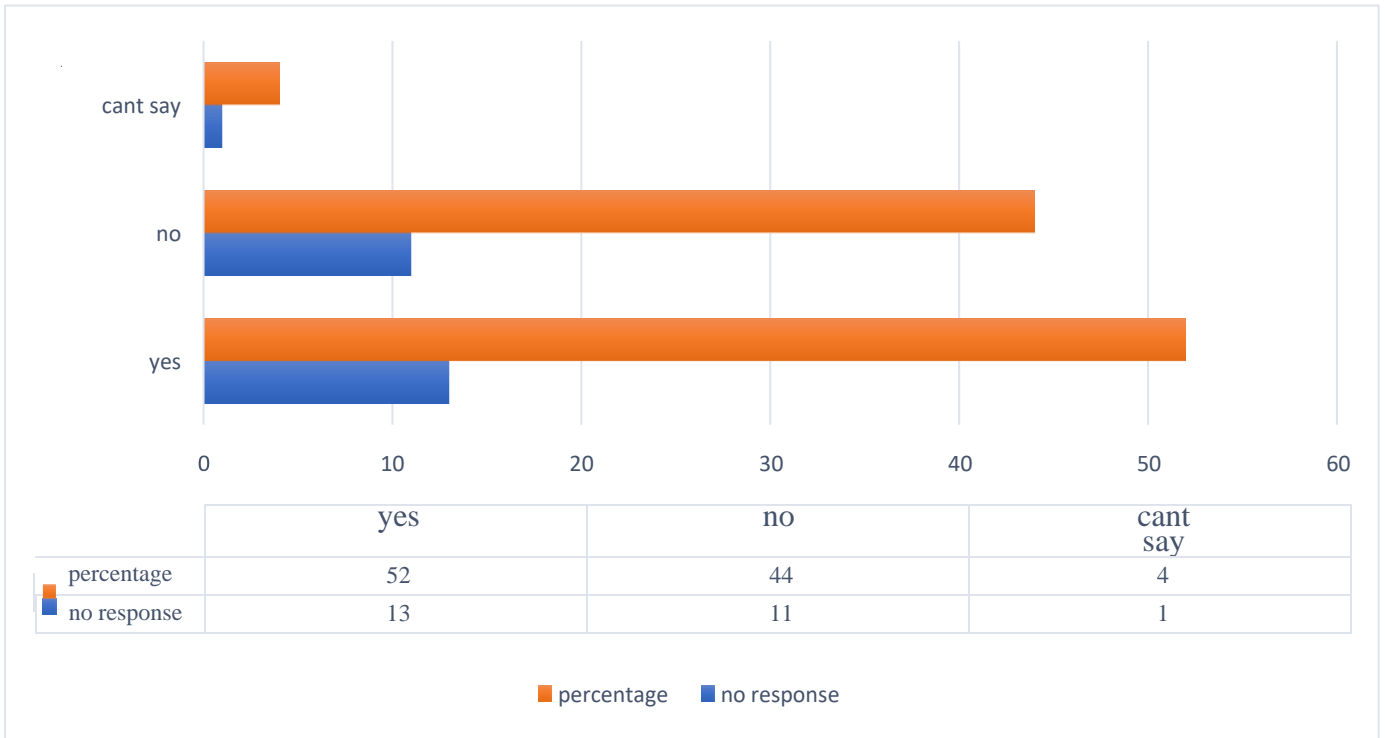
INTERPRETATION : 80% of employees says organization should have a fixed duration for Performance Appraisal. 16% disagrees with that.



5) Whether the appraisal system is able to improve performance?

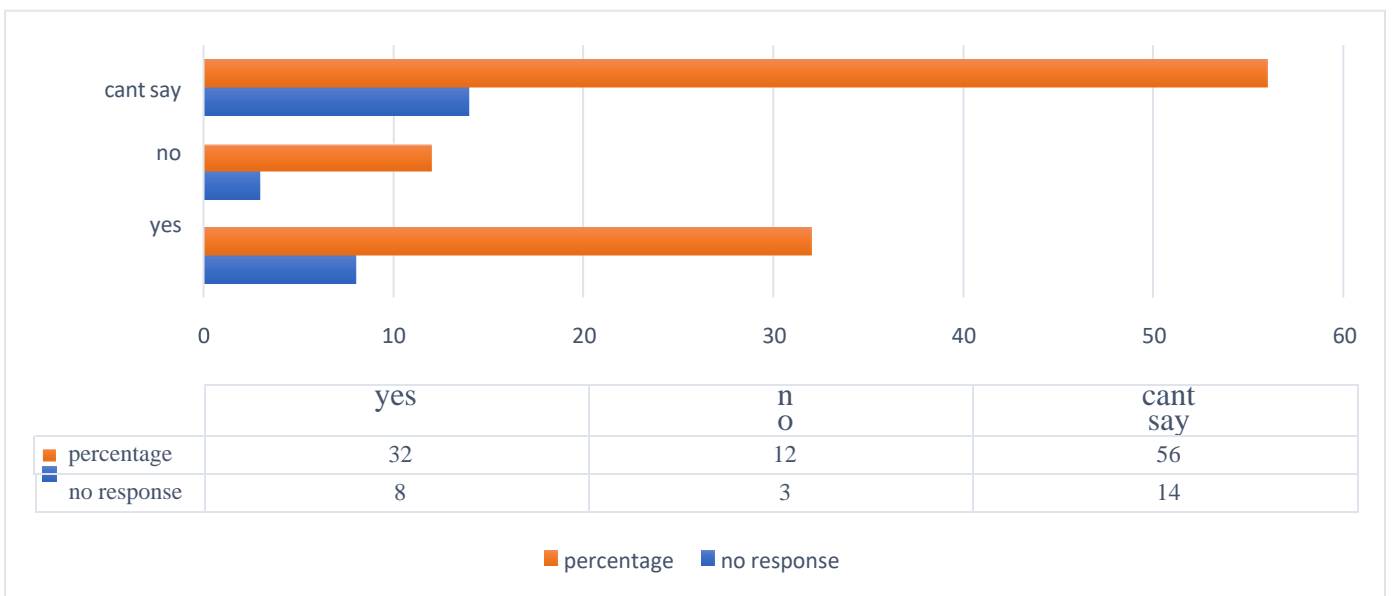
a) Yes b) No c) can not say

INTERPRETATION : 52% says yes and 44% says no. Here the employees are confused about the improvement of their performance through performance appraisal.



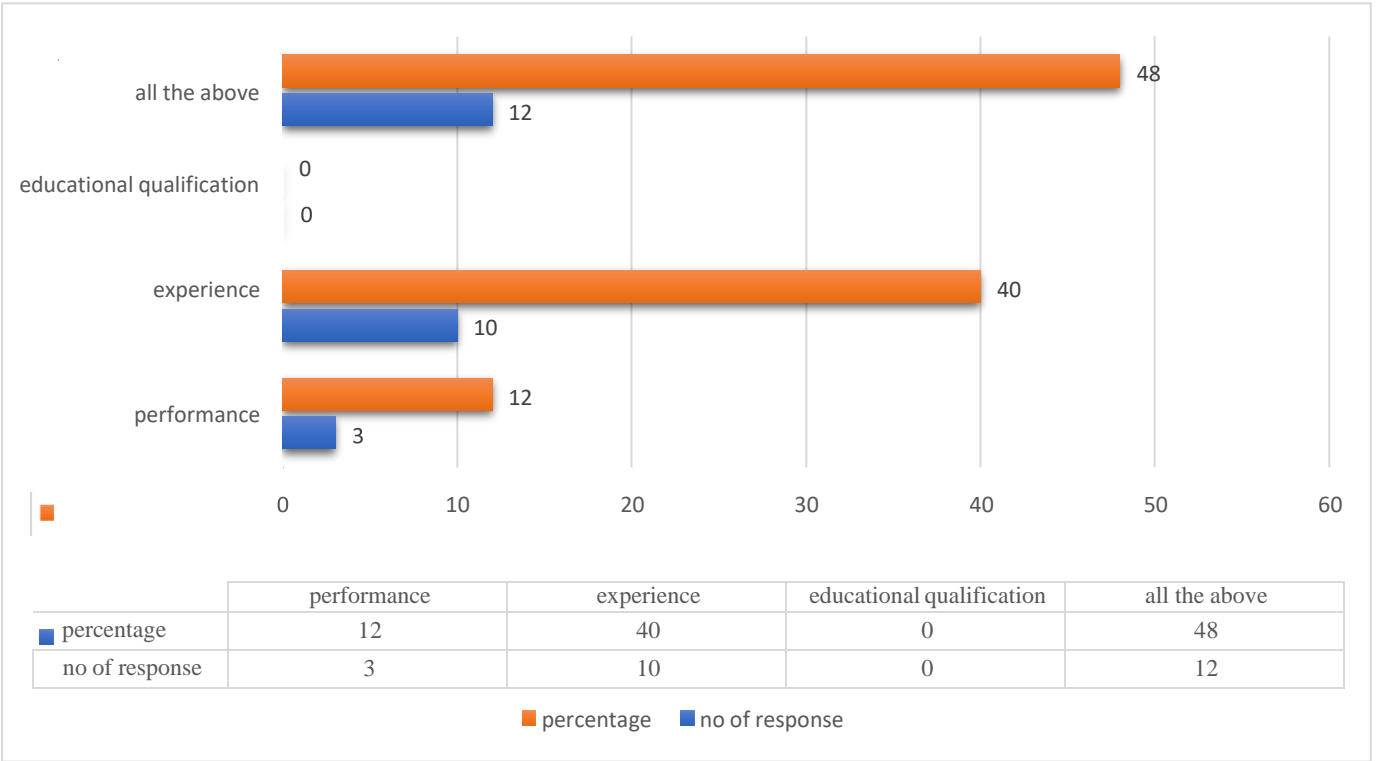
6) Do you think that the Performance Appraisal System will also contribute in Identifying Potential Traits? a) Yes b) No c) Cannot say

INTERPRETATION : 56% can not say whether the Performance Appraisal System is contributing in Identifying Potential Traits of the employees.



7) Promotion process in the organization is based on
 a) Performance b) Experience c) Educational Qualification d) All of the above

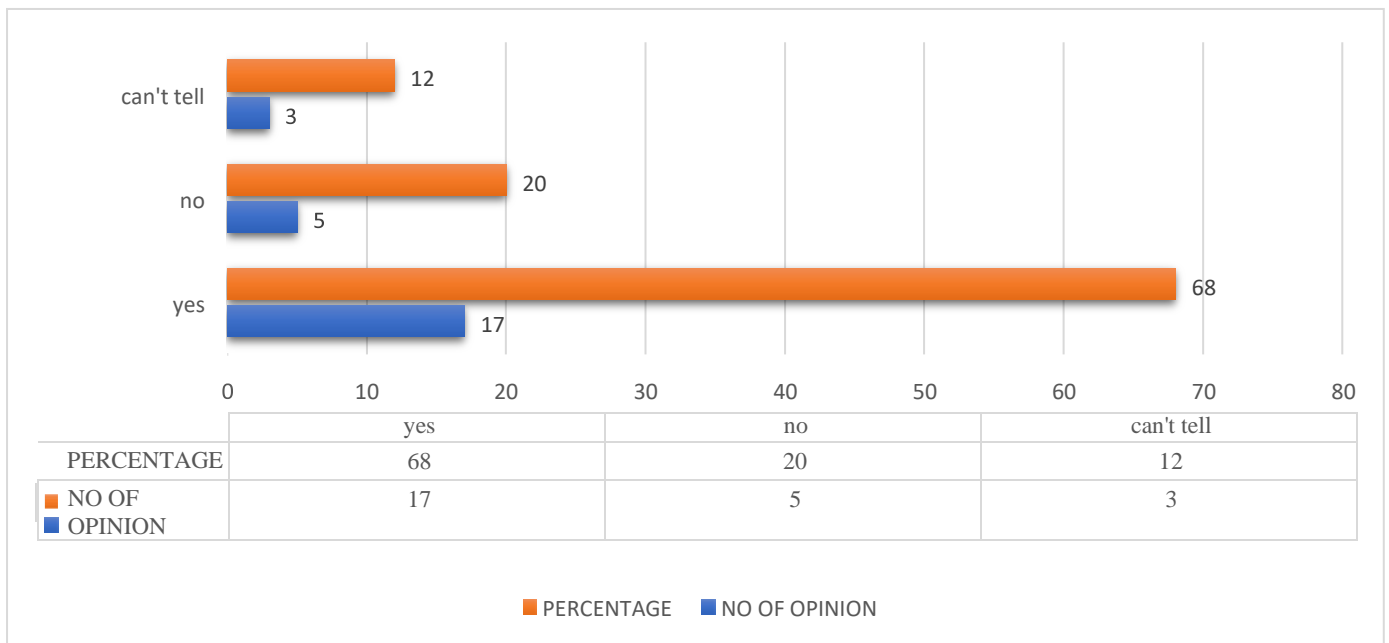
INTERPRETATION : 48% says all of the above options is true. On the other hand 40% employees says Promotion process in the organization is only based on experience.



8) Do you think that the past and the present Performance Appraisal System is Transparent & Free from Bias?

a) Yes b) No c) can't tell

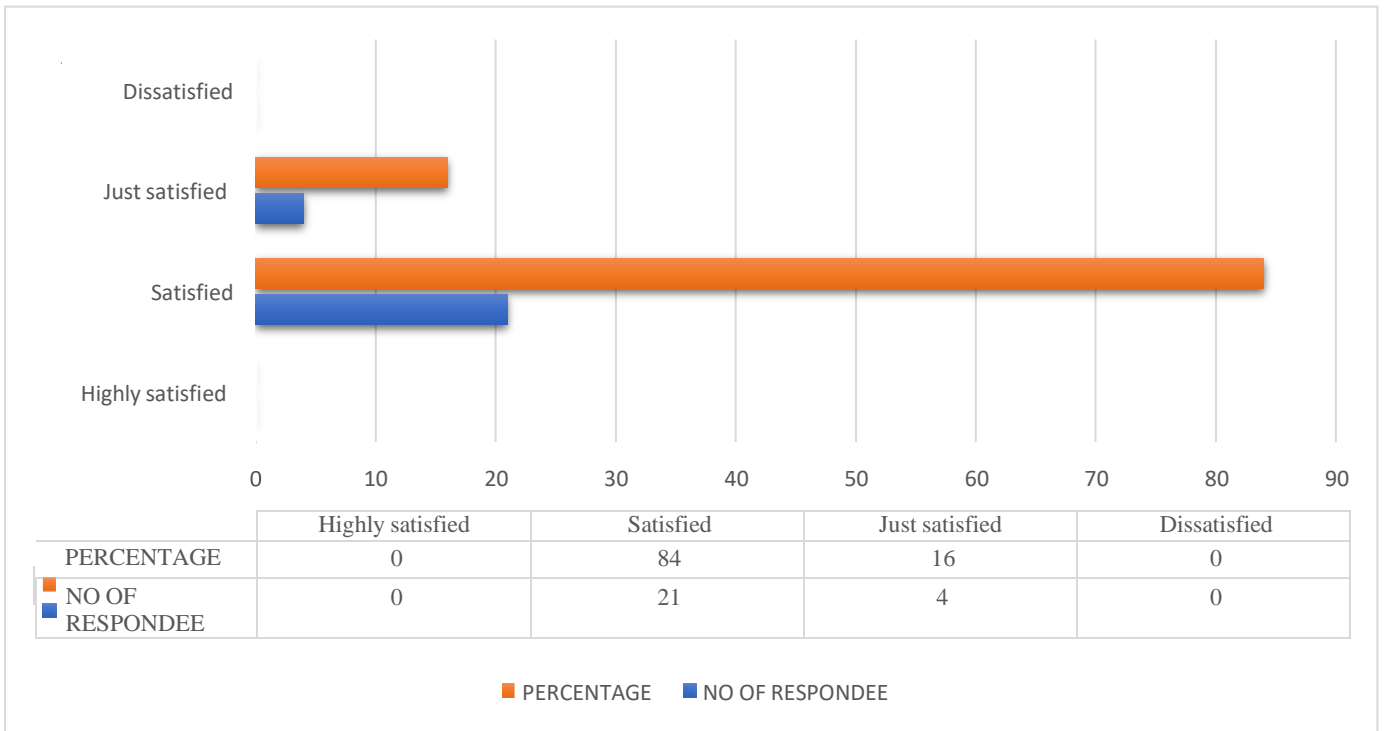
INTERPRETATION : 68% employees says that the past and the present Performance Appraisal System is Transparent & Free from Bias , 20 % disagrees and 12% cant tell .



9) Are you satisfied with the current Performance Appraisal System?

a) Highly satisfied b) Satisfied c) Just satisfied d) Dissatisfied

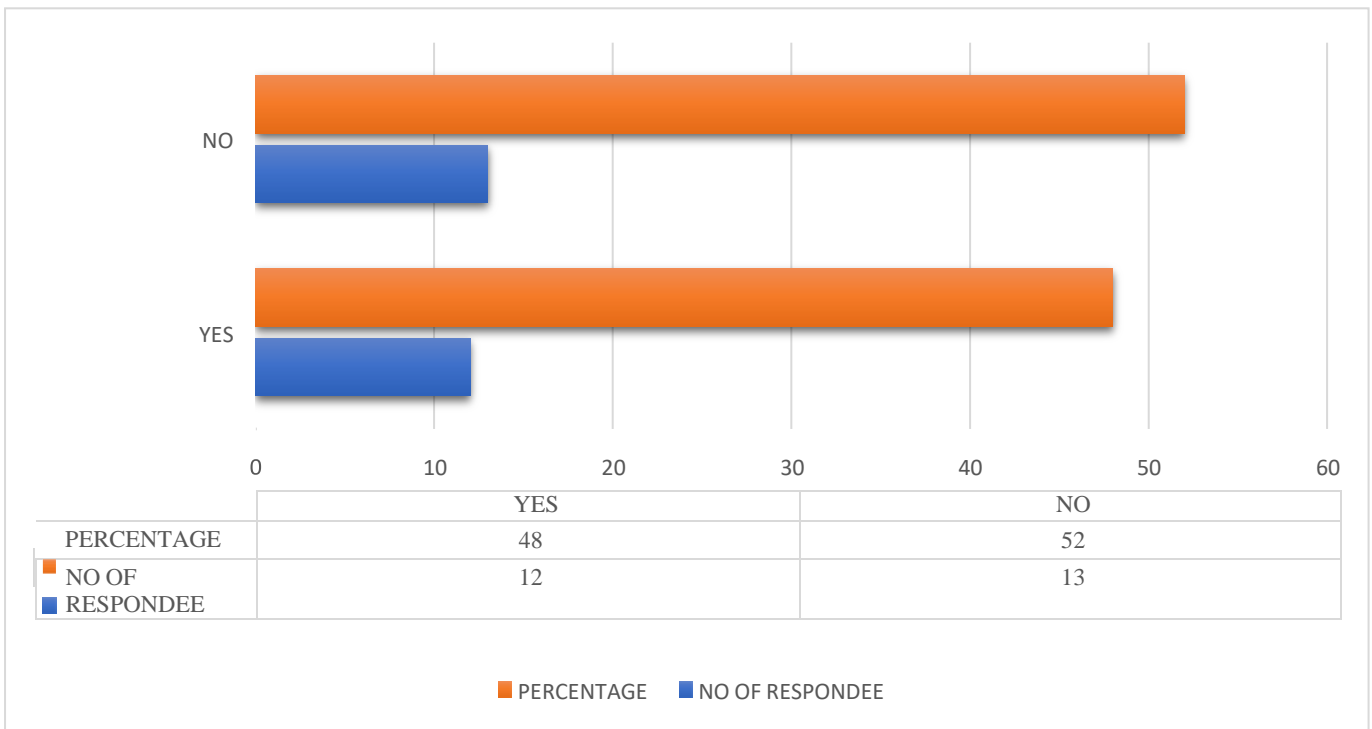
INTERPRETATION : 84% satisfied and 16% just satisfied. None is highly satisfied or dissatisfied.



10) Do WBSEDCL provide opportunity for growth and development?

a) Yes b) No

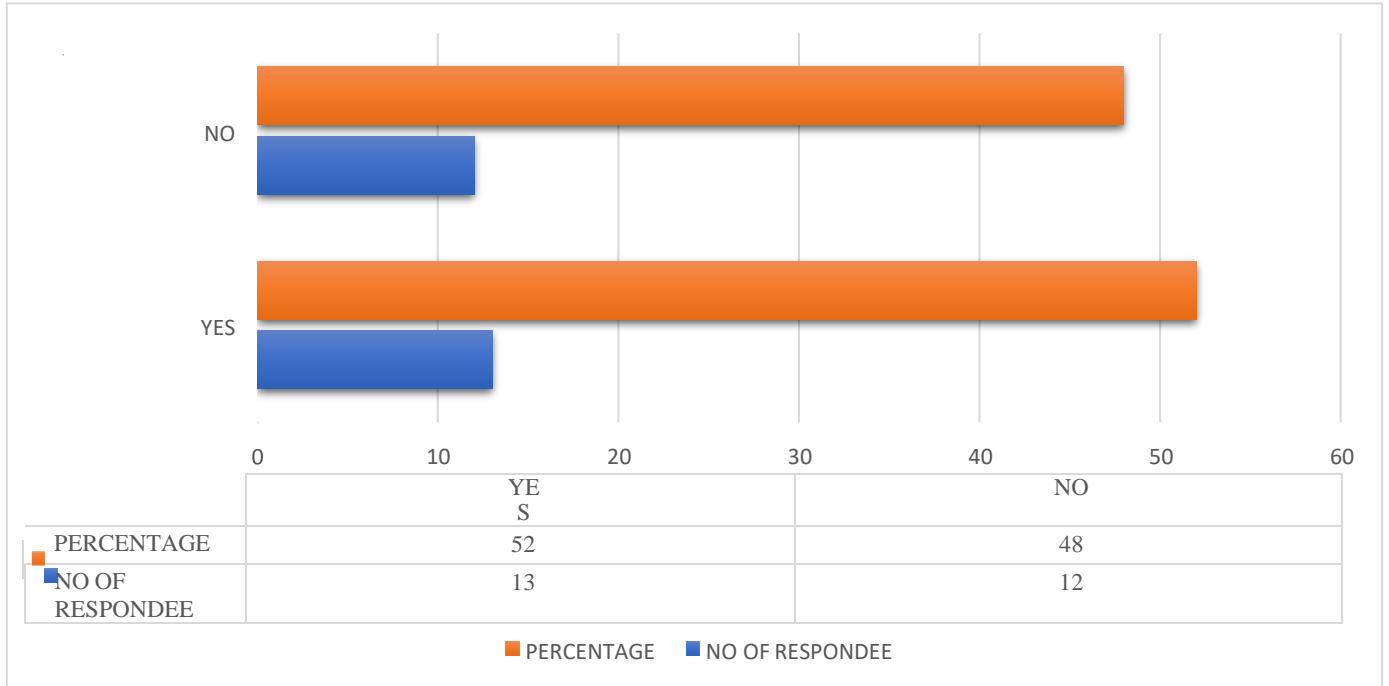
INTERPRETATION : 48 % says yes and 52% says no. That’s a bad sign for the company.



11) Does Performance Appraisal helps to identify your strength and weakness?

a) Yes b) No

INTERPRETATION : 52% says yes and 48% of employees says No. That’s also a bad sign for the company.

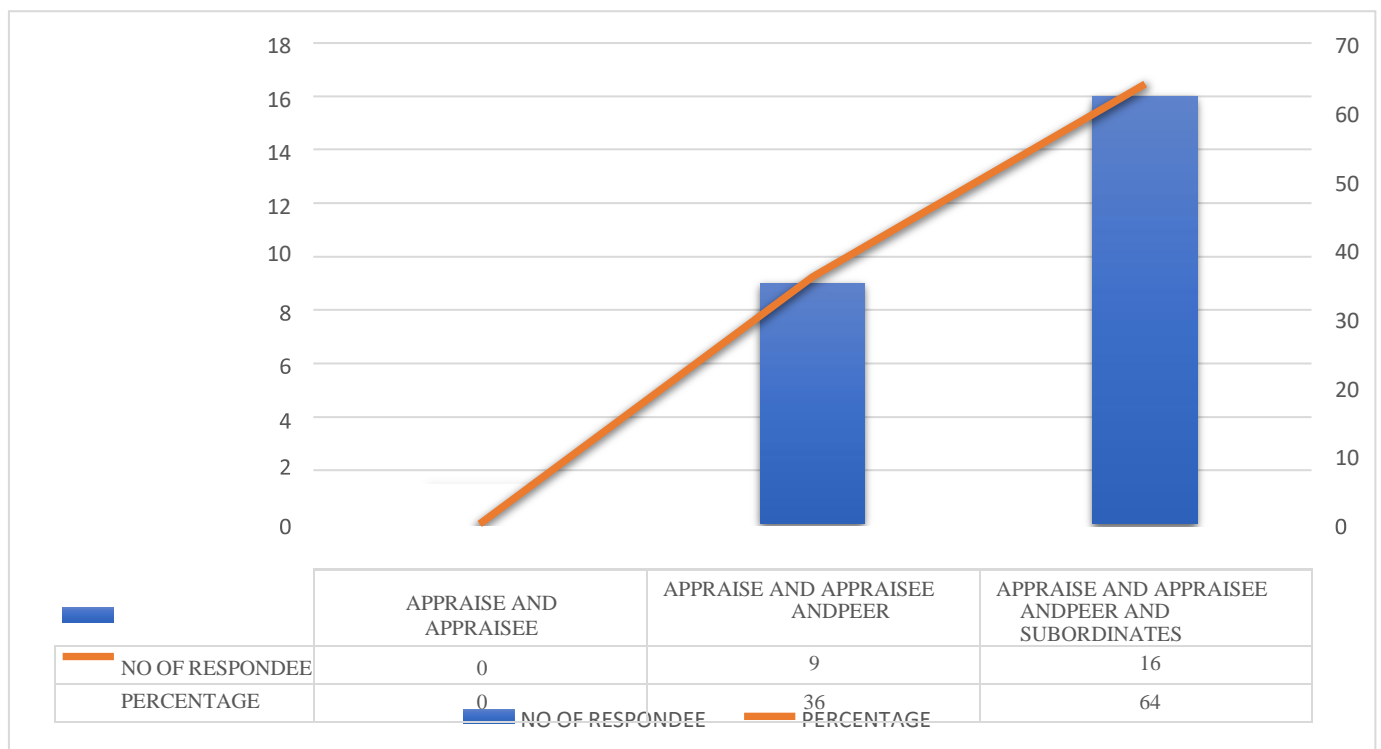


12) Give your suggestion for the performance appraisal system in WBSEDCL, MEMARI.

INTERPRETATION : only 1 employee gave suggestion for the performance appraisal system in WBSEDCL, MEMARI.

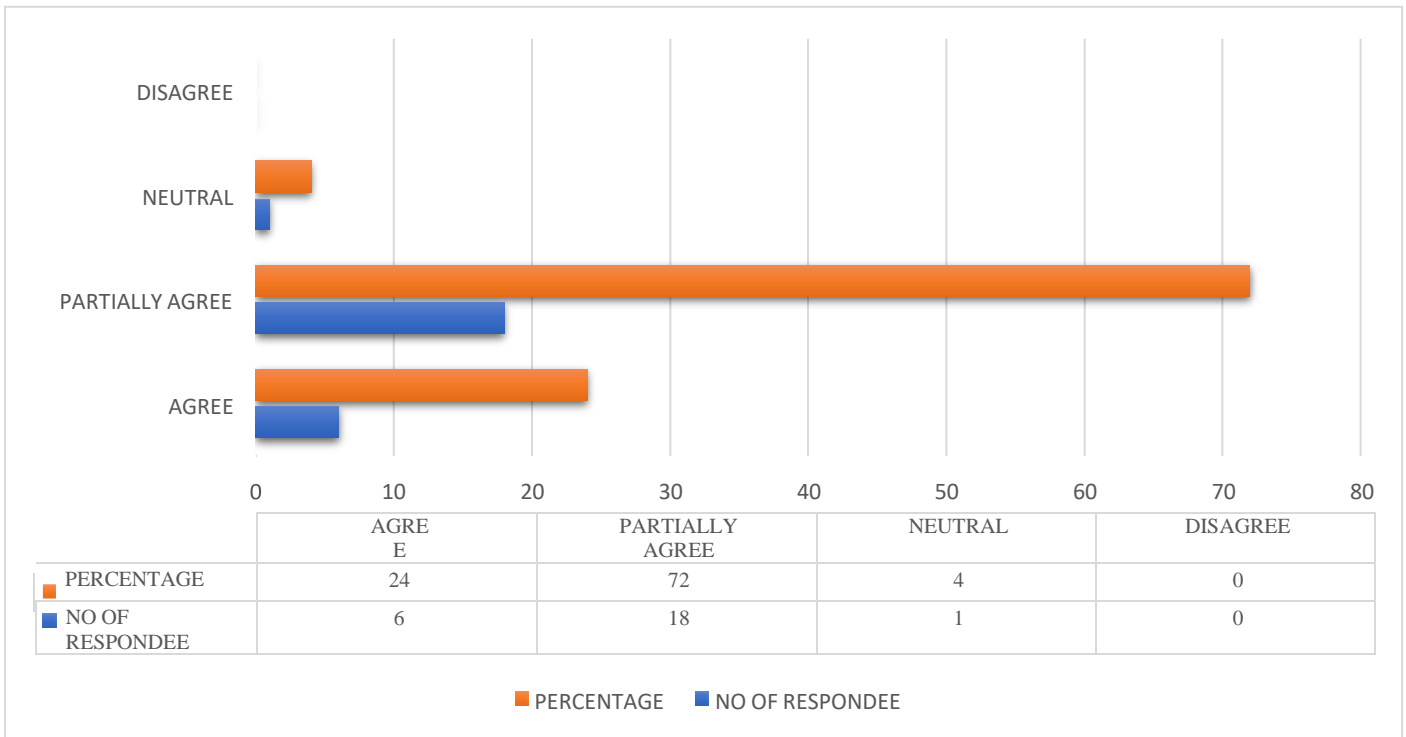
13) Who in your opinion should be the responsible for ensuring objectivity and reducing biasness the " Performance Appraisal" system? (a) Appraise and Appraisee. (b) Appraiser, Appraisee & peer. (c) Appraiser, Appraisee, Peers, & Subordinates.

INTERPRETATION: 64% choose option c i.e Appraiser, Appraisee, Peers, & Subordinates. 36% choose option b i.e Appraiser, Appraisee & peer.



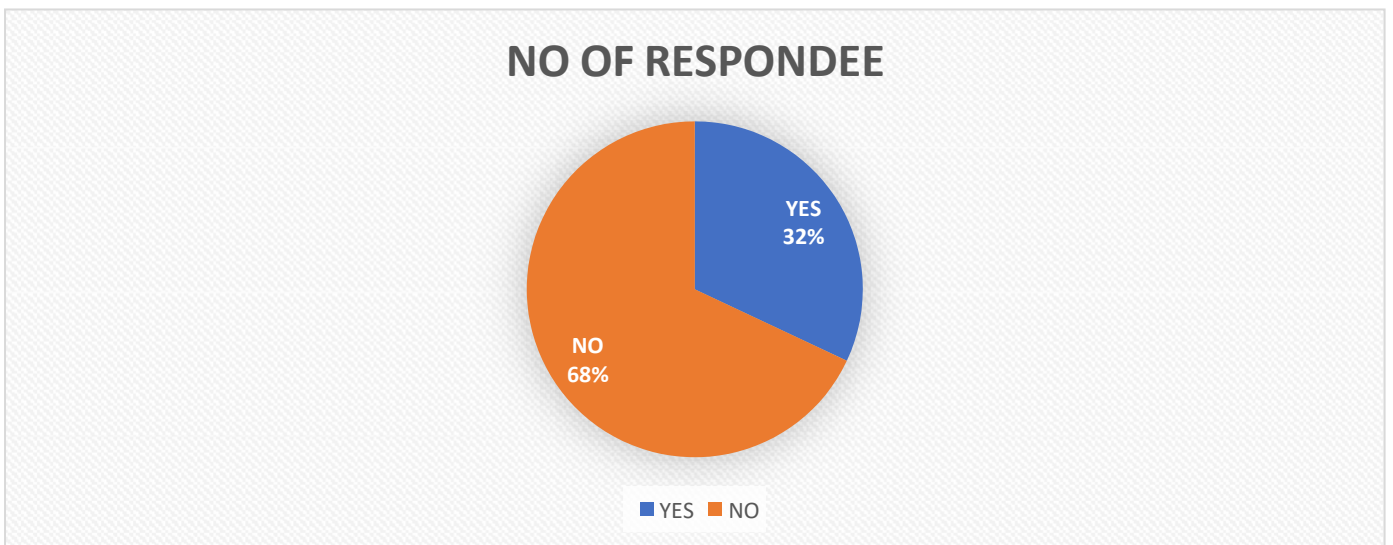
14) Skill possessed by an Appraiser vary as the moves from one grade to another.
 (a) Agree (b) Partially agree
 (c) Neutral (d) Disagree

INTERPRETATION : 72% employees partially agreed that Skill possessed by an Appraiser varies the moves from one grade to another. 24% are fully agreed and 4% remains neutral.



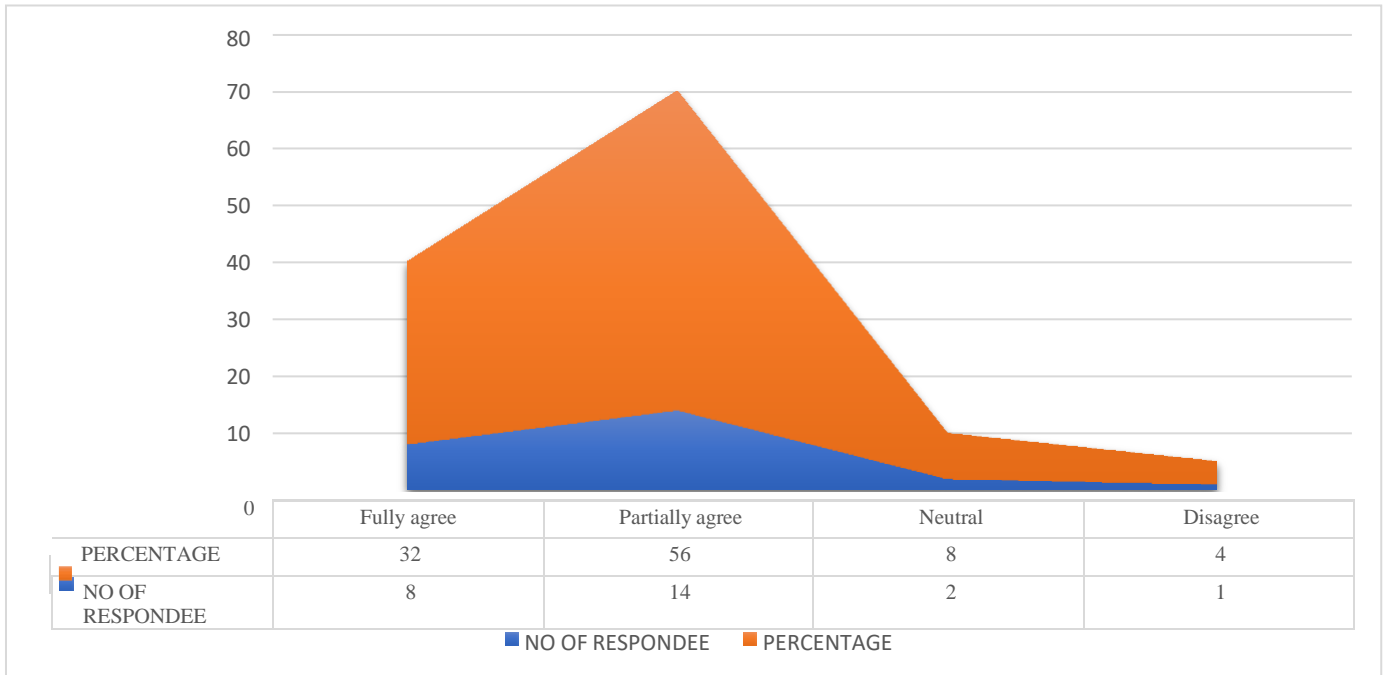
15) Are you getting regular Pal feedback on your performance from your Appraisal?
 (a) Yes (B) No

INTERPRETATION : 68% are getting regular Pal feedback on your performance from their Appraisal and 32% doesn't get that. Company has to improve that.



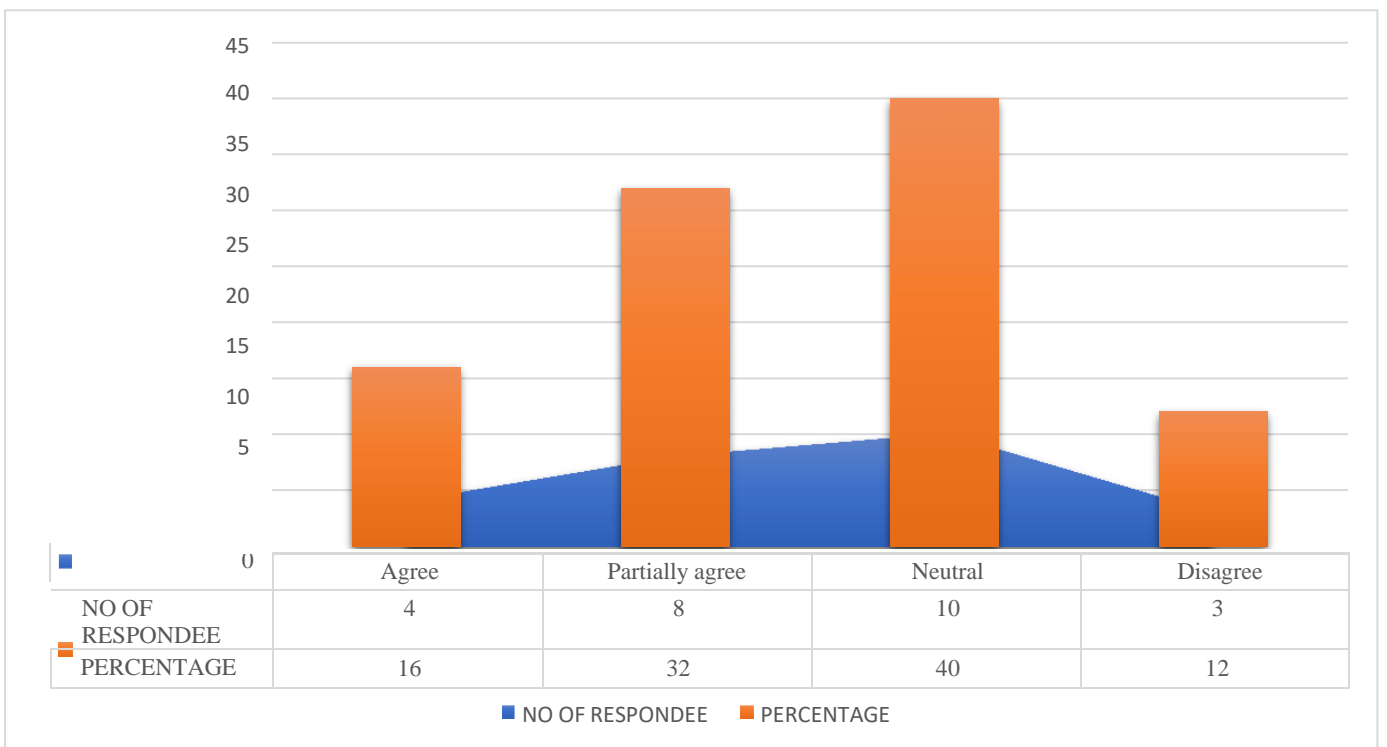
16) Feedback is beneficial for improving your performance.
 (a) Fully agree (b) Partially agree
 (c) Neutral (d) Disagree

INTERPRETATION : 56% partially agreed that Feedback is beneficial for improving their performance. 32% fully agreed and 4% totally disagreed and 8% remains neutral.



