

ISSN 0970-8405

Personnel Today

JULY - DECEMBER, 2018

VOL. XXXX • No. 2

Half - Yearly Journal
of NIPM



NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT



PERSONNEL TODAY
A Half-yearly Journal of NIPM

Editorial Board

Editor

Dr. (Capt.) C. M. Chitale

Members

Prof. (Dr.) Aloke Kr. Sen
Mr. Nrusingh Prasad Panigrahy
Mr. Vishwesh P. Kulkarni
Dr. Pradeep Kumar Sahu

Editorial Support

Sk. Anowar Uddin

**Editorial, Advertisement,
Administration, Publication,
Circulation & National Office**

Executive Director, NIPM
Southend Conclave, Tower Block
3rd Floor, 1582, Rajdanga Main Road
Kolkata - 700 107
Phone : (033) 2441 7254-7255
Fax : +91-33-2441 7256
E-mail : info@nipm.in
Website : www.nipm.in

*All rights reserved. Reproduction in
whole or in part from this journal
without written permission of
NIPM, is prohibited.*

*The views expressed by contributors
are not necessarily endorsed by
NIPM. Unsolicited manuscript shall
not be returned even if accompanied
by self addressed envelope with
sufficient postage.*

Printed and Published by

Mr. S. N. Singh

Executive Director for NIPM
Southend conclave, Tower Block
3rd, Floor, 1582, Rajdanga Main Road
Kolkata - 700 107

Free circulation to NIPM members

CONTENTS

JULY - DECEMBER 2018 • VOL-XXXX • No. 2

03 Editorial

Prof. (Dr.) Aloke Kr. Sen

**04 Metrics of Organizational Practices in
Human Resource Management :**

A Conceptual Review

Dr. Indranil Bose

**12 Millenials - The First Naive Digital
Workforce: Dynamics of HRM**

G. Samuel Mores & Dr. Gandham Sri Rama Krishna

**20 Professional Development Courses for
Teachers : A Case of Teaching Faculties
Working in the Government First Grade
Colleges of the Karnataka State**

Shivakumar Upavast

**26 Recognition of Union — A Pragmatic
Approach**

Dr. H. Das

**38 Disinvestment Affects Industrial
Relations : An Analysis**

Dr. M. Manisekhar

42 Legal Notes

50 Book Review

Prof. (Dr.) Aloke Kr. Sen

Millenials - The First Naïve Digital Workforce: Dynamics of HRM

G. Samuel Mores & Dr. Gandham Sri Rama Krishna

Abstract

The traditional model of vertically integrated structured companies hire full-time employees to work eight hour shifts in a physical location has been quickly becoming outdated. There is an exponential increase of technological capabilities happening in India and all over the world which in turn changing the way enterprises work. Organisations are benefiting a lot with the fast pace increase of digitization in the way of increased productivity and cost economy. But, at the same time, it has been becoming more complex for the organisations to manage the new challenges emerging in the process. Employees can now work virtually anywhere in the world, as long as they have reliable internet. While this has been a boom for the employers and also employees, it has also caused to raise in the power balance of the employer-employee relations. The workforce is critical in digital business agility as the capacities of organisations to understand and to react to digital threats and opportunities is limited. Attracting new talent, retaining them as the part of managing the workforce is radically different from the systems that were in practice. This paper discusses about the new challenges of the organisations in the digitization era and how the organisations trying to cope up with them. It also discuss on the methods the enterprises may have to adopt in the future considering the sweeping changes taking place in the global scenario.

Introduction

More than three billion people had access to the Internet worldwide in 2015 which is slightly less than half of the world's population. Within this context, special attention is being paid to the technology usage of young people. They are completely at home in the world of digital devices and rely heavily on technology for learning, communicating, and entertainment. Within five minutes of waking up, at least 25 percent of teenagers have reached for a smart phone or other electronic device. Further, many teenagers

multitask when using media, monitoring Twitter feeds and Whatsapp messages while watching a video on YouTube. For many teenagers, technology use is a constant. This surely is digital era. The whole economy, businesses and total lives of the people are driven by the emerging digital technologies.

The growth in technological capabilities in the digital era increased the computing power of the enterprises and also the consumers. It also changed the way employees and enterprises work.

G. Samuel Mores, Assistant Professor, School of Law & Governance, Jain university, Bangalore E-mail: g.samuel@jainuniversity.ac.in
Dr. Gandham Sri Rama Krishna, Associate Professor, Dept. of Management Studies, Sri Y N College, Narsapur. E-mail: drgsrk66@gmail.com

There is an increased productivity, cost savings, increase in a versatile and reliable workforce which in turn benefiting the organisations. There is a global collaboration between enterprises and also within the employee groups. Employees now work all over the world from the jungle to the arctic, as long as they have reliable internet. The ability of the employees to work from anywhere and stay connected through digital devices (Computers, smart phones, tablets) raised the challenges for the organizations to adapt to the new culture emerging. Apart of that, there are changing consumer expectations and demands for digital business agility. The organisations have to understand and respond to digital threats and opportunities. The enterprises have to experiment, collaborate and innovate as per the velocity of the changing technologies in order to stay in the market. Traditional approaches of the business cycles are getting faded away and the innovative technologies emerging in no time and the organisations have to keep up to them.

The key resource for the enterprises to cope up with the agile technologies is the Human Resource (Workforce). Attracting and management of the human resource is radically different from how it was in the past. Now technology rules the way knowledge work is organised, channelized and completed. The HR managers should come out of their shell of traditional techniques and think out of box to face the future. They should make sure that workforce must adapt to this new reality. The workforce of the future, therefore, must evolve amid a digital revolution that will undoubtedly affect

the business cycles. Most of the jobs the workers doing today shall be replaced by machines and new jobs with new skills set will emerge. The workforce of the future shall be creative and versatile to adapt dynamic environments. The reengineering of the HR techniques shall be done more rapidly to compete to get sustained in the market. Training the workforce shall be more complex than it is now. Identifying the training needs shall be challenging. Training modules shall be updated in no time and the managers should be continuous learning to have an edge over the emerging dynamic workforce. Companies that are unable to proactively absorb digital tools, technologies and talent are setting themselves up for a steady sink to the bottom, marginalized and viewed as irrelevant by their customers and also workers.

The reality of the digital workforce

Emergence of the new communication systems that supports virtual connectivity has developed a new ways of acquiring, developing and managing the employees and work. It also changed the way the work is distributed, channelized and sourced. There is a shift in the way people think and hence, there is a change in the perceptions of people about work and culture. All this has profound implications for the role of employees play in an organization's success.

The enterprises key to succeed in digital era is not just about the technology, but it is about understanding how the workplace is changing and becoming increasingly mobile. Organisations have to design and embrace a new way of working that best suits the 21st century workforce.

Managing a global talent pool, and one constantly in flux depending on needs, requires the ability to manage and mine large pools of employee and business data. A number of freelance and open source talent, product, and idea marketplaces have quickly evolved over the past several years. The analytics from these allow companies and employers to access, review, rank, analyze, and maintain millions of records on individual tasks, projects, and workers. At the same time, this also gives all employees a new power angle. Since current, contingent, and potential employees also have access to much of this data and technology, they are also learning to use it to their advantage.

Digital technologies have already dramatically impacted the culture around work and working. This growing group of younger, connected, and mobile workers are managing their careers on their own terms and often outside of categories that have defined the workforce for decades. Today's workers have a new focus on purpose, mission, and work-life integration. They stay connected to friends and family digitally, and are comfortable working in the same way, often blending the two. More workers of all ages are demanding more of a work-life balance that can accommodate more time caring for family, living further away from city centers, or just avoiding peak commute times. For them, this balancing act includes utilizing digital technologies to enable themselves and their broader goals.

Millennials - persons reaching young adulthood in the early 21st century are a particularly important demographic for

organizations to pay attention to. They are the truly first "digital native" generation, and the US Bureau of Labor Statistics predicts that by 2030 millennials will make up 75 percent of the workforce. As millennials grow into managerial roles, their priorities-i.e. working for more than just a paycheck-and leadership styles will have a huge impact on all organizations in the coming years.

Supporting a digital culture provides a layer of flexibility and adaptability especially in traditional enterprises often lack because they are slow to adopt digital and social strategies on a broader enterprise scale. Traditionally, HR, talent, and business executives think of talent and employee processes as a supply chain with an on ramp for new employees and an off ramp for retirees. However, today's employees are more nimble and willing to move laterally or to an entirely new company in order to achieve their career goals. Facilitating employees with digital tools to make their work lives easier provides a necessary flexibility for both workers and employees.

The shift to a more mobile and always available workplace has also adjusted the corporate mindset to a similar 24/7 approach, and impacted the way people think about work and the way they interact with and at work. The way they communicate at work and with coworkers has changed dramatically. Digital has helped lead to a more casual attitude between co-working peers and bosses. For example, many people do not think twice when they see an emoji smiley face included in a professional email from someone they have never met in person.

However, digital has also created a divide from workers' preferences to their workplace reality. In a world where a mobile phone is only an arm's reach away and the lines between work and life are increasingly ill-defined, work-life balance can be hard to achieve.