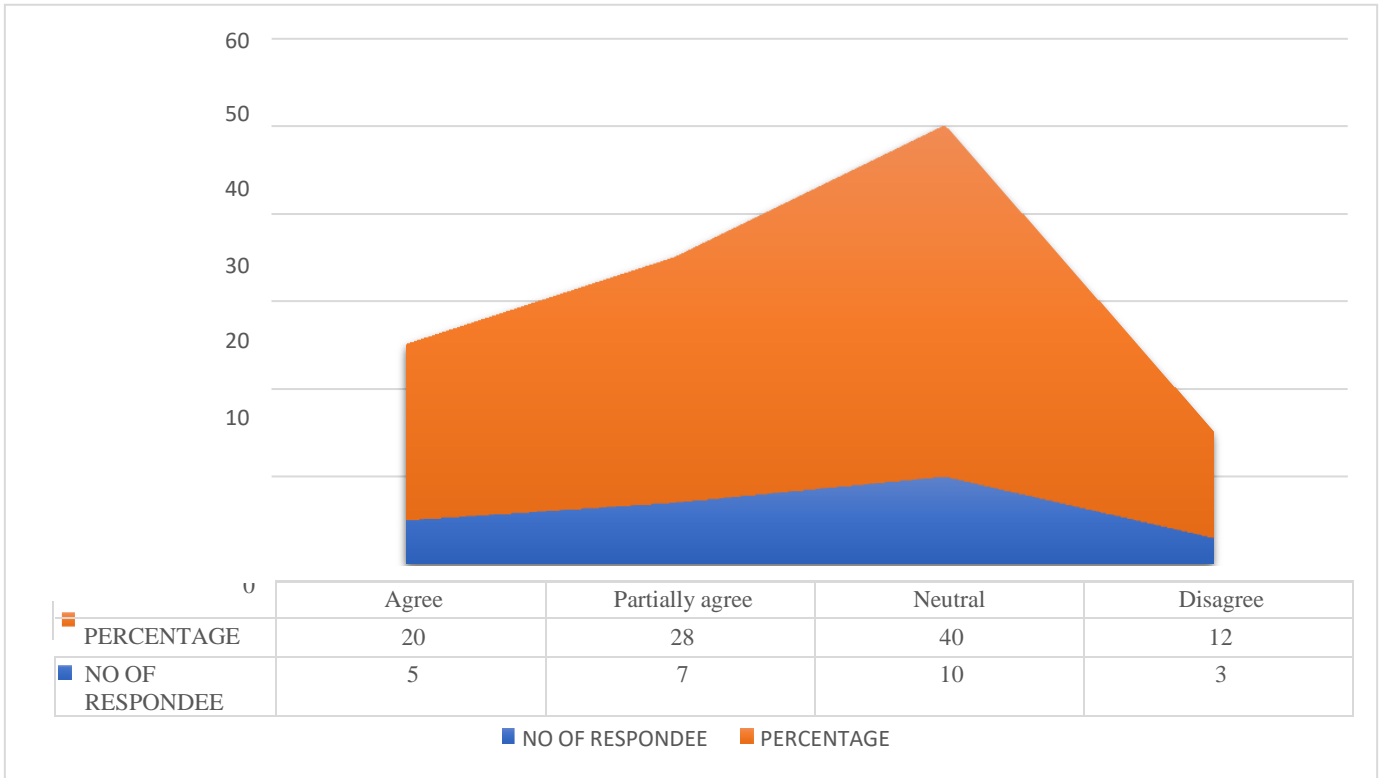
17) Current " Performance Appraisal" system is an effective tool for evaluating the employee's performance. (a) Agree (b) Partially agree (d) Neutral (d) Disagree

INTERPRETATION : 32% partially agreed that Current " Performance Appraisal" system is an effective tool for evaluating the employee's performance , 16% agreed 12% disagreed and 40% employees remains in neutral position.



18) Do you think that existing " Performance Appraisal" system is help full in wholesome development of employee (a) Agree (b) Partially agree (c) Neutral (d) Disagree

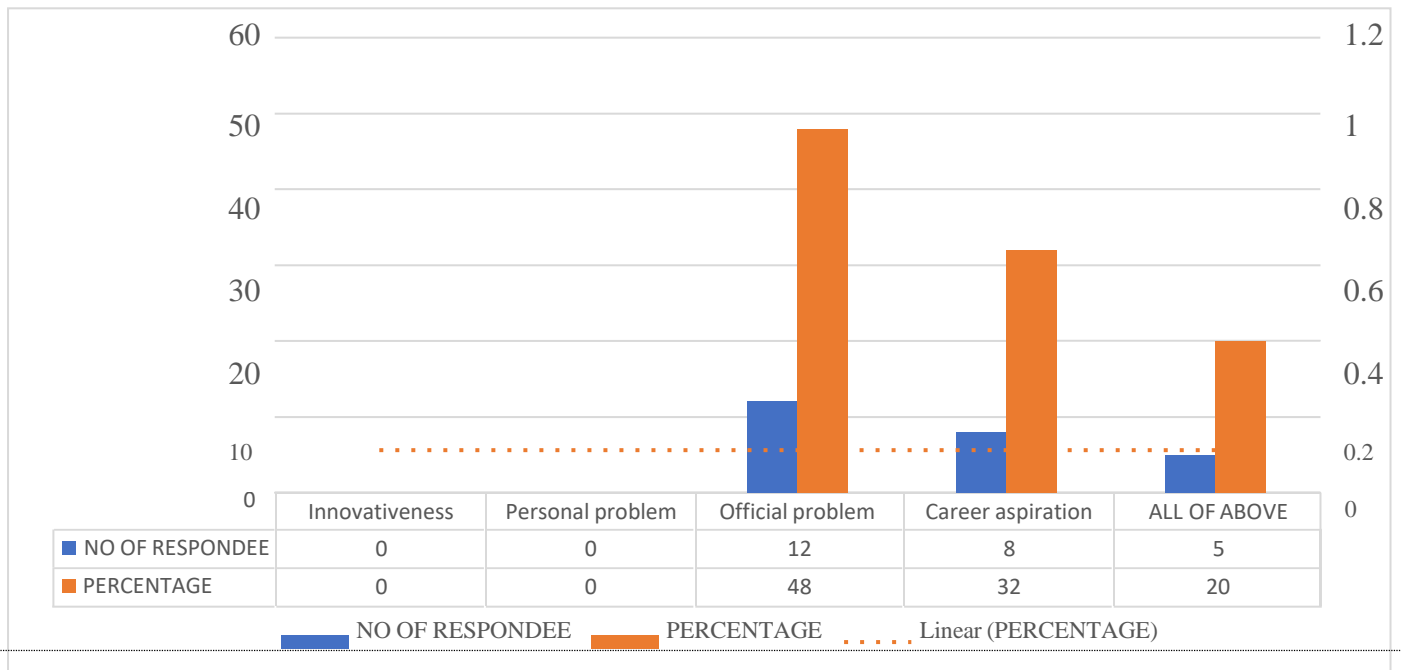
INTERPRETATION : 20% of employees agrees that existing " Performance Appraisal" systemis help full in wholesome development of employee , 28% partially agreed , 12% totally disagreed and 40% remains neutral in the survey.



18. Would you say management is responsible to you?

- (a) Innovativeness (b) Personal problem
- (c) Official problem (d) Career aspiration

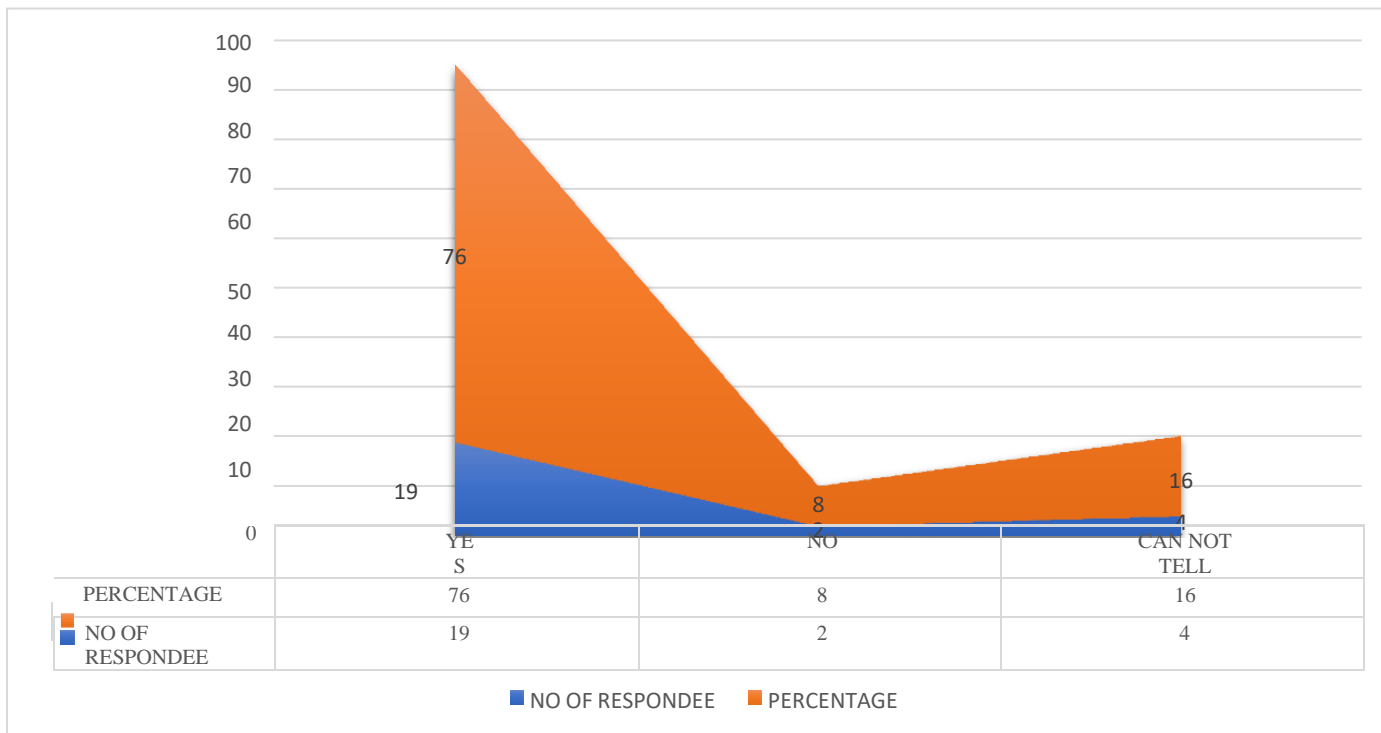
INTERPRETATION : 48% says official problem , 32% says career aspiration and 20% says all ofthe above options are true. Company has to look at this properly.



19. Are you aware with the current " Performance Appraisal system" of WBSSEDCL, MEMARI?
 (a) Yes (b) No

INTERPRETATION: All the employees are aware of " Performance Appraisal system" of WBSSEDCL, MEMARI.

20. Do you think self-assessment is important for " Performance Appraisal system"? a) yes
 b) No c) cannot tell



INTERPRETATION: 76% employees says that self-assessment is important for " Performance Appraisal system", 8% employees says No, 16% says they cannot tell. So the most of the employees think that self-assessment is very important.

RESULTS AND FINDINGS

Now a days WBSSEDCL, MEMARI follows a multilevel performance appraisal approach. **Multilevel performance appraisal (MLPA)** is a performance appraisal system that involves multiple levels of employees in the appraisal process. In MLPA, employees are typically appraised by their supervisors, but they may also be appraised by their peers, subordinates, and customers.

Multilevel performance appraisal has a number of potential advantages over traditional top-down performance appraisal systems. First, **Multilevel performance appraisal** can provide a more holistic view of employee performance, as it takes into account the perspectives of multiple stakeholders. Second, **Multilevel performance appraisal** can help to improve communication and teamwork within organizations. Third, **Multilevel performance appraisal** can help to increase employee engagement and motivation.

WBSEDCL, Memari, has implemented a **Multilevel performance appraisal** system in recent years. The system involves the following steps:

1. Employees complete a self-assessment.
 2. Supervisors provide feedback to employees.
 3. Peers provide feedback to employees.
 4. A final rating is determined based on all of the feedback.
- ✓ The **Multilevel performance appraisal** system in WBSEDCL, Memari, has been met with mixed reactions.
 - ✓ Some employees have found the system to be helpful, as it has given them more comprehensive view of their performance.
 - ✓ However, other employees have found the system to be time-consuming and burdensome.

Officers layer:

- I. Reporting (non officers)
- II. Controlling (non officers)
- III. Supervising

Area of appraisal (appraisal factors):

For officers grade 1, 2 & 3 :

1. Personal Traits
2. Supervisory traits
3. Relationship management
4. Technical capacity

Assessment key (for officers):

GRADE	RATING	GRADE POINT
A	OUTSTANDING	5
B	GOOD	4
C	SATISFACTORY	3
D	BELOW NORMAL	2
E	POOR	1

For class 4 employees:

Their appraisal is purely based on their performance.

Grading/Rating System (class 4) –

- A. Outstanding
- B. Good C. Satisfactory D. Average E. Below average

CHAPTER 6.

LIMITATIONS OF THE STUDY

- ✓ The study was conducted on a small sample size (Only 25). This means that the results may not be generalizable to the entire WBSSEDCL workforce.
- ✓ The study was conducted over a short period of time. This means that the results may not be representative of the long-term performance of WBSSEDCL employees.
- ✓ The study relied on self-reported data. This means that there is a risk of bias in the results.
- ✓ The study did not take into account the different factors that can affect employee performance. These factors include job satisfaction, work-life balance, and organizational culture.

CHAPTER 7. **RECOMMENDATIONS AND CONCLUSION**

RECOMMENDATIONS

Some of my recommendations are as follows -

- Make the performance appraisal process more transparent. Employees should be clear about the criteria that will be used to evaluate their performance, and they should have an opportunity to provide input into the appraisal process.
- Use a variety of performance measures. The performance appraisal should not rely on a single measure of performance, such as the number of customer complaints received. Instead, the appraisal should use a variety of measures, such as customer satisfaction surveys, quality of work, and attendance records.
- Provide regular feedback to employees. Employees should not have to wait until their annual performance appraisal to receive feedback on their performance. Instead, they should receive regular feedback from their supervisors throughout the year.
- Use performance appraisals to develop employees. The performance appraisal should not be used solely to evaluate employees. It should also be used to identify areas where employees need development and to provide them with the resources, they need to improve their performance.
- Make the performance appraisal process fair and equitable. All employees should be treated fairly and equitably in the performance appraisal process. This means that the criteria used to evaluate performance should be the same for all employees, and that the appraisal process should be free from bias.

The recommendations of the performance appraisal study in WBSEDCL, MEMARI are important for improving the performance appraisal process in the organization. By following these recommendations, WBSEDCL can create a more transparent, fair, and equitable performance appraisal process that will help to improve employee performance.

CONCLUSION

The performance appraisal study in WBSEDCL, MEMARI was a valuable exercise that helped to identify the challenges and opportunities of performance appraisal in this organization.

The findings of the study can be used to improve the performance appraisal process in WBSEDCL and other organizations.

The study found that there are a number of challenges to effective performance appraisal, including:

- The performance appraisal process is often seen as being bureaucratic and time-consuming.
- Employees may not be motivated to provide accurate feedback.
- Supervisors may not be trained in how to conduct performance appraisals effectively.
- The performance appraisal process may not be fair and equitable.

However, the study also found that there are a number of opportunities to improve performance appraisal, including:

- The performance appraisal process can be used to improve employee performance and development.
- Performance appraisal data can be used to make decisions about compensation, promotions, and training.
- The performance appraisal process can be used to build a more positive and productive work environment.

The recommendations of the performance appraisal study in WBSEDCL, MEMARI are important for improving the performance appraisal process in the organization. By following these recommendations, WBSEDCL can create a more transparent, objective, and fair performance appraisal process that will help to improve employee performance and development.

The study concluded that performance appraisal is a valuable tool for managing employee performance, but it is important to use the process effectively. By following the recommendations of the study, WBSEDCL can improve the performance appraisal process and make it a more valuable tool for managing employee performance.

BIBLIOGRAPHY AND REFERENCES

- ❖ Armstrong, M. R. (1999). *A Handbook of Human Resource Management Practice*.
<https://ci.nii.ac.jp/ncid/BA83417636>
- ❖ DeNisi, A., & Pritchard, R. (2006). Performance appraisal: A review of the literature. *Journal of Management*, 32(3), 360-397.
- ❖ Dessler, G. (2016). *Human resource management*. New York, NY: Pearson.
- ❖ Dipboye, R.L. (1985). Some neglected variables in research on discrimination in appraisals. *Academy of Management Review*, 10, pp. 116-127
- ❖ Fletcher, C. (1995). New directions for performance appraisal: some findings and observations. *International Journal of Selection and Assessment*, 3, pp. 191-196.
- ❖ Fletcher, C. (2001). Performance appraisal and management: the developing research agenda. *Journal of Occupational and Organizational Psychology*, 74, pp. 473-487
- ❖ Flippo, Edwin B. (1971). *Principles of personnel management*. New York : McGraw-Hill
- ❖ Giles, W.F. and Mossholder, K.W. (1990). Employee reactions to contextual and session components of performance appraisal. *Journal of Applied Psychology*, 75, pp. 371-377.
- ❖ Griffeth, R.W. and Bedeian, A.G. (1989). Employee performance evaluations: effects of ratee age, rater age, and ratee gender. *Journal of Organizational Behavior*, 10, pp. 83-90.
- ❖ Haines III, V.Y. and St-Onge, S. (2012). Performance management effectiveness: practices or context? *The International Journal of Human Resource Management*, 23, pp. 1158-1175.
- ❖ Hedge, J.W. and Teachout, M.S. (2000). Exploring the concept of acceptability as a criterion for evaluating performance measures. *Group & Organization Management*, 25, pp. 22-44.
- ❖ Lawler III, E.E. (2003). Reward practices and performance management system effectiveness. *Organizational Dynamics*, 32, pp. 396-404.
- ❖ Lawler III, E.E., Mohrman, Jr., A.M. and Resnick, S.M. (1984). Performance appraisal revisited. *Organizational Dynamics*, 13, pp. 20-35.
- ❖ Levy, P.E. and Williams, J.R. (2004). The social context of performance appraisal: a review and framework for the future. *Journal of Management*, 30, pp. 881-905.
- ❖ Shrivastava, A. and Purang, P. (2011). Employee perceptions of performance appraisals: a comparative study on Indian banks. *The International Journal of Human Resource Management*, 22, pp. 632-647
- ❖ Taylor, M.S., Tracy, K.B., Renard, M.K., Harrison, J.K. and Carroll, S.J. (1995). Due process in performance appraisal: a quasi-experiment in procedural justice. *Administrative Science Quarterly*, 40, pp. 495-523
- ❖ Walsh, K. and Fisher, D. (2005). Action inquiry and performance appraisals: Tools for organizational learning and development. *The Learning Organization*, 12, pp. 26-41.
- ❖ Wiese, D.S. and Buckley, M.R. (1998), "The evolution of the performance appraisal process", *Journal of Management History (Archive)*, Vol. 4 No. 3, pp. 233-249.
- ❖ Wood, R.E. and Marshall, V. (2008). Accuracy and effectiveness in appraisal outcomes: the influence of self-efficacy, personal factors and organizational variables. *Human Resource Management Journal*, 18, pp. 295-313.

WEBSITES:

- www.wbsedcl.in
- wbpower.gov.in/wbsedcl/
- https://en.wikipedia.org/wiki/West_Bengal_State_Electricity_Distribution_Company_Limited
- <https://powermin.gov.in/>
- <https://www.shrm.org/>
- <https://www.forbes.com/advisor/business/performance-review/>
- <https://scholar.google.com/>

APPENDIX

QUESTIONNAIRE [WBSEDCL, MEMARI] - BY TANMAY CHATTERJEE FOR SUMMER INTERNSHIP PROJECT (2022-2024)

Name:

Gender: () Male () Female

Age group - () 20-30

() 31-40

() 41-50

() 51-60

Experience: () Less than 3 years

() 4-8 years

() 9-15 years

() More than 15 years

Department :

Qualification :

1) Who evaluates your performance?

a) HOD

b) GM

c) External consultant

d) Others

2) Does Performance Appraisal is improving Employee Motivation and Job Satisfaction?

a) Yes

b) No

3) Do you have meeting in the beginning to explain & clarify activity task & goals to be achieved?

a) Yes

b) No

4) Should organization have a fixed duration for Performance Appraisal?

a) Yes

b) No

5) Whether the appraisal system is able to improve performance?

a) Yes

b) No

6) Do you think that the Performance Appraisal System will also contribute in Identifying Potential Traits? a) Yes b) No c) Cannot say

7) Promotion process in the organization is based on

a) Performance

b) Experience

c) Educational Qualification

d) All of the above

8) Do you think that the past and the present Performance Appraisal System is Transparent & Free from Bias?

a) Yes b) No c) can't tell



THE UNIVERSITY OF BURDWAN

DEPT. OF BUSINESS ADMINISTRATION

(HUMAN RESOURCE)

DISSERTATION REPORT-2024

DISSERTATION (MBAHR4203)

TOPIC: "WORKLIFE BALANCE IN INDIAN NBFCs"

[SUBMITTED BY]

ABID ALI SK

ROLL NO. BUR/MBA(HR)/2022/002

REG.NO. 201901020300 OF 2019-20

[SUBMITTED TO]

THE DEPARTMENT OF BUSINES ADMINISTRATION

(HUMAN RESOURCE)

**IN PARTIAL FULFILMENT OF THE REQUIRMENT OF THE DEGREE OF
MBA(HR)**

DECLARATION

I, Abid Ali Sk, a student of the 4th semester of the MBA HR programme at Burdwan University, hereby declare that the dissertation entitled "Work-life Balance in the Non-Banking Financial Companies (NBFC)" is a record of original work carried out by me under the supervision of Prof. Dr. Abhishek Mishra. This work has not been submitted in full or in part for any other degree or diploma at any other institution or university.

I have acknowledged all sources of information and guidance received during the preparation of this dissertation. This dissertation represents my own work and research findings to the best of my knowledge and belief.

Date.....

.....
Roll No. BUR/MBA(HR)/2022/002

Reg. No. 201901020300 of 2019-20

ACKNOWLEDGEMENT

I would like to extend our heartfelt gratitude to everyone who had lent their hands of support towards the completion of my Dissertation.

I am grateful to our H.O.D **Prof. Dr. Abhisekh Mishra** for his continuous support, guide and supervision during the Dissertation work.

I would like to express my heartiest gratitude and thanks to **Prof. Dr. Partha Sarkar** for his supportive and insightful advices and guidance.

I would also like to thank **Prof. Dr. Nirmal Chandra Roy** for his active guidance, supervision and suggestions.

Lastly, I would like to thank all my friends and seniors who participated and helped me in collecting data and feedback and contributed to the completion of this dissertation.

Date.....

.....
Roll No. BUR/MBA(HR)/2022/002

Reg. No. 201901020300 of 2019-20

INDEX

SERIAL NO.	CONTENTS	PAGES
1	CHAPTER 1	1-8
	INTRODUCTION (1)	2
	WORK LIFE BALANCE OVERVIEW (1.1)	3
	NBFC DEFINITION AND WORKING AREAS (1.2)	4
	FACTORS INFLUENCING/AFFECTING WLB (1.3)	5
	IMPACT OF WLB (1.4)	6
	EFFECTS OF POOR WLB (1.5)	7
	STRATEGIES TO IMPROVE WLB (1.6)	8
2	CHAPTER 2	9-15
	LITERATURE REVIEW	10-15
3	CHAPTER 3	16-19
	OBJECTIVES OF THE STUDY	17
	RESEARCH METHODOLOGY	18-19
4	CHAPTER 4	20-36
	DATA ANALYSIS (MEAN, MEDIAN, MODE, STDV)	21-32
	CORRELATION ANALYSIS	32-36
5	CHAPTER 5	37-39
	FINDINGS	38-39
	CONCLUSION	39
	RECOMMENDATIONS	39
6	CHAPTER 6	40-43
	REFERENCES	41-42
	QUESTIONNAIRE	43

CHAPTER 1

INTRODUCTION

(The introduction of a dissertation is a brief section that sets the stage for the research. It provides background information on the topic, outlines the research problem, states the objectives and research questions, highlights the significance of the study, and gives an overview of the dissertation's structure.)

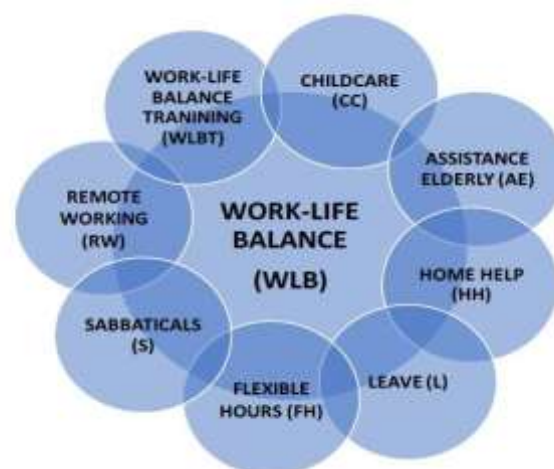
1. Introduction

Other ignored corporate culture prospects include work-life balance which is an essential factor in the current complex and pressurised work environment. The study is especially important in Non-Banking Financial Companies (NBFCs) in India: Due to high-pressure work environment, long working hours, and frequently interacting with the clients that can distract employees from their personal life. Work-life balance was discussed as the extent to which the individual is able to balance between the challenge of performing work commitments and family/social activities.

In the past few years, the Indian financial sector has been expanded and transformed to a great extent especially through the NBFCs contributing to the amount financial facilities and stimulating the economic growth. Nevertheless, this growth has presented several drawbacks such as adopting more tasks, stretching performance demands, and raising stress levels among the workers. That is why; to fill this gap, the concept of work-life balance will be examined within this sector with the aim of identifying how employees succeed to balance between their professional and private lives, as well as how organizations can help them to do it.

The objective of this dissertation is twofold, namely, firstly, explore and understand the existing work-life balance management strategies in selected Indian NBFCs, secondly, assess the existing factors that hinder or support the implementation of work-life policies, and additionally, to evaluate the level of job satisfaction and productivity among the employees as well as their overall well-being due to the said practices. The aim of this study is therefore: To examine the state of work-life balance in NBFCs by identifying and comparing the various tactical and strategic factors such as work policies and strategies, culture, and personal management approaches and make recommendation for improvement.

The contribution of this research to the knowledge base of WLB and its practical significance for policymakers, HRM practitioners and managers in the NBFC segment The presented study will also add to the existing research on the selected topic and provide important managerial and practical implications for policy makers, HR professionals and managers in the NBFC sector. , hence, the call for supportive work environment that embrace work sometime-work some other time' strategy whereby employees and organizations are likely to reap the fruits in terms of motivated, satisfied, and productive workforce in the long-run.



1.1

Work-life Balance: An Overview

Work-life balance can be defined as the position that an individual can be at work and handle the working sector while at the same time be at home or handling the personal front without the one thinking of the other as a precursor to its destruction. On the one hand, it is the state in which, according to the call for self-organization, the individual considers the demands for work and the demands for the private life to be of the equal importance. This balance is equally important whether for the individual or for the employer as it helps one in preventing the onset of utmost fatigue, which in turn will ensure that all employees of any workplace are productive.



Work life Balance can be define in terms of several domains such as:

In human resource management, achieving a balance across different aspects of work and life is crucial. Time balance involves maintaining workplace discipline by setting and ensuring enough hours are dedicated to both work and other activities. Involvement balance extends this approach by evenly splitting working time between the office, collaborative spaces like 'Pro-shops'—which are work-focused cafeterias and shops—and private time for individual work and family commitments. Satisfaction balance emphasizes the importance of a fair division of responsibilities, ensuring that work fulfilment is adequately balanced with other productive activities. Together, these elements contribute to a holistic approach to managing work-life balance.

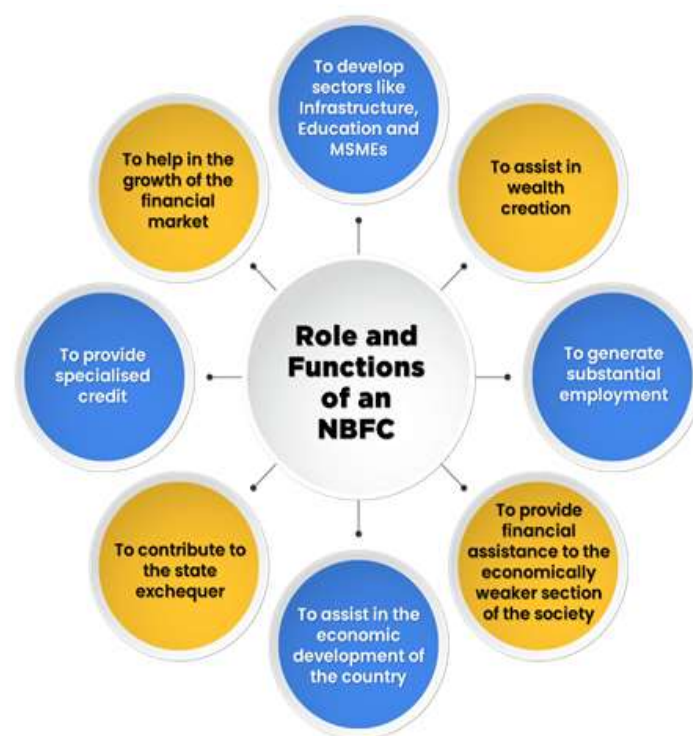
Likewise, other areas of human life such as work, leisure, family, education, and health, balance are judged by practices and culture of the organization in addition to personal choices made. In essence, it can be observed that this notion of WLB and the approach that may exist in relation to the possibility of achieving may have been affected by determine factor such as technology change, development of the family systems as well as the work sphere or business world.

The potential of the balance shall, therefore, be of particular relevance to the financial sector – in general and, more specifically, to India's Non-Banking Financial Companies (NBFCs) that engage in work with the instruments as the level of demands and stress involved is high. However, as a strategy concerning the work-life balance it is essential to balance these demands within the working environment and personal life, in order to keep performing the tasks and maintaining the organizational condition.

1.2

NBFC Definition and Working Areas

The Non-Banking Financial Company (NBFC) industry is comprised of entities that provide various forms of banking services without authorization as a bank. Some of products that they offer include loans and credit facilities, leasing, hire purchase, and investment as well as wealth management services. As governed by the Reserve Bank of India (RBI) for India, NBFCs are not allowed to accept demand deposits or draw checks from their accounts. They are very crucial in extending financial services, particularly in the rural and semi-urban areas and acting as the major source of credit for entrepreneurs through SMEs which significantly boosts the economy. As for NBFCs, they stand outside of the payment and settlement system and NBFC do not offer deposit insurance.



Services Provided by NBFCs

- ✓ **Loans and Credit Facilities:** Personal loans, commercial loans, mortgages, and vehicle financing.
- ✓ **Leasing and Hire Purchase:** Facilitating leasing and hire purchase agreements for various assets.
- ✓ **Investment Services:** Offering investment options like mutual funds and asset management.
- ✓ **Insurance Services:** Providing various insurance products.
- ✓ **Wealth Management:** Managing assets and providing financial advisory services.
- ✓ **Microfinance:** Extending financial services to low-income populations.

1.3

Factors Influencing/Affecting Work life Balance

(i) Individual Factors:

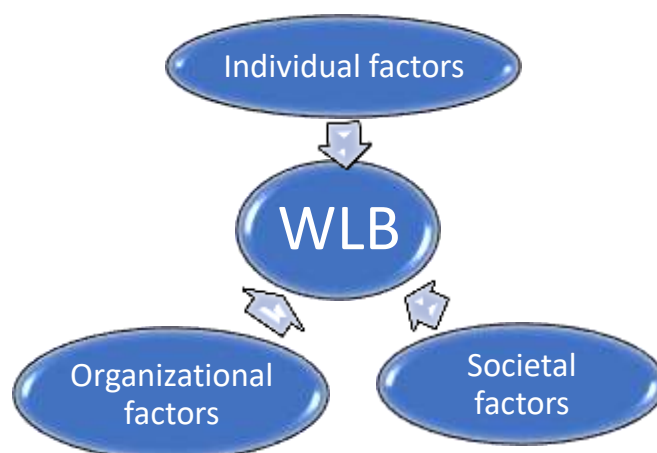
- a. Personal Priorities and Values:** High level of commitment to the job that includes sacrificing family duties or personal interests.
- b. Time Management Skills:** They work effectively and are not paralyzed by the overwhelming number of belongings they have to do; that is, they plan their work effectively.
- c. Health and Well-being:** How chronic and acute physical and mental health might impact the ability to manage both work and personal roles.
- d. Support Systems:** Proximal social support- friends and family and; Distal professional support- mentors and counsellor.

(ii) Organizational Factors:

- a. Work Environment:** The roles played by company culture and management style in deciding the issue of work- life balance.
- b. Work Policies and Benefits:** Employees' options for teleworking, flexible working hours, parental and sick leaves, and EAPs.
- c. Job Demands:** Regarding, the workplace sources of stress found the workload job independence and job security as the critical sources of stress.

(iii) Societal Factors:

- a. Cultural Norms and Expectations:** Medical sociology ambassadors' views on working hours and gender.
- b. Economic Conditions:** High interest rates, employment levels, stock market fluctuations, and economic indices.
- c. Technology:** Effects of permanent availability and remote possibilities to get close to erasing the division between work and private life.
- d. Government Policies and Regulations:** Preserving work-related legislation that relates to labour rights to ensure fair treatment, and maintaining family support programs on work/family balance.



1.4

Impact of healthy Work Life Balance on Employee Wellbeing and Organizational Performance

Employee Well-Being:

- a. Mental Health:** Reduces stress levels because the institution creates time for other activities except work and also assists in restoration of emotional health.
- b. Physical Health:** Reduces physical stress and keeps individuals on improved track with regard to regular exercise and sleep patterns thus lowering tendencies of work related stress related ailments.
- c. Social Health:** Strengthens interpersonal relationships through the available time for family, relatives, and friends besides improving social interaction and participation in the community.



Organizational Performance:

- a. Productivity:** Reduces annual performance variation and increases attention as rested employees produce better and faster, guaranteeing performance and creativity.
- b. Retention:** Reduces employee turnover since employees are happy being with the company and will not easily shift to other companies making recruitment a less frequent activity.
- c. Engagement:** Improves the level of productivity because employees with positive experiences, fair treatment and work-life balance are usually hardworking and dedicated to their work.
- d. Absenteeism:** Ensures employees do not take many sick leaves, and overall, balanced employee's performance leads to less absenteeism.

1.5

Effects of Poor work Life Balance

- a. Increased Stress:** Working stress is a problem since it leads to having other complications like that of anxiety and depression.
- b. Burnout:** These working conditions may cause the society to be burned out, and this is described by emotional exhaustion, reduced performance and lack of interest.
- c. Reduced Productivity:** Stress leads to burnout and therefore the productivity level is reduced in a wrong manner because of working hard.
- d. Strained Relationships:** This is due to the fact that poor time management can lead to neglect of family and friends which are one's personal relationship and social interaction.
- e. Health Problems:** Among the causes of the diseases of the cardiovascular system, the following vices can be mentioned: lack of time for exercises, sleep, and adequate nutrition.
- f. Lower Job Satisfaction:** With this in mind, constant imbalance results in dissatisfaction regarding jobs and careers and hence a high turnover.
- g. Decreased Engagement:** When employees are stressed, they show poor performance and lack of enthusiasm in the workplace hence harming the morale within the team.



1.6**NBFCs Strategies to Improve Work Life Balance**

- ✓ **Flexible Time Frames:** Establishing flexible working hours for personal and family needs.
- ✓ **Work-from-home Options:** Allowing telecommuting, home based work to mitigate the stress of commuting.
- ✓ **Paid Time Off:** Enough vacation days, sick leaves and personal days.
- ✓ **Maternity Leave:** Have comprehensive maternity and paternity leave programs.
- ✓ **Employee Assistance Programs:** Counselling facilities and mental health assistance should be available.
- ✓ **Wellness Programs:** They can have programs for fitness membership, wellness initiatives, or even health screenings.
- ✓ **Childcare Support:** On-site childcare services or other forms of child care subsidies may be helpful
- ✓ **Regular Breaks:** Encourage regular breaks during work hours to reduce stress levels and fatigue among employees
- ✓ **Technology Utilization:** Apply technology to streamline processes and minimize workload.
- ✓ **Managerial Training:** Educate managers on the importance of team-work balance in their teams' lives.
- ✓ **No After-Hours:** Work- Inculcate a culture where employees don't have to work after office hours.
- ✓ **Career Development:** Opportunities for professional growth without sacrificing personal time.



CHAPTER 2

SURVEY OF LITERATURE

*(A **Survey of Literature** in a dissertation is a concise review of existing research and publications related to the topic, summarizing key findings and identifying gaps in knowledge to provide context and justify the new study)*

Before delving into the detailed literature review, it's crucial to understand the significance of work-life balance in Indian Non-Banking Financial Companies (NBFCs). Given the limited research on NBFCs, this chapter also draws on studies from other financial institutions to provide a comprehensive understanding. It explores definitions, theoretical frameworks, and challenges of work-life balance, particularly in the financial sector. By examining its impact on employee well-being and organizational performance, and reviewing existing studies, this literature review provides a foundation for investigating work-life balance practices in Indian NBFCs.

1. Purohit, M, & Patil (2013) studied on A Comparative Study of Work life Balance in Various Industrial Sectors in Pune Region provides a review of Work–life balance is a concept including proper prioritizing between "workaholics" (career and ambition) on the one hand and "lifestyle" (Health, pleasure, leisure, family and spiritual development) on the other. This research is based on primary data collected through questionnaire. The results reveal the commonalities and differences in work-life balance provisions across the four sectors.
2. Talukdar, A.M.H. (2016) studied on Work–Life Balance in the Australian Financial Sector provides a review of the financial sector is especially noted as being notorious for its poor WLB in recent times, due to long hours, weekend work and an intensely stressful working environment. This research is based on mixed method of primary data collected through a survey and secondary data collected through several journal articles. The findings can work as a springboard for organizations along with government and policy makers in various disciplines to determine the extent and intensity of relevant antecedents of work–life balance causing job performance.
3. Goyal, K. A., & Babel, A. A. (2015) studied on Issues and Challenges of Work Life Balance in Banking Industry of India provides the objective of the study is to find out the issues related with managing professional and personal life of employees in banking industry. The major objective of this paper is to identify specific issues and challenges in work life balance in banking industry and to suggest measures to improve work life balance. This study is based on secondary data. This study says that employees are the pillars of the organization. So, organisation should give its attention towards the welfare and needs of the employees. So that employees can able to balance their dual role at work as well as in personal life.
4. Das, S. C., & Khushwah, S. (2015). studied on Work-Life Balance Initiatives and Employees Retention: Experiences from Insurance Companies in India, this paper is focused to assess the existing work-life balance initiatives taken by life and general insurance companies and to study the influence of work-life balance practices on employee's retention. This research is based on primary data collected through questionnaire. This study is confined to insurance companies in Kolkata, India focusing on life and general insurance employees. It's being conducted in order to study the work-life balance initiatives and to study its influence on employee's retention.

5. Dolai, D. (2015) studied on Measuring Work life Balance Among the Employees of The Insurance Industry in India provides a review on concept of work-life balance is increasingly becoming important in India as more and more women with children are joining the workforce, and the families are increasingly becoming nuclear and dual-earner. The data for the study is basically be collected from the primary sources by administering a questionnaire to the employees of both private and public sector insurance companies. The study says that the correlations between different dimensions of work-life balance and negative and positive work-life balance were all in the expected directions by means of factor analysis and reliability analysis. On the other hand, the comparative analysis of the work life balance scores of different demographic profiles could not suggest that there were statistically significant differences in the perception of work-life balance across these demographic groups.
6. Naidu, N. G., Chakravarthy, P. K., & Touhid, P. (2022) studied on Work Life Balance and Job Satisfaction among the Working Women in Banking Sector: An Empirical Study with Reference to Bangalore City reviews that Work-life balance is one of the supreme challenging issues being encountered by the women employees in the 21st century. Work- life balance means the extent to which the employee feels contented and have his or her needs fulfilled in both professional and personal faces of life. This study is based on primary data says that Involvement of women in the economic life is significant for the development of the country and improvement of the quality of life of the families. But, due to additional responsibilities they are suffering from work life imbalance and work life conflicts which ultimately affect their life satisfaction.
7. Amimo, C. (2018) studied on Effects of Work life Balance Practices on the Performance of Microfinance Institutions: A Case of Faulu Microfinance Bank Limited. The purpose of the study was to establish the effects of Work life balance practices on the performance of Faulu Microfinance Bank Ltd. The study was base on primary source of data collected through a questionnaire and analysed by SPSS software. The study recommended that organizations consider adopting work life balance practices that drive employees to deliver organizational objectives and train employees on the available work life balance practices that can be used to improve organizational performance.
8. Lamichhane, B. D., Bhaumik, A., & Gnawali, A. (2023) studied on Striving for Excellence: The Role of Work-life Balance in Optimizing Job Performance Among Employees in Nepalese Microfinance Institutions. The study stresses work-life balance, quality of work life, and employee engagement as independent variables affecting job performance. 210 respondents from 20 Nepalese microfinance institutions (MFIs) completed structured questionnaires for the quantitative study. The study reveals that work-life balance and employee engagement positively impact job performance. Employees who can strike a healthy balance between work and personal life and are actively engaged in their roles exhibit enhanced job performance.

9. Guest, D. E. (2002) studied on Perspectives on the Study of Work-Life Balance. The aim of this article is to explain why work-life balance is a topic of contemporary interest, to explore the meaning of “balance” in the context of the study of work life balance, to present a framework within which some of the key conceptual and empirical issues can be explored and finally, within this framework, to review selective research. The research is done by secondary data. The study says that most of the research confirms that a work life imbalance has negative consequences for well-being and effective functioning, However, we can only gain a partial understanding of the effects by exploring work in isolation.
10. Kalliath, T., & Brough, P. (2008) studied on Work–life balance: A review of the meaning of the balance construct, this article reviews six conceptualizations of work–life balance found in the literature: (1) multiple roles; (2) equity across multiple roles; (3) satisfaction between multiple roles; (4) fulfilment of role salience between multiple roles; (5) a relationship between conflict and facilitation; and (6) perceived control between multiple roles. Secondary data is used for this research. This research identifies the two primary features of the definitions and proposed a new definition of work–life balance. The actual value of our definition of the work–life balance construct now needs to be assessed via a systematic instrument development and validation process.
11. Delecta and P (2011) studied on Work Life Balance. This study has the potential to enable the working people to consider their stand point in terms of work –life balance and the executives to gain new perspective in order to cope with such a problem. This study is based on secondary data. This study says that If one has managed to allocate the required time for every aspect of life duly and not to reflect the problems in one part of life to another it means that he has been able to achieve work-family balance. Life as a whole is composed of many other aspects along with work. Those who have achieved a balance among these aspects are sure to achieve the life balance, which does away with any imbalance.
12. Lazar, I., Osoian, C., & Ratiu, P. I. (2010) studied on The Role of Work-Life Balance Practices in Order to Improve Organizational Performance. The purpose of this paper is to establish whether work-life balance initiatives and practices can be considered as strategic human resource management decisions that can translate into improved individual and organizational performance. This research is done with primary data collected through questionnaire. The research says that Changing demographics are behind the move to embrace work-life programs. The decline of the traditional family, an increase in dual-career couples, and a rise in the number of single parents mean that employees are juggling more responsibilities outside work.

13. Sirgy, M. J., & Lee, D. J. (2018) studied on Work-Life Balance: an Integrative Review. This study reviewed the literature on work-life balance and presented a more integrative concept of work-life balance. Various conceptualization of work-life balance and proposed an integrative definition of work-life balance. This study is based on secondary data. This study identifies a set of personal and organizational antecedents to work-life balance and explain their effects on work-life balance. Then we describe a set of theoretical mechanisms linking work-life balance and overall life satisfaction. Finally, we discuss future research directions and policy implications.
14. Caproni, P. J. (2004) studied on Work/Life Balance You Can't Get There From Here. This study reviewed the well-intentioned discourse of work/life balance in the popular and scholarly press actually may undermine women's and men's attempts to live fulfilling lives. This study is based on secondary data. This study says the assumptions that underlie the discourse of work/life balance and consider that these assumptions may be a significant source of the problem. This thought was truly liberating, regardless of whether the context is work, home, or any other social environment, people are inherently ambivalent about their goals, feelings, and choices. Ambivalence, engagement, and disengagement from any aspect of one's life are normal and perhaps advantageous responses to life and cannot, and perhaps should not, be eliminated.
15. Greenblatt, E. (2002) studied on Work life Balance Wisdom or Whining. The objective of this research is to find how variations in PRM are related to variations in burnout and job satisfaction rates among frontline service workers in a seemingly idyllic work environment. This research is based on primary source of data gathered through interviews and surveys. The research shoes that successful PRM can improve individual effectiveness and satisfaction with work/life balance. While much discretion remains in the hands of individual, a worker's ability to manage his personal resources remains constrained and potentially enhanced by organizational culture, structure, and policy.
16. Gatrell, C.J. and Cooper, C.L. (2008) studied on 'Work-life balance: working for whom?' this paper examines how gender and societal norms impact work-life balance and flexibility, contributing to stress among managerial employees. Using a dual lens of gender and the body, the study analyses social expectations through qualitative methods. It finds that flexibility is applied differently to mothers and fathers, with societal norms imposing distinct expectations: mothers often face criticism for working long hours, while fathers are discouraged from seeking flexibility. These gendered expectations significantly increase stress for both mothers and fathers in managerial roles. The paper argues for reshaping these perceptions and implementations to alleviate stress and improve work-life balance.

Summary Table

Title of the work	Author (s)	Keywords
A Comparative Study of Work Life Balance in Various Industrial Sectors in Pune Region.	Purohit, M., & Patil, D. Y. (2013).	Work life balance, WLB initiatives, Human resource strategies, Business Environment, Organizational Policies, Conflicts.
Work–Life Balance in the Australian Financial Sector.	Talukder, A. M. H. (2016)	Financial Organisations, Work Life Balance, Employee Wellbeing, Job Performance.
Work–Life Balance in the Australian Financial Sector.	Goyal, K. A., & Babel, A. A. (2015)	Work-Life Balance, Banking Industry, Working Condition, Employers, Employees
Work-Life Balance Initiatives and Employees Retention: Experiences from Insurance Companies in India	Das, S. C., & Khushwah, S. (2015).	Work-Life Balance, Employees Retention, WLB Initiatives, Insurance, Organisational Development
Measuring Work life Balance Among the Employees of The Insurance Industry in India	Dolai, D. (2015).	Work Life Balance, WIPL, PLIW, WPLE, N-WLB, insurance
Work Life Balance and Job Satisfaction among the Working Women in Banking Sector: An Empirical Study with Reference to Bangalore City	Naidu, N. G., Chakravarthy, P. K., & Touhid, P. (2022).	Public Sector Banks, Work-life balance, Job satisfaction, Women employees
Effects of Work life Balance Practices on the Performance of Microfinance Institutions: A Case of Faulu Microfinance Bank Limited.	Amimo, C. (2018).	Work life Balance, Microfinance Institutions, WLB Practices, Work Performance, Employee Training
Striving for Excellence: The Role of Work-life Balance in Optimizing Job Performance Among Employees in Nepalese Microfinance Institutions.	Lamichhane, B. D., Bhaumik, A., & Gnawali, A. (2023).	Job Performance; MFIs; Quality of Life; Quality of Work Life Balance
Perspectives on the Study of Work-Life Balance.	Guest, D. E. (2002).	Family, Home, Work, Work and Organisational psychology, Work life Balance, Work life Interference.

Work-life balance: A review of the meaning of the balance construct	Kalliath, T., & Brough, P. (2008).	multiple roles, Equity, satisfaction, Fulfilment, Conflict and facilitation, Perceived control.
Work Life Balance	Delecta and P (2011)	Semantic Web, SPARQL Queries, Ontological Models (OWL), Annotation Engine, RDF Flat Files.
The Role of Work-Life Balance Practices in Order to Improve Organizational Performance	Lazar, I., Osoian, C., & Ratiu, P. I. (2010).	Work-life balance, integration, performance, flexible working time, work-place culture.
Work-Life Balance: An Integrative Review	Sirgy, M. J., & Lee, D. J. (2018).	Work-life balance. Work-family conflict. Work-life integration. Work family interface. Work-life interface. Life satisfaction. Work-related consequences of work-life balance. Nonwork-related consequences of work-life balance. Stress-related consequences of work-life balance. Personal predictors of work-life balance. Organizational predictors of work-life balance
Work/Life Balance You Can't Get There from Here	Caproni, P. J. (2004).	work, home, social, environment, ambivalent, feelings, choices. engagement, and disengagement
Work life Balance Wisdom or Whining	Greenblatt, E. (2002).	PRM, individual effectiveness, satisfaction, work/life balance, organizational culture, structure, and policy.
'Work-life balance: working for whom?	Gatrell, C.J. and Cooper, C.L. (2008)	work-life balance; flexible working; mothers; fathers; the body; gender; policy.

CHAPTER 3

OBJECTIVES AND RESEARCH METHODOLOGY

(Objectives of a Research: The goals a researcher aims to achieve through their study, providing a clear direction and purpose for the investigation.)

(Research Methodology: The systematic approach and techniques employed to collect, analyse, and interpret data in a research study.)

OBJECTIVES

It is therefore important to identify the objectives aimed at work-life balance by various Indian NBFCs for different reasons. They enable the users to have a balanced work-life environment that improves their health and productivity levels to reduce stress when working, hence makes the employees happier with their jobs. This paper aimed at explaining that having clear objectives decreased turnover rates and thus the cost related to high attrition and improved overall organisational performance, productivity rate and efficiency. Further, the requirements of the work-life balance facilitate the understanding of the needs of talent and enhance REC efficiency of NBFCs. It also helps in reviewing the existing organizational policies to ascertain that they are effective and conform to the set regulations in; voicing organizational gender diversity policies. Therefore, achievement of these objectives translates to improvements in employee relations practices and accommodating changes in the working environment which are significant gains for the sustainable development of the organization.



The Objectives are:

- *To understand the current state of Work-Life Balance of employees in the NBFC sector.*
- *To investigate the impact of work life balance on Employee Satisfaction in the NBFC sector.*

RESEARCH METHODOLOGY

Research Definition

Research is a comprehensive study of facts, premises and hypotheses in an attempt to generate new facts, or modify existing ones. Descriptive research is a type of research that gathers information about a specific area and organizes and interprets it to help answer particular questions, with the goal of improving the knowledge base on the subject. Research can be carried out in any discipline such as natural and formal sciences, humanities, social sciences, etc, employing different methodologies and methods to acquire new know or confirm existing knowledge.

Data Sources

The data collected for the study is mainly through a questionnaire sent in the form of google forms to various employees of different NBFCs. The data collection for this research is done only through primary source.

Research Instrument

In this study of primary data was collected by survey technique. To collect the data, a Google form was designed and was circulated to the respondents. The questionnaire consisted of 13 questions which included questions based on their personal and academic details along with other details exploring work-life balance.

Questionnaire structure

To assess work-life balance, the survey includes close-ended questions for specific details, multiple-choice questions for varied experiences, and 5-point Likert scale questions to gauge the intensity of respondents' feelings where 5 implies the highest feelings and 1 implies the lowest. This mix of formats ensures a well-rounded understanding of employee satisfaction and challenges.

Sampling Design

Sampling design is to clearly define set objectives, technically called the universe to be studied. Sampling techniques used is simple random sampling method.

Sample Size

Total 30 respondents were collected for the present study.

Tools Used

The analysis was done using MS-Excel.

Descriptive Statistics Used

Descriptive statistics involve summarizing and describing the main features of a dataset quantitatively. Here's a brief overview of each:

- Mean: The average value, used to find the central tendency of data.
- Median: The middle value when data is sorted, another measure of central tendency that is less affected by outliers.
- Mode: The most frequently occurring value in the data set, which indicates the most common value.
- Standard Deviation: A measure of the spread or dispersion of a set of data points. It tells you how much the data varies from the mean.

Together, these measures help in understanding the distribution, central tendency, and variability of the data, providing a comprehensive summary of the dataset's characteristics.

Use of Correlation Table

A correlation table displays the correlation coefficients between pairs of variables, showing the strength and direction of their linear relationships. Values range from -1 (perfect negative correlation) to +1 (perfect positive correlation), with 0 indicating no correlation. It's used for identifying relationships, checking multicollinearity, and data exploration in research and analysis.

CHAPTER 4

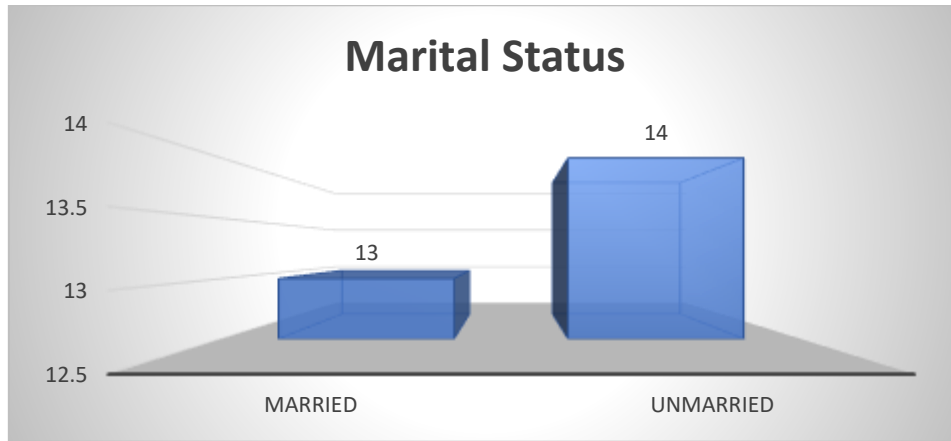
DATA ANALYSIS AND INTERPRETATION

(Data analysis and interpretation involve systematically examining, processing, and evaluating data to uncover meaningful patterns, trends, and insights for informed decision-making.)

DATA ANALYSIS

Marital status

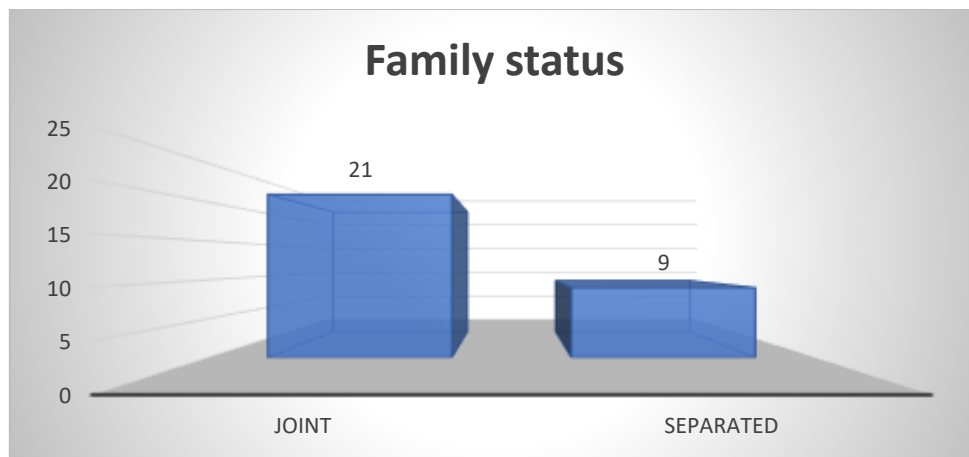
	Count	Percentage
Married	13	43.30%
Unmarried	14	46.70%



*From the above chart and graphical representation, we can clearly say that the number of married respondents are 13 which is 43.30% and unmarried respondents are 14 which is 46.70% of the total sample size of 30.

Family status

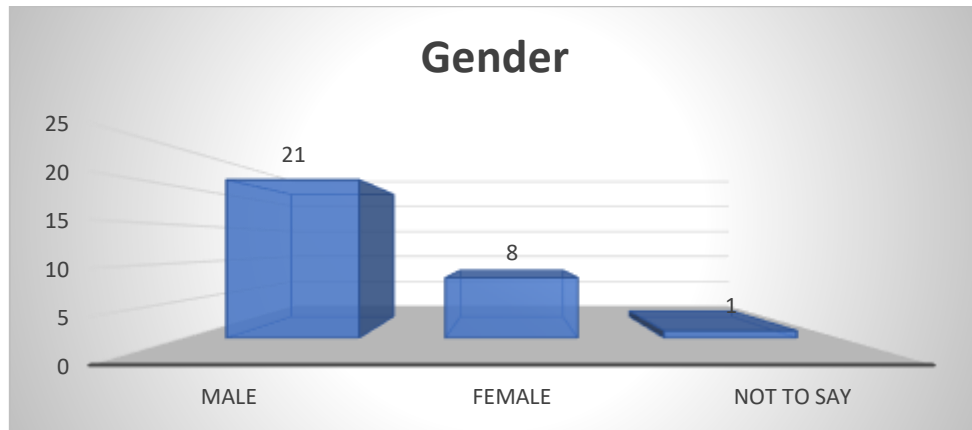
	Count	Percentage
Joint	21	70%
Separated	9	30%



* From the above chart and graphical representation, we can clearly say that the number of joint family respondents are 21 which is 70% and separated family respondents are 9 which is 30% of the total sample size of 30.

Gender

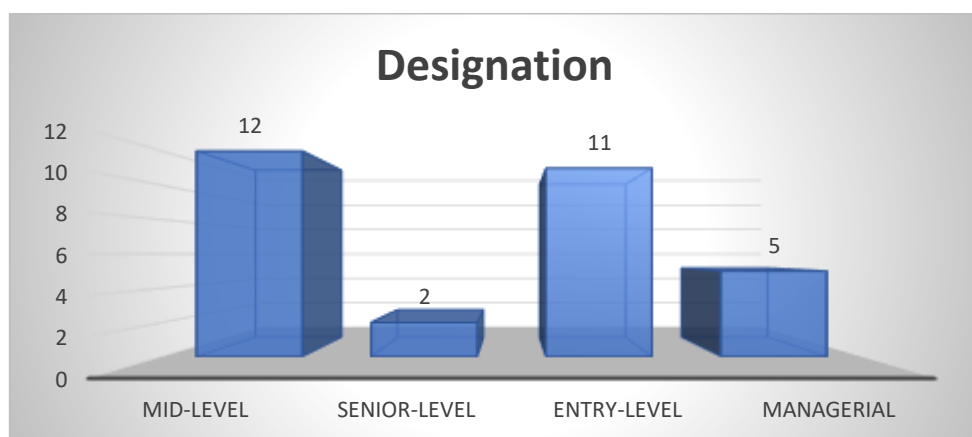
	Count	Percentage
Male	21	70%
Female	8	26.67%
Prefer not to say	1	3.34%



* From the above chart and graphical representation, we can clearly say that the number of Male respondents are 21 which is 70%, Female respondents are 8 which is 26.67% and preferred not to say is 1 which is 3.34% of the total sample size of 30.

Designation

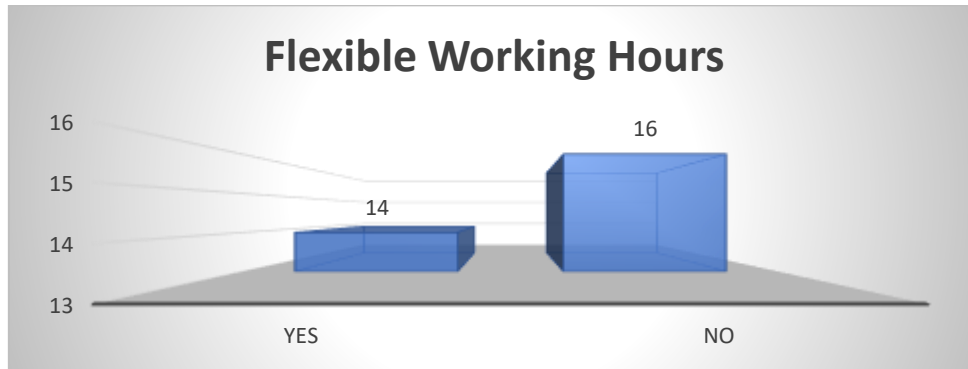
	Count	Percentage
Mid-level	12	40%
Senior-level	2	6.67%
Entry-level	11	36.66%
Managerial	5	16.67%



*From the above chart and graphical representation of Designation, we can clearly say that the number of Mid-level respondents are 12 which is 40%, Senior-level respondents are 2 which is 6.67%, Entry-level respondents are 11 which is 36.66% and Managerial-level respondents are 5 which is 16.67% of the total sample size of 30.

✚ Does employer provide flexible working hours?

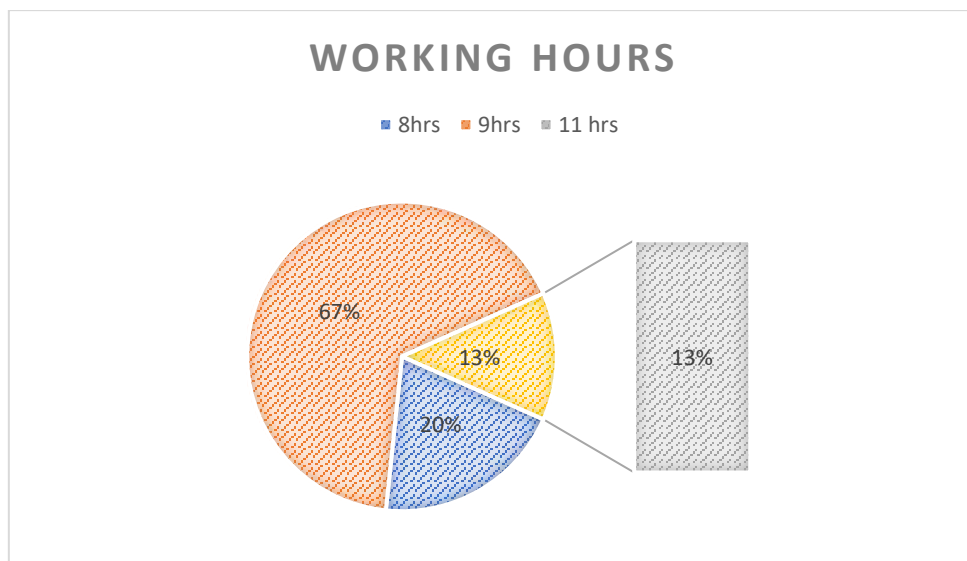
	Count	Percentage
Yes	14	46.66%
No	16	55.34%



*From the above chart and graphical representation, we can clearly say that the number of respondents agrees that their company provides them flexible working hours are 14 which is 46.66% and number of respondents does not agree that their company provides them flexible working hours 16 which is 55.34% of the total sample size of 30 and which should be considered as a matter of concern for the whole NBFC industry.

✚ Working Hours

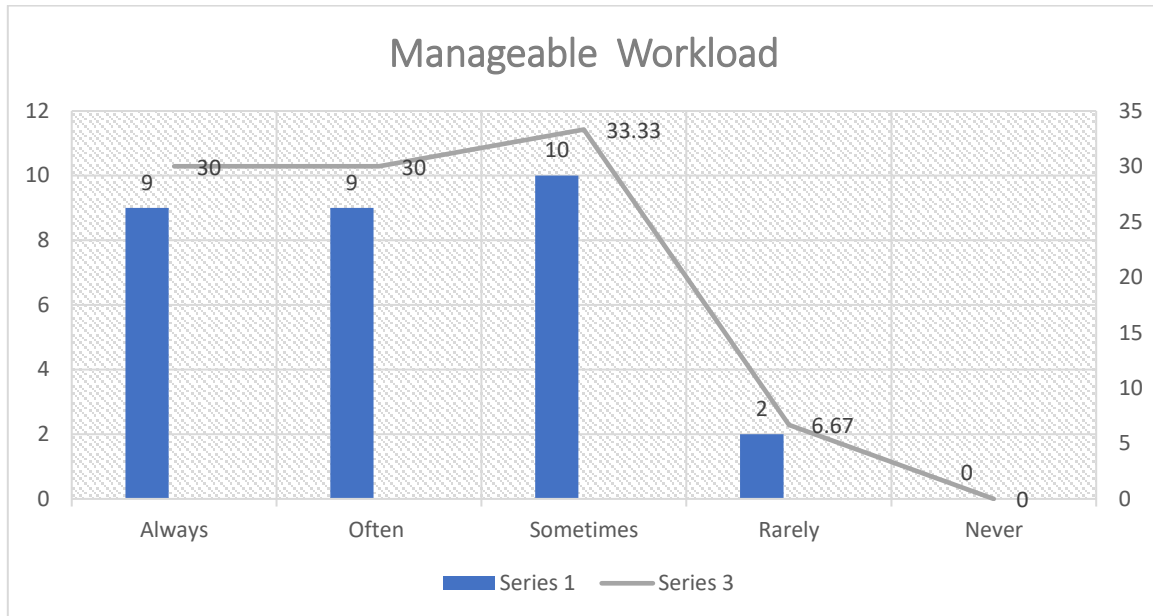
	Count	Percentage
8 hrs	6	20%
9 hrs	20	66.67%
11 hrs	4	13.33%
Average Working Hours		9.06 hrs



*From the above representation it is clear that 20% of sample size (30) are saying their working hour is 8 hrs which is normal and considered as easy manageable and 13% says 11hrs which is a bit hard to manage where 67% are saying 9hrs which is normally a manageable standard duration.

Q1. How often do you feel that the workload is manageable?

Ratings	Count	Percentage
Always (5)	9	30%
Often (4)	9	30%
Sometimes (3)	10	33.33%
Rarely (2)	2	6.67%
Never (1)	0	0.00%



Mean	Median	Mode	Standard Deviation
3.83	4.00	3.00	0.97

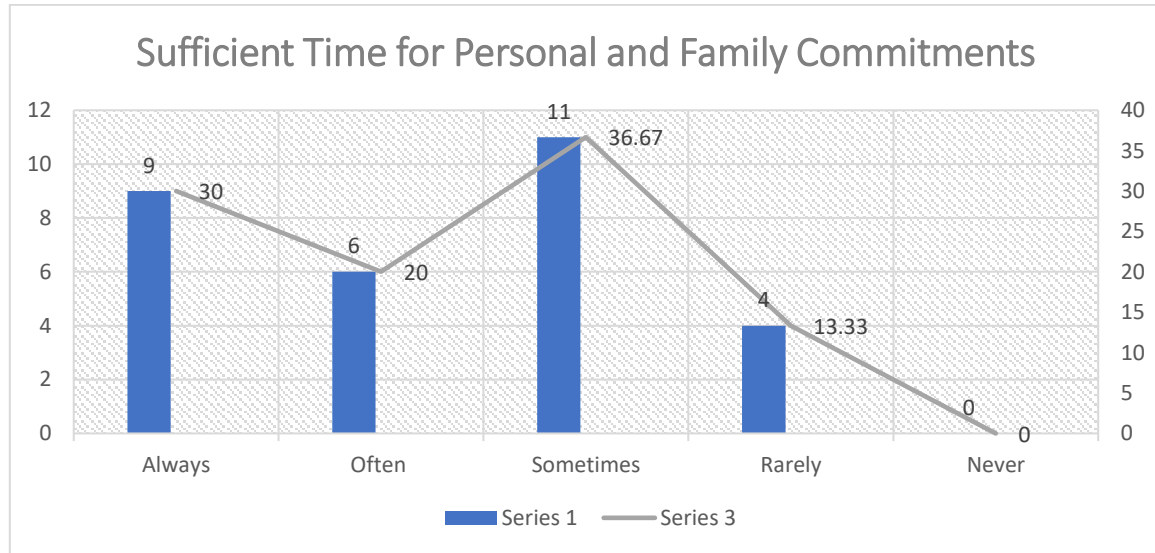
*These data pertain to how manageable the workload is in the Indian NBFC industry, the interpretation is as follows:

- **Mean (3.83):** On average, respondents find their workload to be somewhat manageable, leaning towards "Often" manageable rather than "Sometimes," indicating a generally positive perception.
- **Median (4.00):** The midpoint suggests that for at least half of the respondents, the workload is "Often" manageable, which is a positive sign.
- **Mode (3.00):** The most common response is "Sometimes," suggesting that while many find their workload manageable, a significant portion of respondents occasionally struggle.
- **Standard Deviation (0.97):** The low variability in responses indicates consistency, with most employees' experiences being similar.

Overall, the data reflects that while most employees find their workload manageable, there is still a notable group that sometimes finds it challenging, highlighting a potential area for improvement in workload distribution or support.

Q2. Do you have sufficient time to fulfil personal and family commitments?

Ratings	Count	Percentage
Always (5)	9	30%
Often (4)	6	20%
Sometimes (3)	11	36.67%
Rarely (2)	4	13.33%
Never (1)	0	0.00%



Mean	Median	Mode	Standard Deviation
3.67	3.50	3.00	1.07

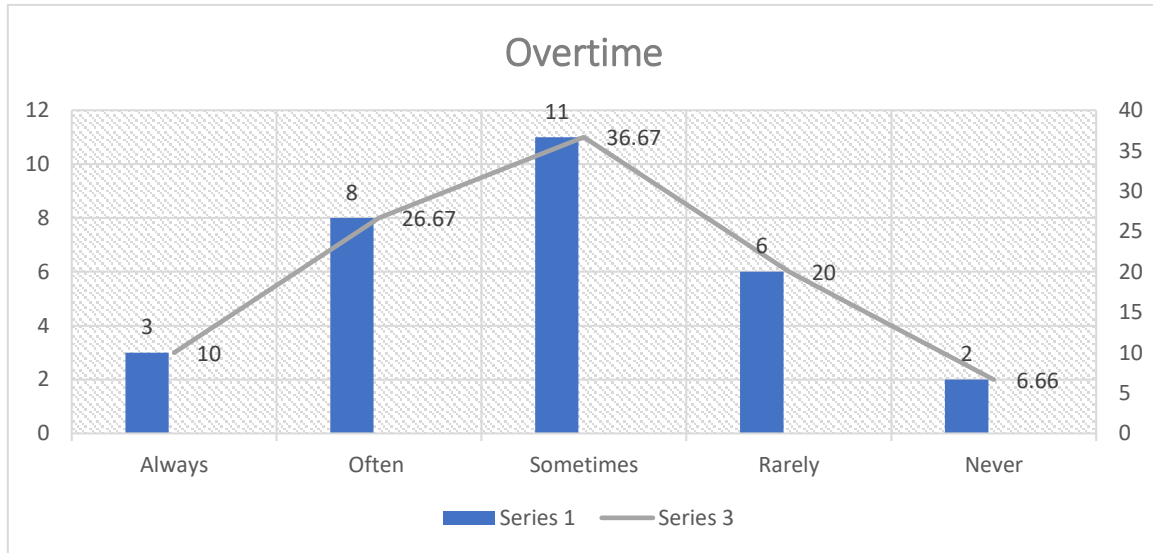
*The interpretation of the data on the sufficiency of time to fulfil personal and family commitments:

- **Mean (3.67):** On average, respondents feel they "Sometimes" to "Often" have sufficient time for personal and family commitments, indicating a moderate level of satisfaction.
- **Median (3.50):** The median suggests a balanced response, with half of the respondents leaning slightly towards "Sometimes" having enough time.
- **Mode (3.00):** The most common response is "Sometimes," highlighting that many employees occasionally struggle to find enough time for personal and family commitments.
- **Standard Deviation (1.07):** The higher standard deviation indicates some variability, with experiences differing across respondents.

Overall, while there is a general sense that employees sometimes manage to fulfil their personal and family commitments, the data suggests there are challenges, as a significant portion of the workforce may not consistently have enough time.

Q3. How frequently do you work beyond your regular working hours?

Ratings	Count	Percentage
Always (5)	3	10%
Often (4)	8	26.67%
Sometimes (3)	11	36.67%
Rarely (2)	6	20%
Never (1)	2	6.66%



Mean	Median	Mode	Standard Deviation
3.14	3.00	3.00	1.08

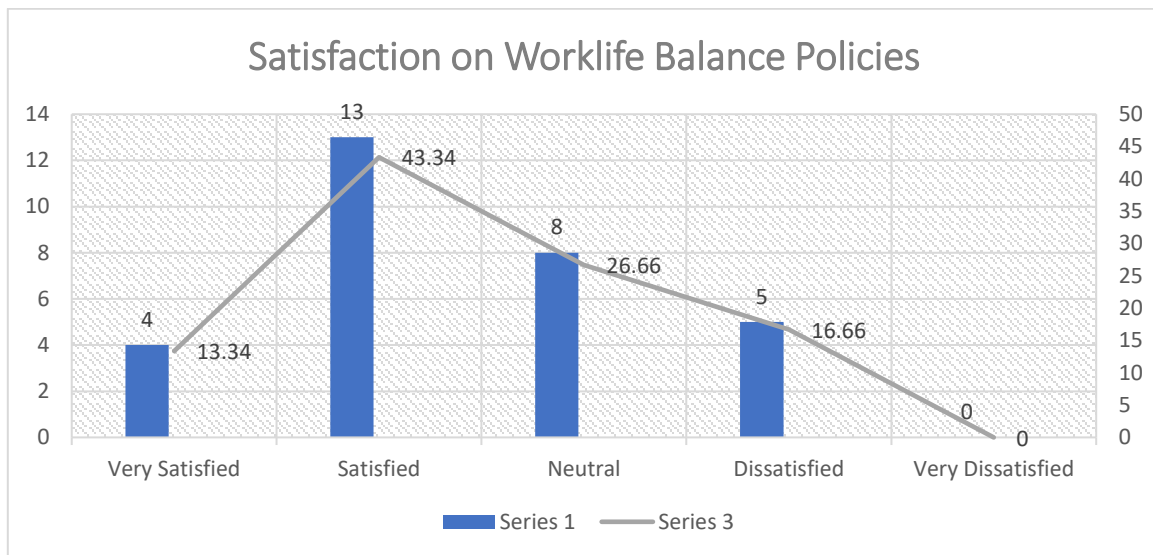
*The interpretation of the data on the frequency of working beyond regular working hours:

- **Mean (3.14):** On average, respondents "Sometimes" work beyond their regular hours, indicating a moderate frequency.
- **Median (3.00):** The midpoint response is "Sometimes," suggesting that half of the respondents occasionally extend their work hours.
- **Mode (3.00):** The most common response is "Sometimes," reinforcing that this is the typical experience among employees.
- **Standard Deviation (1.08):** The slightly higher standard deviation suggests some variability, with different experiences across the workforce.

Overall, many employees sometimes work beyond their regular hours, but there is also a significant portion who do so more frequently, which may affect their work-life balance.

Q4. How satisfied are you with the work-life balance policies in your organization?

Ratings	Count	Percentage
Very Satisfied (5)	4	13.34%
Satisfied (4)	13	43.34%
Neutral (3)	8	26.66%
Dissatisfied (2)	5	16.66%
Very Dissatisfied (1)	0	0.00%



Mean	Median	Mode	Standard Deviation
3.54	4.00	4.00	0.95

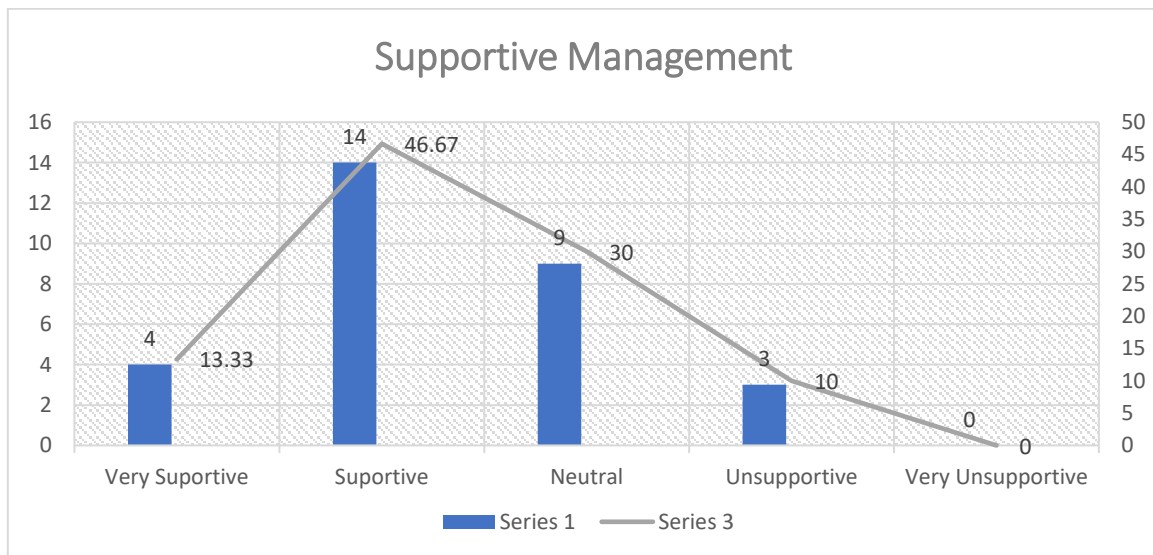
*The interpretation of the data on satisfaction with work-life balance policies:

- **Mean (3.54):** On average, respondents are between "Neutral" and "Satisfied," indicating a generally positive sentiment.
- **Median (4.00):** The middle response is "Satisfied," suggesting that at least half of the respondents feel this way.
- **Mode (4.00):** The most common response is also "Satisfied," indicating that this is the predominant sentiment among employees.
- **Standard Deviation (0.95):** The low variability suggests that most employees have similar views on the policies.