Digital capabilities and technologies have potentially gotten ahead of workers and the traditional work culture. This kind of technology access can become addictive for some. It may feed well-meaning workers' tendency towards working long hours and always being "on," but in the end does not help overall productivity.

Humans across the globe report being overwhelmed by the digital capabilities they now possess, and find it difficult to put limits or control how much technology they consume or how it infiltrates their lives. Employees today work more hours and are nearly continuously connected to their jobs by pervasive mobile technologies. Workers are also often thrown onto demanding cross-functional teams that bring new people together at a rapid rate, which can make it hard to create truly cohesive and collaborative teams.

All of this connectivity can also create digital etiquette problems for both customers and staff. Workers in different time zones or on different work schedules will send emails or texts to coworkers at all times of the day; smart machines and cognitive technologies, meant to aid or improve a worker's productivity and work-life balance, may also send notifications to a software engineer or other staff member when a process is done,

even if it's at 8pm. Some of these notifications may not need to be responded to right away, but in some organizations there is the expectation that they still be responded to soon after delivery, even the 8 p.m. notifications.

If unresolved, all of this connectedness can lead to employee burnout. Employees may feel unable to fully disengage from work, or possibly feel tracked by their company. This growing problem of burnout and being constantly "tethered" to work by mobile devices, email, or other digital formats results in lost productivity and high turnover for companies. A recent Gallup study exploring the effects of mobile technology on politics, business and well-being in the US found that "workers who email for work and who spend more hours working remotely outside of normal working hours are more likely to experience a substantial amount of stress on any given day than workers who do not exhibit these behaviors."

All of this unreliability in the job market, combined with the lack of balance, the possibility of never-ending work or fully disengaging from work and being "always on," and external data about their own company and other companies just a few clicks away, can contribute to employees feeling disengaged from their work, their company's mission, and their jobs. According to Gallup, two-thirds of workers are not engaged in their jobs and close to 1 in 5 are actively disengaged.

Despite the struggle to disengage from work, this rapid rise of digital, and in particular social media, has also had positive impacts on the way people connect and collaborate at work.

People can quickly share ideas, information, and requests at a speed faster than any other in recorded history. The explosion of external people data (data in social networks, recruiting networks, and talent networks) has created a new world of employee data outside the enterprise that both organizations and employees can tap in to in order to gain knowledge about the culture and process of any organization.

All of this sharing can be a boon or detriment to companies. Today's organizations live in an era where every corporate decision is immediately publicly exposed and debated, thanks to sites like Glassdoor, LinkedIn, Twitter, and others. Once-private issues are now posted online for every employee-and every potential employee-to read. Given the harsh spotlight of this new transparency, an organization's culture can become a key competitive advantage-or its weakness. For better or for worse, websites like Glassdoor, LinkedIn, Facebook, and others not only increase transparency about a company's workplace; they make it far easier for employees to learn about new job opportunities within a company they admire and gain intelligence about a company's culture.

Challenges of digital workforce

1. The growth of the digital workplace raises concerns about data security, regulatory compliance, compensation for device usage, and internal governance. This is a problem for all enterprises, not just industries with wider regulation control. Whether the employee is working

remotely, working as an "on-demand" employee, or just checking emails from their phone on the bus ride in to work, an enterprise is responsible for creating a culture of security and secure data among its staff.

2. IT executives in particular can potentially see this digital influx as a huge challenge, but they can also benefit from this new wealth of digital data and connectivity in the workplace. Due to the ease of collaboration in the digital age, enterprise knowledge is created by all people in the organization and can be shared and used by others just as easily. The key to success lies not only in the documented assets (e.g., plans, inventories, contracts, sales contacts, publications and brochures), but also in the ability to leverage the tacit knowledge of individuals and making it explicit to those who need it, when they need it.
3. Enterprises and organizations with a large bureaucracy often have a harder time adopting new technologies and policies around them due to slow approval processes, long-standing contracts with vendors. The evolving regulatory environment of many industries may also challenge the adoption and incorporation of digital practices into the workplace.
4. Getting enterprises to fully embrace a digital strategy as a culture can be a challenge. Some more traditional organizations and industries can find it hard to get workers who may prefer to use "old-fashioned" methods like phone

calls or in-person meetings-more comfortable with adopting new methods and taking a more digital approach to work. It can be tricky to find a good digital culture that provides a balance and aligns with the culture of the enterprise.

5. On the flip-side, many companies or organizations technically do not allow employees to work remotely, yet often employees still find workarounds to get projects done offsite or communicate with coworkers. Employees are using unofficial channels to communicate such as texting, Facebook groups, or Whatsapp. When employees use their own solutions to collaborate this can create a problem. Every instance of using their own phones and working away from the office creates concerns around security of a company's data, client data, and other Personally-Identifiable Information (PII). A single vulnerable device can leave an entire ecosystem open to attack, with potential disruptions ranging from individual privacy breaches to massive breakdowns of public systems.
6. BYOD (Bring Your Own Device) policy study found security risks were seen as major hurdles for employer-sponsored mobile phone plans because implementing a strategy that allowed employees to use their own personal devices for work, or vice versa, increases the number of devices used for both personal and business purposes as well as the chances that confidential data may be compromised.

7. At the same time, Jennifer Buchanan found individuals often expressed the need to have their device available for work. This led them to visit public forums to troubleshoot when an issue with their device came up, which suggests a lack of support from company resources, as well as a potential breach in security. Appropriate staffing levels for IT and Helpdesk resources are yet another important consideration in supporting a collaborative digital culture and workspace, since the increases in the number and variety of devices and remote engagement from and to these activities will inevitably overtax current staff.

New rules to accelerate work

Analytics, algorithms, big data and automation dramatically enhance innovation, productivity and decision-making, but they will also automate and abolish rote tasks previously performed by humans. Our analysis indicates more back-office work will be handed over to software tools as new human-plus-machine workflows become the business norm.

The digital era will rely on machines, but winning will require perhaps more than ever talent pools that can thrive in an increasingly digitized economy. Navigating this shift will be one of the defining success criteria for leaders.

Digital technologies and what they enable new business models, new revenue flows and radical new cost structures are redrawing industry structures and the talent companies need to thrive. It's time to get hyper-serious about how your organization's most important

asset its people will work in this exciting digital age.

Future - More About Humans than Machines

A major shift is already under way. Virtually every business sector is being impacted by digital. Business processes and customer experiences are being reshaped by new technologies. In response to this change, leaders are rethinking the organizational flexibility, agility and cultural constructs at nearly every company irrespective of industry. In fact, value chains are being reconstituted as organizations and industries blend and combine in an emerging digital context. We still have much to learn, but it is clear that knowledge work will be organized, distributed and performed in entirely new ways. A fusion of algorithms, automation, machine learning and the rise of new digital platforms is upending business models and radically changing how we see talent and how work gets done.

The Innovation Becoming Louder Every Day

Velocity is an asset. The speed of change in many industries is now measured in days or months rather than quarters or years. In these frenetic times, executives are scanning markets, monitoring competitors and listening to customers all with the healthy paranoia that a new tech innovation or well-capitalized start-up will shred their business model nearly overnight.

Leveraging talent with digital capabilities is an antidote to slow innovation cycles and can

help instill a culture of speed in today's dynamic and volatile business world. Companies that are unable to proactively absorb digital tools, technologies and talent are setting themselves up for a steady sink to the bottom, marginalized and viewed as irrelevant by their customers.

These digital capabilities can help a company move from recognizing that "something needs to happen" to "making something happen." Compared with more nimble and collaboration-orientated competitors, the metabolism for cycling ideas and innovations must increase to survive - companies need to develop flatter corporate structures, smarter governance and rapid decision-making, freeing them up to cycle faster than they have before.

Future performance requires a bold digital reorganization

Rigid approaches to organizational management to give way to more fluid, connected and nuanced organizations. Many companies are starting to junk old and rigid organizational models and building smaller, nimbler clusters of talent that serve a particular market or niche.

Conclusion

The new technologies are emerging in no time. In the 21st century, every business enterprise main challenge is to cope up with the emerging digital technologies. By 2030, Millennials will take the managerial positions. They are well-versed with the advanced technologies and they are the first naïve digital generation who shall adopt new leadership styles to form a true digitization regime.

Companies should proactively absorb the new technologies in the digitalization trends to meet the demands of the employees and the customers. There is cutting edge competition ahead for which all the top most players in the market are on the toes now.

References :

1. Internet World Stats. 2015. World internet users-statistics. Available at: <http://www.internetworldstats.com/stats.htm>. Accessed March 24, 2016.
2. Prensky M. 2001. Digital natives, digital immigrants. *On the Horizon*, 9(5): 1-6.
3. Ipsos MediaCT & Wikia. 2013, 18 March. Generation Z: A look at the technology and media habits of today's teens. Available at: http://www.wikia.com/Generation_Z:_A_Look_at_the_Technology_and_Media_Habits_of_Today%E2%80%99s_Teens. Accessed March 24, 2016.
4. Nass C. (Interviewee) 2013, 10 May. The myth of multitasking [Interview transcript]. *Talk of the Nation*, National Public Radio. Available at: <http://www.npr.org/2013/05/10/182861382/the-myth-of-multitasking>. Accessed March 24, 2016.
5. The US Bureau of Labor Statics, A new look at long-term labor force projections to 2050, can be accessed at <https://www.bls.gov/opub/mlr/2006/11/art3full.pdf>
6. Jeff Schwartz, Josh Bersin, & Bill Pelster. *Global Human Capital Trends 2014: Engaging the 21st Century Workforce*. Deloitte University Press, 2014. Can be accessed at <http://www2.deloitte.com/hetrends2014>
7. The Gallup Poll: Public Opinion 2014, Pp. 171 can be accessed at https://books.google.co.in/books?id=f7mCgAAQBAJ&pg=PA171&lpg=PA171&dq=Gallup-study-exploring-the-effects-of-mobile-technology-on-politics,-business-and-wellbeing-in-the-US&source=bl&ots=yXaw4zdD-O&sig=J6UkDZzc_i-jul5taWQks834KE&hl=en&sa=X&ved=0ahUKEwimrMacnKtZAhXlz4MKHSMUARFQ6AFIK7AB=v-onepage&q=Gallup%20study%20exploring%20the%20effects%20of%20mobile%20technology%20on%20politics%20%20business%20and%20wellbeing%20in%20the%20US&f=false
8. Dan Witters and Diana Liu, "Using Mobile Technology for Work Linked to Higher Stress," May 2, 2014. <http://www.gallup.com/poll/168815/using-mobile-technology-work-linked-higher-stress.aspx>
9. The Gallup Poll: Public Opinion 2014
10. Jennifer Buchanan, *Digital Workplace and Culture*, Dellouite 2016, Pp. 7

ISSN: 2348-7666

VOLUME - 6, ISSUE 1, JANUARY, 2019

IMPACT FACTOR: 6.023

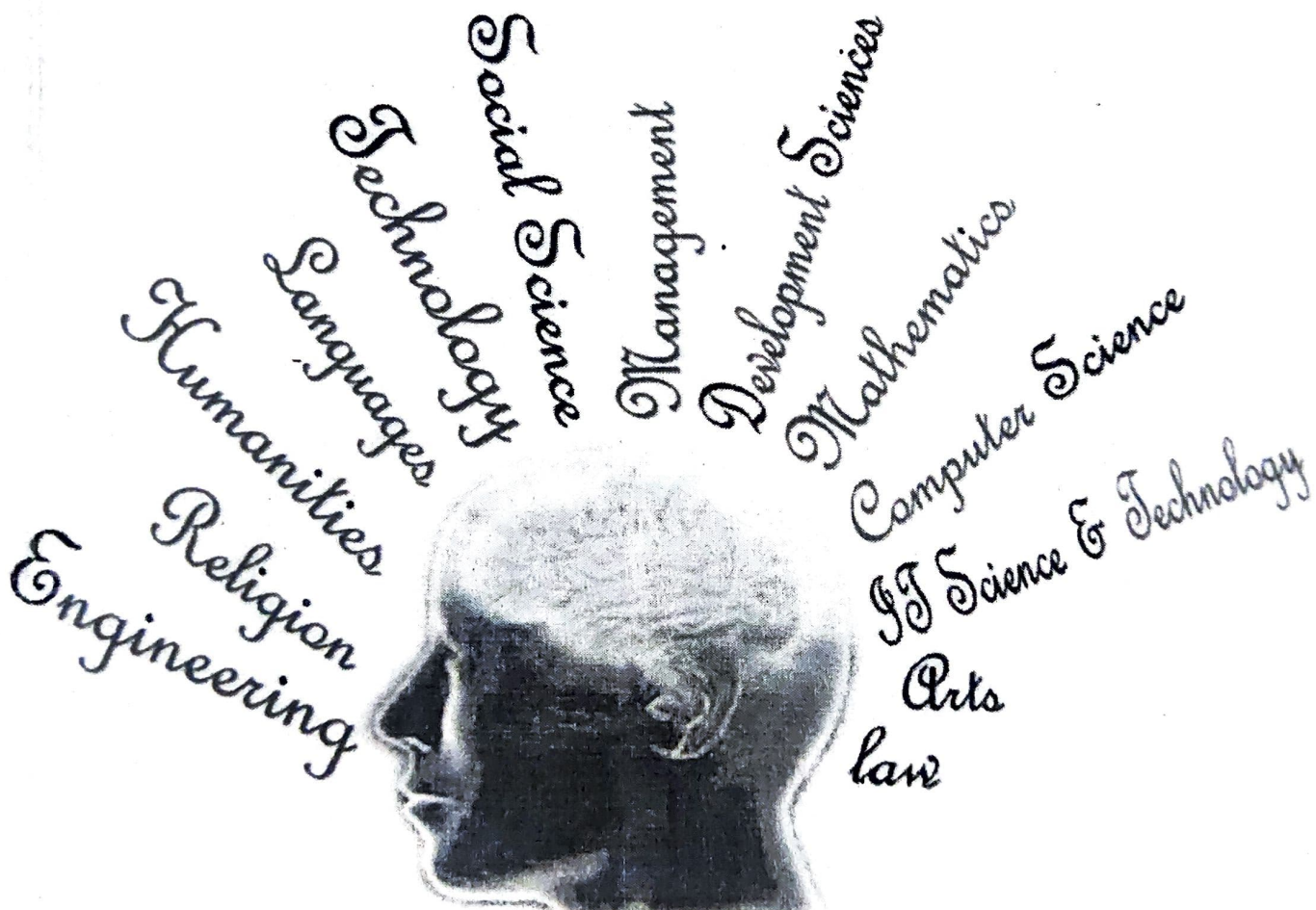


Monthly

International Journal of Academic Research

VOICE OF INTELLECTUALS

PEER REVIEWED JOURNAL



Multidisciplinary, Multiple Languages
Refereed and Indexed Journal

Editor-in-Chief
Dr. T.V. Ramana

CONTENTS

Volume 6

Issue 1

January, 2019

S. No.		Pg. No.
1	Does exchange rate effects the trade balances really? Evidence from Pakistan: Faisal Asghar , Mubeen Asif , Muhammad Haseeb Aslam , Rao Qamar Bahadur , Muhammad Khalid	1
2	Quality response to services' bottlenecks the six sigma way: Bharat Bhushan Singh	7
3	Women Empowerment through Awareness of Laws: N. Bhanu Prakash and Gandham Sri Rama Krishna	13
4	Causes of HIV/Aids – A Legal Perspective: S. Sreenivasa Rao	21
5	Mothers' sex typing of children's behaviour: a study of attitude towards gender socialization: Raj Pathania and Goldy Chopra	27
6	Sustainable Development of Tribals -Some Aspects: KUBNV Prasad and P.Venkata Subba Rao	32
7	Wet lands- distribution, policy environment & schemes, significance & threats in India: T.M A. Niveditha	36
8	Women Problems in Agriculture Sector - An Overview: D.Sandhya	46
9	Gasification the waste-to-energy solution: T.S.Rajendra Kumar	56
10	The Influence of Buddhism on Dr.Baba Saheb Ambedkar: P.Ratna Successena Japan	62
11	Telugu Samskrithilo Strila Patra: M.Giribabu	65



Women Empowerment through Awareness of Laws

N. Bhanu Prakash

Joint Director – Personnel,
Telangana State Electricity Regulatory Commission, Hyderabad,

Dr. Gandham Sri Rama Krishna

Associate Professor,
Dr.C.S.Rao P.G.Centre,
Sri Y.N. College, Narsapur

Abstract: Empowering is an act of building, developing and increasing power through co-operation, sharing, and working together. The major root of the word "empowerment" is power. In pragmatic term empowerment implies rethinking about power on the lines of 'what can be' rather than 'what has been'. Empowerment results in a change in the balance of power, in living conditions, and in relationships. Hence it is women who matter because, if one woman is empowered through law and gender equality then the whole family is benefited and these benefits are spread-over the whole society. Women participate fully in and benefit equally from the development process. What is also needed is to inform women themselves of their rights and responsibilities under the law. An important reason why inequalities persist is because although a number of rights for women have been enshrined in both international standards and national laws, the remain largely un-known. After independence the government passed some enactments for the protection and upliftment of women, which are not known to women which lags their development.

Key Words: Gender Equality, Women Empowerment, Globalization, Women Laws.

Introduction

"In order to awaken the people it is the women who have to be awakened. Once she is on the move, the family moves, the village moves, the nation moves."

Pandit Jawaharlal Nehru

The main aspects discussed in this article include empowerment of women through laws, gender justice, gender equality and rights. Women empowerment means giving them or making them powerful by which they can take decisions about their life, family and also contribute to the community decisions, where women's right to 'personhood', 'bodily integrity' is respected where their reproductive

rights, social, economic and political rights are respected, their work and contribution to the family, society is recognized, where there is no fear of sexual and social violence, where women feel a sense of acceptance and belongingness, where their right to their home and to their children as guardians is recognized.