Overall, the data indicates that a majority of employees are satisfied with the work-life balance policies in their organization.

Q5. How supportive is your management in helping you achieve work-life balance?

Ratings	Count	Percentage
Very Supportive (5)	4	13.33%
Supportive (4)	14	46.67%
Neutral (3)	9	30.00%
Unsupportive (2)	3	10.00%
Very Unsupportive (1)	0	0.00%



Mean	Median	Mode	Standard Deviation
3.64	4.00	4.00	0.86

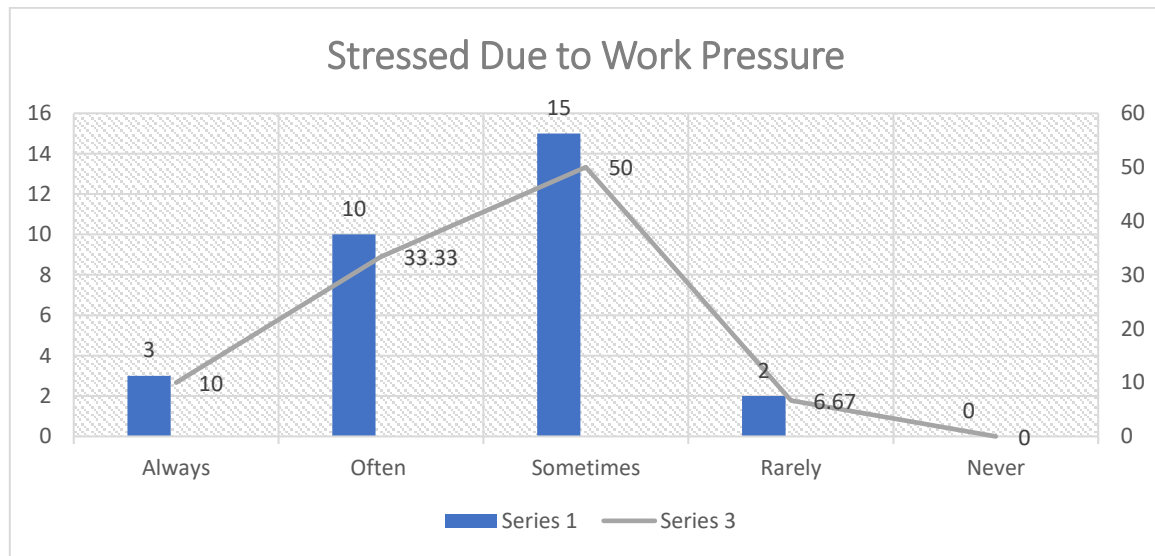
*The interpretation of the data on management support for achieving work-life balance:

- **Mean (3.64):** On average, respondents are between "Neutral" and "Supportive," indicating generally positive feedback.
- **Median (4.00):** The middle response is "Supportive," showing that at least half of the respondents feel supported by management.
- **Mode (4.00):** The most common response is also "Supportive," reflecting the majority opinion.
- **Standard Deviation (0.86):** The low variability indicates consistent responses among employees.

Overall, the data suggests that management is perceived as supportive in helping employees achieve work-life balance, with the majority of employees feeling positively about the support they receive.

Q6. Do you feel stressed due to work-related pressure?

Ratings	Count	Percentage
Always (5)	3	10%
Often (4)	10	33.33%
Sometimes (3)	15	50%
Rarely (2)	2	6.67%
Never (1)	0	0.00%



Mean	Median	Mode	Standard Deviation
3.46	3.00	3.00	0.78

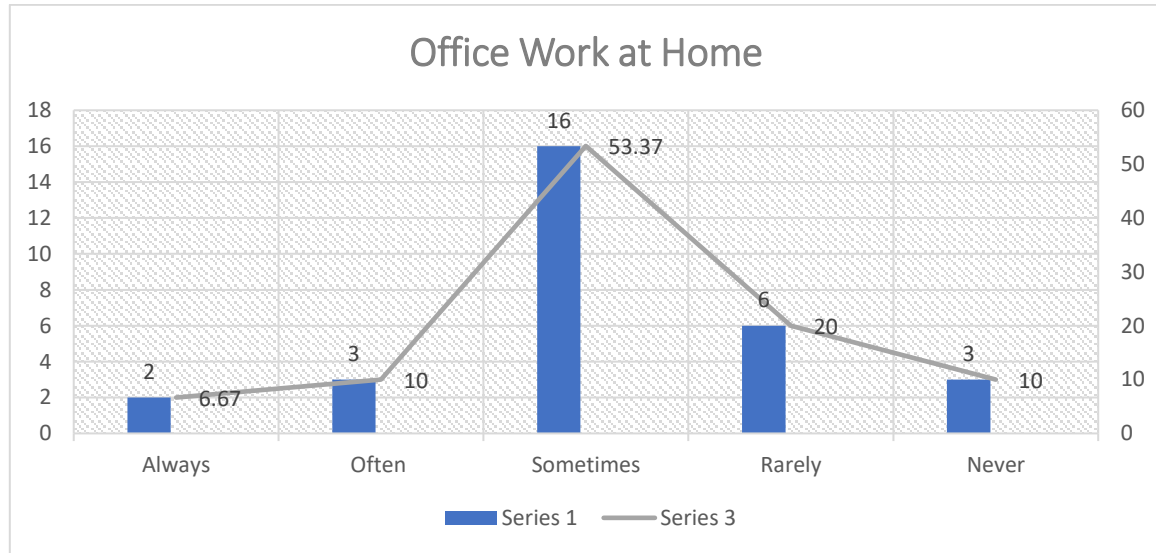
*The interpretation of the data on feelings of stress due to work-related pressure:

- **Mean (3.46):** On average, respondents "Sometimes" feel stressed, indicating a moderate level of stress.
- **Median (3.00):** The middle response is "Sometimes," suggesting that at least half of the respondents experience stress occasionally.
- **Mode (3.00):** The most common response is also "Sometimes," reflecting the typical experience among employees.
- **Standard Deviation (0.78):** The low variability indicates that most employees' experiences are fairly consistent.

Overall, the data suggests that stress due to work-related pressure is a common but moderate issue, with most employees experiencing it occasionally.

Q7. How often do you have to take work home?

Ratings	Count	Percentage
Always (5)	2	6.67%
Often (4)	3	10%
Sometimes (3)	16	53.37%
Rarely (2)	6	20%
Never (1)	3	10%



Mean	Median	Mode	Standard Deviation
2.84	3.00	3.00	1.00

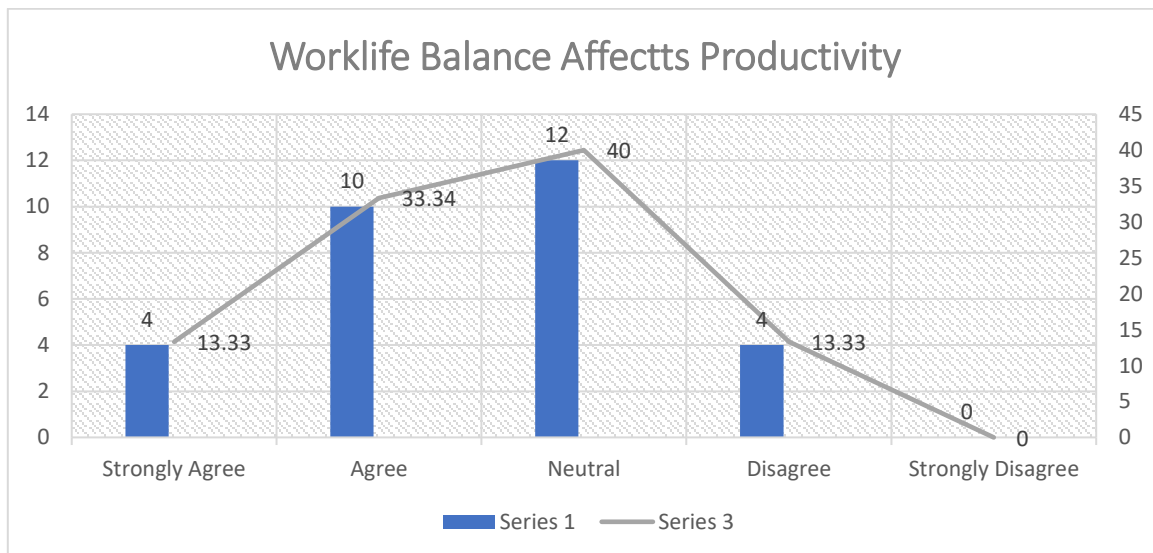
*The interpretation of the data on how often employees have to take work home:

- **Mean (2.84):** On average, respondents "Sometimes" take work home, indicating a moderate frequency.
- **Median (3.00):** The middle response is "Sometimes," suggesting that at least half of the respondents occasionally take work home.
- **Mode (3.00):** The most common response is also "Sometimes," reflecting that this is the typical experience.
- **Standard Deviation (1.00):** The variability is moderate, indicating some differences in how often employees take work home.

Overall, the data suggests that taking work home is a common, though not constant, occurrence for many employees in the industry.

Q8. Do you believe that your current work-life balance affects your productivity?

Ratings	Count	Percentage
Strongly Agree (5)	4	13.33%
Agree (4)	10	33.34%
Neutral (3)	12	40%
Disagree (2)	4	13.33%
Strongly Disagree (1)	0	0.00%



Mean	Median	Mode	Standard Deviation
3.46	3.00	3.00	0.91

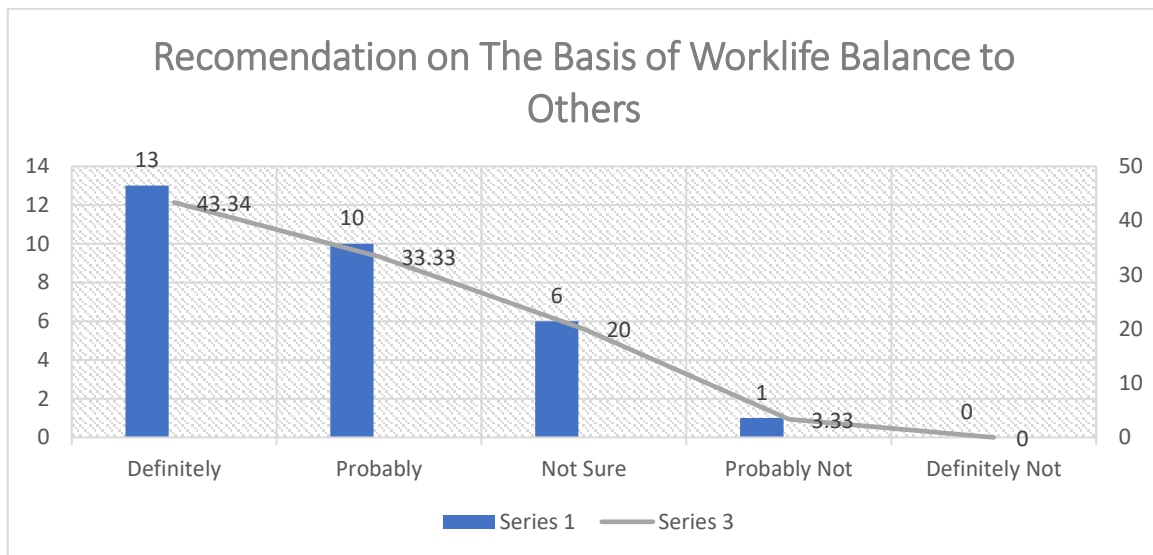
*The interpretation of the data on whether current work-life balance affects productivity:

- **Mean (3.46):** On average, respondents are between "Neutral" and "Agree," indicating a general belief that work-life balance might have some impact on productivity.
- **Median (3.00):** The middle response is "Neutral," suggesting that at least half of the respondents are indifferent or have mixed feelings about the effect of work-life balance on productivity.
- **Mode (3.00):** The most common response is "Neutral," reflecting that this is the predominant opinion among respondents.
- **Standard Deviation (0.91):** The moderate variability shows some differences in perceptions of the impact of work-life balance on productivity.

Overall, the data suggests that while opinions are mixed, there is a tendency to believe that work-life balance has some effect on productivity, with many respondents feeling neutral about the extent of this impact.

Q9. Would you recommend your organization to others based on its work-life balance practices?

Ratings	Count	Percentage
Definitely (5)	13	43.34%
Probably (4)	10	33.33%
Not Sure (3)	6	20%
Probably Not (2)	1	3.33%
Definitely Not (1)	0	0.00%



Mean	Median	Mode	Standard Deviation
4.17	4.00	5.00	0.86

*The interpretation of the data on recommending the organization based on its work-life balance practices:

- **Mean (4.17):** On average, respondents are between "Probably" and "Definitely," indicating a strong tendency to recommend the organization based on its work-life balance practices.
- **Median (4.00):** The middle response is "Probably," suggesting that at least half of the respondents are inclined to recommend the organization.
- **Mode (5.00):** The most common response is "Definitely," reflecting that many respondents are very positive about recommending the organization.
- **Standard Deviation (0.86):** The moderate variability shows some differences in responses, but generally, opinions are positive.

Overall, the data suggests that a majority of employees are inclined to recommend their organization due to its work-life balance practices, with a strong positive sentiment prevailing.

Correlations Table of Variables

	<i>Workload Feels Manageable</i>	<i>Sufficient Time for Personal Needs</i>	<i>Overtime</i>	<i>Satisfaction from Work life Balance Policy</i>	<i>Management Support for Work life Balance</i>	<i>Stressed Due to Work Pressure</i>	<i>Task to Home</i>	<i>Work life Balance Affects Productivity</i>	<i>Follow Others Worklife Balance Practices</i>
<i>Workload Feels Manageable</i>	1								
<i>Sufficient Time for Personal Needs</i>	0.627	1							
<i>Overtime</i>	0.090	0.161	1						
<i>Satisfaction from Work life Balance Policy</i>	0.451	0.635	-0.210	1					
<i>Management Support For Work life Balance</i>	0.305	0.585	0.055	0.773	1				
<i>Stressed Due to Work Pressure</i>	-0.265	-0.181	0.253	-0.116	-0.149	1			
<i>Task to Home</i>	-0.030	0.076	0.640	-0.199	-0.034	0.420	1		
<i>Work life Balance Affects Productivity</i>	-0.309	-0.517	0.111	-0.346	-0.219	0.171	0.207	1	
<i>Follow Others Worklife Balance Practices</i>	0.366	0.359	-0.061	0.266	0.177	-0.372	-0.446	-0.365	1

Key Points:

- Correlation Coefficient (r) ranges from -1 to 1:
 - 1: Perfect positive correlation
 - 0: No correlation
 - -1: Perfect negative correlation

Correlation Interpretation

1. Workload Feels Manageable

- **Sufficient Time for Personal Needs:** $r = 0.627$ _Moderate positive correlation. Employees who feel their workload is manageable also tend to feel they have sufficient time for personal needs.
- **Overtime:** $r = 0.090$ _Very weak positive correlation. There's almost no relationship between manageable workload and overtime.
- **Satisfaction from Work-life Balance Policy:** $r = 0.452$ _Moderate positive correlation. When the workload feels manageable, employees are more likely to be satisfied with work-life balance policies.
- **Management Support for Work-life Balance:** $r = 0.306$ _Weak positive correlation. There's a slight positive relationship between manageable workload and perceived management support.
- **Stressed Due to Work Pressure:** $r = -0.265$ _Weak negative correlation. When workload feels manageable, stress due to work pressure tends to decrease slightly.
- **Task to Home:** $r = -0.031$ _Very weak negative correlation. There's almost no relationship between workload manageability and the need to take tasks home.
- **Work-life Balance Affects Productivity:** $r = -0.309$ _Weak negative correlation. If the workload is manageable, employees may feel less impact of work-life balance issues on productivity.
- **Follow Others' Work-life Balance Practices:** $r = 0.367$ _Moderate positive correlation. Those who find their workload manageable are slightly more likely to follow others' work-life balance practices.

2. Sufficient Time for Personal Needs

- **Overtime:** $r = 0.161$ _Very weak positive correlation. Slightly more time for personal needs is associated with less overtime.
- **Satisfaction from Work-life Balance Policy:** $r = 0.636$ _Moderate positive correlation. Having sufficient time for personal needs is strongly associated with satisfaction from work-life balance policies.
- **Management Support for Work-life Balance:** $r = 0.586$ _Moderate positive correlation. More personal time correlates with better perceived management support.
- **Stressed Due to Work Pressure:** $r = -0.181$ _Weak negative correlation. More time for personal needs is weakly associated with less stress due to work pressure.
- **Task to Home:** $r = 0.077$ _Very weak positive correlation. Almost no correlation between personal time and taking work home.

- **Work-life Balance Affects Productivity:** $r=-0.518$ _Moderate negative correlation. Sufficient time for personal needs strongly correlates with lower perceived negative effects of work-life balance on productivity.
- **Follow Others' Work-life Balance Practices:** $r=0.359$ _Moderate positive correlation. More personal time is associated with a greater likelihood of following others' work-life balance practices.

3. Overtime

- **Satisfaction from Work-life Balance Policy:** $r=-0.210$ _Weak negative correlation. More overtime is weakly associated with lower satisfaction from work-life balance policies.
- **Management Support for Work-life Balance:** $r=0.055$ _ Very weak positive correlation. Almost no correlation between overtime and perceived management support.
- **Stressed Due to Work Pressure:** $r=0.254$ _Weak positive correlation. More overtime slightly correlates with higher stress due to work pressure.
- **Task to Home:** $r=0.641$ _Moderate positive correlation. More overtime is strongly associated with taking work home.
- **Work-life Balance Affects Productivity:** $r=0.112$ _Very weak positive correlation. Almost no correlation between overtime and productivity effects.
- **Follow Others' Work-life Balance Practices:** $r=-0.061$ _Very weak negative correlation. Overtime has almost no impact on following others' work-life balance practices.

4. Satisfaction from Work-life Balance Policy

- **Management Support for Work-life Balance:** $r=0.773$ _Strong positive correlation. Satisfaction with work-life balance policies is highly related to perceived management support.
- **Stressed Due to Work Pressure:** $r=-0.117$ _Very weak negative correlation. Satisfaction with policies has a slight tendency to reduce stress.
- **Task to Home:** $r=-0.199$ _Weak negative correlation. Satisfaction with policies slightly reduces the need to take work home.
- **Work-life Balance Affects Productivity:** $r=-0.346$ _Weak negative correlation. Satisfaction with policies slightly decreases the negative impact on productivity.
- **Follow Others' Work-life Balance Practices:** $r=0.267$ _Weak positive correlation. Satisfaction with policies slightly increases the likelihood of following others' practices.

5. Management Support for Work-life Balance

- **Stressed Due to Work Pressure:** $r=-0.150$ Weak negative correlation. Management support slightly reduces stress due to work pressure.
- **Task to Home:** $r=-0.034$ Very weak negative correlation. Almost no relationship between management support and taking work home.
- **Work-life Balance Affects Productivity:** $r=-0.219$ Weak negative correlation. Management support slightly decreases the negative impact on productivity.
- **Follow Others' Work-life Balance Practices:** $r=0.178$ Very weak positive correlation. Management support slightly increases the likelihood of following others' practices.

6. Stressed Due to Work Pressure

- **Task to Home:** $r=0.421$ Moderate positive correlation. More stress is associated with a greater likelihood of taking work home.
- **Work-life Balance Affects Productivity:** $r=0.171$ Very weak positive correlation. Stress slightly correlates with work-life balance issues affecting productivity.
- **Follow Others' Work-life Balance Practices:** $r=-0.373$ Moderate negative correlation. More stress is moderately associated with a lower likelihood of following others' work-life balance practices.

7. Task to Home

- **Work-life Balance Affects Productivity:** $r=0.207$ Very weak positive correlation. Taking work home slightly correlates with work-life balance issues affecting productivity.
- **Follow Others' Work-life Balance Practices:** $r=-0.447$ Moderate negative correlation. Taking work home is moderately associated with a lower likelihood of following others' work-life balance practices.

8. Work-life Balance Affects Productivity

- **Follow Others' Work-life Balance Practices:** $r=-0.365$ Moderate negative correlation. Work-life balance issues affecting productivity are moderately associated with a lower likelihood of following others' practices.

Summary:

- **Strongest Positive Correlation:** Satisfaction from Work-life Balance Policy and Management Support for Work-life Balance ($r=0.773$).
- **Strongest Negative Correlation:** Task to Home and Follow Others' Work-life Balance Practices ($r=-0.447$).

These correlations help to understand how different aspects of work-life balance interact with each other.

CHAPTER 5

FINDINGS AND CONCLUSION

*(**Findings** summarize the key results and patterns observed in the study. **Conclusion** interprets these findings, linking them to the research question and discussing their broader implications.)*

FINDINGS

Demographic Findings: From the data received I get to know that that the percentage of married respondent is 43.30% and unmarried respondent is 46.70%, the percentage of joint family respondent is 70% and separated family respondent is 30%, the percentage of Male respondent is 70%, Female respondent is 26.67% and preferred not to say is 3.34%, the percentage of Mid-level respondent is 40%, Senior-level respondent is 6.67%, Entry-level respondent is 36.66% and Managerial-level respondent is 16.67%, 20% of sample size are saying their working hour is 8 hrs which is normal and considered as easy manageable and 13% says 11hrs which is a bit hard to manage where 67% are saying 9hrs which is normally a manageable standard duration of the total sample size of 30 respondents.

➤ ***Objective 1: To understand the current state of Work-Life Balance of employees in the NBFC sector.***

- ✓ The percentage of respondent agrees that their company provides them flexible working hours is 46.66% and respondents does not agree that their company provides them flexible working is 55.34%.
- ✓ Most employees find their workload manageable, there is still a notable group that sometimes finds it challenging, highlighting a potential area for improvement in workload distribution or support.
- ✓ Many employees sometimes work beyond their regular hours, but there is also a significant portion who do so more frequently, which may affect their work-life balance.
- ✓ Taking work home is a common, though not constant, occurrence for many employees in the industry.
- ✓ There is a tendency to believe that work-life balance has some effect on productivity, with many respondents feeling neutral about the extent of this impact.

➤ ***Objective 2: To investigate the impact of work life balance on Employee Satisfaction in the NBFC sector.***

- ✓ Employees sometimes manage to fulfil their personal and family commitments, the data suggests there are challenges, as a significant portion of the workforce may not consistently have enough time.
- ✓ Many employees sometimes work beyond their regular hours it may be a matter of dissatisfaction.
- ✓ A majority of employees are satisfied with the work-life balance policies in their organization.
- ✓ Management is perceived as supportive in helping employees achieve work-life balance, with the majority of employees feeling positively about the support they receive.

- ✓ Stress due to work-related pressure is a common but moderate issue, with most employees experiencing it occasionally.
- ✓ A majority of employees are inclined to recommend their organization due to its work-life balance practices, with a strong positive sentiment prevailing.

CONCLUSION

The study on work-life balance in the Indian NBFC sector highlights the diverse experiences of employees across various demographics. The data shows that while many employees appreciate the flexibility and support provided by their organizations, there are significant challenges that affect their overall work-life balance. A large proportion of employees, particularly those in mid and entry-level positions, occasionally struggle with managing their workload, working beyond regular hours, and balancing personal commitments. This suggests that while work-life balance policies are in place, their effectiveness may vary, leading to mixed feelings about their impact on employee satisfaction and productivity.

RECOMMENDATIONS

To improve work-life balance in the Indian NBFC sector, it is recommended that organizations enhance flexible work options by offering more adaptable schedules and remote work opportunities. They should also focus on better workload distribution to prevent employees, particularly those in mid and entry-level positions, from regularly working beyond standard hours. Strengthening management support is crucial, with managers being trained to actively address work-life balance concerns and provide necessary assistance. Additionally, implementing programs that promote work-life integration, such as wellness initiatives and family-friendly policies, can help employees manage both professional and personal responsibilities. Regular monitoring of employee stress levels and encouraging ongoing feedback on work-life balance practices will enable organizations to make necessary adjustments and create a more supportive work environment.

CHAPTER 5

REFERENCES & QUESTIONNIRE

*(**References** are list of sources, that were consulted or cited in a research project or paper. A **questionnaire** is a set of written questions used to gather information or opinions from respondents, often used in surveys and research studies.)*

REFERENCES

- 1) Amimo, C. (2018). Effects of Work Life Balance Practices on the Performance of Microfinance Institutions: A Case of Faulu Microfinance Bank Limited (*Doctoral dissertation*, School of Business and Economics, Daystar University).
- 2) Caproni, P. J. (2004). Work/life balance: You can't get there from here. *The Journal of Applied Behavioral Science*, 40(2), 208-218.
- 3) Das, S. C., & Khushwah, S. (2015). Work-life balance initiatives and employee's retention: experiences from insurance companies in India. *Journal of Strategic Human Resource Management*, 4(1), 12-23.
- 4) Delecta, P. (2011). Work life balance. *International journal of current research*, 3(4), 186-189.
- 5) Dolai, D. (2015). Measuring work life balance among the employees of the insurance industry in India. *International journal of advanced research in management and social sciences*, 4(5), 140-151.
- 6) Goyal, K. A., & Babel, A. A. (2015). Issues and challenges of work life balance in banking industry of India. *Pacific business review international*, 8(5), 113-118.
- 7) Greenblatt, E. (2002). Work/life balance: Wisdom or whining. *Organizational dynamics*, 31(2), 177-193.
- 8) Guest, D. E. (2002). Perspectives on the study of work-life balance. *Social Science Information*, 41(2), 255-279.
- 9) Kalliath, T., & Brough, P. (2008). Achieving work-life balance. *Journal of Management & Organization*, 14(3), 224-226.
- 10) Lamichhane, B. D., Bhaumik, A., & Gnawali, A. (2023). Striving for Excellence: The Role of Work-Life Balance in Optimizing Job Performance Among Employees in Nepalese Microfinance Institutions. *International Journal of Professional Business Review*, 8(8), e03338-e03338.
- 11) Lazar, I., Osoian, C., & Ratiu, P. I. (2010). The role of work-life balance practices in order to improve organizational performance.
- 12) Naidu, N. G., Chakravarthy, P. K., & Touhid, P. (2022). Work Life Balance and Job Satisfaction among the Working Women in Banking Sector: An Empirical Study with Reference to Bangalore City. *The journal of contemporary issues in business and government*, 28(4), 1189-1200.

- 13) Purohit, M., & Patil, D. Y. (2013). A comparative study of work life balance in various industrial sectors in Pune region. *International journal of marketing, Financial Services & management research*, 2(3), 198-206.
- 14) Sirgy, M. J., & Lee, D. J. (2018). Work-life balance: An integrative review. *Applied Research in Quality of Life*, 13, 229-254.
- 15) Talukder, A. M. H. (2016). Work-Life Balance in the Australian Financial Sector: *A Mixed Methods Study (Doctoral dissertation, Western Sydney University (Australia))*.
- 16) Gatrell, C.J. and Cooper, C.L. (2008) 'Work-life balance: working for whom?', *European J. International Management*, Vol. 2, No. 1, pp.71–86.

QUESTIONNIRE

- **Name** (Required)
 - **Email/Phone No.** (Required)
 - **Company Name** (Required)
 - **Marital status** (Married, Unmarried, Divorced)
 - **Gender** (Male, Female, prefer not to say)
 - **Family Status** (Joint, Separate)
 - **What is your current designation?** (Entry-level, Mid-level, Senior-level, Managerial, Executive)
 - **What are your daily working hours?** (8 Hrs, 9 Hrs, 11 Hrs, more than 12 Hrs)
1. **How often do you feel that your workload is manageable?** (Always, Often, Sometimes, Rarely, Never)
 2. **Do you have sufficient time to fulfil personal and family commitments?** (Always, Often, Sometimes, Rarely, Never)
 3. **How frequently do you work beyond your regular working hours?** (Always, Often, Sometimes, Rarely, Never)
 4. **How satisfied are you with the work-life balance policies in your organization?** (Very Satisfied, Satisfied, Neutral, Dissatisfied, Very Dissatisfied)
 5. **How supportive is your management in helping you achieve work-life balance?** (Very Supportive, Supportive, Neutral, Unsupportive, Very Unsupportive)
 6. **Do you feel stressed due to work-related pressure?** (Always, Often, Sometimes, Rarely, Never)
 7. **How often do you have to take work home?** (Always, Often, Sometimes, Rarely, Never)
 8. **Do you believe that your current work-life balance affects your productivity?** (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)
 9. **Would you recommend your organization to others based on its work-life balance practices?** (Definitely, Probably, Not Sure, Probably Not, Definitely Not)



THE UNIVERSITY OF BURDWAN

DEPT. OF BUSINESS ADMINISTRATION

(HUMAN RESOURCE)

INDUSTRIAL VISIT REPORT-2024

INDUSTRY VISIT & FIELD WORK (MBAHR4203)

[SUBMITTED BY]

ABID ALI SK

ROLL NO. BUR/MBA(HR)/2022/002

REG.NO. 201901020300 OF 2019-20

[SUBMITTED TO]

THE DEPARTMENT OF BUSINESS ADMINISTRATION

(HUMAN RESOURCE)

IN PARTIAL FULFILMENT OF THE REQUIREMENT OF THE DEGREE OF
MBA(HR)

CONTENTS

SL. NO.	TOPIC	PAGE NO
1	ACKNOWLEDGEMENT	1
2	INTRODUCTION	2
3	OVERVIEW	3-4
4	SINGAPORE BEVERAGES NEPAL PVT. LTD, JHAPA, NEPAL (VISIT 1)	5-9
5	CONCLUSSION (VISIT 1)	10
6	SHIMULBARI TEA ESTATE AND FACTORY (VISIT 2)	11-16
7	CONCLUSSION (VISIT 2)	17

ACKNOWLEDGEMENT

I would like to extend our heartfelt gratitude to everyone who made our Departmental Industrial Visit 2024 a grand success.

I am grateful to our H.O.D **Prof. Dr. Abhisekh Mishra** for his continuous support, guide and supervision during the field work and preparing report.

I would like to thank **Prof. Dr. Nirmal Chandra Roy** for his active guidance, supervision and suggestions.

I would also like to express my heartiest gratitude and thanks to **Prof. Dr. Partha Sarkar** for his supportive and insightful advices and guidance.

Lastly, I would like to thank all the students who participated enthusiastically and contributed to the success of this visit. Our curiosity and engagement made this experience both educational and enjoyable.

Thank you once again to everyone involved for making the Departmental Industrial Visit 2024, Burdwan University **Business Administration (Human Resource)** a memorable and enriching experience.

Roll No. BUR/MBA(HR)/2022/002

Reg. No. 201901020300 of 2019-20

INTRODUCTION

Field visits and industry visits form an integral part of the MBA HR curriculum, providing students with an invaluable opportunity to bridge the gap between theoretical knowledge and real-world application. These visits are designed to offer firsthand exposure to the dynamic environment of various industries, enabling students to observe and understand the practical aspects of human resource management.

During these visits, students gain insights into organizational structures, HR practices, and the overall functioning of companies. They interact with professionals, observe day-to-day operations, and learn about the latest trends and challenges in the industry. Such experiences are crucial for developing a holistic understanding of the HR domain, fostering critical thinking, and enhancing the practical skills necessary for a successful career in human resource management.

BENEFITS AND IMPORTANCE OF INDUSTRY VISIT

- ✓ **Practical Exposure:** Provides students with real-world insights into industry operations and HR practices.
- ✓ **Learning from Experts:** Offers opportunities to interact with professionals and gain knowledge from their experiences.
- ✓ **Understanding Organizational Structure:** Helps students understand how different departments and roles function within an organization.
- ✓ **Application of Theory:** Bridges the gap between classroom learning and practical application of HR concepts.
- ✓ **Networking Opportunities:** Enables students to build connections with industry professionals that can be valuable for future career prospects.
- ✓ **Awareness of Industry Trends:** Keeps students informed about the latest trends, technologies, and challenges in the industry.
- ✓ **Career Guidance:** Assists in career planning by exposing students to various roles and career paths within the HR domain.
- ✓ **Skill Development:** Enhances critical thinking, problem-solving, and decision-making skills through observation and analysis.
- ✓ **Motivation and Inspiration:** Inspires students by providing a glimpse into potential future workplaces and career opportunities.
- ✓ **Contextual Learning:** Provides context to theoretical knowledge, making learning more meaningful and impactful.

These points highlight the multifaceted benefits of industry visits, emphasizing their crucial role in the comprehensive development of MBA HR students.

OVERVIEW OF THE VISIT

(15 – 19) APRIL, 2024- (NORTH BENGAL AND NEPAL)

✚ 15th APRIL, 2024:

We started our journey from Burdwan junction towards New Jalpaiguri junction via Uttarbanga Express at around 09:22 pm.



✚ 16th April, 2024:

Arrived NJP Junction at around 07:30 am and started our journey towards our stay at Loyola Pastoral Center, Siliguri. At around 12:30 pm we again started our journey towards Rohini Lake and Garden and Indo-Bangladesh border at Fulbari after the lunch. We witnessed the beauty of nature at Rohini Garden and also the historic joint Retreat Ceremony at Indo-Bangladesh border. We returned back to our stay Loyola Pastoral Center by 05:30 pm evening.



✚ 17th April, 2024: (Industry Pictures are attached at main report)

After having our breakfast, we started for our first industry visit towards Nepal. We left our stay at around 07:30am and our destination for the day was **Singapore Beverages Nepal Pvt. Ltd.** We crossed the Nepal border at around 11: 30am after completing all the paper works. We have our lunch at a local hotel in Nepal. We reached our destination at around 2:00pm and after completing our visit work, we returned back LPC, Siliguri at around 6:30pm. At around 07:30pm after having our dinner the incharge and father of LPC engaged an interactive session with us with various important aspects of life and discipline.



✚ **18th April, 2024:** (*Industry Pictures are attached at main report*)

At 18th morning after our breakfast, we started for our second industry visit at around 09:00am towards **Simulbariee Tea Estate and factory**. After we engaged with the workers working there interacted with the managers collected our needful insights and returned LPC back at around 02:00pm and had our lunch took some rest. This is the last day of our tour we packed our bags and said good bye to LPC, Siliguri and came to Siliguri station. From Siliguri station we have our train Kanchankanya Express to Burdwan at around 7:30pm. We reached back Burdwan at around 06:30am next morning **19th April, 2024**.



* This Industrial visit was a great experience to all of us we learnt a lot, we experienced a lot and at last we gathered a huge experience which will definitely be helping us in our future to not only in academic life but also in personal life too.

REPORT ON FIELD VISIT-I

DATE-17/04/ 2024

VENUE- *Singapore Beverages Nepal Pvt. Ltd.*

Mechinagar-14, Jhapa, Duwagadhi, 57200, Nepal

Reported By: Abid Ali Sk

Industry Profile:

The beverages industry is a vital part of the global food and beverage sector, offering a wide range of non-alcoholic products such as soft drinks, juices, bottled water, tea, and coffee. Valued at over \$1.5 trillion, the industry is driven by health trends, consumer preferences, and economic factors, with an annual growth rate of 4-5%. Major players like Coca-Cola, PepsiCo, and Nestlé focus on innovation and sustainability.

Globally, there is a rising demand for healthier, natural, and organic beverages, fueled by health-conscious consumers. Sustainability is also a key focus, with companies investing in eco-friendly packaging and sustainable sourcing. Premiumization and the use of advanced technologies in production and marketing are other notable trends.

In India, the beverages industry is rapidly growing, driven by a large, young population, rising incomes, urbanization, and changing lifestyles. The market includes traditional beverages like tea and coffee, as well as modern options such as soft drinks, bottled water, and energy drinks. Despite challenges like regulatory hurdles and supply chain issues, opportunities abound in health-conscious products, e-commerce, and rural markets.

Nepal's beverages industry, while smaller, is growing steadily due to urbanization, rising incomes, and tourism. Traditional beverages like tea and local drinks dominate, but modern beverages such as soft drinks, bottled water, and energy drinks are gaining popularity. The industry faces challenges such as limited infrastructure and regulatory issues but has opportunities in the urban middle class, tourism, and health segments.

Globally, the beverages industry is diverse and driven by innovation and trends. India's market is rapidly expanding with a blend of traditional and modern beverages, while Nepal's market is smaller but steadily growing with a strong preference for traditional drinks. Each market has unique challenges and opportunities: global players emphasize sustainability and innovation, Indian companies navigate regulatory and supply chain issues with growth potential, and Nepal benefits from tourism and an emerging middle class despite infrastructure challenges.

Company Profile:

Located in Mechinagar-14, Jhapa, Nepal, Singapore Beverages Nepal Pvt. Ltd. is a leading beverage manufacturer known for its high-quality products and dedication to innovation, sustainability, and customer satisfaction.

The company's mission is to enhance everyday life with refreshing beverages, aiming to be the most admired beverage brand in Nepal. Their product range includes soft drinks, fresh and packaged fruit juices, pure bottled mineral water, and energy drinks, all produced under strict quality control measures.

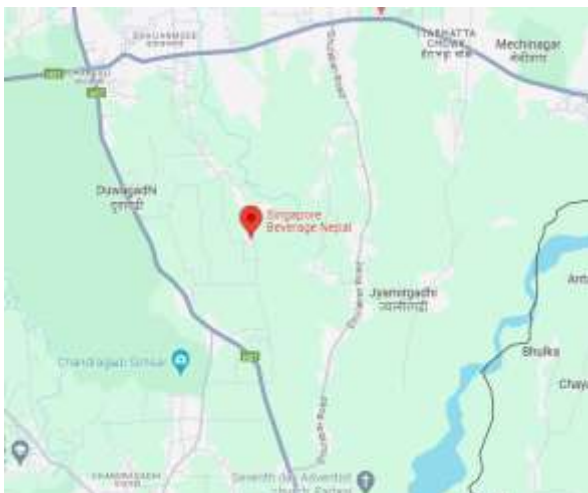
Singapore Beverages Nepal operates a state-of-the-art manufacturing facility equipped with advanced technology to ensure superior product quality. Sustainability is central to their operations, with initiatives such as eco-friendly packaging, efficient water management, and energy-efficient practices reducing their environmental footprint.

Community engagement is also a key focus. The company supports local communities by providing employment opportunities, conducting skill development programs, promoting health and wellness, and engaging in charitable activities.

Led by a team of experienced professionals, Singapore Beverages Nepal continues to strive for excellence, maintaining its commitment to quality, innovation, and sustainability. As they grow, they remain dedicated to exceeding customer expectations and contributing positively to society and the environment.