For social change agents empowering is an act of building, developing and increasing power through co-operation, sharing, and working together. It is an interactive process, based on a synergetic assumption about power. In pragmatic terms empowerment implies rethinking about power on the lines of 'what can be' rather than 'what has been'. The Second National Commission on Labour (2002) defines empowerment as the process by which powerless people can change their circumstances and begin to exercise control over their lives. Women empowerment is sought to be examined in terms of improving literacy, self-employment, economic independence, law, political representation, gender equality and human rights, strengthening organisation or unionism, promoting awareness about legal/human rights etc. Empowerment results in a change in the balance of power, in living conditions, and in relationships. The human species is capable of modifying its behaviour, as well as its organisations, and social systems whenever survival demands it. (Jacob, 2000).

Hence it is women who matter because, if one woman is empowered through law and gender equality then the whole family is benefited and these benefits are spread-over the whole society. Thus the empowerment of women is a part of human resource development and cannot be treated independently. The major root of the word empowerment is power. Power is usually defined in two ways, (a) the ability to get what one wants, (b) the ability to influence others to think, feel, act and believe in ways that the former one's are interested.

The Manual of ILO (1984) states; what is needed is, at one level, to raise awareness of the issues of concern to women in the world of work, and, another level, to provide those responsible with the practical tools for incorporating these concern in policy, programme or project formulation, implementation, monitoring and evaluation, so as to ensure that women participate fully in and benefit equally from the development process. What is also needed is to inform women themselves of their rights and responsibilities under the law. An important reason why inequalities persist is because although a number of rights for women have been enshrined in both international standards and national laws, the remain largely un-known.

Women and Legislation

In India, there are as many as 78 central laws and around 161 state laws which regulate the working conditions of women workers of industrial, mining, colliery, railways, textile, transport, plantation and various other sectors including the rural and agricultural workers. There are certain HR laws which are meant for enforcing social security for the workers, but these are applicable only in the organized sector while women in the rural, agricultural and unorganized sectors are completely unprotected and suffer silently.

"Nature gave women too much power:

The law gives them too little"

After independence the government passed some enactments for the protection and upliftment of women. The constitution realizing the unequal status of women and introduced Articles



14, 15 and 16 in the Constitution guaranteeing the principle of equality before law, equality of sex, and equal opportunity in all walks of life.

The Directive Principles of State Policy contained in Part IV of the Constitution incorporate many directives to the state to improve the status of women and for their protection.

- Article 39 (a) directs the state to direct its policy towards securing the right to an adequate means of livelihood for all citizens equally men and women.
- Article 39 (d) directs the state to secure equal pay for equal work for both men and women. The Equal Remuneration Act, 1976 was enacted to give effect to this directive principle.
- Article 39 (e) specifically direct the state not to abuse the health and strength of women workers.
- Article 42 incorporates a very important provision for the benefit of women. It directs the state to make provision for securing just and humane conditions of work and for maternity relief. The Maternity Benefit Act, 1961 is the result in this direction.

Cherai (2000) also express the view that in many countries including India, most national labour laws do not cover unorganised labour. As far as employment is concerned legal protection is provided to the workers in the organised and unorganised sector. In spite of these statutory and constitutional provisions, women workers in agriculture generally get lesser wages than men for the same work. There are other types of social

legislations which seek to protect the women. A number of legislations were enacted to improve the status of women for social and economic development. In the field of labour welfare, certain legislations were enacted which restrict exploitation of women workers. Women in India, though acquired many legal rights, have to wage battles for acquiring many of their social and economic rights. (Khan, 2000).

The following are some of the enactments governing women and a synoptically view is given of the selected Acts:

i) The Hindu Succession Act, 1956

The Act has revolutionised women's right over property. According to the provisions of the Act, a female has equal rights of succession along with the male heirs. The Andhra Pradesh State brought an amendment to The Hindu Succession Act in 1986 with the following objective. As women are not members of the coparcenaries under the *Hindu Mitakshara Law* and therefore they are not entitled to claim partition in coparcenaries property, and such exclusion of daughters (women) has led to the creation of socially pernicious dowry system with its attendant social ills. The above Act which confers equal rights for women along with the male members so as to achieve the constitutional mandate of equality.

ii) The A.P. Women's Commission Act, 1998

Basing on the National Commission for Women Act, 1990, the A.P. Government enacted this law. The Act is intended to provide for the constitution of a women's commission to improve the status of women in the State of Andhra Pradesh



and to inquire into unfair practices affecting women.

iii) The Equal Remuneration Act, 1976

The Act provides for payment of equal remuneration to men and women workers for the same work, or a work of similar nature, and for the prevention of discrimination on grounds of sex. It gives effect to the directive principles contained in the Article 39(d) of the Indian Constitution.

iv) The Minimum Wages Act, 1948

The Act provides minimum rates of wages in certain employments. As per the Minimum Wage Act 1948 (Second Schedule) minimum wages are to be fixed by the state government for organised and unorganised sector workers and the wages are to be reviewed periodically at intervals not exceeding five years. The minimum wages they prescribed have to be implemented.

v) The Trade Union Act, 1926

The Act provides for registration of unions of agricultural workers also. But at present there are only a few such trade unions registered under the Act. Recent amendments made in Section 4 of the Trade Unions Act, 1926 recently appear to disentitle workers in the unorganised sector from getting their trade unions registered.

vi) The Factories Act, 1948

The Act protects the women workers in factories. The Act fix the working hours for women workers in factories and the Act also insists to maintain safety measures. The welfare provisions were also mentioned under the Act.

vii) The Employees State Insurance Act, 1948

The Act provides benefits such as medical, sickness, extended sickness for certain diseases, maternity, funeral expenses, medical benefits to insured person and his/her spouse.

viii) The Maternity Benefit Act, 1961

The objective of this Act is to provide certain facilities to the working women during the delivery of a child. The woman employee is eligible to get 12 weeks leave with pay as well as certain non-cash benefits. However, the leave before the delivery should not exceed 6 weeks. She can avail the advance for the first 6 weeks or can nominate any person to receive the benefits on her behalf. The payment for the next 6 weeks can be availed within 48 hours after producing the document that she had delivered a child.

ix) The Mines Act, 1952

It aims at providing safe and proper working conditions in mines and certain amenities to the women workers employed therein. The main objectives of the Act are to protect health, safety and welfare of the workers. The management or any agent or owner of the mine should look after the health and safety matters and provide drinking water, medical facilities, etc.

x) The Plantation Labour Act, 1951

An act to provide for the health and welfare of women workers and to regulate the conditions of work in plantations. It deals with the working hours and leave of the workers at the plantations.

xi) The Beedi & Cigar Workers (Conditions of Employment) Act, 1966



An Act to provide for the welfare of the male and female workers in Beedi and Cigar establishments and to regulate the conditions of their work and for matters connected therewith.

iii. The Protection of Human Rights Act 1993

An Act to provide for the constitution of a National Human Rights Commission, State Human Rights Commission in States and Human Rights Courts for better protection of human rights and for matters connected therewith or incidental thereto. Human Rights means the rights relating to life, liberty, equality and dignity of the individual guaranteed by the constitution or embodied in the international covenants and enforceable by courts in India. Human Rights Commission to exercise the powers conferred upon, and to perform the functions assigned to it under this Act.

iv. Bonded Labour system (Abolition) Act 1979

This is an Act to provide for the abolition of the bonded labour system, with a view to prevent the economic and physical exploitation of the weaker sections of people. A labourer who incurs or has incurred, or is presumed to have incurred a bonded debt is called a bonded labourer.

v. The Protection of Women against Sexual Harassment at Workplace Act, 2007

To provide for prevention and redressal of sexual harassment of women at workplace and for matters connected therewith or incidental thereto. This Act deals with the constitution of committees, internal complaint committee, complaint of sexual harassment, conciliation, enquiry into complaint action during

pending of enquiry, enquiry report, punishment for false or malicious complaint and false evidence, determination of compensation, appeal duties of the employer. Women are, and have been entering the work place in rapid numbers. Although some women may face workplace discrimination, evidence shows that middle and upper-class women are prospering. When talking about women in the workplace, often the term "glass ceiling" is used. It refers to the imaginary career barrier that seemingly impedes a women's ability to rise to the top ranks of her profession / while men effortlessly continue up in the ranks.

The legislation demonstrates that one is committed to all that is modern and progressive, and if the laws are not enforced, the fault lies not with the legislators or bureaucrats but with a society that is not responsive to the laws injunction. The situation with regard to the implementation of labour laws applicable to rural women workers is more or less the same. Thus, the laws governing the women workers suffer severe enforcement deficits and bent in one way or other to the advantage of the employer and as a result the workers are left exploited. Unlimited scope of exploitation in varied forms can, therefore, Upendra Baxi (1982) said to be associated with the rural women workers. An attempt is made to know the awareness of women workers about various protective legislations.

Specific Legislations for Women Workers in Un-organised Sector

Unorganised sector women workers and agricultural women workers in India are always a neglected community although nearly 58.4 per cent



of the total workforces are in agriculture. The issue of workers fall under concurrent list and states can also enact their own legislation to protect the workers. The following are that Acts which are applicable to unorganised sector women workers and agricultural workers:

- The Minimum Wages Act, 1948
- The Plantation Labour Act, 1951
- The Payment of Wages Act, 1936
- The Trade Union Act, 1926
- The Contract Labour (Regulation & Abolition) Act, 1970
- The Equal Remuneration Act, 1976
- The Child Labour (Prohibition and Regulation) Act, 1986

There were several attempts by the Indian government to enact a special Act for the agricultural workers. In spite of a number of legislations operating in the country to protect the unorganised sector women workers and Indian agricultural workers, the plight is still deplorable, and a legislation, strongly backed by workers organisations on issue basis, is a necessity.

Some protective laws for women's safety in public spaces;

- Criminal Law (Amendment) Act, 2013
- Commission of Sati (Prevention) Act, 1987
- Indecent Representation of Women (Prohibition) Act, 1986
- National Commission for Women Act, 1990
- Protection of Women from Domestic Violence Act, 2005

- The Dowry Prohibition Act, 1961
- Immoral Traffic (Prevention) Act, 1956
- Child Marriage Restraint Act, 1929.
- Children (Pledging of Labour) Act, 1933.
- Protection of Children from Sexual Offences Act, 2012
- Amends the Indian Penal Code, 1860
- Code of Criminal Procedure (CCP), 1973
- The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2007.

Thus, in India, compared to other countries, a lot of legislative protection is provided to women workers. In spite of these laws, women workers, especially agricultural workers, are left as an exploited lot. This may be due to the unorganized nature of agriculture work, poverty and illiteracy of the worker, particularly women worker, which is preventing them from enjoying their human and constitutional rights.

Conclusion

It is imperative on the part of the nation to focus on girl's education by unleashing a full spectrum of programmes. The empowering of women is necessary for their family and national development. Empowering is an act of building, developing and increasing power through co-operation, sharing and working together. Women are engaged in variety of low paid and low skilled operations in the industrial sector, services sector and agriculture sector. The government should bring specific policy initiative aimed at building up the women worker's capabilities for seeking



environment are needed. This will to some extent empower the working women and bring them into the main stream. The male member's attitude towards women empowerment should change and women must be given due participation in the development activities at home and society.

The government also needs to bring some legislation prescribing working hours, rest facilities and health and safety provisions to women workers. By endorsing the Human Development Report of 1990 the Second National Commission on Labour 2002 states the need to redesign national census, because "the value attached to women's work requires a fundamental remedy: If women's work was more fully accounted for, it would become clear how much women count in development. To do that requires much better gender-specific data on development. It further states that the contribution of women as a category of workers is grossly underestimated. This under-valuation manifest itself in disparities in wages, in access to and control over resources, in lack of infrastructural support and above all, in great disparity in the work burden.

Various research studies revealed only less than 7 per cent of women workers are aware of various laws applicable to them. About 92 per cent felt that they were denied of human rights. As women are discriminated and differentiated in many respects. As suggested by the Second National Labour Commission to overcome this difficulty, a specific provision may be made to enable workers in the unorganised sector to form trade union, and get them registered even if an employer - employee relationship does not exist or is difficult to establish and the proviso stipulating

10 per cent of membership shall not be applied in their case.

Majority of women workers are not aware of legislations. Without social, economic and cultural change in the society, women welfare legislations can achieve little success. Not only the government but also voluntary organisations, and trade unions should come forward for accelerating women welfare legislations. Awareness about legislative provisions applicable to women workers must be aroused and effective implementation of these provisions must be ensured by the labour administration machinery. Separate legislation addressing to the specific problems of women workers and which can be understood very easily by the workers, must be enacted and implemented vigorously.

Reference

- Baxi, U. (1993). "Unorganised labour? Unorganised Law," In Debi Saini (ed.), *Labour work and development* Essays in Honour of P.G. Krishnan, pp. 3-19.
- Government of India. (2002). *Report of the National Commission on Labour*. New Delhi: Ministry of Labour.
- Gandham Sri Rama Krishna, Kotta Ramesh, Kolla Siva Rama Krishna (2005), *Marginalised Women and Economic Development*, Dominant Publishers and Distributors, New Delhi.
- ILO (1984). *The Promotion of Equality of Opportunity and Treatment for Women*. ILO manual for Asia and Pacific.



Digitalization of HRM Practice in the Present Scenario

N. Bhanu Prakash
Joint Director – Personnel
Telangana State Electricity
Regulatory Commission,
Hyderabad.

Dr. Gandham Sri Rama Krishna
Associate Professor,
Dr.C.S.Rao P.G.Centre,
Sri Y.N. College, Narsapur.

G. Samuel Mores
Assistant Professor,
Faculty of Law,
Jain Deemed to be University,
Bangalore, Karnataka.

Abstract:

Digitalization is changing organizations and there is a need to understand and explore new skills and capabilities associated with digital transformation. Digital is now firmly embedded in every business. These changes have led to the current period being characterized as the 'digital age'. Also digital technologies play an increasingly prominent role in both the lives of employees and HRM, which seems to be affected in multiple ways. The challenge for HRM therefore is to identify actual digitally induced changes in attitudes, qualifications, behaviours and expectation of younger employees, while yet avoiding any stereotyping and considering heterogeneity of actual changes. Information about work of employees is more and more dependent on digital tools and media. To use technology in a HR perspective to connect people and information is the challenge faced by the HR leaders presently. HR-IT has achieved much importance now because of its use of the organizations to increase the productivity through maximizing the value of the organization's most significant asset the employees in the digital age.

Keywords:

Digital technologies, Digital transformation, digital work, digital e-HRM, digital employees, digital employee management.

Introduction:

Digitalization is significantly affecting business processes, and organizational boundaries. To deal with the pace, digitalization is changing organizations, there is a need to understand and explore new skills and

capabilities associated with digital transformation. Management consulting firms are driving this transaction process. In order to do so they are recruiting consultants with skills and capabilities associated with digital transformation. Succeeding in today's digital world is a challenge that cannot be solved simply by consuming more and more technology, or as some fear, replacing humans with technology. Digital is now firmly embedded in every business. But even with technology as an integral part of the organization and its strategy, it is the employees who will underpin success in a world that continues to reinvent itself at an unprecedented rate.

The world has undergone far reaching cultural, social and economical changes based on the increasing dominance of digital technologies. These changes have led to the current period being characterized as the 'digital age'. Digital technologies play an increasingly prominent role in both the lives of employees and HRM, which seems to be affected in multiple ways. This article focuses on the impact of these changes on HRM practice, in relation to changes to the human resource, to HRM in general and more specifically to the use of technology in delivering HRM practices.

"Winners will create corporate cultures
Where technology empowers
People to evolve, adapt and drive change."

Cite this article as: N. Bhanu Prakash, Dr. Gandham Sri Rama Krishna & G. Samuel Mores, "Digitalization of HRM Practice in the Present Scenario", International Journal of Research in Management Studies, Volume 4, Issue 1, 2019, Page 1-5.



International Journal of Research in Management Studies

A Peer Reviewed Open Access International Journal
www.ijrms.com

Three Focal Areas:

Digital changes of HRM are practiced through three focal areas that might be briefly labeled as;

- **Digital Work:** It is referring to the content as to the organisation of work. Relating to work content the ongoing digitalization implies an increasing automation of manual and routine work and a slow but steady change of remaining tasks towards brain and information work. Information of employees is more and more dependent on digital tools and media. HRM may be best illustrated based on e-lancing.
- **Digital Employees:** The concepts of 'digital employees', 'digital natives', 'net generation' 'millennial', is assumed that the early, intimate and enduring interaction with digital technologies has shaped a new generation of people with distinctively different attitudes, qualifications, behaviours and expectations. It is obvious that HRM should react to such changes and align its strategies and activities to this new job market cohort, and search for adequate ways to recruit, to develop, to compensate etc such digital employees and moreover to integrate them with previous generations of employees. The challenge for HRM therefore is to identify actual digitally induced changes in attitudes, qualifications, behaviours and expectation of younger employees, while yet avoiding any stereotyping and considering heterogeneity of actual changes. Based on this, the strategies and operative adaptation of HRM to a changing workforce constitutes a step necessary to support organizations further on. In this way, 'digital employees' constitute a first notable area of digital changes and challenges of the HRM profession.
- **Digital Employee Management:** DEM refers to the planning and network, the HR functions such as pay roll processing, attendance management or record keeping, compensation, performance management or development are digitally supported and enabled and thereby often deeply changed. This ongoing digitalization of HRM practice is basically assumed

to offer large opportunities for the discipline. It is present throughout any business and in the everyday lives and interactions of employees. The impact of the rapid growth digitally has meant that a lot of organizations have had to adapt to new market expectations. In case of HR, technology helps in all processes from recruit to retire functions and has drastically changed the way employees and managers get access to the HR data. The HR leaders face challenges in using technology in a HR perspective to connect and to inform employees. HR-IT has achieved much importance now because of its significant usage in the organizations to increase the productivity through maximizing the value of the organization's employees in the digital age, it is imperative to train a HR based on the capability to handle large amounts of information and subsequently transfer the same information, after processing and repackaging the formation, efficiently, faster and effectively. With the effect of information and communication technology (ICT), the world becomes the proverbial globe. Designing mobile apps and considering the end-to-end user experience are new disciplines for HR, combining design thinking with apps, video, social and mobile technologies.