For non-basic things, the idea of a high-quality Nepali product is all but extinct. Over the years, all of us have become so firmly convinced of the inferiority of anything "Made in Nepal," be it in terms of quality, technology, taste, or anything else. Nepal is so reliant on imports that we have lost faith in domestic goods. We have the least faith in our domestic products, yet we require machinery made in Germany and cars made in America or Japan. We identify a thing as "local" the moment we see it. A local product doesn't always have to be of lower quality. While not all locally produced goods are of high quality, we do recognize that some. We are aware that not all locally produced goods are excellent, but not all are also inferior. This perception of education must be altered.

Singapore Beverages is here to make that right!



INTRODUCTION

As part of our curriculum, the Department of Business Administration (Human Resource) organized an enriching industrial visit (field visit). We embarked on this journey on April 15, 2024, departing from Burdwan Railway Station at 9:22pm via the Uttar Banga Express, bound for NJP. The highlight of our tour was the industrial visit to Singapore Beverages Nepal, located Mechinagar-14, Jhapa, Duwagadhi, 57200, Nepal, which took place on April 17, 2024, at 07:30 am. This visit was meticulously planned for MBA (HR) 4th semester students, with a total of 32 students and two faculty members participating.

After a hearty breakfast, we proceeded to the Singapore Beverages Nepal Pvt. Ltd. around 02:00 pm. The visit's primary objectives were to provide students with firsthand exposure to the various activities involved in the beverages manufacturing process and human resource management within a manufacturing setting. Additionally, it aimed to impart practical knowledge about beverage industry. We were warmly welcomed and guided by the factory operations manager and HR manager. They began with an insightful introduction to the company and its fundamental processes. Singapore Beverages Nepal Pvt. Ltd employs 285 permanent workers and 400 casual workers, underscoring the significant workforce required to maintain such a large beverage market of Nepal and also started export to various countries. This visit not only broadened our understanding of beverages industry but also highlighted the critical role of effective human resource management in such an industry.

Singapore Beverages Nepal Pvt. Ltd. exemplifies a harmonious blend of quality, innovation, and sustainability. Its unwavering commitment to these principles ensures the delivery of superior products while contributing positively to society and the environment. As the company continues to grow and evolve, it remains dedicated to meeting and exceeding customer expectations, fostering a sustainable and inclusive future.



MANUFACTURING PROCESS

In the primary stage of manufacturing the bottles are prepared for various quantity the bottle capsules are given the shape of bottle with a heat blow they are brought to their original shape after that the bottles are send to fill with soft drinks prepared.

➤ Raw Material Procurement:

- Water: Sourced, filtered, and treated.
- Sweeteners, Flavorings, Additives: Sourced from reputable suppliers.
- Carbonation: Carbon dioxide for carbonated drinks.

➤ Water Treatment:

- Filtration and purification of water.

➤ Ingredient Mixing:

- Precise mixing of water, sweeteners, flavorings, and carbonation (for carbonated drinks).

➤ Pasteurization:

- Heating and cooling to eliminate microorganisms.

➤ Filling and Packaging:

- Cleaning: Sterilizing bottles/cans.
- Filling: Automated filling with precise volume.
- Sealing: Capping or sealing containers.

➤ Labelling and Coding:

- Applying labels and printing batch codes.

➤ Quality Control:

- Regular testing for taste, pH, carbonation, and safety.
- Inspection of final products.

➤ Storage and Distribution:

- Temperature-controlled warehousing.
- Distribution to retailers and wholesalers.

➤ Sustainability Practices:

- Water conservation, energy efficiency, and waste management.

➤ Continuous Improvement:

- Using customer feedback and quality data to improve processes and products.

PRODUCTS



Fruit Gems
(320ml)
**Flagship Product*



Nimbu Pani
(250ml)
(600ml)
**Mostseller*



Jeeru
(250ml)
(500ml)
(1.5 L)



Naturals
(200ml)
(500ml)
(1L)
250ml can



Ginger Ale
(250ml can)



Club Soda
(250ml)
(500ml)



London Dry
Tonic water
(250 ml can)

Labour Law Policies in Nepal

1. Employment Contracts: Preferably written, detailing job terms and conditions.
2. Working Hours and Overtime: Standard is 8 hours/day, 48 hours/week; overtime is limited and paid at 1.5 times the regular wage.
3. Wages and Compensation: Minimum wages set by the government; equal pay for equal work.
4. Leave and Holidays: Includes paid annual, sick, maternity (98 days with 60 days paid), paternity leave, and public holidays.
5. Health and Safety: Employers must ensure safe working conditions and provide regular health check-ups and safety training.
6. Social Security and Benefits: Includes provident funds, gratuity, insurance, and retirement benefits.
7. Trade Unions and Collective Bargaining: Workers can form unions and engage in collective bargaining.
8. Dispute Resolution: Mediation, arbitration, and labour courts handle disputes.
9. Termination and Severance: Must follow due process; severance pay is based on service length.
10. Child Labor and Forced Labor: Strict regulations against both; minimum working age is 14, with restrictions on hazardous work for those under 18.
11. Foreign Employment: Rules for recruiting and protecting Nepalese workers abroad, including through international agreements.

These policies aim to ensure fair labour practices and worker protection.

HR Initiatives at Singapore Beverages Nepal Pvt Ltd

- ✓ Streamline recruitment processes, partner with educational institutions, and use advanced recruitment tools.
- ✓ Offer workshops, seminars, online courses, mentorship programs, and regular skill development sessions.
- ✓ Foster open communication, organize team-building activities, and implement recognition programs.
- ✓ Develop transparent appraisal systems, conduct quarterly performance reviews, and set development goals.
- ✓ Offer wellness programs, mental health support, flexible working hours, and comprehensive health benefits.
- ✓ Implement HR management systems, use data analytics for decisions, and automate routine HR tasks.
- ✓ Adhere to local labour laws, update policies regularly, and conduct compliance training.
- ✓ Engage in community service, develop sustainability programs, and encourage volunteerism.
- ✓ Identify potential leaders, create career progression roadmaps, and implement succession plans.
- ✓ Conduct regular employee surveys, use feedback to improve policies, and establish an open-door policy.
- ✓ Offer competitive salaries, review compensation structures periodically, and provide performance-based incentives.

CONCLUSION

My industry visit to Singapore Beverages Nepal Pvt. Ltd. as an MBA HR student from Burdwan University, India, has been a highly enriching experience. This visit provided valuable insights into the practical applications of HR theories and practices within a dynamic and competitive industry. Observing the company's robust HR policies, including effective recruitment strategies, employee engagement initiatives, and comprehensive training programs, has significantly enhanced my understanding of human resource management. Additionally, witnessing the implementation of health and safety standards, performance appraisal systems, and labour law compliance reaffirmed the critical role of HR in fostering a productive and harmonious work environment. This experience will undoubtedly contribute to my academic and professional growth, equipping me with the knowledge and skills necessary to excel in the field of human resources.

REPORT ON FIELD VISIT-II

DATE-18/04/2024

VENUE- *Simulbarie Tea Estate and Factory, Siliguri,*

Dist.- Darjeeling, 734009, W.B.

Reported By: Abid Ali Sk

Industry Profile:

The global tea industry, rich in tradition and economic significance, has evolved over centuries from its origins in ancient China over 5,000 years ago as a medicinal drink. Tea has embedded itself in various cultures worldwide, from the elaborate tea ceremonies in Japan and China to the daily ritual of afternoon tea in the United Kingdom and the ubiquitous chai in India. China leads in green tea production, while India is known for its robust black teas, particularly Assam and Darjeeling. Kenya and Sri Lanka also significantly contribute, with Kenya being a top exporter of black tea. The global tea market, valued in billions, continues to grow due to rising health consciousness and the popularity of green, black, herbal, and specialty teas. Green tea, noted for its antioxidant properties, is especially favoured for its health benefits, while specialty teas cater to niche markets.

Despite its rich heritage and economic importance, the tea industry faces challenges like climate change, which threatens cultivation, and fluctuating global prices that impact small-scale farmers. Labor issues, including low wages and poor working conditions, persist in some regions. However, sustainability and ethical practices are gaining importance, with consumers becoming more aware of the environmental and social impacts of their purchases. Organizations like the Rainforest Alliance and Fair-Trade International promote these ethical practices, helping consumers make informed choices. The industry's future looks promising, driven by health trends and a growing middle class in emerging markets. Innovations in product offerings and a continued focus on sustainability and ethical sourcing will shape the tea industry's trajectory, ensuring its enduring appeal and vital role in the global economy.

Production and Export:

India is a leading tea producer and exporter, with West Bengal playing a significant role in this industry. West Bengal is renowned for its Darjeeling and Dooars teas. Darjeeling tea, known as the "Champagne of Teas," is prized for its unique flavour and aroma, grown in the high-altitude, cool climate of the Darjeeling district. This tea has Geographical Indication (GI) status, ensuring its authenticity and premium value. The Dooars region produces robust and flavorful teas, popular in both domestic and international markets.

West Bengal significantly contributes to India's tea exports, supporting a large workforce and generating substantial economic value. Major export markets for Indian tea include Russia, the United Kingdom, Iran, and the United States. The demand for Darjeeling tea remains strong due to its high quality and unique characteristics. West Bengal's tea gardens are a testament to India's rich tea heritage, solidifying the state's crucial role in the global tea industry.

Company Profile:

Simulbarie Tea Garden and Factory, located in the picturesque region of Siliguri, West Bengal, is renowned for producing high-quality teas that are cherished by connoisseurs worldwide. Established in the early 20th century, Simulbarie has maintained its rich legacy by blending traditional tea-growing practices with modern techniques to enhance both quality and yield.

The garden is famous for its premium black teas, green teas, and specialty blends. The unique climate and fertile soil of Siliguri contribute to the distinctive flavor profiles of Simulbarie teas, characterized by their robust taste, rich aroma, and bright liquor. Spanning several hectares, the tea garden features meticulously maintained tea bushes, while the modern factory is equipped with state-of-the-art machinery for processing and packaging. The production process is thorough, involving careful plucking, withering, rolling, fermenting, drying, and sorting to ensure the highest quality.

Simulbarie Tea Garden is deeply committed to sustainable and ethical practices. The estate follows eco-friendly farming methods, reducing the use of harmful chemicals and promoting biodiversity. It also upholds fair trade principles, ensuring fair wages and good working conditions for its employees, and supports community development initiatives and healthcare programs.

Highly sought after in both domestic and international markets, Simulbarie teas are exported to several countries, including the United States, the United Kingdom, Germany, and Japan. The exceptional quality and flavor of Simulbarie teas have earned them a loyal customer base and numerous accolades.

Simulbarie Tea Garden and Factory remains dedicated to producing the finest teas, reflecting the rich heritage and natural beauty of Siliguri, while embracing sustainable and ethical practices to foster a deep appreciation for the art of tea making.



INTRODUCTION

As part of our curriculum, the Department of Business Administration (Human Resource) organized an enriching industrial visit (field visit). We embarked on this journey on April 15, 2024, departing from Burdwan Railway Station at 9:22pm via the Uttar Banga Express, bound for NJP. The highlight of our tour was the industrial visit to *Simulbarie Tea Estate and Factory*, located 10.2 km from Matigara, Siliguri, which took place on April 18, 2024, at 09:00 am. This visit was meticulously planned for MBA (HR) 4th semester students, with a total of 32 students and two faculty members participating.

After a hearty breakfast, we proceeded to the Simulbarie Tea Estate and Factory around 08:00 am. The visit's primary objectives were to provide students with firsthand exposure to the various activities involved in the tea production process and human resource management within a manufacturing setting. Additionally, it aimed to impart practical knowledge about tea plantation and the intricacies of tea manufacturing. We were warmly welcomed and guided by the factory manager and estate manager. They began with an insightful introduction to the company and its fundamental processes. Simulbarie Tea Garden spans an impressive 416 hectares, a vast expanse dedicated to tea cultivation. It employs 700 permanent workers and 500 casual workers, underscoring the significant workforce required to maintain such a large estate. In the district renowned for producing and exporting Darjeeling tea, Simulbarie Tea Estate employs 2,450 people, representing 49.01% of the population over six years. This visit not only broadened our understanding of tea production but also highlighted the critical role of effective human resource management in such a labour-intensive industry.



MANUFACTURING PROCESS

Simulbarie Tea Estate, located in the Darjeeling district of West Bengal, was renowned for its high-quality tea production. The manufacturing process involved several meticulous steps, ensuring that the tea produced was of the finest quality. Here is an outline of the typical tea manufacturing process at Simulbarie Tea Estate:

1. Plucking

- **Selection of Leaves:** Only the top two leaves and a bud, known as the "fine pluck," were selected for high-quality tea. Plucking was done by skilled workers who handpicked the leaves.
- **Timing:** Plucking was usually done early in the morning to ensure the freshness of the leaves.



2. Withering

- **Process:** The freshly plucked leaves were spread out in troughs to reduce moisture content.
- **Duration:** This process lasted for about 12-18 hours.
- **Objective:** Withering made the leaves pliable and prepared them for the next stage.



3. Rolling

- **Method:** The withered leaves were rolled using mechanical rollers.
- **Purpose:** Rolling twisted and broke the leaves, releasing essential oils and initiating the oxidation process.



4. Oxidation/Fermentation

- **Environment:** The rolled leaves were spread out in a cool, humid environment.
- **Duration:** Oxidation typically took 2-3 hours.
- **Changes:** During oxidation, the leaves turned from green to a coppery color, developing the tea's flavour and aroma.



5. Drying/Firing

- **Process:** The oxidized leaves were dried using hot air in a controlled environment.
- **Temperature:** Drying was done at temperatures around 90-95°C.
- **Objective:** This process stopped oxidation and removed remaining moisture, ensuring the tea was shelf-stable.



6. Sorting and Grading

- **Sorting:** The dried leaves were sorted based on size and quality using mechanical sifters.
- **Grading:** The sorted tea was then graded into various categories such as whole leaf, broken leaf, fanning, and dust, depending on the size and quality.



7. Packing

- **Packaging:** The graded tea was packed in moisture-proof packaging to retain its freshness and flavour.
- **Labelling:** Each package was labelled with information about the type and grade of tea, ensuring traceability.



8. Quality Control

- **Tasting:** Samples from each batch were tasted by expert tea tasters to ensure quality standards were met.
- **Testing:** Chemical and microbiological tests were conducted to ensure the tea was free from contaminants and adhered to food safety standards.

9. Storage

- **Conditions:** The packaged tea was stored in a cool, dry place to maintain its quality until it was shipped to the market.

10. Shipping

- **Distribution:** The tea was then shipped to various destinations, both domestic and international, ensuring it reached consumers in the best possible condition.

While the factory and garden visit, we asked the manager few questions welfare, safety and security and he answered very well without any hesitation and so we get to know the following informations.

Welfare facilities:

- ✓ Housing facility: Housing area and cottages and stays are provided for the workers. There was a manager's bungalow for the managers stay with maintenance service provided.
- ✓ Healthcare: Healthcare centres, dispensaries are available at the estate area. Ambulance service is also available at the premises with proper inclusion of maternity and childcare service. Creches for baby and also food are provided.
- ✓ Education: Education facilities are provided for the children of the workers and staffs; scholarship facility is also available to motivate the small children.
- ✓ Sanitation and Clean Water: Clean toilet, bathroom and clean drinking water provided at sufficient requirements.
- ✓ Economical and Financial Support: Fair wages, Provident fund Gratuity and Credit facilities are provided according to law.
- ✓ Welfare Committees: Workers committees and regular inspections are available to play proper surveillance.

Safety and security measures:

- ✓ Safety shoes are provided to be safe from venomous snake bite
- ✓ Hats / Caps are provided to protect head from heat of sun.
- ✓ Medical kits are provided to handle emergency and sudden accidents primarily
- ✓ Umbrellas are given to be protected from rain
- ✓ Proper fencing around revolving machines
- ✓ Glasses are provided to the factory workers to protect eyes from dust and other harmful objects.

Some other informations:

- ✓ Simulbarie Tea Garden spans an impressive 416 hectares.
- ✓ The estate employs 700 permanent workers and 500 casual workers.
- ✓ Total Managers 5(3plantation managers +2 factory managers)
- ✓ Overall, Simulbarie Tea Estate employs 2,450 people, representing 49.01% of the local population over six years old.
- ✓ Average salary of workers Rs.230/day.
- ✓ 95% workers are from the locality.
- ✓ Sometimes workers demand more wages and do strike.
- ✓ Extra payment done for overtime and extra work.

+ Observations and recommendation as a HR student

- ✓ Need to pay more attention on living standard
- ✓ Need to revise and increase compensation a little
- ✓ Need to maintain more hygiene
- ✓ Most workers were not using safety equipment while working

+ Conclusion

The tea manufacturing process at Simulbarie Tea Estate combined traditional techniques with modern technology to produce high-quality tea. Each step, from plucking to packing, was carefully monitored to maintain the tea's quality and ensure that it met the expectations of tea connoisseurs worldwide.



THE UNIVERSITY OF BURDWAN

DEPT. OF BUSINESS ADMINISTRATION

(HUMAN RESOURCE)

COMMUNITY ENGAGEMENT REPORT-2024

COMMUNITY ENGAGEMENT (MBAHR4204)

[SUBMITTED BY]

ABID ALI SK

ROLL NO. BUR/MBA(HR)/2022/002

REG.NO. 201901020300 OF 2019-20

[SUBMITTED TO]

THE DEPARTMENT OF BUSINES ADMINISTRATION

(HUMAN RESOURCE)

IN PARTIAL FULFILMENT OF THE REQUIRMENT OF THE DEGREE OF
MBA(HR)

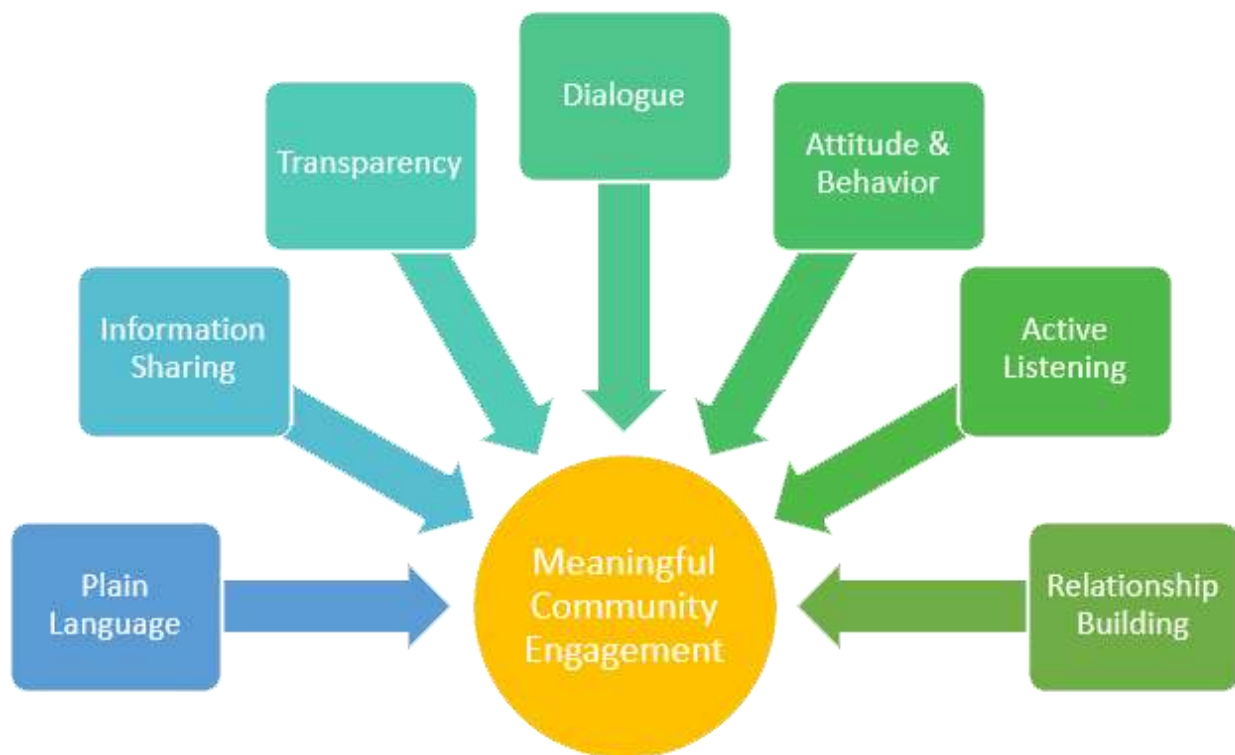
INDEX

SL. NO.	TOPICS	PAGE NO.
-----	INTRODUCTION OF COMMUNITY ENGAGEMENT	1-2
1.	VILLAGE ADULT LITERACY PROGRAMME	3-4
2.	BLOOD DONATION AND AWARENESS PROGRAMME	5-6
3.	VECTOR BORN DISEASE AWARENESS AND MASK DISTRIBUTION	7-8
4.	TREE PLANTATION PROGRAMME	9-10
5.	VILLAGE SOCIAL OUTREACH	11-12
6.	ANTI PLASTIC CAMPAIGN BESIDE RIVER GANGA	13-14
7.	TREE DISTRIBUTION AND PLANTATION PROGRAMME BY GACH GROUP	15-16
8.	CAMPUS CLEANING PROGRAMME	17-18

WHAT IS COMMUNITY ENGAGEMENT

Community engagement can be defined as a process of working with members within a target community in order to facilitate improved wellbeing of the said community. This engagement entails public discussion, and is characterized by collaboration and involvement aiming at identifying the needs of the people and establishing trust and a functional partnership that will benefit the people in the society. In promoting self-directed decision-making, it relies on respect for the other party, teamwork in decision-making, and support for the community's members to participate in decisions on choices that affect their lives.

The involvement of people in communal activities in the society enhances unity and cohesion of the people and thus they feel socially responsible. Because of this, decision-making processes involve members of the respective community, thus increasing the likelihood of finding solutions that are most effective in dealing with the issues at hand. Such collaboration also promotes goodwill between the people in the community and organizations that can act as partners in providing services to address the problem. Finally, understanding and communicating with the community enables the building of individuals' capacity, enhances social justice and fosters society's stability and ability to endure challenges.

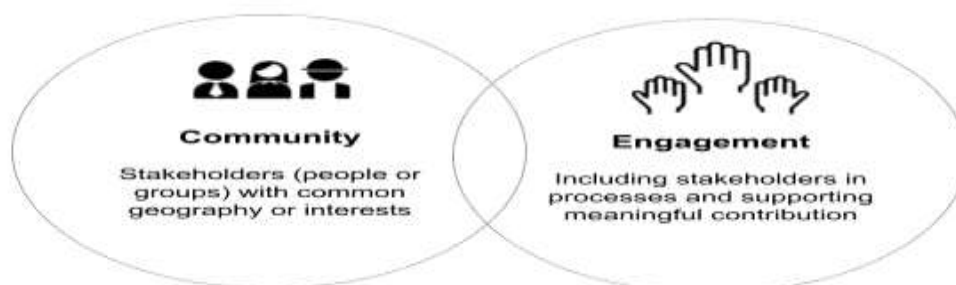


Importance of Community Engagement for an MBA HR student

Management students specializing in HRM should engage in community activities because such activities have numerous advantages that go beyond educational aspects.

- 1. Practical Experience:** Participation in community activities is also another way of training students in the HR competencies because the activities are practical requiring some level of leadership, communication and conflict solving.
- 2. Networking:** It offers entry points to networking, with indications of the availability and variety of the employments in a given region and the advancement of careers.
- 3. Diverse Perspectives:** Having dealings with different population and diverse opinions builds up cultural sensitiveness as well as INCREMENTAL reported to be critical in dealing with diversity workers.
- 4. Social Responsibility:** The subject being involved in activities in the community makes the students embrace corporate social responsibility or CSR making it important to practice ethical business practices.
- 5. Community Relations:** Innovative Studies to employ more people in the future, so improved relationships between future employers and the community increase organizational reputation and staff motivation.
- 6. Problem-Solving and Innovation:** Solving multifaceted community challenges helps develop the flexibility and innovative approach that is crucial for personnel in the HR field.
- 7. Teamwork and Collaboration:** It shows that the working in teams during the community service projects fine tuning work scape interpersonal skills required in workplaces.
- 8. Leadership Skills:** Leading community initiatives is a necessary competence, which is complementary to theoretical knowledge of graduates and is applicable in practice in leadership by the HR managers.
- 9. Employability:** Employers prefers candidates with experiences in community engagement, this proves the candidate's dedication toward personal development, and being responsible towards the community.
- 10. Local Labor Insights:** Interaction with community provides one with useful information on local talent and employment market which is essential when it comes to personnel management.

In conclusion, community engagement enhances the education of students pursuing a degree in HRM as they gain real-life experience, make connections and acquire the much-needed tools to effectively practice human resource **management**.



COMMUNITY ENGAGEMENT – I

VILLAGE ADULT LITERACY PROGRAMME

VENUE – PINDIRA, WEST BENGAL, 713143

DATE – 23-03-2024

✓ Organized by: NSS Unit 1, Government General Degree College, Mongalkote

INTRODUCTION

The NSS Unit 1 of Government General Degree College at Mongalkote organized a Village Adult Literacy Programme to improve literacy levels among adults in the village. The programme involved interactive teaching methods, educational materials, and one-on-one mentoring.

MY PARTICIPATION

As an MBA HR student, I contributed by:

- Coordinating: Organized daily schedules and ensured smooth execution.
- Teaching: Conducted literacy classes focusing on reading, writing, and basic arithmetic.
- Mentoring: Provided individual support and encouraged consistent practice.
- Feedback Collection: Analyzed participant feedback to assess and improve the programme.



IMPORTANCE TO SOCIETY

The programme's significance includes:

- Empowerment and Economic Growth: Literacy empowers individuals, providing better job opportunities and contributing to economic development.
- Social Inclusion and Quality of Life: Education fosters social inclusion and improves overall well-being by enabling informed decision-making.

PERSONAL AND PROFESSIONAL GROWTH

Participating in this programme was transformative for me as an MBA HR student:

- Practical Experience and HR Skills: Gained practical project management experience and a deeper understanding of human resource challenges.
- Empathy and Community Impact: Developed empathy and patience, reinforcing the importance of giving back to society through education.

CONCLUSION

The Village Adult Literacy Programme positively impacted many lives in the village and enriched my personal and professional journey. I look forward to future community engagement initiatives.

COMMUNITY ENGAGEMENT – II

BLOOD DONATION AND AWARENESS PROGRAMME

VENUE – SINGOT RH HOSPITAL, WEST BENGAL, 713143

DATE – 03-05-2024

- ✓ Organized by: NSS Unit 1, Government General Degree College, Mongalkote and Singot RH Hospital.

OVERVIEW

The NSS Unit 1 of Government General Degree College at Mongalkote, in collaboration with Singot RH Hospital, organized a successful blood donation and awareness programme. The event included educational sessions by medical professionals and a blood donation drive to address the critical need for blood donations and to raise awareness about their importance.

MY PARTICIPATION

As an MBA HR student, I played a key role in:

- **Promotion:** Utilizing social media and college networks to encourage participation.
- **Volunteer Management:** Coordinating with NSS volunteers for smooth event operations.
- **Logistics:** Collaborating with hospital staff to ensure all logistical aspects were covered.
- **Blood Donation:** I also participated in the donation and donated from my side



IMPORTANCE TO SOCIETY

This programme:

- **Increased Blood Supply:** Helped address blood shortages in hospitals.
- **Promoted Health Awareness:** Educated the community on the benefits and process of blood donation.
- **Fostered Community Spirit:** Encouraged social responsibility and community involvement.

PERSONAL AND PROFESSIONAL IMPACT

- **Personal Growth:** Strengthened my commitment to community service.
- **Professional Development:** Enhanced my skills in event planning, volunteer management, and communication, important for future HR roles

CONCLUSION

The blood donation and awareness programme organized by the NSS Unit 1 of Government General Degree College at Mongalkote and Singot RH Hospital was a resounding success. It not only contributed to the critical blood supply but also educated and mobilized the community towards regular blood donation. My involvement in this initiative has been a rewarding experience, underscoring the importance of community engagement in personal and professional development.

COMMUNITY ENGAGEMENT – III

VECTOR BORN DISEASE AWARENESS AND MASK DISTRIBUTION

VENUE – KATWA SD HOSPITAL AREA, WEST BENGAL, 713130

DATE – 26-05-2024

✓ Organized by: NSS Unit 1, Government General Degree College, Mongalkote

OVERVIEW

The NSS Unit 1 of Government General Degree College at Mongalkote organized an awareness program on vector-borne diseases, along with mask distribution, at Katwa SD Hospital Area on 26th May 2024. The event aimed to educate the community about prevention methods for diseases such as dengue and malaria and promote the use of masks for health and safety.

MY PARTICIPATION

As an MBA HR student, my involvement included:

- **Promotion:** Using social media and community networks to spread the word about the event.
- **Volunteer Coordination:** Managing NSS volunteers for efficient execution of the awareness campaign and mask distribution.
- **Logistics:** Ensuring the availability and distribution of educational materials and masks.



IMPORTANCE TO SOCIETY

This programme:

- **Raised Awareness:** Educated the community on the prevention of vector-borne diseases.
- **Promoted Health Practices:** Encouraged the use of masks and other preventive measures.
- **Enhanced Community Health:** Contributed to reducing the incidence of diseases through proactive education and resource distribution.

PERSONAL AND PROFESSIONAL IMPACT

- **Personal Growth:** Deepened my commitment to public health and community service.
- **Professional Development:** Improved my skills in organizing community events, managing volunteers, and effective communication, which are vital for my future role in HR.

CONCLUSION

The vector-borne disease awareness and mask distribution program held at Katwa SD Hospital Area was a significant success. It effectively educated the community on critical health practices and prevention methods, contributing to public health improvement. My involvement as an MBA HR student provided valuable experience in community engagement, event organization, and volunteer management. This initiative not only benefited the local community but also enhanced my professional skills and commitment to social responsibility. Through such programs, we can continue to foster healthier, more informed communities.

COMMUNITY ENGAGEMENT – IV

TREE PLANTATION PROGRAMME: AN INITIATIVE FOR THE WORLD ENVIRONMENT DAY

VENUE – BURDWAN UNIVERSITY CAMPUS, GOLAPBAG, WEST BENGAL, 713104

DATE – 05-06-2024

Introduction: On the occasion of World Environment Day, the students of the MBA HR department at Burdwan University organized a tree plantation program within the campus premises. The initiative aimed to promote environmental awareness and contribute to a greener, healthier campus. As a dedicated member of this program, I actively participated in the planning and execution of the event.

Program Overview: The tree plantation program was designed to instill a sense of responsibility towards environmental conservation among students. We gathered early in the morning and began by planting saplings in various locations across the campus. The event was not only about planting trees but also educating participants on the importance of trees in combating climate change, providing clean air, and maintaining ecological balance.

My Participation: As an MBA HR student, I was involved in coordinating with the university administration, organizing the necessary resources, and motivating my peers to participate actively. My role extended to overseeing the plantation process, ensuring that each sapling was planted with care, and that participants understood the significance of their actions. This experience allowed me to apply my HR skills in real-time, focusing on teamwork, leadership, and community engagement.



Importance to Society: The tree plantation program holds immense significance for society. In the face of global environmental challenges, such initiatives contribute directly to the fight against climate change by increasing green cover and reducing carbon footprints. Additionally, by involving young minds in such activities, we foster a culture of sustainability and environmental stewardship, which is crucial for the long-term well-being of our planet.

Personal Reflection: As an MBA HR student, this program was a valuable learning experience. It reinforced the importance of corporate social responsibility (CSR) and the role that future HR professionals can play in promoting sustainable practices. The event also helped me develop a deeper connection with nature and a stronger commitment to environmental conservation. Being part of this initiative has inspired me to continue advocating for and participating in similar programs in the future, both within and outside my professional career.

Conclusion: The tree plantation program was a resounding success, not only in terms of the number of trees planted but also in the positive impact it had on participants and the broader university community. It served as a reminder of our collective responsibility towards the environment and the vital role we can play in its preservation.

COMMUNITY ENGAGEMENT – V

VILLAGE SOCIAL OUTREACH

VENUE – PINDIRA, WEST BENGAL, 713143

DATE – 09-06-2024

Introduction: The NSS Unit 1 of Government General Degree College at Mongalkote organized a comprehensive village social outreach program at Pindira, West Bengal, 713143, aimed at addressing critical social issues such as child marriage, dowry, and the importance of education. The program engaged the local community, particularly focusing on primary school children, to foster awareness and promote positive social change. I actively participated in this initiative, contributing to its success and learning valuable lessons in the process.

Program Overview: The outreach program was multifaceted, involving a series of awareness campaigns and interactive sessions. The campaign against child marriage and dowry included discussions with village elders, parents, and young adults, highlighting the legal and social repercussions of these practices. Simultaneously, engaging with primary school children involved organizing educational activities, distributing learning materials, and encouraging them to pursue education with enthusiasm and commitment.

My Participation: As an MBA HR student, I played a key role in coordinating these activities, ensuring that each session was well-organized and impactful. I was involved in conducting awareness sessions, facilitating discussions, and interacting with both the children and their parents. My experience in HR helped me manage the diverse needs of the participants, address their concerns, and motivate them towards adopting progressive social norms.



Importance to Society: This social outreach program was of profound importance to society. By addressing issues like child marriage and dowry, we aimed to empower the community to break free from harmful traditions that hinder social progress. Engaging with primary school children not only promoted education but also laid the foundation for a brighter future for the village. The program contributed to building a more informed, educated, and socially responsible community.

Personal Reflection: Participating in this outreach program was a deeply rewarding experience for me as an MBA HR student. It allowed me to apply my skills in communication, leadership, and community engagement in a real-world setting. The experience emphasized the critical role that HR professionals can play in driving social change and promoting ethical practices. It also strengthened my commitment to using my education and skills for the betterment of society, particularly in underserved communities.

Conclusion: The village social outreach program at Pindira, West Bengal, was a significant step towards creating a more equitable and informed society. Through our efforts, we were able to bring attention to crucial social issues and empower the community to make positive changes. The program not only benefited the village but also provided me with invaluable insights and experiences that will guide my future endeavors in both professional and personal capacities.

COMMUNITY ENGAGEMENT – VI

ANTI PLASTIC CAMPAIGN BESIDE RIVER GANAGA

VENUE – KATWA, WEST BENGAL, 713130

DATE – 23-06-2024

Introduction: The NSS Unit 1 of Government General Degree College at Mongalkote organized an Anti-Plastic Campaign beside the River Ganga at Katwa, West Bengal, 713130. The campaign aimed to raise awareness about the harmful effects of plastic pollution on the environment, particularly on river ecosystems. As a participant in this campaign, I contributed to various activities that highlighted the importance of reducing plastic usage to protect our natural resources.

Program Overview: The campaign included a series of awareness drives, clean-up activities, and educational sessions. Volunteers, including myself, engaged with the local community, explaining the detrimental impact of plastic waste on the River Ganga and its surroundings. We distributed eco-friendly alternatives and encouraged residents to adopt sustainable practices. The clean-up drive along the riverbank involved collecting and properly disposing of plastic waste, emphasizing the importance of maintaining a clean and healthy environment.

My Participation: As an MBA HR student, I was actively involved in organizing and executing the campaign. My role included coordinating with local authorities, mobilizing volunteers, and conducting awareness sessions. I also participated in the clean-up activities, working alongside my peers to remove plastic waste from the riverbank. This experience allowed me to apply my HR skills in leadership, teamwork, and community engagement, while also deepening my understanding of environmental issues.



Importance to Society: The Anti-Plastic Campaign beside the River Ganga holds significant importance for society. Plastic pollution poses a severe threat to aquatic life, water quality, and the overall ecosystem. By reducing plastic usage and promoting eco-friendly alternatives, the campaign aimed to protect the river, which is a lifeline for millions of people. The program also fostered a sense of responsibility among the local community, encouraging them to take an active role in preserving their environment.

Personal Reflection: Participating in this campaign was an eye-opening experience for me as an MBA HR student. It underscored the critical role that HR professionals can play in promoting environmental sustainability within organizations and communities. The campaign also reinforced my commitment to integrating sustainable practices into my future career. Engaging with the local community and working towards a common goal of protecting the River Ganga was both fulfilling and inspiring.

Conclusion: The Anti-Plastic Campaign at Katwa, West Bengal, was a vital initiative in the ongoing efforts to combat plastic pollution. Through our collective efforts, we were able to raise awareness, promote sustainable practices, and contribute to the preservation of the River Ganga. The experience not only benefited the local environment but also provided me with valuable insights and skills that will shape my approach to corporate social responsibility and environmental stewardship in the future.

COMMUNITY ENGAGEMENT – VII

TREE DISTRIBUTION AND PLANTATION PROGRAMME BY GACH GROUP

VENUE – BURDWAN UNIVERSITY CAMPUS, GOLAPBAG, WEST BENGAL, 713104

DATE – 05-06-2024

Introduction: The GACH Group organized a Tree Distribution and Plantation Programme at the Burdwan University Campus, Golapbag, West Bengal, 713104. The initiative aimed to enhance the green cover of the campus and promote environmental awareness among students and faculty. I actively participated in this program, which underscored the importance of tree plantation in mitigating climate change and preserving ecological balance.

Program Overview: The program involved the distribution of saplings to students, faculty, and staff, followed by a collective tree plantation drive across the campus. The event was designed to educate participants on the benefits of planting trees, including improving air quality, supporting biodiversity, and combating climate change. The saplings included a variety of native species, chosen for their adaptability to the local environment and their ecological benefits.

My Participation: As an MBA HR student, I was involved in coordinating the logistics of the event, ensuring smooth distribution of saplings, and guiding participants during the plantation process. My role also included organizing informational sessions on the importance of tree planting and encouraging the university community to take an active role in environmental conservation. This experience allowed me to apply my HR skills in project management, communication, and teamwork.



Importance to Society: The Tree Distribution and Plantation Programme holds great significance for society. Trees play a crucial role in maintaining ecological balance, reducing carbon dioxide levels, and supporting wildlife. By increasing green cover on the campus, the program contributed to a healthier environment for current and future generations. It also raised awareness about the importance of environmental stewardship, encouraging participants to adopt sustainable practices in their daily lives.

Personal Reflection: Participating in this program was a rewarding experience for me as an MBA HR student. It highlighted the importance of integrating sustainability into HR practices and the role HR professionals can play in promoting environmental initiatives within organizations. The event also deepened my commitment to environmental conservation, inspiring me to continue advocating for green practices in both my personal and professional life.

Conclusion: The Tree Distribution and Plantation Programme at Burdwan University Campus was a successful initiative that contributed to the greening of the campus and raised environmental awareness. The experience provided valuable lessons in leadership, community engagement, and sustainability, which will guide my future efforts as an HR professional committed to corporate social responsibility and environmental stewardship.