Digital Generation

The generation of people have grown up with easy access to digital information and communication technologies. Members of the digital generation have been exposed to almost constant stimulation from televisions, and computers. Sometimes it is referred to as the digital generation and the employees are growing up constantly and connected to the world around them through smart phones, tablets and computers. The fragmenting of the new digital generations was first clearly seen in the last Generation Y. Born with the Web, they were the first digital natives who actually grew up with new technology from the cradle. This is the first micro-generation of the digital age.



International Journal of Research in Management Studies

A Peer Reviewed Open Access International Journal
www.ijrms

Fragmentation of generation continued with the emergence of social media and mobile technologies and the new ones are even more fragmented – especially Generation Z. A hyper-connected ‘selfie’ generation, attached to smart phones as if they had become extensions of their personalities. Now the rainbow Generation is the Paradoxical Generation.

Digital Transformation

Digital transformation entails revamping and modernizing enterprise-level activities by leveraging digital technologies to reach out effectively and serve the user base. It also involves gauging the impact of digital technology. Across the enterprises workflow and establish ways to get services with the desired impact. Digital transformation can speed up business activities, workflows, and strategically make an enterprise competent in a highly volatile landscape. Digital transformation is expected to bring business transformation by boosting technology innovation and managing external factors. This further accelerates speed-to-market in a set-up where time defines the profitability. Digital transformation is all about fulfilling all employees expectations, management expectations and all customer expectations. Digital transformation provides many new capabilities and opportunities for organization, but rather than redefining classic HR truths, more often the hard learned lessons of business continue to apply. This is particularly relevant for performance management, career management, compensation management, but utilizing digital capabilities to their full advantage provides a huge opportunity to boost the power of this most fundamental process.

e-HRM

e-HRM (Electronic Human Resource Management) is the use of web-based technologies to provide HRM services and practice within employing organisations. It embraces e-recruitment and e-learning, the first fields of HRM to make extensive use for web-based technology.

From this base e-HRM has expanded to embrace the virtual delivery of all HR policies and strategies. Within a system of e-HRM, it is possible for line managers to use computers to arrange and conduct appraisals, training and development programmes, evaluate labour costs, and examine indicators for employee turnover and absenteeism. Employees can also use a system of e-HRM to plan their personal development, apply for promotion, transfer, career development plans and access a range of information on HR policy and strategy. e-HRM is not the same as HRIS(Human Resource Information System) which refers to ICT systems used within HR departments. e-HRM is in essence the devolution of HR functions to management and employees. They access these functions typically via internet and intranet other web technology channels.

e-HRM can better shape organisation with their available human resource in the organisation. e-HRM is a way of carrying out HRM subsequently it is also a way of thinking about and implementing HRM strategies, policies and practices. By following a specific e-HRM direction, an organisation expects to achieve certain goals: such as an improvement in the HR strategic orientation, an improvement in client focus and satisfaction and a decrease in costs or increase in efficiency. The companies are aware of the fact that human resources have changed more from a cost factor to a success factor. e-HRM is a web based tool to automate and support HR processes.

There are three tiers of e-HRM. These are described respectively as operational, relational and transformational respectively. Operational e-HRM is concerned with administrative functions – payroll and employee personal data. Relational e-HRM is concerned with supporting business processes by means of training, recruitment, performance management and so forth. Transformational e-HRM is concerned with strategic HR activities such as knowledge management, strategic re-orientation.



An organisation may choose to pursue e-HRM policies from any number of these tiers to achieve their HR goals.

- **e-Recruitment:** The recruiting aspect there is number of websites for recruiting of employees in companies. Skype means internet telephone. The name is derived from sky and peer. The service allows users to communicate with peers by voice using a microphone, video by using a webcam, video conferencing and instant messaging over the internet. Skype is a computer programme that can be used to make free voice calls over the internet to anyone who is also using Skype. Now a days, it is more useful for selecting the right candidate.

- **e-Learning:** In the 'knowledge economy' people are expected to become proficient 'knowledge workers', performing effectively in virtual teams, while being both innovative and flexible. They are expected to network and share knowledge with their colleagues. A new generation of e-learning technology can now be readily harnessed to maximize employee performance, while making the appropriate knowledge available to them, in the right amount, at the time. E-learning(distance mode) technologies enable organizations to support the complete Human Value Cycle (HVC): recruit, assess, train, test, certify, and retain. The key to e-learning success is maintaining a focus on everyone working in the organization, not just direct employees but modern organizations that are an amalgam of employees, contractors, business partners, suppliers, etc. By putting the right combination of e-learning, collaboration, knowledge, communications and processing tools in the hands of employees, many of the barriers to high performance could be overcome. e-learning tools ensure that a skills gap identified in one part of the solution can be met by tools in another. Similarly, e-learning management tools that support collaboration focus on one outcome-improving the performance of the workforce.

High-performance organizations are innovators that invest in tools that will give them a competitive edge. They don't wait for widespread business acceptance- they are the "early adopters". This early adopter mentality enables their employees to become more responsive to customers and more flexible.

Conclusion

To conclude, there is tremendous growth in technology today especially in IT and organizations who demands to reduce costs. The present computer automation has pushed itself to all chief of the organizations to more on with digitalization in each and every department. The worldwide sectors have begun pursuing on digitalization for kookiest disposal of services. There is an urgent need for HR to linkup with digitalization for instant solution. Though there is e-HRM, there is need to refer to ICT to almost all recruitments for digitalization. The present computerization i.e., WWW (World Wide Web) is gives information that is highly overloaded. Hence, there is a dire need for digitalization of HRM practice in our country.

Reference:

- [1] Bawden, D(2008), Origins and concepts of digital literacy, in Lankshear, C and Knobel, M(Eds), Digital Literacy's: Concepts, Policies and Practices, Peter Lang, New York, NY, pp. 17-32.
- [2] Bondarouk, T.V and Ruel, H.J.M (2009), "Electronic human resource management: challenges in the digital era", International Journal of Human Resource Management, Vol. 20, No.3, pp. 505-514.
- [3] Deal J.J., Altman, D.G. and Rogelberg, S.G. (2010), "Millennial at work: what we know and what we need to do". Journal of Business and Psychology, Vol.25, No.2, pp. 191-199.



Volume No:4, Issue No:1 (January-2019)

ISSN No : 2455-7595 (Online)

International Journal of Research in Management Studies

A Peer Reviewed Open Access International Journal
www.ijrms

[4] D'Netto, B. And Ahmed, E. (2012), "Generation Y: human resource management implications", Journal of Business and Policy Research, pp. 1-11.

[5] Parry, E(2011), "An examination of e-HRM as a means to increase the value of the HR function", International Journal of Human Resource Management, Vol. 22, No.5, pp. 1146-1162.

[6] Prensky, M. (2001), "Digital natives, digital immigrants", On the Horizon, Vol.9, No.5, pp 1-6.

[7] Strohmeier, S.(2007), "Research in e-HRM: review and implications", Human Resource Management Review, Vol.17, No. 1, pp.19-37.

Author's Details:



N. Bhanu Prakash

Joint Director – Personnel Telangana State Electricity
Regulatory Commission, Hyderabad.



Dr. Gandham Sri Rama Krishna

Associate Professor, Dr.C.S.Rao P.G.Centre, Sri Y.N.
College, Narsapur.



G. Samuel Mores

Assistant Professor, Faculty of Law, Jain Deemed to
be University, Bangalore, Karnataka.

ROLE OF HR CHAMPIONS IN THE VIRTUAL ORGANISATIONS

Dr. Gandham Sri Rama Krishna¹

Panda Veera Manikanta²

G.Samuel Mores³

Abstract

HR Professionals can create a good working environment that is supportive and understanding towards employees experiencing psychological problems. Employee Champions by providing them with resources for the workplace, support, good practice advice, peer networking and learning opportunities. There is a way that they can be proactive employee champions and make better strategic business partners as a result. Workplace behaviour Champions are part of improving workplace behaviours project to address undermining and bullying in the workplace. HR professionals know that there are those within the workplace who will find it overwhelming and those who will embrace it and be excited by it. Employee engagement champions have a key role linking managers with the ideas and experiences of employees. The role of employee engagement champions can be as broad as employees like.

Keywords: Employee Engagement, Employee Champion, HR Champion, Virtual Organisations, Culture Champions, Administrative Champions.

Introduction

A virtual organisation is termed as an HR Champion if its policies are directed towards the welfare of the human resource. The rights and needs of the human resource are the central focus of all the activities conducted by the virtual organizations and its human resource development. The virtual organisation does its best to ensure a safe and congenial working environment, maintaining healthy human relations, work-life balance, fair salaries and respect for every employee.

At the centre of many HRM approaches to virtual organisational transformation and culture change is the concept of the HR Professional as change agent or idea champion or change advocate. HR Professionals know the organisation works and understand its culture, challenges and strengths.

HR professionals need a working knowledge of the organisational structure, business processes and major policies of the organization. HR champions must apply their expertise to facilitate transition for their entire workforce. Employee advocate or advocacy is the promotion of an organisation by its potential employees. A virtual organisation may ask employees to actively promote the organisation, often through social media, as an element of their jobs. However, the most compelling employee advocacy consists of freely-offered communication on the part of the workforce.

HR Champion means a person who strives to find out how great he or she can be, talks soft, smart, acts big and learns lessons from losses. Focuses on continuous daily improvement and always competes with purpose and passion. Employee Champion is essential in challenging stigma and increasing understanding of morale in their workplaces. HR Professionals can create a good working environment that is supportive and understanding towards employees experiencing psychological problems. Employee Champions provide them with resources for the workplace, support, good practice advice, peer networking and learning opportunities. Being part of a professional's network of like-minded individuals where HR Professionals can learn and share knowledge. Like-minded people who have the passion to create change.

For years HR Professionals have been so concerned with being strategic business and results oriented, that perhaps some of HR Professionals have forgotten the employees. There are times when the business partner and employee Champion role are in direct conflict with

¹. Associate Professor & PRO, Dr. C.S.Rao P.G.Centre, Sri Y.N.College, Narsapur, West Godavari District, A.P.

². Entrepreneur, Bhargavi Group of Hotels, Narsapur.

³. Assistant Professor, School of Law & Governance, Jain University, Bangalore.

each other. However, there is a way that they can be proactive employee champions and make better strategic business partners as a result.

ABCDE - Dimensions for HR Champions

• A-Administrative Champion

HR Professionals play a key role in virtual organisations. They act like an administrative to consultative. HR Professionals must become partners with other senior managers by creating values and delivering results. Human resource will always need to be hired and trained; process will always need to be created and upgraded; organization culture, work culture will always need to be established and transformed. HR administrative practices create organizational capabilities that lead to competitiveness.

HR Professionals always give the priority to transaction cost i.e., reduce the costs associated with accomplishing and governing how the work is done. Cognitive psychology helps to create a shared mindset or culture within the virtual organisations that reduces governance costs and increases commitment.

Administrative Champions or Experts improve processes that apply the principles of reengineering business processes to human resource processes, rethink value creation, rethink how work is performed and measure human resource results in terms of efficiency and effectiveness. Deliverable building an efficient infrastructure.

HR professionals tend to focus on their role as "administrative experts" and "employee champions", corporate level managers stressed their role as "strategic partners" and "change agents".

The administrative role of HRM includes policy formulation and implementation, housekeeping, recording maintenance, welfare administration, legal compliance etc.

The HRM professionals focus on recruiting, pre-employment testing, reference checking, employee surveys, time keeping, wage and salary administration, benefits and pension administration, wellness programmes, maintenance of records etc. In some virtual organisations, administrative functions like policy maker, administrative expert, advisor, housekeeper, counselor, welfare officer, legal consultant etc. administrative functions are being outsourcing to external providers in recent times, with a view to increasing efficiency as also cutting operational costs, technology is being put to good use to automate many of the administrative strake. An HR champion helps the organisation to maintain compliance with many employment laws and standard practices.

• B- Behavioural Champion

Workplace Behaviour Champions are part of improving workplace behaviours project to address undermining and bullying in the workplace. The champion behaviour tool is a 14-item scale that measures three factors that are prominent in champion behaviours: expressing enthusiasm and confidence about the success of the innovation; persisting under adversity. The 14-champion behaviour measure can be used to identify existing champion behaviour gaps within an organisation. There are three steps involved in using this tool:

- i. Use the results of the analysis to inform implementation planning of a new intervention. Specifically, the results of the champion behaviour measure can show organisations where they can build capacity to successfully implement a new intervention or innovation.
- ii. Administer the measure to all individuals involved with developing and implementing an innovation in an virtual organisation.
- iii. Collect and analyse responses to the measure to see if a champion exists within an virtual organisation. In addition, analyse responses to see if there are strengths or gaps in champion behaviours across a virtual organisation.

Dave Ulrich challenges HR Professionals to define the value they create for customers and employees. Delivering results means focusing on the outcomes and results of human resources work. Organisational capabilities, Ulrich notes has the pace of change required by technology, globalisation, profitable growth and customer demands places workforce competence and organisational capabilities at center stage. In organisational capabilities are things an organization does better than its competition, a source of competitive advantage. Ulrich presents a framework that clearly shows four key roles that human resources professionals must fulfill in order to add the great value to the virtual organization. The two axes represent focus and activities. HR professionals must focus on both the strategic and the operational, both long-term and short-term. Activities range from managing processes to managing people.

- **C-Change Champion**

There is nothing so certain than the fact that things change in the workplace whether it is a change of direction for the business, the need to downsize, new technology or a new CEO. Because of this, there are real benefits to an organization to appoint a change champion. HR Professionals know that change brings stress and uncertainty with it and HR professionals know that there are those within the workplace who will find it overwhelming and those who will embrace it and be excited by it. It can be really difficult as a HR Professional to know to help those who struggle with the challenge of change and even more difficult at times to change attitude; HR Professional make their own judgments about the value of change and decide whether they see it as a positive or negative thing. What can help human resource as a HR Professional, though is to look out for those individuals who have taken a positive perception of the change, to harness their motivation and positivity and use it to try and help bring along those who feel more negative. Virtual organisations might call these HR Champions for change. The closer a change champion is to the key stakeholders in the change, the greater the chances of success.

A Champion is usually open to feedback, new ideas and they are often, though not always, quite creative. They embrace change, think critically and are not afraid to move from the way things have always been done. They are able to interact across the virtual organization and make connections between others. The champions understand the theory and apply the tools of change. They lead transformation by doing it first within the human resources function. They serve as catalysts for change, facilitators of change and designers of systems for change and creating a renewed organisation.

HR Professional is the employees' voice, catalysts and facilitators and designers of both work culture change and capacity for change. Someone in a senior position who supports and encourages changes in the way that an organisation operates. Someone who is in charge of a programme to change the way that a virtual organisation operates. HR who voluntarily takes extraordinary interest in the adoption, implementation and success of a cause, policy, program, project. Employees will typically try to force the idea through entrenched internal resistance to change and will evangelize it throughout the virtual organisation.

Culture champions are energetic and supportive of the change. The main champion of culture is the leader. But in any virtual organisation that is looking to either change or otherwise continuously improve its culture. Culture champions have natural credibility and leadership skills. Culture champions have the ability to make tough decisions.

- **D-Decision-making Champion and Direction Champion**

Proactive insight of employee has an impact on their decisions. Proactive identity and implement tactics have to increase employee satisfaction, engagement and commitment.

The virtual organisation and coordination of the activities of a business are ordered to defined objectives. These are executed by the HR Champions. The directors and managers have the power and responsibility to make decisions and oversee a virtual organisations. The size of management can range from one person in a small organisation to hundreds or thousands of managers in virtual organisations.

Virtual organisations have numerous systems. The ability to design, integrate and operate these systems is the essence of effective organisations. Building new organisational capabilities call for performance management programs aligned with the desired outcomes and executing strategy.

HRM is all about making decisions. Choosing the right candidate for the position available is not something that should be left to chance or guesswork. The role of decision-making in HR is a complicated one and using the technology and recruitment software available, will be able to make decisions that are based on true evaluation of all the factors.

HR department professionals play an important role in the processes of defining and implementing organisational strategies. From this perspective, decisions made by HR professionals directly influence organisations' competitiveness.

HRM has to provide some interesting and important directions for future work, and consider ways to bridge the gap between the science and practice of HRM.

• **E-Employee Engagement Champion**

Identifying and establishing employee engagement champions in different HR teams throughout business can help identify and share examples of employee engagement of action in their teams. Employee engagement champions have a key role linking managers with the ideas and experiences of employees. The role of employee engagement champions can be as broad as employees like. The role of engagement champion is not time-consuming. It would be a voluntary or additional part of an employee's job. Employee engagement champions need to be willing and enthusiastic – who already understand the importance of engagement and are keen to help the virtual organisations improve. They could be in any area and at any level of the virtual organisations.

Employee engagement is the willingness and involvement of the employees to work for the success of an organisation by devoting most of their focus and abilities. Engagement begins with employees' clear understanding of what they should be doing on the job. Employee engagement champions need information and guidance to help them in their role. This will also help you ensure shared understanding and consistency of approach across the business. It helps to shape and embed employee engagement champions in everyday HR practice with champions could discuss the idea with other senior managers and gain overall agreement to the approach.

The key qualities for engagement champions are: Understanding of engagement – what it means and its virtual organisations benefits. Enthusiasm and energy for the subject or area that they will be the engagement champion for knowledge of the virtual organisations and the people in their area.

Employee Engagement Champions listen and respond to employees and find the right balance between demands on employees and resources available to employees. They promote employee contributions, increase employee commitment, engagement (involvement) and capability.