COMMUNITY ENGAGEMENT – VIII

CAMPUS CLEANING PROGRAMME

VENUE – BURDWAN UNIVERSITY CAMPUS, GOLAPBAG, WEST BENGAL, 713104

DATE – 08-07-2024

Introduction: The MBA HR students of Burdwan University organized a Campus Cleaning Programme at the Burdwan University Campus, Golapbag, West Bengal, 713104. The initiative aimed to create a cleaner, healthier environment for students and faculty by removing litter and promoting cleanliness on campus. I actively participated in this program, contributing to a more aesthetically pleasing and hygienic campus while also fostering a sense of responsibility among the participants.

Program Overview: The Campus Cleaning Programme involved a coordinated effort to clean various areas of the university campus, including pathways, gardens, and common spaces. Equipped with cleaning supplies, students worked together to remove waste, segregate recyclables, and properly dispose of litter. The program also included an awareness campaign, encouraging students and staff to maintain cleanliness and take pride in their campus environment.

My Participation: As an MBA HR student, I took an active role in organizing the event, coordinating with other students, and ensuring that all necessary resources were available. I also participated in the cleaning activities, working alongside my peers to tidy up the campus and make it a more welcoming space. This experience allowed me to apply my HR skills in team coordination, leadership, and community engagement, while also reinforcing the importance of environmental stewardship.



Importance to Society: The Campus Cleaning Programme holds significant importance for society by promoting a culture of cleanliness and responsibility. A clean environment is essential for the health and well-being of the campus community, reducing the risk of disease and creating a positive atmosphere for learning and growth. The program also set an example for the broader community, highlighting the impact of collective action in maintaining public spaces.

Personal Reflection: Participating in this program was a valuable experience for me as an MBA HR student. It emphasized the importance of creating a positive and healthy work environment, which is a key aspect of HR management. The event also reinforced my commitment to corporate social responsibility, demonstrating how small actions can lead to significant positive outcomes. The skills and insights gained from this experience will be instrumental in my future career as I advocate for sustainable practices within organizations.

Conclusion: The Campus Cleaning Programme at Burdwan University Campus was a successful initiative that not only improved the cleanliness of the campus but also fostered a sense of community and responsibility among participants. The experience provided me with practical skills in leadership, teamwork, and environmental sustainability, all of which will be valuable in my future endeavors as an HR professional.

**DISSERTATION AND FIELD WORK (D&FW)-MBAHR4203
COMMUNITY ENGAGEMENT-MBAHR4204**



SUBMITTED BY

FIRDOUSI NASRIN

ROLL NO. : BUR/MBA(HR)/2022/010

REGISTRATION NO. : 201901009946 OF 2019-20

SUBMITTED TO

**THE DEPARTMENT OF BUSINESS ADMINISTRATION
(HUMAN RESOURCE)**

THE UNIVERSITY OF BURDWAN

**IN PARTIAL FULFILMENT OF THE REQUIREMENT OF THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE)**

DECLARATION

I do hereby declare that this dissertation entitled “The Impact of Flexible Work Arrangement in Hospital Sector” is record of independent work carried out by me as per the curriculum requirement of MBA(HR) course of The University of Burdwan.

I assert the statements made and conclusions drawn are outcome of my research work. I further certify that:

- I have followed the guidelines provided by the university in Writing the report.
- Whenever I have used materials (data, theoretical analysis, text) from other sources. I have given due credit in the text of the report and giving their details in the reference.

The project was undertaken as a part of course curriculum of MBA(HR) of “THE UNIVERSITY OF BURDWAN.

Name- FIRDOUSI NASRIN
REG: 201901009946OF 2019-20
Roll No: BUR/MBA(HR)/2022/010
Program: MBA(HR)
Department: Business Administration (HR)

Signature

ACKNOWLEDGEMENT

I am obliged to each and every individual who have lent their hands of support towards the completion of my Dissertation I am especially grateful to my respected sir Dr. Nirmal Chandra Roy, Assistant Professor of the dept. of Business Administration (Human Resource) for his constant inspiration, guidance & supervision during the project work as my project guide. I am thankful to him for his encouragement and support.

I also express my thanks to Professor Dr. Partha Sarkar for his valuable suggestions and guidance. I express my sincere gratitude to him.

I would like to thank Asst. prof. Dr. Avishek Mishra, Head of the dept. of Business Administration (Human Resources) for his valuable suggestions and guidance.

Dissertation will be incomplete without mentioning the inspiration & support given by my family, friends & all well-wishers. Their valuable guidance & support was very useful encouraging.

Name- FIRDOUSI NASRIN
REG: 201901009946OF 2019-20
Roll No: BUR/MBA(HR)/2022/010
Program: MBA(HR)
Department: Business Administration (HR)

Signature

DISSERTATION TOPIC

The Impact of Flexible Work Arrangement in Hospital Sector

Table of Contents

Chapter	Topic	Page No.
1.	Introduction	1-8
2.	Literature Review	9-14
3.	Objective & Methodology	15-16
4.	Data Analysis and Interpretation	17-32
5.	Findings and Conclusion	33-34
6.	Reference	35-36
7.	Field Work	37-52

CHAPTER -1

Unit-I: Introduction

1.1(A): About the Topic

The concept of a traditional nine-to-five workday, spent in a dedicated office cubicle, is rapidly becoming a relic of the past. Today's workforce is increasingly demanding flexibility, and employers are recognizing the benefits of offering flexible work arrangements. These arrangements encompass a variety of practices that deviate from the standard work schedule, location, or both.

There are numerous reasons why flexible work arrangements are becoming more popular. For employees, they can lead to improved work-life balance, increased productivity, and reduced stress. They can also enable employees to better manage personal commitments, such as childcare or eldercare responsibilities. For employers, flexible work arrangements can be a valuable tool for attracting and retaining top talent, reducing absenteeism, and fostering a more engaged workforce.

Definition of Flexible work arrangements

flexible work arrangement is a business understanding between the company or place of work and an employee to alter the normal working relationship in order to cover the employee's responsibilities outside work. Working flexibility generally relates to variations in working time, time pattern and place of work. Work flexibility is gradually becoming a valued aspect for all employees and workers and performers, the managers, and other employee as they balance on various aspects in their lives.

As has been clearly seen, flexible working is not the prerogative of white-collar workers in today's world. It is possible to list many examples of such regular/scheduled roles containing flexibility access. Some examples include:

Enabling employees to design their own roster using rostering as well as through shift-swapping applications with the help of Internet access

More work can be done in the morning, and employees are willing to come earlier if their start time is later, or they are allowed to leave later if their working day began earlier.

Combining and sharing roles, for example: For operational positions, employees work for four days in such a position and one day where the position can be performed remotely.

Contemporary working definition of part-time work is that part-time work arrangement offers flexibility, however, often, part-time work resembles full-time work as it does not allow one much flexibility in terms of time and location. Although the part-time work means that the person cannot work on a full-time basis, it does afford the opportunity to work even though it may not be full time.

Types of Flexible Work Arrangements

There are a variety of flexible work arrangements that can be implemented to suit the needs of both employers and employees. Some of the most common types include:

- **Flexitime:** Flexitime allows employees to adjust their daily working hours within certain parameters. For example, an employee on a flexitime schedule might be able to start their workday earlier and finish earlier, or start later and work later.
- **Compressed workweek:** A compressed workweek allows employees to complete their full-time work hours in fewer than five days. For example, an employee on a compressed workweek might work four 10-hour days.
- **Remote work:** Remote work, also known as telework, allows employees to work from a location outside of the traditional office environment. This could be from home, a co-working space, or any other location with an internet connection.
- **Job sharing:** Job sharing allows two or more employees to share the responsibilities of one full-time position. This can be a beneficial arrangement for employees who want to work part-time but still maintain the benefits of a full-time position.
- **Part-time work:** Part-time work arrangements allow employees to work a set number of hours per week, which is typically less than the standard full-time hours.

Advantages of Flexible Work for Employees

1. Bettered Work- Life Balance: Flexible work arrangements allow workers to more manage their particular and professional commitments, leading to reduced stress and increased job satisfaction.

2. Increased Productivity: By working during their most productive hours and barring commute time, workers can concentrate better and negotiate more in lower time.

3. Reduced stress: Flexible work arrangements can help to reduce stress situations for workers. This is because they can avoid the long commutes and rigid schedules that can be a source of stress for numerous workers.

4. Improve job satisfaction: workers who have further inflexibility in their work arrangements tend to be more satisfied with their jobs. This is likely because they feel more valued and trusted by their employers.

Advantages of Flexible Work for Employers

- 1. Attracting and retaining top talent:** In today's competitive job market, employers that offer flexible work arrangements are more likely to attract and retain top talent.
- 2 Reduced absenteeism:** Studies have shown that workers who work flexible hours are less likely to miss work. This is likely because they're suitable to more manage their particular commitments and avoid scheduling conflicts.
- 3 Improve job engagement:** workers who feel that their employers trust them and value their work- life balance are more likely to be engaged in their work. This can lead to increased productivity and invention.
- 4 Reduced overhead costs:** Employers who offer flexible work arrangements, similar as remote work, may be suitable to reduce their outflow costs by denting their office space.

Challenges of Flexible Work Arrangements

Despite the many benefits, there are also some challenges associated with implementing flexible work arrangements. Some of the most common challenges include:

Communication and collaboration: When workers are not working in the same physical position, it can be more delicate to communicate and unite effectively. Employers need to put in place clear communication protocols and invest in collaboration tools to help workers stay connected.

Operation challenges: Managing a pool that is not always in the office can be challenging for directors. still, there are a number of strategies that can be used to effectively manage remote workers, similar as setting clear prospects, furnishing regular feedback, and using time- shadowing tools.

Distractions: When workers work from home, they may be more fluently detracted by particular commitments or ménage chores. Employers can help to alleviate this challenge by furnishing workers with a devoted workspace and setting clear prospects about work hours.

Best Practices for Successful Flexible Work Implementation

Communication and Training

Clearly communicate the organization's flexible work policies and provide training to both managers and employees on how to effectively manage and participate in flexible work arrangements.

Technological Support

Invest in the necessary technology, tools, and infrastructure to enable seamless remote work, such as secure VPNs, video conferencing platforms, and cloud-based collaboration software.

1

2

3

Performance Management

Develop robust performance management systems that focus on outcomes and output rather than physical presence, ensuring fair and equitable evaluation of employees.

1.1.(B): Industry Profile

The health care sector encompasses a wide range of businesses and associations that give medical services, manufacture medical outfit or medicines, give medical insurance, or else grease the provision of healthcare to cases. Hospitals, medical outfit, Clinical trials, outsourcing, telemedicine, healthcare tourism and health insurance are some of the sectors in India's Health Care Industry. Due to its increased content, services and increased expenditure by public and private players, the sector is growing at a rapid-fire rate.

The Hospital sector: A Pillar of Healthcare Industry

The hospital sector is a vital sub-sector within the broader healthcare geography. Hospitals are technical institutions equipped to give ferocious medical and surgical care to cases taking overnight stays or extended ages of treatment.

World Overview: Hospitals are the most prominent contributors to the health serviced offered within a country. It can thus be said that the attainment of UHC can not be realized when the part of hospitals has not been easily defined let alone their functionality enhanced. still, countries still challenge in enhancing the hospital planning and operation. At the installation- position performance there are issues of poor operation, adding costs of healthcare services, long staying times, poor quality and safety, and generally low case satisfaction all hamper the performance of a hospital. That's why obstacles at the position of the health system negatively impact hospitals' part and eventuality for perfecting population health limited engagement with primary healthcare, lack of backing collaboration, weak regulation, and inadequate monitoring.

All these challenges are current at a time when the population is growing at an adding rate, there's still dominance of habitual health conditions, fiscal constraints, preface of new technologies in opinion and treatment, increased private health care installations and adding norms of health among the public. More specifically due to the constant problems in hospital planning and operation, since hospitals have a central part, healthcare improvement factors have surfaced as an important factor in the countries of the Western Pacific Region.

Indian Overview: Indian Hospital have been phenomenal part over the last many times. A large number of tourist comes India every time to get their medical treatment, handed by largely- good, professed croakers. Also, Indian hospital give affordable service as compared to North America, Western Europe, and some of the Southeast Asian countries. It's estimated that two hundred thousand cases come to India every time for their medical treatment. The factual reasons behind the smash in the hospital assiduity of India are low- cost procedures and high-quality medical services. Bangalore, Hyderabad, Mumbai, New Delhi, Chennai, and NCR are some of the metropolises in India that drink the loftiest number of cases every time.

Unit-II: HRM Practices in hospital sector

Human Resource Management (HRM) practices in the hospital sector are pivotal for ensuring effective healthcare delivery and maintaining a high standard of patient care. Hospitals, as crucial factors of the healthcare system, face unique challenges in managing their mortal coffers due to their complex organizational structures and the different range of services they give.

Originally, HRM in hospitals is characterized by the need for a multidisciplinary approach. Hospitals employ a variety of labour force, including doctors, nurses, paramedical staff, technicians, and executive staff, all of whom play vital places in patient care and hospital operations. Effective HRM practices must address the qualitative and quantitative requirements of these different departments to ensure that the right labour force is in place to meet patient care demands.

The growth of private hospitals, particularly in regions like Madurai, has stressed the significance of HRM practices in maintaining service quality amidst rising functional costs. The adding influx of the middle class has led to a swell in private healthcare services, which, while salutary, has also raised enterprises about the quality of care handed. Thus, HRM practices must concentrate on recruiting, training, and retaining professed labour force to enhance job satisfaction and provocation among staff, which in turn can lead to bettered patient issues.

also, HRM practices in hospitals must acclimatize to the dynamic nature of the healthcare assiduity. Changes in healthcare programs, technological advancements, and evolving patient requirements bear hospital directors to be visionary in their HR strategies. This includes developing comprehensive training and development programs, performance evaluation systems, and effective selection practices to ensure that all workers feel valued and engaged in their work.

The significance of mortal coffers in hospitals extends beyond bare staffing; it encompasses the creation of a probative organizational climate that fosters growth, indifferent work distribution, and harmonious connections among staff. A well-enforced HRM strategy can lead to a positive organizational culture, which is essential for delivering quality care.

likewise, the HRM function in hospitals must also consider the weal of all workers, feting that every staff member, anyhow of their part, contributes to the hospital's charge. This holistic view of HRM emphasizes the significance of every existent in the healthcare delivery process, from professed surgeons to support staff.

In conclusion, effective HRM practices in the hospital sector are vital for ensuring that healthcare institutions can meet the challenges of furnishing high-quality care. By fastening on reclamation, training, hand satisfaction, and the overall organizational climate, hospitals can enhance their functional effectiveness and ameliorate patient issues. The integration of these HRM practices is essential for navigating the complications of the healthcare terrain and achieving long-term success in hospital operation.

1.2: Challenges HR faces in Hospital sector

Human Resource Management (HRM) in the hospital sector faces several challenges that are unique to the healthcare industry. These challenges can impact the recruitment, retention, and overall operation of healthcare professionals. Staff shortage is a significant challenge in the hospital sector, impacting healthcare professionals across various departments.

High Workload and Stress: Healthcare professionals frequently face heavy workloads, long hours, and emotionally demanding situations, leading to physical and emotional exhaustion, reducing job satisfaction and increasing turnover rates.

Lack of Work-Life Balance: Irregular schedules, overtime, and on-call duties disrupt work-life balance, increase stress levels, affect personal relationships, and contribute to burnout. Staff shortages of healthcare professionals lead to increased workloads and stress on existing staff.

➤ **Flexible work arrangements (FWAs) in the hospital sector** can significantly impact employee performance and reduce employee's burnout.

Improved Job Satisfaction: FWAs, similar to flexible hours and remote work, can lead to increased job satisfaction among hospital staff by providing a better work-life balance. Satisfied workers are generally more engaged and motivated, which can enhance their performance.

Reduced Burnout and Stress: Hospitals are high-stress environments. FWAs can help reduce stress and prevent burnout by allowing staff to manage their schedules more effectively, leading to improved mental health and sustained performance.

Increased Productivity: Flexibility can lead to increased productivity as workers can work during their most productive hours and in environments that suit them best. For example, executive staff might perform better with options to work from home or outside of peak hours.

Enhanced Employee Retention: Offering FWAs can improve retention rates by making the work environment more attractive. Reduced turnover means that trained and experienced staff remain, maintaining high performance levels.

Reduced Absenteeism: Inflexibility can increase absenteeism rates. Workers with the option to adjust their schedules are less likely to take unscheduled time off, leading to more consistent performance.

Implementing FWAs in the hospital sector involves addressing specific challenges such as ensuring patient care standards, managing non-supervisory and compliance issues. However, the benefits often outweigh these challenges, leading to a more effective and sustainable workforce.

CHAPTER -2

Literature Review

Wong (2022). This research focus on the how healthcare workers in Miri Hospital carry out their work under flexible work arrangement. The aimed of the study were: To examine the Validity and reliability of the FWA perceived benefits and barriers (FWAPB) scale to Secondly, assess the preference and perceived feasibility/ readiness to implement FWA among HCW. In the article, researcher has adopted primary method of data collection by administering questionnaires. As for the conclusions by the authors, they only claim that The FWAPB is a valid and reliable instrument. Out of the respondents 45% gave positive reactions towards the implementation of FWA. In the light of these findings, it becomes possible for an understanding of FWA therefore enhancing the acceptance of such an arrangement.

Kangogo (2019). Studied on Influence of flexible work schedule on organisational commitment of employee in hospital in Nakuru Town, Kenya (2019). The Objective of the study included the following; To explore the impact of flexible working schedules in the organizational commitment of employees in Kenya. Arriving at the conclusion finally, it is worth saying that in this article, the primary source of data has been utilized by the researcher. Self-administered questionnaires developed in a five-point Likert scales were used as data collection tools. Validity and reliability were conducted where Cronbach's coefficient Alpha was calculated for the questionnaires as an instrument. To analysis the data collected, Statistical package for social sciences (SPSS) was adopted. The study also agreed that availability of flexible work schedules played crucial role and impacted on the organizational commitment of the employee in the public hospitals in Nakuru town.

Hordacre et al. (2014). Studied on Investigating flexible work arrangements: For nurses and midwives in the acute hospital sector. This study was aims to examine pragmatic practice and emerging models for enacting and promoting flexibility in South Australian acute hospitals providing medical and surgical care. In this study primary data were collected through an online survey and interview. The results of the studies were 1. From surveys of Directors of Nursing in both public and private hospitals, they acknowledged that strategies like family care and care for flexible work arrangements, including part-time employment, job-sharing, and compressed work week, were the ways of countering high staff turnover and staff attrition. 2. Inpatient ward staffing in all the general hospitals under study employed nursing/midwifery hours per patient day. This gave them staffing which in turn reflected patient's nursing and midwifery care needs.

Beelders, Joy A. (2022). Studied on A Grounded theory of ways in which flexible working arrangements are understood to foster flourishing in the workplace: The experience of employees at the corporate offices of a private South African hospital group. The objectives of the study were as follows 1. It seeks to extend prior studies that explored the antecedents that

define if flexible working arrangements slow down or enhance positive organisational and employee performance. In order to quickly assess what gets in the way of flourishing and what may enhance flourishing during flexible working arrangements. The authors have collected qualitative data by conducting interview which includes face – to face interviews, one on one, semi-structured interviews. The study also noticed that Employees like to be entrusted, valued, and respected and consequently, they offer more when they feel that they are valued, this valuation can be in terms of FWA. For example, participants discovered that hard work pays; flexibility for instance or more benefits and opportunities. this in turn makes them work harder because the organisation has put its trust in them and values their efforts.

Bernstrom, et al. (2019). Studied on Healthy working time arrangements for healthcare personnel and patients: a systematic literature review. The objective of the study was to investigate whether the relationship between working time arrangements and patient safety is explained by employee health. The obtained data from the secondary source has been analysed and explained in the article. This study found that employees health partially (but not completely mediates the relationship between working time arrangements and patient safety.

Nasir (2023). Studied on exploring employees preference and organisational strategy for flexibility adaptive work arrangement in the post Covid -19. The objectives of the study where the need for this research is to add scholarly value to the flow of discourse on people management and organizational approaches in today’s dynamic environment of flexibility and adaptability. This paper explores how flexible working patterns facilitate the achievement of the desire of employees and organizational objectives in the post Covid-19 era for this study, research has relied on secondary data from articles published by other authors. The recommendations of the study were therefore to highlight that there is need for businesses to adopt a more complex approach to flexibility where it is realized that a simple answer is not enough.

Quinlan M (2023). Studied On Flexible Work and Organisational Arrangements – Regulatory Problems and Responses. This paper was concerned to identify the nature of the problems that flexible work and the organisational changes referred to can pose for OHS regulation as well as assessing the responses being implemented to address them. It will also try to indicate where more strategic responses can be developed in the future. The obtained data from the secondary source has been analysed and explained in the article. The conclusion of the study was international research indicates that flexible work arrangements and organizational restructuring pose a significant threat to occupational health and safety standards. These risks require explicit recognition of work organization issues, logistical demands, and weakening of existing statutory frameworks. Australian government agencies are responding with various measures, but most have not developed comprehensive or strategic responses. To ensure effective protection of contingent workers’ rights, responses should move beyond regulatory

spheres to business, taxation law, industrial relations, and labour market law. Governments should also engage proactively in shaping job types for citizens.

Kipkoech, K.V. (2013). Studied on Flexible Work arrangement in employee Performance in Kericho Country referral Hospital, Kenya. The objective of the study was as follows 1. to look specifically at flexible working arrangement on the performance of employees in Kericho County Referral hospital in Kericho, Kenya. 2. The following objectives will be used to address the research questions; ii) To establish the implications of part time working on employees' performance in Kericho County Referral Hospital. iii) To analyse the consequences of the use of short-term contracts on performance in Kericho County Referral Hospital. iv) To establish the effects of the flexi time in employees' performance in Kericho County Referral Hospital. In this study researcher has used primary sources of data. The data was gathered by closed and open-ended questionnaire and the validity of the research tool was assessed by peers and the researcher's supervisor and pilot testing. The results derived from the study showed that flexi working strategies is relevant for enhancing the performance of employees in an organization. These findings showed that the flexi working methods offered a contribution of 22.9% while other factors, which the study did not measure, was at 77.1%. Temporary contract, work shift and part time working emerged as positive significant variables while flexi time was also positive but insignificant to performance.

Walters B (2022). Studied On What Effect Does Flexible Work Arrangements Have on Efficiency and Job Satisfaction in Medical Dosimetry? The objective of this research study is to identify emerging trends in the field of medical dosimetry. The researcher used primary data sources for this investigation. A voluntary survey was conducted among current medical dosimetrists, featuring closed-ended questions related to simulation to treatment time frames, employment type, hours worked, departmental efficiency, and perceived job satisfaction. The findings indicated that flexible work arrangements (FWA) negatively affect efficiencies for individuals working across multiple time zones. Also, it was discovered that dosimetrists with FWA exhibited increased efficiency for intermediate plan types when compared to on-site planners, particularly regarding simulation to treatment time frames. The most notable positive effects reported by individuals with FWA were observed in the areas of job satisfaction, departmental morale, and personal health. Another major finding revealed that individuals who have experience with FWA were much more likely to report a positive response regarding work-life balance compared to those without such experience.

Okolie U.C et. al. (2023). Studied On Flexibility Work Arrangements and Employee Normative Commitment in Selected General Hospitals in Delta State, Nigeria. The objective of the study was to examined flexible working arrangements and employee normative commitment in selected hospitals in Delta State. Specifically, to access the influence of flexi-time, job-sharing and telecommuting on employee normative commitment. In this study

researcher has used primary sources of data. A cross-sectional research design and simple random sampling technique was adopted. A questionnaire was employed as the research instrument for the study with 173 respondents deemed usable. The results showed that flexi-time and telecommuting significantly influence employee normative commitment while sharing did not significantly influence employee normative commitment. The study concludes that flexi-time, job-sharing and telecommuting jointly significantly influenced employee normative commitment. Therefore, the study recommends among others that there should be well detailed policies that will guide both the hospital management and their employees on flexible working arrangements.

Maglalang D. D, Sorensen G, et al. (2021). Studied on Job and family demands and burnout among healthcare workers: The moderating role of workplace flexibility. The purpose of this study is to 1) examine the association of job and family demands and workplace flexibility on burnout and 2) evaluate the moderating effect of workplace flexibility and job and family demands on burnout. Findings from this study can help inform healthcare organizational settings evaluate the efficacy of their organizational policies and practices that can reduce burnout. In this study researcher has used primary sources of data through questionnaire survey. The findings of the study where workplace flexibility may have an influence in mitigating the negative effects of burnout among healthcare workers who are experiencing high demand and low control in the workplace. Stratified samples showed that high strained healthcare workers with perceived low workplace flexibility is associated with higher odds of burnout. In addition, workplace flexibility moderated the relationship between childless married healthcare workers and likelihood of burnout compared to other familial structures.

Tuba C. (2017). Studied on Gendered Aspect of flexible work and precariousness in Turkey: A case of nurses in health Sector. This study aims were 1. to question adaptation of gender relations to flexibilization of labour process in Turkey's service sector and its implications on working and living conditions of women working in semi/professional occupations. 2. to understand flexibilization of health labour process and its gendered implications on working and living conditions of woman workers in Turkey in case of nursing occupation. In this study researcher has used primary sources of data. Findings of this study signify context specificity of the dimensions of precariousness defined in the literature. This context specificity gives this study a significance in terms of re-defining or giving a new insight to the dimensions of the precariousness in the literature in line with the findings on restructuring of health labour process and its implications on nursing labourer.

Patwardhan M. (2021). Studied on Flexible working arrangement and job performance: the mediating role of supervisor support. The objective of the study was to investigate the influence of flexible working arrangements (FWAs) on employee job performance. In this study researcher has used primary sources of data. To test the hypothesised model, cross-sectional

data were collected from 214 employers working in 46 service firms in India. The data were analysed by structural equation modelling. The findings of the study where the supervisor's support mediated the relationship between FWAs and job performance. The study's results show that role of supervisors shapes the collective social exchange relationship between the organisation and employees. These findings highlight the importance of shared experiences, values and norms, which reciprocate with change supportive behaviours and abilities. Moreover, supervisors' support transmits signals through which employees feel more valued and eventually affect their job performance.

Rahaman M.F. (2019). Studied on Impact of Flexible Work Arrangements on Job Satisfaction Among the Female Teachers in the Higher Education Sector. The objective of the study was to examine the impact of flexible work arrangements on work-life balance and job satisfaction among women employed in a noble sector like higher education as well as to find out which factors of FWA have greater influence on job satisfaction. In this study researcher has used primary sources of data. Primary data were collected using a structured, close-ended questionnaire. The findings have confirmed that FWA have positive and significant Impact both on Employee Job Satisfaction and Work-life Balance as well as Work-life Balance has a positive impact on Job Satisfaction.

WindiaNML, Singh JSK, et. al. (2020). Studied on reducing Turnover Intention through Flexible Work Arrangement, Supervisor Support, and Employee Engagement: A Study among Female Auditors in Jakarta. This study aimed to investigate the influence of flexible work arrangement, supervisor support, and employee engagement on female auditors' turnover intention in Jakarta. Primary data were obtained from different survey method. The findings of this study added to the current state of knowledge. This study can be considered unique because it focussed on females and tested the combined effect of flexible working arrangements, employee engagement and supervisor support on turnover intentions. It also provided evidence of the significance of flexible work arrangements and the insignificant influence of supervisor support.

CHAPTER -3

(3.1) Objectives

- To assess how flexible work arrangements influence the productivity and job performance of hospital employees.
- To determine the effects of flexible work arrangements on employee satisfaction, work-life balance, and overall health and well-being.

(3.2) Research Methodology

Research methodology is a systematic framework that guides the process of conducting research. It encompasses the strategies, methods, and techniques used to collect, analyse, and interpret data. The methodology ensures that the research is scientifically sound, and valid. A research methodology covers the tools and procedures used to gather and analyse data on a particular study topic. It is the process by which researchers design their study in order to fulfil their objectives with the research tools they have chosen.

Nature of the study: The present study is descriptive in nature.

Data sources: In the study, mainly primary data has been utilized besides secondary data also utilized.

Population of the study: In the study, hospital employees in Burdwan have been considered. Private hospitals have considered only for the study. All levels of employees have been taken into consideration in the study. Their number is unknown in the study.

Sample size: In the study, I have collected data from 37 respondents. Hence these 37 are the sample for the study. They are administrative staff, Nurses, technicians, Doctors.

Sampling technique: Convenient sampling technique has been applied since.

Data collection tools: Required data has been collected with the help of a semi-structured questionnaire.

Analytical tools: The data analytics software SPSS, EXCEL were used.

Method of Analysis: Mean, Median, Mode, Standard Deviation

CHAPTER -4

Data Analysis & Interpretation

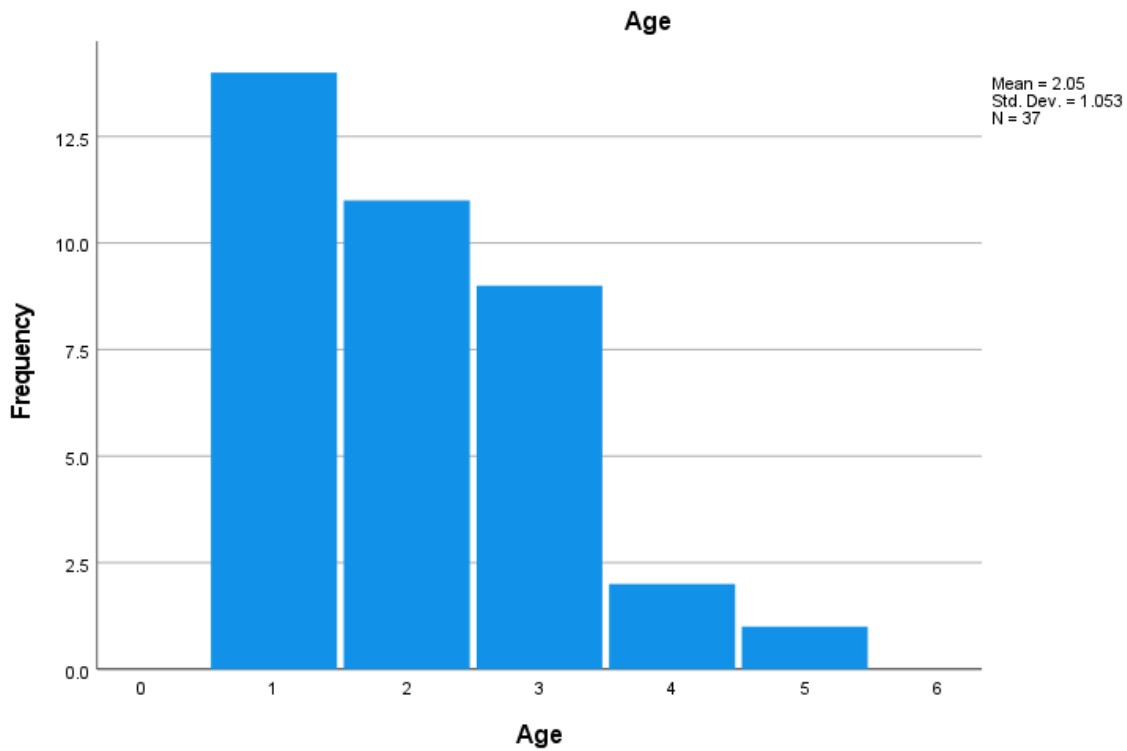
4.1) Primary Findings and Data Analysis

<i>Parameters</i>	<i>Strongly Disagree (1)</i>	<i>Disagree (2)</i>	<i>Neutral (3)</i>	<i>Agree (4)</i>	<i>Strongly Agree (5)</i>	<i>Average</i>
<i>FWAs increased Job satisfaction</i>	0	2	18	14	3	3.49
<i>FWAs improve work-life balance</i>	0	1	9	22	5	3.84
<i>FWAs increased Productivity</i>	0	2	10	21	4	3.73
<i>FWAs improve Performance</i>	0	1	6	20	10	4.05
<i>FWAs reduce stress level</i>	0	1	11	20	5	3.78

In the above table, we have taken the data based on 05 parameters. FWAs increased Job satisfaction, FWAs improve work-life balance, FWAs increased Productivity, FWAs improve performance, FWAs reduce stress level. All the data have been collected using Five Pointer Likert Scale, where Strongly Agree is assigned with 5 points, Agree is assigned with 4 points, Neutral is assigned with 3 points, Disagree is assigned with 2 points and Strongly Disagree is assigned with 1 point.

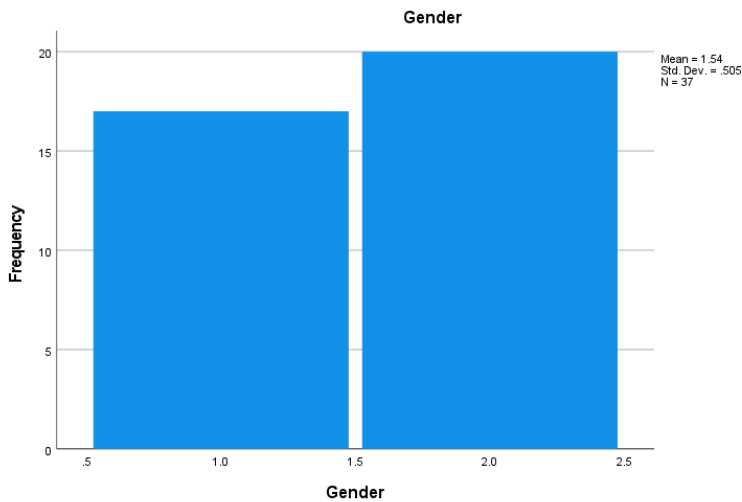
4.2) Demographic Profile of The Respondents

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 25	14	37.8	37.8	37.8
	25-34	11	29.7	29.7	67.6
	35-44	9	24.3	24.3	91.9
	45-54	2	5.4	5.4	97.3
	55-64	1	2.7	2.7	100.0
	Total	37	100.0	100.0	



Interpretation: The data shows that the largest group of respondents, representing 37.8%, is “Under 25”. The mean value 2.05 suggests that the average respondent is likely in the younger are, most probably falling in the “Under 25” or “25-34” age group.

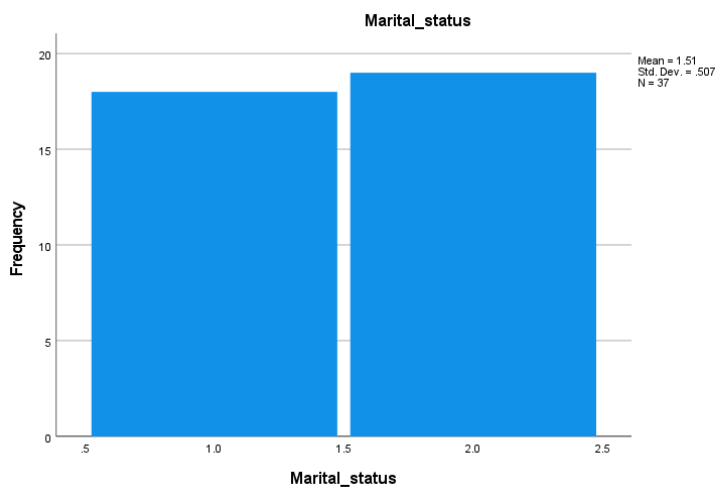
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	17	45.9	45.9	45.9
	Female	20	54.1	54.1	100.0
	Total	37	100.0	100.0	



Interpretation: Among 37 respondents 17 peoples are male and 20 peoples are female. The mean value of gender is 1.54. This value is close to 2, which correspond to the “Female” category, indicating slightly higher number of females in the sample. The standard deviation is 0.505 suggest that the distribution is fairly balanced between two category but slightly leaning towards female.

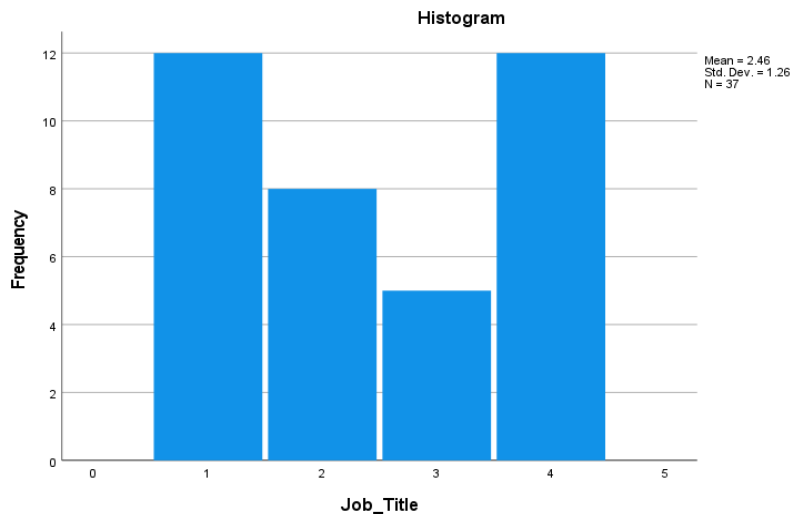
Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	18	48.6	48.6	48.6
	Not Married	19	51.4	51.4	100.0
Total		37	100.0	100.0	



Interpretation: Mean value is 1.51 suggest that is lies between the two category “Married” and “Not Married. This indicate that slightly leaning towards not married as this value is closer to 2. This suggest a relatively balanced distribution of marital status among respondents. The standard deviation 0.507 suggest that the responses are closely clustered around the mean. This low standard deviation indicate that responses are not widely spread, meaning that marital status consistently distributed among the response.

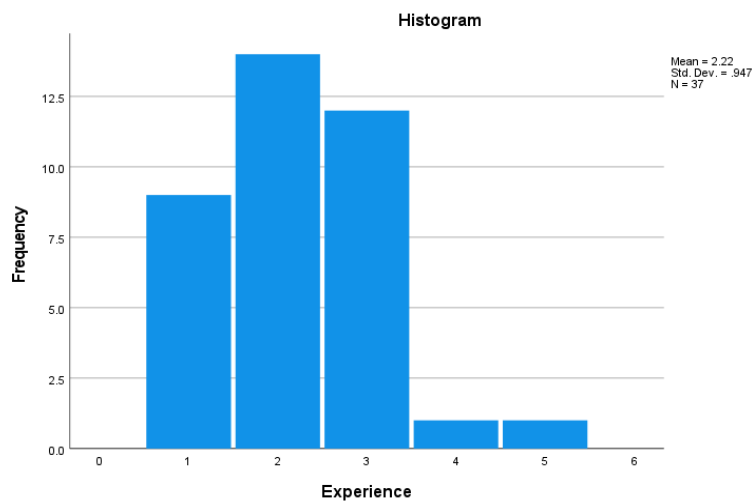
		Job Title			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Nurse	12	32.4	32.4	32.4
	Doctor	8	21.6	21.6	54.1
	Administrative Staff	5	13.5	13.5	67.6
	Technician	12	32.4	32.4	100.0
	Total	37	100.0	100.0	



Interpretation: Among 37 respondents’ majority are nurses and technician. From them few are doctor and administrative staff. Mean value 2.46 suggest that the average position falls between doctor and administrative staff, but closer to doctor. The histogram and the frequency table, represent that mode is 12 (since both nurse and technician have the highest frequency). Thus the most common job titles are “Nurse” and “Technician”.

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	9	24.3	24.3	24.3
	1-5 Years	14	37.8	37.8	62.2
	6-10 Years	12	32.4	32.4	94.6
	11-15 Years	1	2.7	2.7	97.3
	16-20 Years	1	2.7	2.7	100.0
	Total	37	100.0	100.0	



Interpretation: Among 37, the majority of the respondents have between 1 to 10 years of experience, with 1-5 years being the most common category (37.8%). The mean experience is 2.22 which indicates a slight preference towards “1-5 Years” and “6-10Years”.

4.2) Descriptive Analysis Based On Questionnaire Survey

5.Do you know if your hospital offers any flexible work options (such as part-time work, shift work, job sharing, flexible hours, or remote work)?

---- In this question all the respondents have answer that their hospital offers flexible Work option. So, among 37 respondent all have answer ‘yes’.

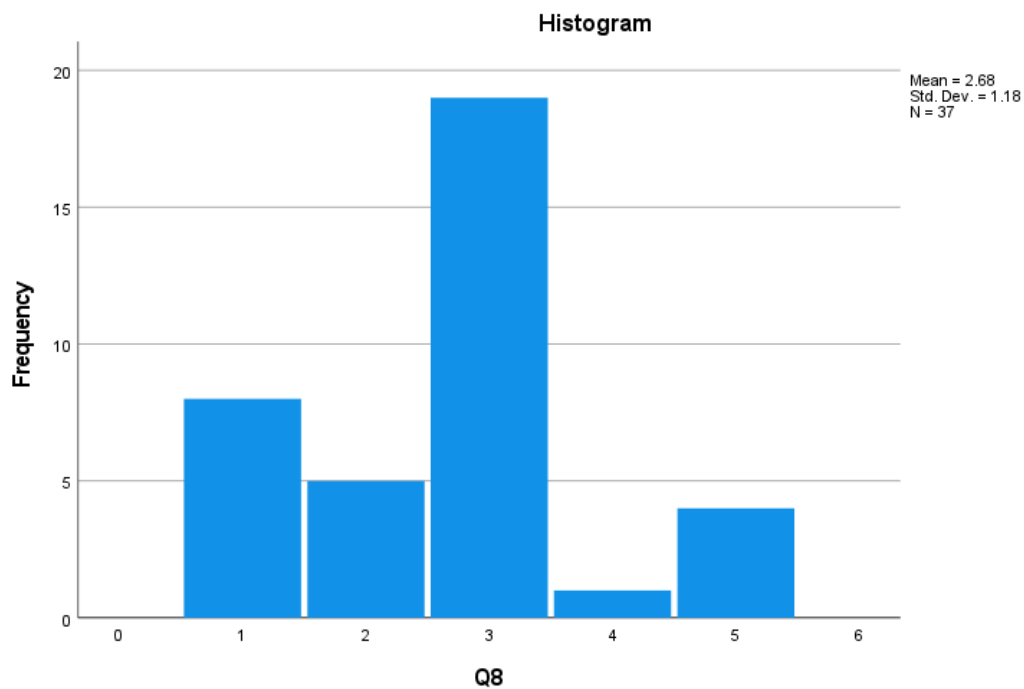
Q8: Which types of flexible Work Arrangement do you have?

Statistics

Q8

Q8		
N	Valid	37
	Missing	0
Mean		2.68
Median		3.00
Mode		3
Std. Deviation		1.180
Minimum		1
Maximum		5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Part-time work	8	21.6	21.6	21.6
	Job Sharing	5	13.5	13.5	35.1
	Shift work	19	51.4	51.4	86.5
	Flexible Hours	1	2.7	2.7	89.2
	Remote work/Telecommuting	4	10.8	10.8	100.0
	Total	37	100.0	100.0	



Interpretation: The mean value is 2.68 which suggest that the responses are slightly below the middle value of the scale. The frequency table indicates a slight preference towards “Job Sharing” and “Shift work” compared to other option like “flexible hour” or “remote work/telecommuting”. The mean is slightly lower than the median, indicating that there might be a fewer lower value responses (such as “part time” and “job sharing”). The median value is 3 which means that 50% of the responses below or equal to 3 and other 50% are above or equal to 3. Since the mod value is 3 indicate that the most common response among participates are “Shift work”. The standard deviation is 1.180 indicates that moderate variability is responses.

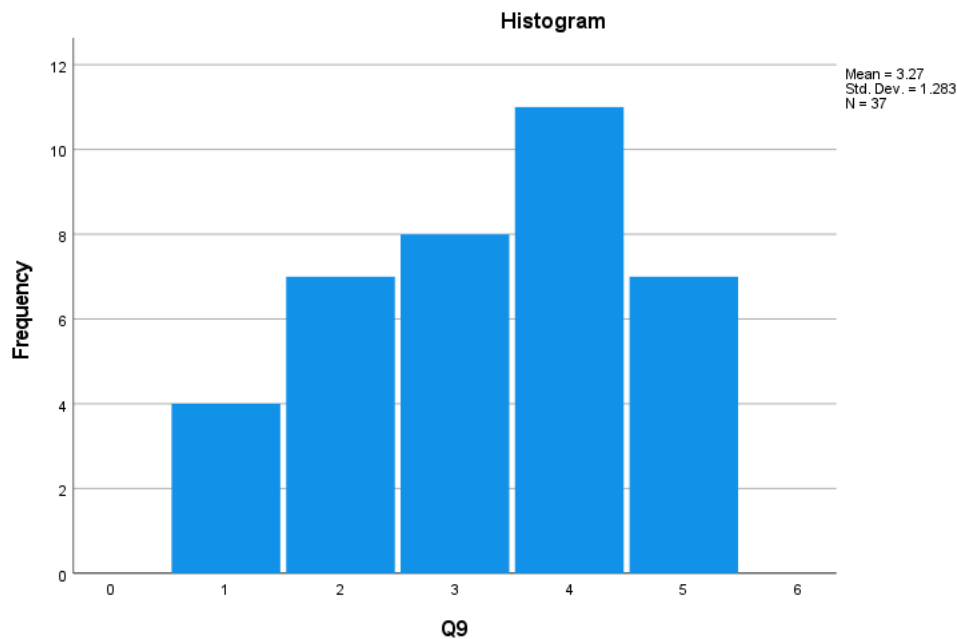
Q9. How long have you been using a flexible work arrangement?

Statistics

Q9

N	Valid	37
	Missing	0
Mean		3.27
Median		3.00
Mode		4
Std. Deviation		1.283
Minimum		1
Maximum		5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3 months	4	10.8	10.8	10.8
	3-6 months	7	18.9	18.9	29.7
	6months-1year	8	21.6	21.6	51.4
	1-2 years	11	29.7	29.7	81.1
	More than 2 years	7	18.9	18.9	100.0
	Total	37	100.0	100.0	



Interpretation: Among 37 respondents 29.7% have using FWA_s 1-2 years and 21.6 % have using 6-12month and 18.9% using 3-6month respectively. The mean 3.27 indicating that individual have been in a flexible work arrangement for around 1-2 year. the Mod 4 indicate that the most common response among participants was “1-2 years” of using a flexible work arrangement.

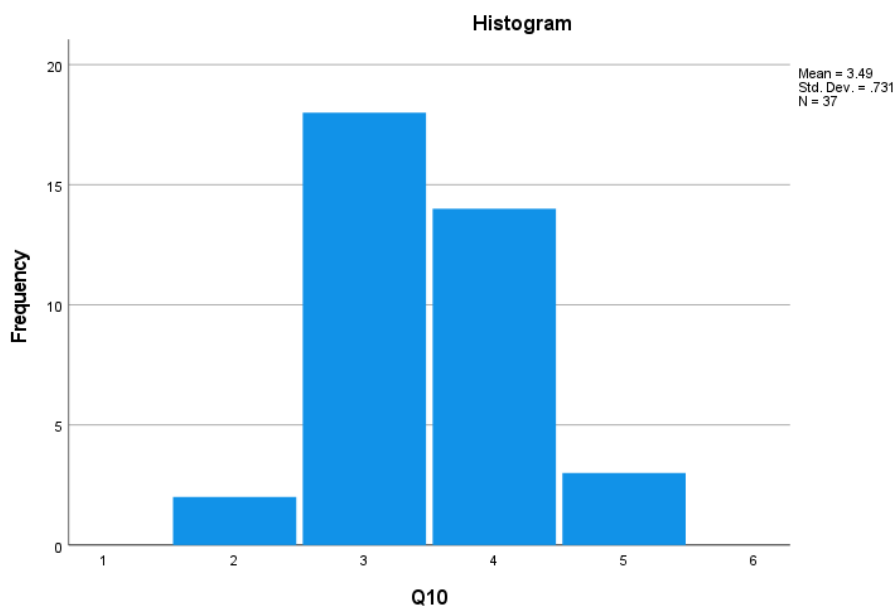
Q10.Flexible work arrangement increased my job satisfaction.

Q10

N	Valid	37
	Missin g	0
Mean		3.49
Median		3.00
Mode		3
Std. Deviation		.731
Minimum		2
Maximum		5

Q10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	5.4	5.4	5.4
	Neutral	18	48.6	48.6	54.1
	Agree	14	37.8	37.8	91.9
	Strongly Agree	3	8.1	8.1	100.0
	Total	37	100.0	100.0	



Interpretation: Among 37 respondents 48.6 % participant giving their answer neutral and 37.8% participant are giving their answer agreeing that flexible work arrangement have increased job satisfaction. The mean value is 3.49 suggest that respondents tend to lean slightly towards agreeing that flexible work arrangement have increased their job satisfaction. This mean value falls between the “neutral” and “Agree”. The mod value is 3 which indicate most common response among participate is “neutral”.

Q11.Flexible work arrangement improves my Work life balance.

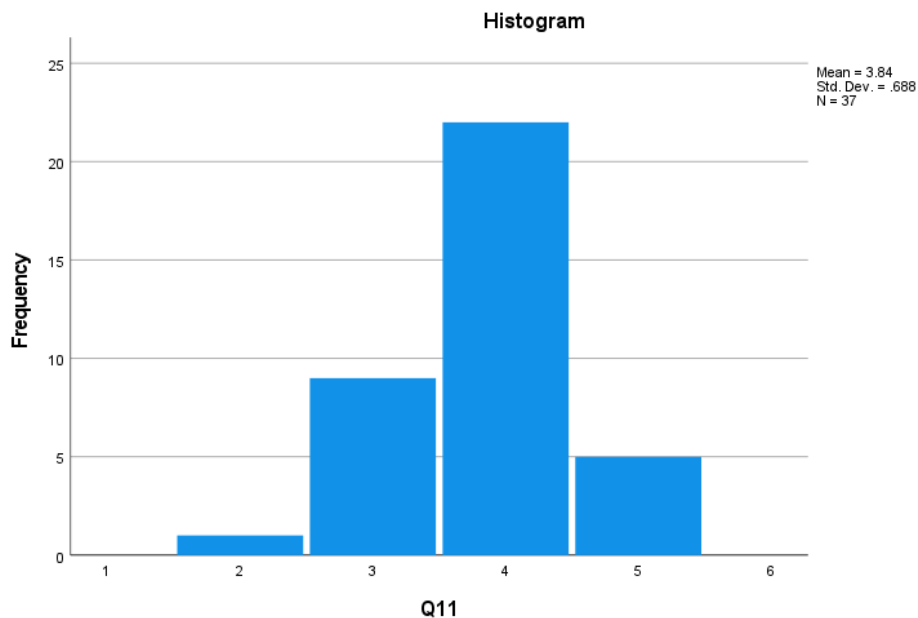
Statistics

Q11

N	Valid	37
	Missing	0
Mean		3.84
Median		4.00
Mode		4
Std. Deviation		.688
Minimum		2
Maximum		5

Q11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.7	2.7	2.7
	Neutral	9	24.3	24.3	27.0
	Agree	22	59.5	59.5	86.5
	Strongly Agree	5	13.5	13.5	100.0
	Total	37	100.0	100.0	



Interpretation: Among 37 respondents majority was agreeing that flexible works arrangement improve their work-life balance. The mean value is 3.84 suggest that, on average, respondent lean towards agreeing. The median value 4 indicate that the middle response was “agree”. And the Mod 4 indicate that the most common response among participants was “agree”. The standard deviation 0.688 is relatively low, suggesting that response is clustered close to the mean indicating consistent agreement among respondents.

Q12: My productivity has been increased by flexible Work Arrangements.

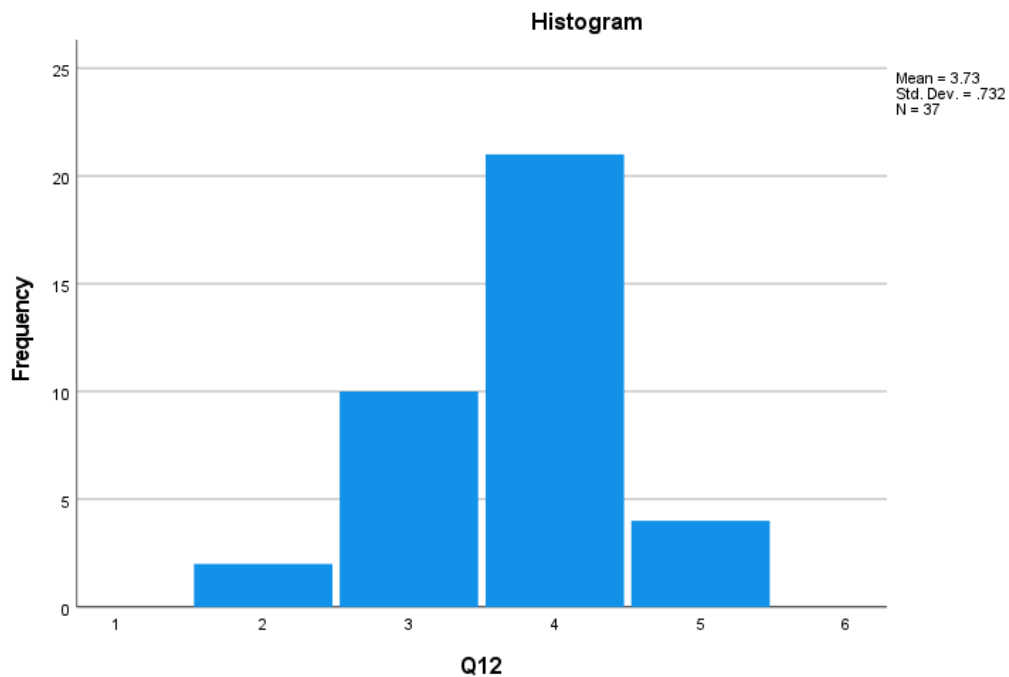
Statistics

Q12

N	Valid	37
	Missing	0
Mean		3.73
Median		4.00
Mode		4
Std. Deviation		.732
Minimum		2
Maximum		5

Q12

		Freque ncy	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	5.4	5.4	5.4
	Neutral	10	27.0	27.0	32.4
	Agree	21	56.8	56.8	89.2
	Strongly Agree	4	10.8	10.8	100.0
	Total	37	100.0	100.0	



Interpretation: Among 37 respondents' majority was agreeing that flexible works arrangement increase their productivity. The mean value is 3.73 suggest that, on average, respondent lean towards agreeing. The median value 4 indicate that the middle response was "agree". And the Mod 4 indicate that the most common response among participants was "agree". The standard deviation 0.732 is suggesting that response is clustered close to the mean indicating consistent agreement among respondents.

Q13.Flexible work arrangement improved my Performance at work

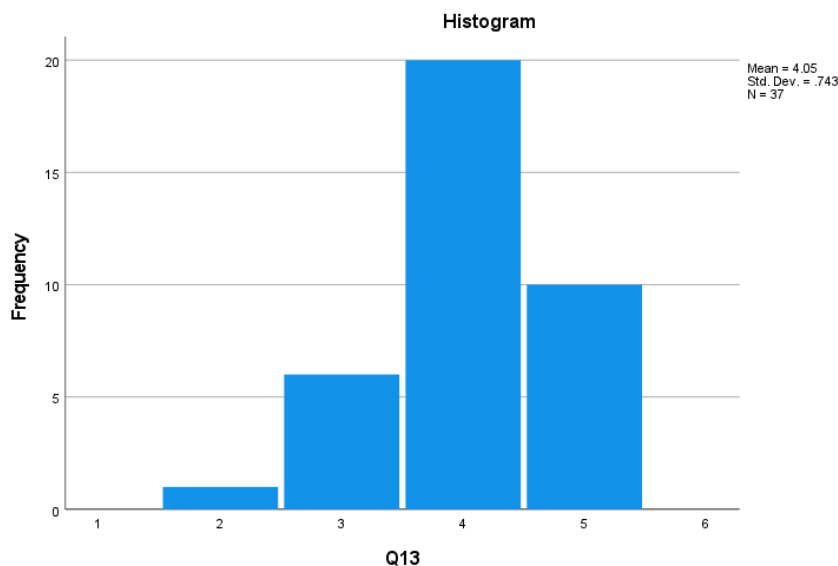
Statistics

Q13

N	Valid	37
	Missing	0
Mean		4.05
Median		4.00
Mode		4
Std. Deviation		.743
Minimum		2
Maximum		5

Q13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.7	2.7	2.7
	Neutral	6	16.2	16.2	18.9
	Agree	20	54.1	54.1	73.0
	Strongly Agree	10	27.0	27.0	100.0
	Total	37	100.0	100.0	



Interpretation: Among 37 respondents 54.1% participants agreeing with the question. The mean value is 4.05 suggest that, on average, respondent tend to agree that flexible work arrangements improve their performance at work. The median value 4 indicate that the middle response was “agree”. And the Mod 4 indicate that the most common response among participants was “agree”. The standard deviation 0.743 is suggesting that response is clustered close to the mean indicating consistent agreement among respondents. The minimum response 2 indicate that a few respondents slightly disagree while the maximum response of 5 means some respondents strongly agree.

Q14. Flexible work arrangement reduces my stress level

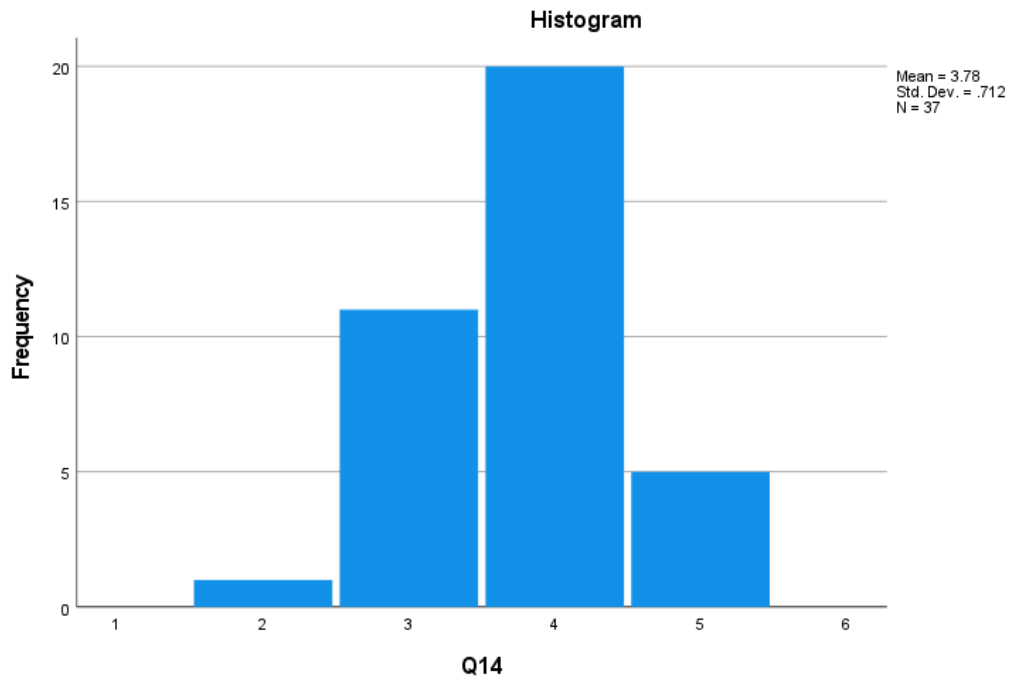
Statistics

Q14

N	Valid	37
	Missing	0
Mean		3.78
Median		4.00
Mode		4
Std. Deviation		.712
Minimum		2
Maximum		5

Q14

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.7	2.7	2.7
	Neutral	11	29.7	29.7	32.4
	Agree	20	54.1	54.1	86.5
	Strongly Agree	5	13.5	13.5	100.0
	Total	37	100.0	100.0	



Interpretation: Among 37 respondents 54.1% agreeing that flexible works arrangement reduce stress level. The mean value is 3.78 suggest that, on average, respondent lean towards agreeing. The median value 4 indicate that the middle response was “agree”. And the Mod 4 indicate that the most common response among participants was “agree”. The standard deviation 0.712 is suggesting that response is clustered close to the mean indicating consistent agreement among respondents.

Q15.Would you recommend flexible work arrangements to colleagues in the health sector?

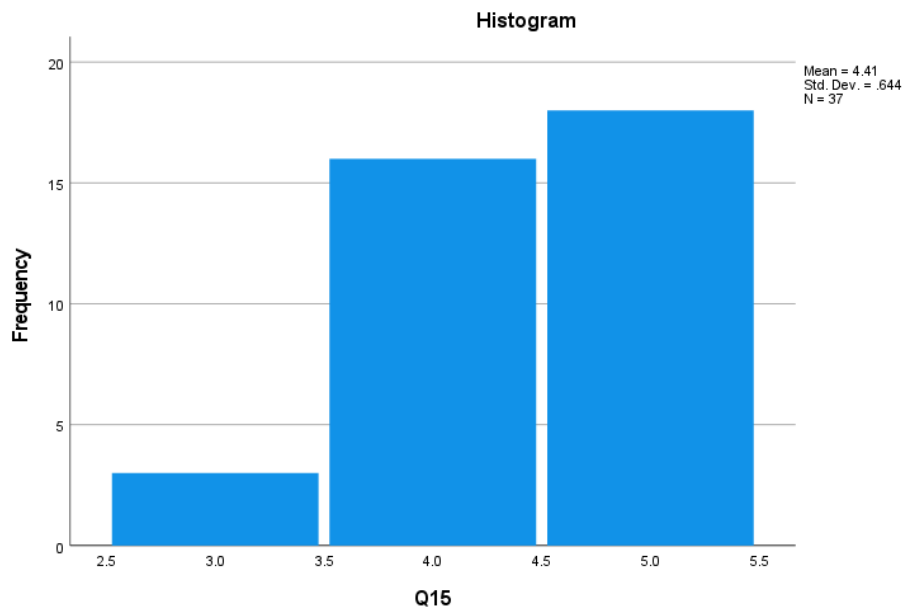
Statistics

Q15

N	Valid	37
	Missing	0
Mean		4.41
Median		4.00
Mode		5
Std. Deviation		.644

Q15

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not sure	3	8.1	8.1	8.1
	Probably yes	16	43.2	43.2	51.4
	Definitely Yes	18	48.6	48.6	100.0
	Total	37	100.0	100.0	



Interpretation: Among 37 respondents 48.6% answer “definitely yes” for recommending flexible work arrangement to their colleagues. The mean value is 4.41 suggest that, on average, respondents lean towards positive recommendation of flexible work arrangement. The mod 5 indicate that the most common response among participants was “Definitely Yes”. The standard deviation 0.644, which is relatively low. This suggesting that response is clustered close to the mean indicating consistency in view of the responses.

4.3) Analyse Whether Employees Satisfaction on Flexible Work Arrangement Depends on Gender

	<i>Male</i>	<i>Female</i>	<i>Total</i>
<i>Yes</i>	14	15	29
<i>No</i>	3	5	8
<i>Total</i>	17	20	37

Hypotheses:

Null Hypothesis (H₀): Employee satisfaction on flexible work arrangement is not related to gender.

Alternative Hypothesis (H₁): Employee satisfaction on flexible work arrangement is related to gender.

Chi-Square Test Statistic:

$$\text{Formula: } \chi^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

Where, O_i = Observed Value

E_i = Expected Value

The Expected Value Calculated as: (Row Total* Column Total) / Grand Total

1. Calculate Expected Values:

$$E_{1,1} = (29 * 17 / 37) = 13.32$$

$$E_{2,1} = (29 * 20 / 37) = 15.68$$

$$E_{1,2} = (8 * 17 / 37) = 3.68$$

$$E_{2,2} = (8 * 20 / 37) = 4.32$$

1. Calculate Chi-Square Statistic:

	O	E	(O-E)	(O-E) ²	$\sum \frac{(O - E)^2}{E}$
E11	14	13.32	0.68	0.424	0.0318
E21	3	3.68	-0.68	0.424	0.1152
E12	15	15.68	-0.68	0.424	0.0270
E22	5	4.32	0.68	0.424	0.0981

Total: 0.272

Degree Of Freedom: df = (number of rows -1) * (number of columns -1)

$$= (2-1) * (2-1) = 1$$

Significance level: 0.05%

So, the critical value is 3.84 as the Chi-square distribution table with 1 degree of freedom and significance level of 0.05%.

Conclusion: As the calculated chi-square value (0.27) is lower than the critical value (3.84), we fail to reject the null hypothesis and accepted alternative hypothesis.

So, this study concludes that employee satisfaction on flexible work arrangement is depends on gender. In this study male and female have separate perception about flexible work arrange and their satisfaction also changed based on convenient.

CHAPTER -5

5.1 Findings of the study

The study assesses how flexible work arrangements influence the productivity and job performance of hospital employees. By analysing all data collected through questionnaire survey it was found that employees were given positive response that implementing FWA in the workplace it will improve employee's productivity as well as their job performance.

This study further aimed at to determine the effects of Flexible Work Arrangement on employee satisfaction, work-life balance, and overall health and well-being. The findings confirmed that FWAs have a positive impact on both employee job satisfaction and work life balance. Among 37 respondents majority was agreed that implementing FWAs improve work-life balance whereas most of the participants were neutral about their response on improving job satisfaction. This study also found that workplace flexibility may help mitigate the effect of burnout among healthcare workers.

5.2 Conclusion

Based on the findings of the study, it can be concluded that flexible work arrangements (FWAs) play a significant role in enhancing employee satisfaction, performance, and overall well-being among hospital employees. The data indicates that FWAs contribute positively to job satisfaction, work-life balance, and productivity, with respondents generally expressing strong support for these arrangements. Additionally, the study highlights the importance of effective Human Resource Management practices in implementing FWAs, particularly in the healthcare sector, where challenges such as employee burnout and high workloads are prevalent. Overall, the adoption of flexible work arrangements is beneficial not only for employees but also for organizations, as it can lead to improved retention, reduced stress levels, and better organizational commitment.

Reference

Tian Er Poh, Shirlye Chai, Yee Pin Lim, Chia Yee Wong, Francis Eng Kai Heng, and Jack Siew Yu Wong. (2022). Implementation of Flexible Work Arrangement among Healthcare Workers in Miri Hospital. *The Malaysian Journal of Medical Science*, 29(6): Pp89–103.

Kangogo, J. Wanambiro, V. Influence of flexible work schedule on organisational commitment of employee in hospital in Nakuru Town, Kenya (2019). *International Journal of Recent Research in Social Sciences and Humanities (URSSH)*, Vol. 6, Issue 2, pp: (62-76).

Howard 5, Hordacre AL, Moretti C & Spoehr 1. 2014. Investigating flexible work arrangements: For nurses and midwives in the acute hospital sector. Adelaide Australian Workplace Innovation and Social Research Centre, The University of Adelaide, ISBN: 978-0-9873424-4-7.

Beelders, Joy A. (2022). A Grounded theory of ways in which flexible working arrangements are understood to foster flourishing in the workplace: The experience of employees at the corporate offices of a private South African hospital group. University of the western cape.

Bernstrom, V.H. Daniele Evelin Alves, D.E. Ellingsen, D. and Ingelsrud, M.H. (2019). Healthy working time arrangements for healthcare personnel and patients: a systematic literature review *Health Services Research*, Vol-19: Pp193.

Nasir, NSM. (2023). Exploring employees preference and organisational strategy for flexibility adaptive work arrangement in the post Covid -19. *Journal of Business Innovation*, Volume 8, Pp113-120.

Quinlan M (2023). Studied On Flexible Work and Organisational Arrangements – Regulatory Problems and Responses. National Research Centre for Occupational Health and Safety Regulation & National Occupational Health and Safety Commission, Gold Coast.

Kipkoech, K.V. (2013). Flexible Work arrangement in employee Performance in Kericho Country referral Hospital, Kenya., D53/OL/KER/24701/2013.

Walters B (2022). What Effect Does Flexible Work Arrangements Have on Efficiency and Job Satisfaction in Medical Dosimetry? Culminating Experience Projects. Pp- 348.

Okolie U.C, Egbon T. N (2023). Flexibility Work Arrangements and Employee Normative Commitment in Selected General Hospitals in Delta State, Nigeria. Jurnal Penelitian Universitas Kuningan. Vol 14, Pp-102-121

Maglalang D. D, Sorensen G, et al. (2021). Job and family demands and burnout among healthcare workers: The moderating role of workplace flexibility. Elsevier. Volume 14.

Saritas, Tuba C. (2017). Gendered Aspect of flexible work and precariousness in Turkey: A case of nurses in health Sector. Pp-322.

Sekhar C, Patwardhan M. (2021). Flexible working arrangement and job performance: the mediating role of supervisor support. International Journal of Productivity and Performance Management, DOI 10.1108/IJPPM-07-2020-0396.

Rahaman M.F. (2019). Impact of Flexible Work Arrangements on Job Satisfaction Among the Female Teachers in the Higher Education Sector. European Journal of Business and Management. Vol11, No. 18.

Windia NML, Singh JSK, et.al. (2020). Reducing Turnover Intention through Flexible Work Arrangement, Supervisor Support, and Employee Engagement: A Study among Female Auditors in Jakarta. Global Business and Management Research: An International Journal Vol. 12. No. 3.

Field Work

Industry visit

An industry visit, often referred to as an industrial tour or field trip, is an organized visit to a company or manufacturing plant, aimed at providing students, professionals, or trainees with practical insights into real-world industrial operations.

Purpose and Objectives: The primary purpose of an industry visit is to bridge the gap between theoretical knowledge and practical application. It helps participants understand how the concepts learned in classrooms are implemented in real-world settings. Objectives typically include gaining insights into the company's operations, understanding the workflow, observing the technology and machinery used, and learning about industry practices and challenges.

Benefits of Industrial Visit:

Industrial visits offer a valuable learning experience beyond the classroom, bringing numerous benefits to students. Here are some key advantages (worth 2 marks each):

1. **Bridging the Theory-Practice Gap:** Textbooks and lectures provide a foundation, but industry visits bring concepts to life. Students witness how theoretical knowledge translates into real-world applications, solidifying their understanding.
2. **Exploring Career Options:** By visiting diverse companies, students gain exposure to various industries and professions. This firsthand experience helps them identify potential career paths that align with their interests and skills.
3. **Developing Professional Skills:** Industry visits provide opportunities to interact with industry professionals. Students can ask questions, observe work practices, and enhance communication, teamwork, and problem-solving skills crucial for future careers.
4. **Learning about New Technologies:** Students witness cutting-edge machinery, processes, and technologies used in the industry. This exposure keeps them updated on industry trends and prepares them for a dynamic work environment.
5. **Career Clarity:** Industry visits can help students solidify their career interests or identify new ones. Seeing different professions in action can

help them determine if a particular field aligns with their goals and aspirations.

6. **Expert Interaction:** Industry visits often involve opportunities to interact with industry professionals, including engineers, managers, and policymakers. Students can ask questions, gain insights into the industry, and learn valuable career advice.
7. **Skill Development:** Industry visits can help students develop important soft skills like communication, teamwork, and problem-solving. They may also gain presentation skills if they're required to report on their visit.
8. **Networking Opportunities:** These visits can open doors for students by allowing them to connect with professionals in their field of interest. This can be helpful for securing internships or future employment opportunities.

About the journey

We are required by the curriculum to participate in an industrial visit led by the University of Burdwan's Department of Business Administration (Human Resource). We set out on our adventure on 14th April from Bardhaman Railway Station with a total of 33 students and 2 faculties. On our way to New Jalpaiguri Jn. at 9.20 PM on the Uttar Banga Express, full of delight.



The following morning at 8:15, we arrived at NJP station on 15th April, 2024. A bus was booked for moving towards Loyola Pastoral centre for staying and having food we stayed for 2 nights and 3 days. We travelled there by bus before arriving at Matigara's Loyola Pastoral Centre.

Soon after unpacking, we gathered for a hearty meal. The dining hall was filled with the rich aromas of local cuisine, and the food did not disappoint. We enjoyed a variety of dishes, all prepared with care and attention to detail. The meal was not just sustenance but a delightful start to our adventure.



After enjoying a hearty meal, we set off for our first destination, Rohini Lake in Siliguri. The Rohini Lake welcomed us with its calm, sparkling waters, surrounded by lush greenery. The scenery was absolutely breathtaking. We spent our time at the lake absorbing the tranquillity. We listened to the gentle sound of water lapping against the shore and the soothing symphony of nature's sounds.



We strolled along the edge of the lake, taking countless photographs to capture the moment. It was a wonderful reminder of nature’s ability to refresh and rejuvenate our spirits.

As the day wore on, we reluctantly left the lake behind and made our way towards our next destination: Fulbari. This destination was special for a different reason. Fulbari is known for its proximity to the Indo-Bangladesh border. Visiting the Indo-Bangladesh border at Fulbari was a profound experience. Witnessing the dedication of our BSF jawans as they stand guard to protect our motherland fills me with immense pride. Their unwavering commitment and sacrifice ensure the safety and security of our nation.



Standing there, at the edge of our country, we could see the fences and watchtowers marking the border. It was a powerful experience, highlighting the importance of international boundaries and the cooperation necessary to maintain peace.

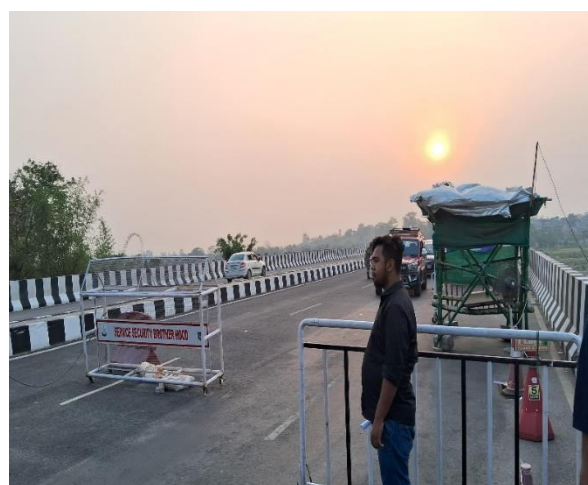
As the sun began to set, casting a golden glow over Fulbari, we made our way back to Loyola Pastoral Centre.

In the next day, we woke up early in the morning and visited to North Bengal University. The campus was vast and surrounded by lush greenery, creating a serene and inspiring environment. After spending a productive day there, we returned home to prepare for our first industry visit, which was scheduled for the following day in Jhapa, Nepal.



When we entered Nepal, we were checked by the BSF jawans for security. Our industry visit was scheduled for 2 PM, so we decided to go for lunch beforehand. However, it turned out to be a Tuesday, and all the food shops were closed. After searching for a long time, we finally found a confectionery cum mini restaurant.

Upon our request, the staff at the restaurant graciously agreed to prepare food for us, despite the short notice. Remarkably, they managed to cook for all 35 of us within just 1.5 hours. They served a variety of Nepali cuisine, and the aroma and taste of the food were amazing. The warmth and hospitality of the Nepali people made the experience even more memorable.



Field Visit (1)

- Singapore Beverages Nepal Pvt Ltd.
- Date: 16/04/2024
- Place: Jhapa , Nepal



Company Profile

Singapore Beverages Nepal Pvt Ltd is a prominent beverage company operating in Nepal. Established with the aim of delivering high-quality beverages to the Nepali market, the company has focused on leveraging international expertise and local insights. It is often associated with producing, distributing, and marketing a range of beverages, including both alcoholic and non-alcoholic drinks.

The company's profile typically highlights Its commitment to quality, innovation, and customer satisfaction. It often collaborates with global brands and implements advanced production techniques to ensure that its products meet international standards. With a strong distribution network, Singapore Beverages Nepal Pvt Ltd ensures widespread availability of its products across the country.

In addition to its business operations, the company is likely to engage in various corporate social responsibility (CSR) activities, emphasizing sustainability, community support, and environmental conservation. Overall, Singapore Beverages Nepal Pvt Ltd aims to be a leading player in the Nepali beverage industry by combining global best practices with local market needs.

•**Products:** some of the Singapore Beverages Nepal Pvt. Ltd (SBN) product names: **Jeeru:** This drink is advertised with the tagline “Ruchaucha Pachaucha” (meaning “Enjoyable and Digestive”), suggesting a potentially flavourful and digestive beverage. And the Other products are –

Joiner, Fruit Gems, Nimbu pani (Nepali for lemon water), Naturals, Naturals Can, Ginger Ale, London Dry (possibly Tonic Water), Club Soda, Club Cola



Our Observation: Upon arrival at Singapore Beverages, we were greeted by the operations manager and HR representative. After a warm welcome and safety briefing, they led us on a tour of the factory, showcasing their diverse range of carbonated and non-carbonated beverages. We then witnessed the production process firsthand, followed by a Q&A session to address any questions we had.



Manufacturing Process of Singapore Beverages Nepal Pvt Ltd

1. Preparation of Sugar Concentration:

The manufacturing process begins with the preparation of a sugar concentration. High-quality sugar is carefully measured and dissolved in a large mixing tank, creating a syrup that will serve as the base for the beverage.

2. Mixing with Flavors:

Once the sugar syrup is prepared, natural and artificial flavors are blended into the mixture. This step ensures that the flavor profile of the beverage is consistent and meets the company's high standards for taste.



3. Blowing Plastic Bottles:

The process of creating plastic bottles involves several steps to ensure durability and quality. High-quality plastic raw materials are sourced and heated until they become flexible. Using a blower machine, the heated plastic is shaped into small tubes. These tubes are then formed into the final bottle shape through an air vacuum process. This ensures that each bottle is identical in size and shape, ready to hold the beverage.

4. Rinsing, Filling, and Capping:

The freshly formed plastic bottles are first thoroughly rinsed to remove any impurities. After cleaning, the bottles are moved to the filling station where they are filled with the flavoured sugar syrup. Immediately after filling, the bottles are capped using the company's specialized capping equipment. This process not

only seals the bottles but also ensures they are labelled correctly with the company's branding.

5. Chilling and Labelling:

Post-filling, the bottles are chilled to preserve the quality and freshness of the juice. Once chilled, they are labelled with the company's name and other necessary information. The bottles then pass through an automated machine that applies the batch number, manufacturing date, and expiration date using a laser printer. This step is crucial for traceability and quality control.

6. Packaging and Storing:

The final step in the manufacturing process involves packaging the bottles. Each bottle is carefully placed in a carton box to ensure they are protected during transportation. These cartons are then stored in the warehouse, ready to be shipped to retailers and customers. The warehouse conditions are maintained to ensure the beverages remain fresh and in optimal condition until they reach the market.

HR Compliances

The Labour Act of Nepal and the Factories Act of 1948 in India both emphasize the health and safety of workers, though their specific provisions and implementation mechanisms differ according to their respective legal and regulatory contexts. Here is a detailed comparison focusing on health and safety provisions for workers.

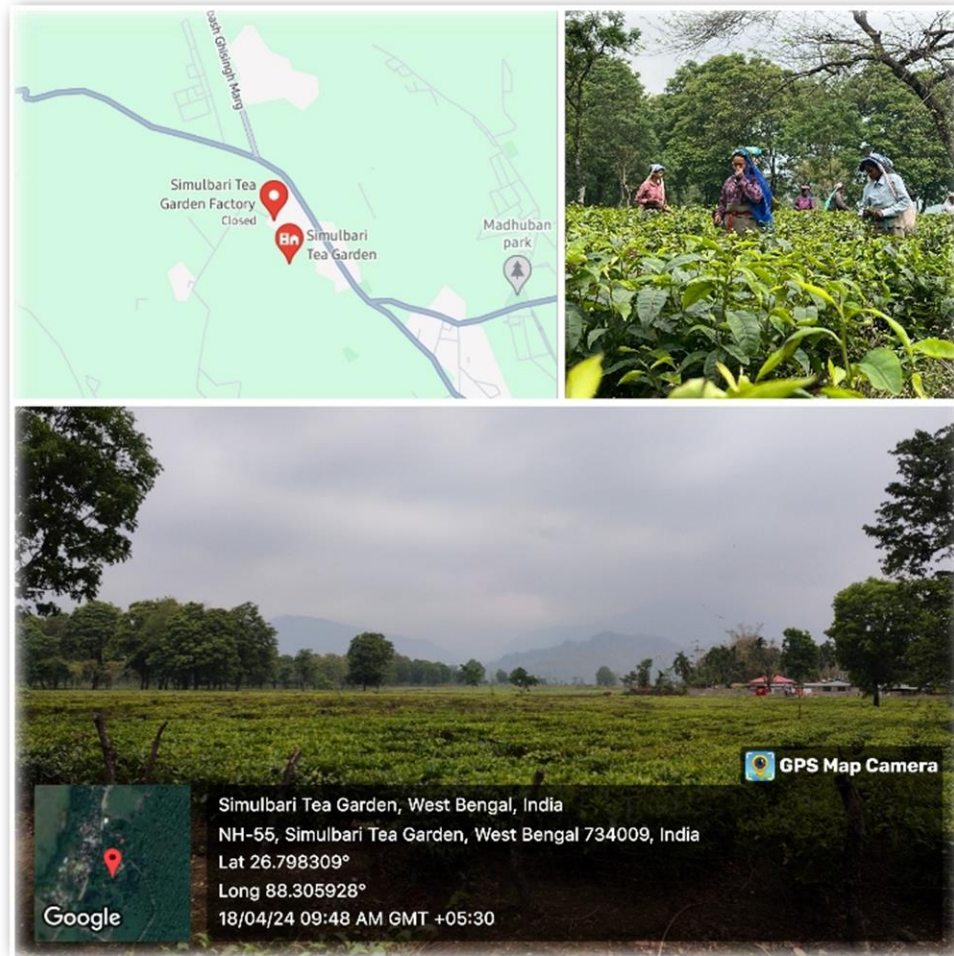
Subject	The Labour Act Nepal	Factory Act 1948, India
1. Scope and Coverage	Applies to all workplaces where at least ten employees are employed. It includes various sectors such as manufacturing, service, construction, and others	Specifically applies to factories using power and employing 10 or more workers, and non-power using factories with 20 or more workers.
2. Health and Safety Provisions	<p>Work Environment: Employers must ensure a safe and healthy work environment, including clean drinking water, sanitation, and ventilation.</p> <p>Preventive Measures: Implementation of measures to</p>	<p>Cleanliness (Section 11): Factories must maintain cleanliness through daily sweeping and adequate drainage.</p> <p>Disposal of Wastes and Effluents (Section 12):</p>

	<p>prevent occupational diseases and accidents.</p> <p>Medical Examination: Mandatory periodic health check-ups for workers in hazardous occupations.</p>	<p>Proper arrangements for the disposal of industrial waste and effluents.</p> <p>Ventilation and Temperature (Section 13): Factories should have adequate ventilation and maintain a reasonable temperature to ensure worker comfort.</p> <p>Dust and Fume (Section 14): Effective measures to prevent inhalation of dust and fumes.</p>
3.Safety Provisions	<p>Safety Committees: Establishment of safety and health committees in workplaces with more than 20 workers.</p> <p>Protective Gear: Provision of necessary protective gear and safety equipment.</p> <p>Emergency Protocols: Adequate measures for emergency situations, including fire safety and first aid</p>	<p>Machinery Safety (Sections 21-27): Regulations for securely fencing machinery, proper maintenance, and handling hazardous substances.</p> <p>Safety Officers (Section 40B): Appointment of safety officers in factories employing 1,000 or more workers.</p> <p>Health and Safety Committees (Section 41G): Establishment of committees to promote cooperation between employers and workers.</p>
4.Working Hours	<p>Working hours continue to be 8 hours a day and 48 hours a be deployed in work for more than 8 hrs. per day or 40 hrs. per week as per section 28 of Labor Act, 2074.</p>	<p>This act mandates that adult workers should not work for more than 48 hours in a week and 9 hours in a day. Overtime is also compensated.</p>
5. Overtime	<p>Sec 19(2) states that the maximum overtime is 4 hours a day as per sec 30 of the new act, the maximum overtime has been and 20 hours a week</p>	

<p>7.Overtime pay</p>	<p>The overtime wages are also continued to be one and half time of his/her ordinary rate of wages as per sec 31 of Labor Act, 2074.</p>	<p>The overtime wages is also continued to be twice of his/her ordinary rate of wages as per Factory Act,1948.</p>
<p>8.Leave</p>	<p>The act entitles workers to various leaves, including annual leave: 1 day for every 20 worked days public holidays:13 days. Weekly Holiday: 1day in every week. Maternity leave:98days. Fully paid up to 60 days.</p>	<p>It ensures annual leave with wages and provisions for weekly holidays, aligning with the overall framework of labour laws in India. Annual Leave: 1 day for every 240 worked days. Weekly Holiday: First day of the week i.e. Sunday shall be a weekly holiday. Maternity leave:26 weeks paid leave to any woman who has worked for at least 80 days in the 12 months preceding the date of expected delivery</p>

Field Visit (2)

- **Simulbari Tea Factory and Garden**
- **Date:18/04/2024**
- **Place: Siliguri**



About the Journey:

Before returning to Bardhaman on 18th April, we visited the Simulbari Tea Estate in Siliguri. The primary goals of this visit were to inform students about the many activities linked to the production process, human resource management, and tea manufacturing industry as well as to offer them with practical tea expertise, the Plantation manager first gives a formal introduction regarding the factory. Then we go inside the manufacturing facility. He explained the entire tea-making process to us, from plucking the tea leaves to heading to the market for delivery.

Company Profile

Simulbari Tea Factory and Garden is a renowned tea estate located in the Darjeeling district of West Bengal, India. Known for producing high-quality Darjeeling tea, Simulbari has a rich history and is celebrated for its contribution to the tea industry.

Tea Production:

Simulbari Tea Estate is known for producing both orthodox and CTC (Crush, Tear, Curl) teas.

The estate employs traditional methods of tea cultivation and processing, ensuring high-quality output.

The garden produces various types of tea, including black, green, and white teas, each with its own flavour profile and characteristics.

Economic and Social Impact:

The tea estate provides employment to a large number of local residents, contributing significantly to the local economy.

Workers at Simulbari are often provided with housing, healthcare, and educational facilities, reflecting the garden's commitment to social welfare.



Tourism and Experience:

Some tea estates in Darjeeling offer tours and tastings, giving visitors a chance to experience the tea-making process firsthand. While specific details about tourism at Simulbari aren't as widely documented, it may offer similar experiences to those found at other renowned estates in the region.

Significance

Simulbari Tea Factory and Garden is significant for several reasons:

Quality and Reputation: The estate is part of the prestigious group of tea gardens that produce Darjeeling tea, often referred to as the “Champagne of Teas.”

Cultural Heritage: Tea production in Darjeeling is not just an industry but a cultural heritage that shapes the identity of the region.

Global Reach: The tea produced here is exported globally, making it a key player in international tea markets.

Manufacturing Process

The CTC (Crush, Tear, Curl) tea-making process at Simulbari Tea Factory and Garden involves several meticulous steps to transform fresh tea leaves into the distinctive granular CTC tea. Here is an overview of the process:

1. Plucking

Tea leaves are hand-plucked from the tea bushes. Only the tender shoots, comprising the top two leaves and a bud, are selected to ensure high-quality tea. Because female hands are more nimble than male ones, women are typically responsible for plucking the soft two leaves and the bud.



2. Withering

The freshly plucked leaves are spread out on troughs or racks in a well-ventilated area to reduce their moisture content. This process, lasting several hours, makes the leaves pliable for further processing

3. CTC (Crush, Tear, Curl) Processing

The withered leaves are passed through a series of cylindrical rollers with sharp teeth. As the name suggests, the leaves are crushed, torn, and curled



into small, hard pellets. This mechanical process significantly differs from the gentler orthodox method and is designed to produce a strong, brisk tea suitable for tea bags and quick brewing.

4. Fermentation (Oxidation)

The processed leaves are then spread out in a controlled environment to oxidize. During this stage, the leaves turn from green to a coppery colour, developing their flavor and aroma. The duration and conditions of fermentation are carefully monitored to achieve the desired flavor profile.



5. Drying

The oxidized leaves are dried in large ovens or dryers to halt the oxidation process and reduce moisture content to about 2-3%. This step ensures the tea is shelf-stable and ready for storage and packaging.



6. Sorting and Grading

Sorting & grading is the process of separating bulk tea particles into several grades of varying sizes and shapes for trading purposes.

7. Packing

The graded tea is then packed into bulk containers or smaller packages, ready for distribution. Teas are packed in airtight containers to minimise moisture absorption and preserve the freshness.



Simulbari Tea Estate compliance with Plantation Act 1951 and Factories Act 1948. The total area of Simulbari Tea Estate is 320 Accor. There are two managers present in the factory one is a plantation manager and another is factory manager. Simulbari tea estate have total 1000 worker from them 550 permanent workers.

Following some welfare facilities that provided by the factory to the workers

- Drinking water as well as cooler is available in the plantation areas for the workers.
- Bonus (kali puja, Durga puja.)
- Changing rooms for workers
- Maternity benefits
- Creches facility for workers family (in the plantation areas under the tree a temporary creches for babies a woman looks after them)
- Canteen Facilities also provided to the employee but now it is closed for some reason.
- Latrine and urinal separate for men and women also provided.
- Rest room for employee also provided
- First aid and ambulance also provided.
- Welfare officer present

Some safety measures are taken by workers while working

- Safety shoes for protection against snake or other insects.
- Hat/cap
- Gloves
- Umbrella
- Machineries were properly fencing. And well maintained. There is a distance heavy machine.
- Two Safety officer present.

Working Hour and wages

- Total daily hours – 8 hours.
- Wages: 12 kg per bag they received Rs.3. Above 12 kg they received Rs.3.5 per kgs.
- One day leave for a week.

COMMUNITY ENGAGEMENT-MBAHR4204



SUBMITTED BY

FIRDOUSI NASRIN

ROLL NO.: BUR/MBA(HR)/2022/010

REGISTRATION NO.-201901009946 OF 2019-20

SUBMITTED TO

**THE DEPARTMENT OF BUSINESS ADMINISTRATION
(HUMAN RESOURCE)**

THE UNIVERSITY OF BURDWAN

**IN PARTIAL FULFILMENT OF THE REQUIREMENT OF THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE)**

DECLARATION

I do hereby declare that this project report entitled as “Report on Community Engagement” is record of independent work carried out by me as per the curriculum requirement of MBA(HR) course of The University of Burdwan.

I declare that this project is exclusively prepared and conceptualised by me, and is not submitted to any other institution or published anywhere before.

The project was undertaken as a part of course curriculum of MBA(HR) of “THE UNIVERSITY OF BURDWAN.

Name- FIRDOUSI NASRIN
REG: 201901009946OF 2019-20
Roll No: BUR/MBA(HR)/2022/010
Program: MBA(HR)
Department: Business Administration (HR)

Signature

ACKNOWLEDGEMENT

I am obliged to each and every individual who have lent their hands of support towards the completion of my Dissertation I am especially grateful to my respected sir Dr. Nirmal Chandra Roy, Assistant Professor of the dept. of Business Administration (Human Resource) for his constant inspiration, guidance & supervision during the project work as my project guide. I am thankful to him for his encouragement and support.

I also express my thanks to Professor Dr. Partha Sarkar for his valuable suggestions and guidance. I express my sincere gratitude to him.

I would like to thank Asst. prof. Dr. Avishek Mishra, Head of the dept. of Business Administration (Human Resources) for his valuable suggestions and guidance.

Dissertation will be incomplete without mentioning the inspiration & support given by my family, friends & all well-wishers. Their valuable guidance & support was very useful encouraging.

Name- FIRDOUSI NASRIN
REG: 201901009946OF 2019-20
Roll No: BUR/MBA(HR)/2022/010
Program: MBA(HR)
Department: Business Administration (HR)

Signature

Introduction

Community Engagement

Community engagement is the process of working collaboratively with community members to address issues that affect their well-being. It involves building relationships, fostering open communication, and encouraging active participation from all segments of the community to achieve common goals. Here are the main aspects of community engagement:

- **Active Participation:** Involving community members in decision-making processes and activities to ensure their perspectives and needs are considered.
- **Collaborative Efforts:** Partnering with individuals, groups, organizations, and institutions within the community to leverage diverse skills and resources.
- **Mutual Benefit:** Aiming for outcomes that benefit both the community and the organization or group leading the engagement effort, creating a sense of shared ownership and responsibility.
- **Empowerment:** Providing the community with the tools, knowledge, and opportunities they need to contribute effectively and influence decisions.
- **Sustainable Impact:** Ensuring that the engagement leads to lasting positive changes that reflect the community's priorities and are supported by ongoing efforts and resources.

Community engagement is essential for creating solutions that are well-informed, widely supported, and more likely to be successful and sustainable.

Objectives Of Community Engagement

1. **Foster collaboration:** Community engagement aims to bring people together and encourage collaboration among residents, organizations, and stakeholders.
2. **Empower individuals and groups:** It seeks to empower community members by giving them a voice and involving them in decision-making processes that affect their lives.

3. **Address community needs:** Community engagement focuses on identifying and addressing the needs and concerns of the community, ensuring that resources and services are allocated effectively.

4. **Promote inclusivity:** It strives to create an inclusive environment where all community members feel valued, respected, and included in the decision-making process.

5. **Enhance community well-being:** Through active engagement, community members can work together to improve the overall well-being of the community, addressing issues such as health, safety, education, and social cohesion.

6. **Build social capital:** Community engagement aims to strengthen social connections and relationships within the community, fostering a sense of belonging and trust among residents.

7. **encourage innovation and creativity:** By involving a diverse range of perspective, community engagement can spark innovative ideas and creative solutions to address community challenges.

About my Community Engagement work:

According to the syllabus, there is paper called community engagement for the 4th semester student where we had to arrange some social outreach process. The outreach process enables the students to meet with the daily demand faced by the people in the community for counselling, support, directions and also assists Many basic necessities such as shelter, food, clothing. Employment opportunities and medical services. Depend on upon the development of trustworthy and unconstitutional relationships, the students can try to motivate and the empower these people to explore their options and meet new challenges to work towards improving their current life situation.

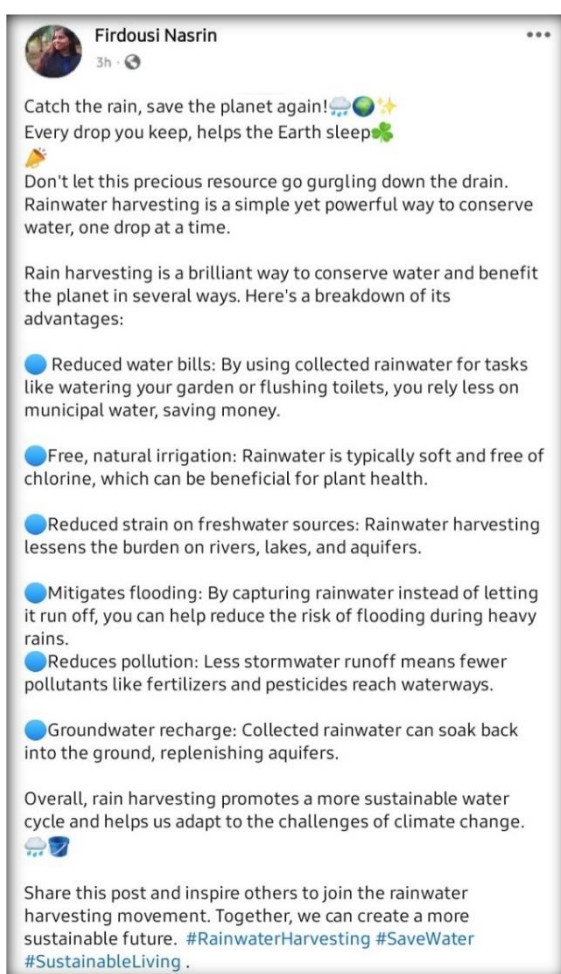
Topic of Community Engagement

1. Rain Harvesting at Cyclone Remal.
2. Fostering Community Through Handmade Jewellery
3. Celebrating Pride and Resilience
4. Tree Plantation Programme
5. A Day in ICDS Centre
6. Food Distribution
7. Dengue Awareness
8. Plastic Free Environment
9. Cloth Distribution
10. University Campus Cleaning

1. Rain Harvesting at Cyclone Remal

Amid the howling winds and driving rain of Cyclone Remal on the 27th of May 2024, I found myself not just seeking shelter but also thinking about how I could turn this turbulent event into something positive. As the storm lashed outside, I placed several large containers around my home to collect the rainwater pouring down in torrents. My goal was twofold: to gather a precious natural resource and to use this opportunity to raise awareness about rainwater harvesting on social media.

Once the containers were filled, I took pictures and videos, capturing the sheer volume of water that could be collected in just a short span of time. I then sat down to craft a message for my social media. I talked about the importance of rainwater harvesting, especially during extreme weather events like Cyclone Remal. I emphasized how simple it is to collect rainwater and how this practice can help conserve water, reduce the burden on local water supplies, and prepare



for dry periods. Using the hashtag #SaveWater and #RainwaterHarvesting, I posted my content at Facebook platforms. The response was immediate and encouraging. After seeing the post friends and followers start their own rainwater harvesting systems at home.

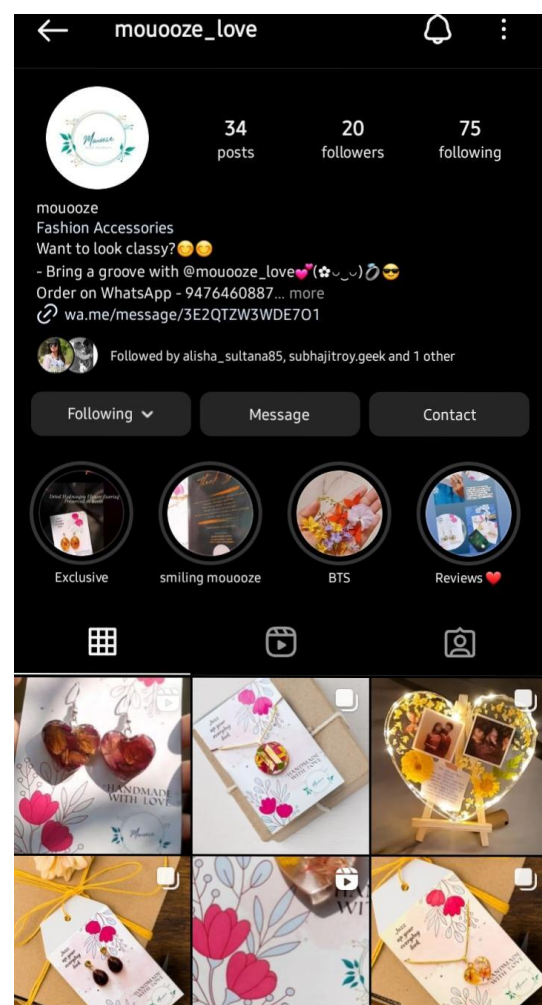
By the end of the day, not only had I collected a substantial amount of rainwater, but I had also played a part in spreading awareness and encouraging others to make a difference, even in the face of a cyclone.

2. Crafting Connections: Fostering Community Through Handmade Jewelry

About Mouooze: My handmade resin jewellery business, Mouooze, creates unique pieces using original dried flowers and offers customized products based on customer preferences.

During the challenging period of the COVID-19 pandemic in 2021, I embarked on a journey of self-dependence by starting a small handmade resin jewelry business. This initiative not only allowed me to support myself during uncertain times but also became a beacon of inspiration within the community. Through my venture, I demonstrated the possibilities of self-employment, encouraging others to explore their entrepreneurial potential and fostering a spirit of resilience and creativity amidst adversity.

The business quickly grew beyond a personal endeavor, transforming into a source of community engagement and inspiration. By sharing my experiences and challenges through social media, online forums, I provided valuable insights



into starting and sustaining a small business. This transparency helped demystify the process, showing that with dedication and creativity, anyone could follow a similar path. The community rallied around this initiative, with many members expressing newfound confidence to pursue their own passions and projects.

My story became a testament to the power of self-reliance and innovation, proving that even in the toughest times, there are opportunities to thrive and uplift others. This ripple effect of empowerment and support fostered a stronger, more connected community, united by the shared goal of overcoming adversity through self-employment and mutual encouragement.

Customer Review



3. Ramdhanu2023: Celebrating Pride and Resilience

On 6 June, 2023, I and our members of Oishik Helping Hand proudly organized a significant event named Ramdhanu2023, dedicated to raising awareness and celebrating the LGBTQ+ community. The event was made possible with the invaluable assistance of Kundan Jha and Chandan Jha and was held at the esteemed Sanskriti Lokomamcho.

The gathering was graced by the presence of two remarkable guests, Sarbajit Chakraborty and Bonya Khan, who are prominent figures in the transgender community. Their participation brought a profound depth to the event, as they shared their personal journeys, highlighting the struggles and triumphs they have faced as transgender individuals.

Aparna Bannerjee, Kaunish Dey Sarkar and Banya (Obhisek Kar) candidly share their experiences of bullying and discrimination at various stages of their lives. They spoke about the hypocrisy they encountered within society, which often mocked and marginalized them simply for being true to themselves. Despite these challenges, they remained resilient, turning their struggles into stories of strength and inspiration.



Their narratives were not only a testament to their courage but also served as a powerful call to action for social awareness and acceptance. Through their speeches, Aparna Bannerjee, Kaunish Dey Sarkar and Banya (Obhisek Kar) educated the audience about the realities faced by the transgender community and emphasized the importance of empathy and understanding.

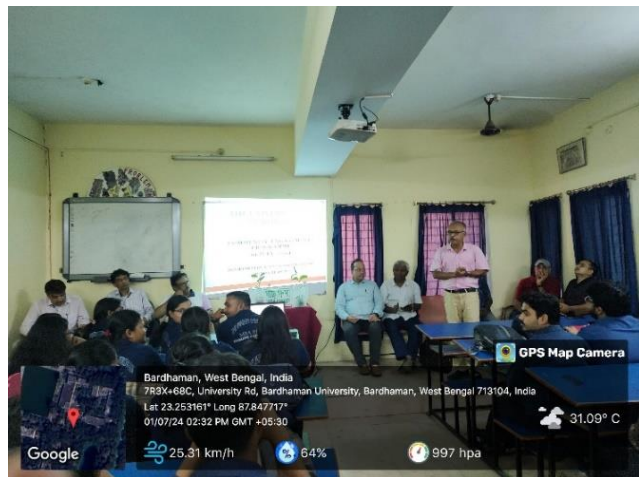
The event aimed to foster a sense of pride among all attendees, encouraging them to embrace their identities without fear. Aparna Bannerjee, Kaunish Dey Sarkar and Banya's (Obhisek Kar) stories illuminated the path towards a more inclusive society, where every individual can live with dignity and pride.



Ramdhanu2023 was more than just a program; it was a celebration of identity, resilience, and the unwavering spirit of the LGBTQ+ community. The event successfully highlighted the importance of acceptance and provided a platform for voices that often go unheard, paving the way for a brighter, more inclusive future.

4. Tree Plantation Programme

On July 1st, the MBA HR Department at Burdwan University, in collaboration with Gach Group, organized a community engagement program to commemorate Dr. Bidhanchandra Roy's birthday. This event underscored the significance of sustainability and individual social responsibility, key values that are essential in today's world.



The day began with a workshop focused on the importance of protecting trees. Experts from Gach Group interacted with students and faculty, explaining how trees play a vital role in our lives. They discussed how trees contribute to environmental balance by reducing carbon footprints, combating climate change, and preserving biodiversity. The discussion also touched on the necessity of tree plantation in the face of rapid globalization, which often leads to deforestation and environmental degradation.



The event emphasized that as future leaders, MBA HR students have a responsibility to promote green practices, both in their personal lives and in the

organizations, they will work for. It was an inspiring reminder that even small actions, like planting a tree, can make a significant impact on the global environment.

To conclude the event, approximately 60 saplings were distributed among the students and respected teachers. The unique aspect of this initiative was its heartfelt motto: “Plant a tree on behalf of someone dear to you, and let it flourish in their memory.” This sentiment added a personal touch, encouraging participants to plant their saplings with a sense of love and commitment.



This event was not just an educational experience but also a call to action. It reinforced the idea that even small, thoughtful gestures, like planting a tree, can create lasting memories and contribute to a healthier planet for future generations

5. A Day in ICDS Centre

As I am from Nutrition Honours background in graduation so I had the chance to visit an ICDS (Integrated Child Development Services) centre in Katwa on 22nd May. I went there with my friends and respected teacher of my nutrition department to check if the children were getting the right nutrition for their age.



Nutrition is crucial for children because it supports their physical growth and development, ensuring they reach healthy milestones. Proper nutrition enhances cognitive function, aiding in better learning and concentration. It boosts the immune system, helping children fight off illnesses and stay healthy. Adequate nutrition also provides the energy needed for daily activities and play, which is essential for overall well-being. Ultimately, good nutrition lays the foundation for a stronger, healthier future.

With the guidance of my teacher, we carefully measured each child's weight and height. I wrote down all the numbers, knowing that these measurements would help us understand if the children were getting enough food to grow strong and healthy.



6. Food Distribution

On the morning of 15th August, while many were preparing to celebrate the country's independence, my friends and I decided to observe the day differently. We wanted to do something meaningful, something that would bring a smile to the faces of those who are often forgotten by society. We gathered at Burdwan station, a place that often shelters those who have nowhere else to go. With bags filled with simple, we set out with a mission to distribute food to those in need. It was just basic food that could fill their empty stomachs and offer a moment of relief from their daily struggles.

In our society, there are so many who cannot afford even a single meal a day. Instead of those who are more fortunate often spend money on things that aren't really necessary, bring temporary pleasure but little lasting value. Seeing the joy that our small effort brought to these people made us reflect on the true worth of what we have.

That day at Burdwan station we learned a valuable lesson. We saw that the greatest rewards come not from what we receive, but from what we give. The smiles we brought to their faces were priceless, and the joy we felt in return was something we will carry with us for a long time.



7. Dengue Awareness

On National Dengue Day, May 16th, I aware people in the social media about dengue. I shared information about dengue prevention, emphasizing the importance of eliminating stagnant water sources, using mosquito repellents, and seeking medical attention if symptoms arise. I also highlighted the common symptoms of dengue, such as high fever, severe headache, muscle and joint pain, and a rash.

I also spreading bleaching powder in the drains of my neighbourhood to make people aware. This effective measure helped to kill mosquito larvae, reducing the risk of dengue transmission. By combining online advocacy with practical



Firdousi Nasrin

9h · 🌐

ডেঙ্গু জ্বরের ভয়াবহতা থেকে রক্ষা পেতে আমাদের সকলের সচেতন হওয়া অত্যন্ত জরুরি। মশার কামড় থেকে নিজেকে এবং আপনার প্রিয়জনদের সুরক্ষিত রাখার জন্য নিচের কিছু গুরুত্বপূর্ণ পরামর্শ মেনে চলুন:

⚠️ মশার কামড় থেকে বাঁচুন:

- মশারি ব্যবহার করুন: রাতে ঘুমানোর সময় অবশ্যই মশারি টানুন।
- পানির পাত্র ঢেকে রাখুন: ঘরের আশেপাশে যেকোনো জায়গায় জমা পানি যেন না থাকে।
- গা ঢাকা পোশাক পরুন: দিনের বেলায়, বিশেষ করে ভোরবেলা ও সন্ধ্যার সময় ফুল হাতা পোশাক পরিধান করুন।

⚠️ ডেঙ্গুর লক্ষণগুলো চিনে নিন:

- হঠাৎ উচ্চমাত্রার জ্বর
- তীব্র মাথাব্যথা
- চোখের পেছনে ব্যথা
- বমি ভাব ও বমি হওয়া
- শরীরের বিভিন্ন স্থানে ব্যথা বা ফুসকুড়ি

⚠️ দ্রুত চিকিৎসকের পরামর্শ নিন:

- উপরে উল্লেখিত কোনো লক্ষণ দেখা দিলে দেরি না করে নিকটস্থ স্বাস্থ্যকেন্দ্রে যান এবং চিকিৎসকের পরামর্শ নিন।

⚠️ সকলকে সচেতন করুন:

- নিজের পরিবারের পাশাপাশি পাড়া-প্রতিবেশী ও বন্ধুদেরও ডেঙ্গু সম্পর্কে সচেতন করুন।

সচেতনতা বাড়ান, ডেঙ্গুর বিরুদ্ধে লড়াই করুন! আজই এই পোস্টটি শেয়ার করুন এবং আমাদের সমাজকে সুরক্ষিত রাখতে সাহায্য করুন।



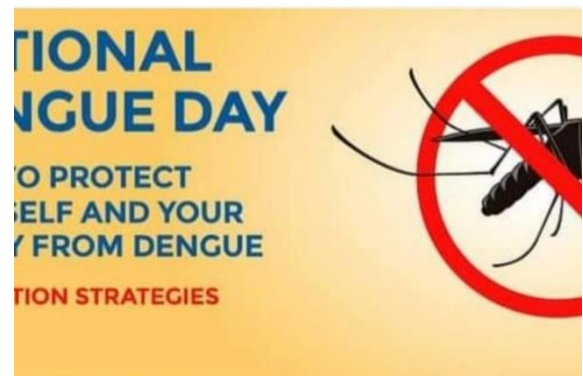
Firdousi Nasrin

9h · 🌐

ডেঙ্গু জ্বরের ভয়াবহতা থেকে রক্ষা পেতে আমাদের সকলের সচেতন হওয়া অত্যন্ত জরুরি। মশার কামড় থেকে নিজেকে এবং আপনার প্রিয়জনদের সুরক্ষিত রাখার জন্য নিচের কিছু গুরুত্বপূর্ণ পরামর্শ মেনে চলুন:

⚠️ মশার কামড় থেকে বাঁচুন:

- মশারি ব্যবহার করুন: রাতে ঘুমানোর সময় অবশ্যই মশারি টানুন।
- পানির পাত্র ঢেকে রাখুন: ঘরের আশেপাশে যেকোনো জায়গা... See more



👍👏 10

8 comments 1 share



Like



Comment



Send



Share

steps, I aimed to make a positive impact on the health and well-being of my community.

8. Plastic Free Environment

Plastic is a non-biodegradable waste and is harmful for the environment. The too much use of plastic causes a number of problems in human beings, in the animals and also in the environment. And it generally happens due to the unscientific and unknowingly use of plastic without knowing its adverse effects. Not only the use of plastic but the proper disposal of plastic goods also plays an important role for keeping our environment clean and pollution free.

Recognizing this challenge, my friend and I decided to take meaningful action to address the issue in our community. We began our initiative by focusing on cleaning up the streets. With gloves and bags in hand, we meticulously collected plastic packets and other waste scattered along the roadways. Understanding that clean-up alone wasn't enough, we also launched a community awareness campaign. We spoke to local residents,



educating them about the harmful effects of plastic pollution and the importance of proper waste disposal. We encouraged everyone to use dustbins and avoid littering.

9. Cloth Distribution

As a member of Oishik helping hand we took initiative to distribute old dress, aimed at supporting marginalized individuals in our community . By providing them with access to clothing, we aimed to address their basic needs and contribute to their overall well-being.

We collected gently used clothes from our homes and sorted them based on size, gender, and age group. The distribution process involved setting up a designated location where individuals could come and choose the clothes they needed. We distributed those clothes in Burdwan Station area.

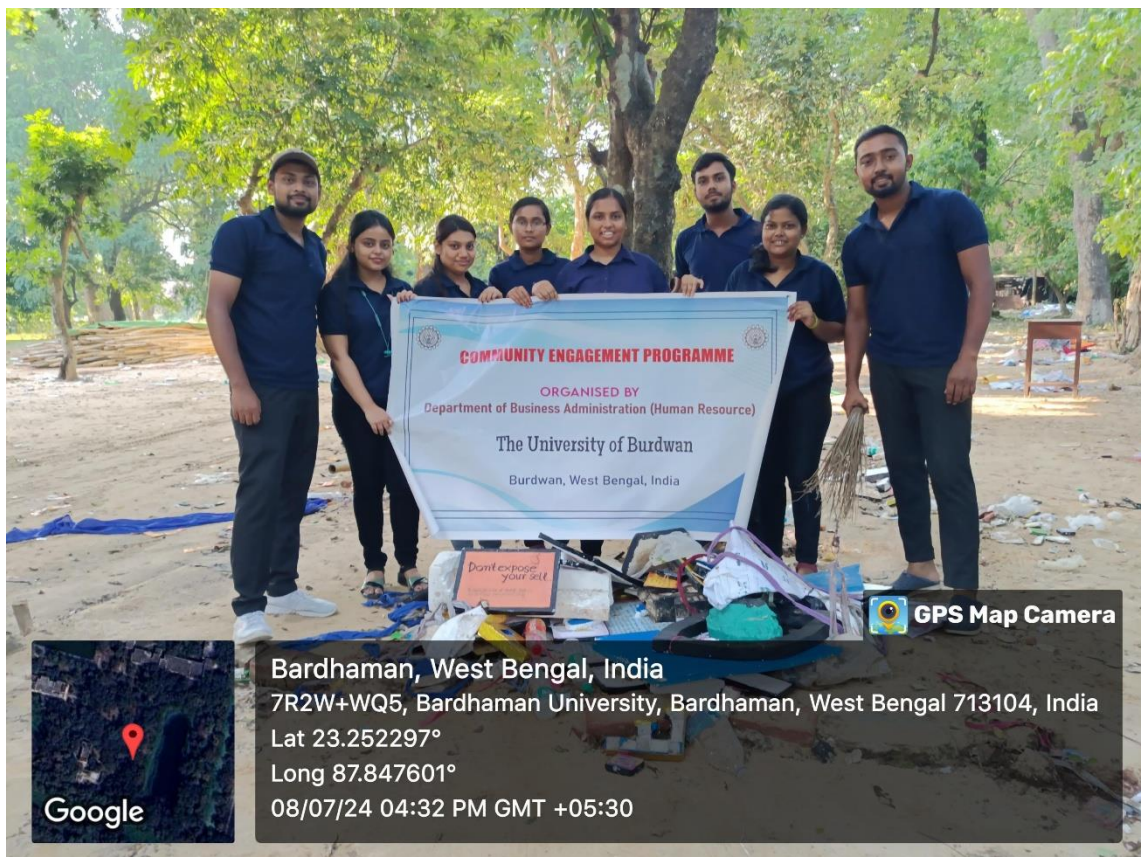
The old dress distribution initiative proved to be a meaningful way to support marginalized individuals in our community. By providing them with clothing, we contributed to their well- being and helped restore their dignity. We express our gratitude to all those involved and encourage continued efforts to uplift the marginalized through various means of support.

While the distribution was successful, we encountered challenges such as limited resources and the need for more sustainable solutions. We have learned the importance of ongoing engagement and support for marginalized communities beyond just providing clothing. Future initiatives should focus on addressing their broader needs and empowering them through skill-building and education.



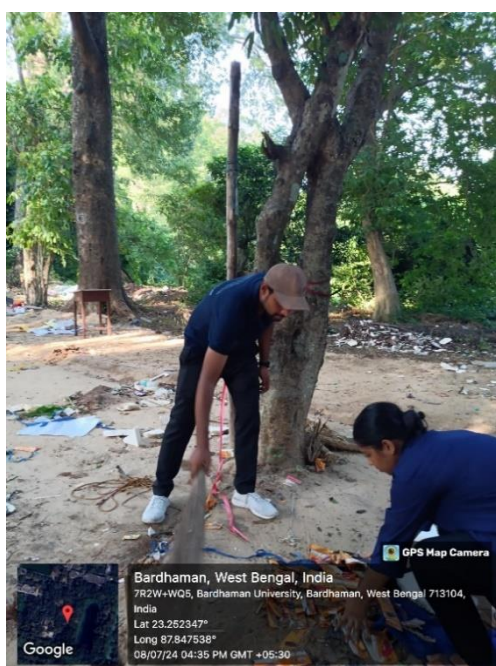
10. University Campus Cleaning

The vibrant spirit of the annual university fest, 'Muktadhara', left an indelible mark on the campus, filling the air with enthusiasm and creativity. As the festivities came to a close, a group of dedicated students from the MBA (HR) program recognized the importance of maintaining the campus's pristine beauty. Driven by a collective sense of responsibility, they decided to take action and organize a campus clean-up initiative.



Armed with determination and eco-friendly cleaning supplies, the MBA (HR) students embarked on their mission to restore the campus to its original splendour. Their camaraderie and shared purpose transformed the clean-up effort into a memorable and meaningful experience. Not only did they work tirelessly to pick up litter and dispose of waste properly, but they also engaged in discussions about the importance of environmental preservation and sustainable practices. This endeavour showcased their commitment to not just learning within the classroom but also actively participating in activities that contribute positively to the campus community and the environment.

The act of cleaning the campus post-‘Muktadhara’ underscored the students’ profound understanding of the connection between their actions and the well-being of their surroundings. Their initiative resonated beyond the immediate impact, inspiring others to follow suit and foster a culture of cleanliness and environmental consciousness. Through their collective effort, the MBA (HR) students demonstrated the power of unity and the potential for positive change when individuals take responsibility for the spaces they inhabit. This clean up serves as a reminder that the spirit of ‘Muktadhara’ can extend beyond entertainment, fostering a legacy of environmental stewardship and community engagement for years to come.



Thank You