Conclusion

HR Practitioners have a role to play in business strategy, transformation and change management, but virtual organisations also need to remember that part of the HR Champions

role should be understand and advocating for the employee. Finding ways to connect with employees is how HR Champions can gain their trust, understanding their issues and build strategies to improve the productivity of workplace. That is, being a proactive HR Champion can actually help human resources to be a better strategic business partner.

Reference

1. <https://www.mbaskool.com>
2. Raymond Caldwell(2006), Champions adopters, consultants and Synergists: The new change agents in HRM: reference from <https://onlinelibrary.wiley.com>
3. Parveen Kumar Chandha(2010), H.R. Champions reference from <https://www.slideshare.net>
4. <http://www.time-to-change.org.uk>
5. Karen Kirton(2018) Employees need an employee Champion in the HR. Department. Reference from <https://workplaceinfo.au>
6. <https://www.slideshare.net>
7. <https://www.rcog.uk>
8. <https://nccmt.ca>.
9. <https://www.citehr.com>
10. <https://scribd.com>
11. <https://waterstonehc.com>
12. <https://nccmt.ca>.
13. <https://www.nibusinessinfo.co.uk>

Employment At-Will Doctrine in HRM Perspective

Panda Veera Manikanta
 B.Tech., M.B.A.
 Bhargavi Group of Hotels,
 Narsapur.

Dr. G. Sri Rama Krishna
 Department of Management
 Studies,
 Sri Y.N. College, Narsapur.

Dr. N.G.S. Prasad
 Department of Management Studies,
 Swarandhra Institute of Engineering and
 Technology,
 Seetharamapuram.

Abstract:

Employment is a contract between two parties, one being the employer and the other the employee. In an 'at-will' situation, either the employer or employee may terminate the employment relationship at any time, with or without warning and with or without cause, unless there is an existing agreement which express terms and conditions covering its termination. The 'at-will' employment doctrine holds that employees without a contract can have their employment terminated by either party at any time and for almost any reason. There are still few organizations where employment 'at-will' contracts still exist. At-will employment has grown increasingly more popular over time. This type of employment involves a great deal of flexibility for both the employer and the employee.

Key Words: *Employee Rights, Job Market, Terms of Employment, Conditions of Employment, Service Conditions, Contract of Service, Contract for Service.*

Introduction

Employment At-will means an employee can be terminated at any time without any reason explanation or warning. It also means an employee can quit at any time for any reason or no reason at all. In general, an „at-will“ employment relationship means that either the employer or the employee is free to end the relationship at any time, with or without advance notice and for any reason at all. Employment At-will is a term used in US. Most countries throughout the world allow employers to dismiss employees only for cause. Industrial law for contractual relationships in which an employee can be dismissed by an employer for any reason and without warning, as long as the reason is not illegal.

At-will employment has grown increasingly more popular over time. This type of employment involves a great deal of flexibility for both the employer and the employee. Employers, for example, can change the terms of employment such as salaries, benefits or paid time off- without notice or consequence. Employees can change jobs without notice if they choose.

The „at-will“ employment doctrine holds that employees without a contract can have their employment terminated by either party at any time and for almost any reason. A breach of the covenant of good faith and fair dealing can occur when an employer terminates an „at-will“ or subjects that employees to other adverse employment actions without cause or in bad faith and as a consequence of the termination retains compensation due the employee for the work performed. Constructive discharge may be actionable where an employer unlawfully harasses or alters the employees working conditions to such an extent that a reasonable employee could no longer endure working there and would be left with no reasonable option but to quit. In both these instances the employer may have committed an unjust or wrongful termination.

In today's, job market, it pays to be ready to make a change on short notice regardless. After all, job never knows when a better opportunity will come along and you'll decide to take advantage of at-will employment and get a better job. In the employment market, employers compete to hire the best and the employees compete for the best secured job and satisfying job.

Cite this article as: Panda Veera Manikanta, Dr. Gandham Sri Rama Krishna & Dr.N.G.S. Prasad, "Employment At-Will Doctrine in HRM Perspective", International Journal & Magazine of Engineering, Technology, Management and Research, Volume 6 Issue 5, 2019, Page 93-99.



International Journal & Magazine of Engineering, Technology, Management and Research

ISSN No: 2348-4845

A Peer Reviewed Open Access International Journal

A market in which employers search for competent employees and employees search for high remuneration with the secured job. The job market is not a physical place as much as a concept demonstrating the competition and interplay between different workforces. This type of job does not have any contract. This type of work arrangement was introduced to offer immense flexibility to the employer. However, this form of job opportunity does not offer any job security.

Contract Employment vs. Employee At-Will

Those employees who are not „at-will“ employees are more than likely contract employees. This contract may have been entered into in writing, orally, or be implied by actions of the employer. A written employment contract is generally enforceable according to the terms of contract. This means that if a contract has specific terms outlining compensation, benefits or how and why an employee can be terminated, the employer is legally obligated to adhere to the terms of the contract. If the employer does not adhere to these terms and provisions, the employee may be able to seek damages as a result of the breach of the employment contract. This also means however, that an employer may be able to sue the employee for damages as well if the employee is the one who breaches the agreement.

Employment contracts or terms and conditions of employment may also be inferred from the actions and conduct of the parties. If the employer has certain policies regarding employment or has company standing orders or personnel policies, the information contained therein may be sufficient to alter what would normally be classified as an employment „at-will“ and create contractual obligations for both the employer and employee.

The word “Terms and Conditions of Employment” is a comprehensive meaning. The word consist of two terms i.e., one is terms of employment another one is conditions of employment. It contains the working conditions of employment, wages/salaries and incentives, welfare amenities and so on. The Factories

Act, 1948, has provided mainly for working conditions of workers in factories. The Industrial Employment (Standing Orders) Act, 1946 deals with the terms and conditions of employment in various establishments and organizations.

Terms of Employment:

All human resources are utilised to improve their terms of employment and develop their organisations. In present situation human being in expecting for more remuneration and job security. The employees have a physical needs and social needs. By employment the needs are fulfilled. Therefore, they seek better employment. Where the terms of employment are good since the human resources motivates to join in employment.

Conditions of Employment:

It is covered under the working conditions, welfare, leave, benefits and so on. Conditions of employment that part of an employment that sets out of the duties, responsibilities, hours of work, salary, leave and other privileges to be enjoyed by persons employed.

Service Conditions:

That part of employee welfare which concerns with the employees health, safety, comfort and efficiency in work setting is termed as working conditions. Provision of sanitation, canteens, crèches, drinking water, rest shelter, and other similar facilities are included in it. As a part of employee welfare activities, working conditions include welfare amenities provided within the premises of an establishment.

Where the terms and conditions are better in employment, while human resources are stimulated to apply for the employment into sound organisations. In India, public sectors are to provide more and more conditions of employment than private sector. Therefore, all human resources are stimulated to join into public sector employment.

Arrangements and conditions set out in a contract of employment. Also called terms and conditions of



employment. General and special arrangements, provisions, requirements, rules, specifications and standards that form an integral part of an agreement or contract. Terms and conditions are very important in work they give information to the person, who is applying to the job. It says important things about working hours, paternity and maternity leave, etc. It is to ensure each person knows exactly what is required of each other, need to know things like holidays, sickness benefits, maternity leave and retirement benefits, hours of work and overtime, health and safety requirements, responsibility within the workplace and conduct in and out of work.

An employee may be defined as: "A person in the service of another under any contract of hire, express or implied, oral or written where the employer has the power or right to control and direct the employee in the material details of how the work is to be performed. In a commercial setting, the employer conceives of a productive activity, generally with the intention of generating a profit and the employee contributes labour to the enterprise, usually in return for payment of wages. Employment also exists in the public, non-profit and household sectors. To the extent that employment or the economic equivalent is not universal, unemployment exists.

The employment is going on either Contract of Service or Contract for Service;

Contract of Service:

There is a master and servant relations. Contract of service related to a person in employment. Permanent employees have a contract of service with their employer. There is also a relationship between an employer and employee. The worker is controlled by their employer – they must perform the tasks they are instructed to by a line manager according to their job description. Employers are only vicariously liable for torts committed by employees who are under a contract of service. In a contract of service, the employer is responsible under the pay system, taxation applied (professional tax, income tax).

Contract for Service:

There is no relation between master and servant. Contract for a job undertaken by a self employed person. An obligation to make right any error or defective work, without additional remuneration. If either party fails to fulfill their obligations under the terms of the contract, they are in breach of contract and can take legal action to remedy the situation.

There are still few organizations where employment „at-will“ contracts still exist. Numerous hourly and minimum wage employees work as at-will employees. In fact, if you are working only on the basis of a verbal contract with the employer, then you are deemed to work as an „at-will“ employee.

The at-will presumption is a default rule that can be modified by contract. For example, a contract may provide for a specific term of employment or allow termination for cause only. Cause generally includes reasons such as poor employee performance, employee misconduct or economic necessity. An employment contract may specifically outline the situations or employee actions that would lead to termination for cause.

Rights of At-Will Employees

All employees have basic rights in the workplace, including the right to privacy, fair compensation and freedom from discrimination. A job applicant also has certain rights even prior to being hired as an employee. Those rights include the right to be free from discrimination based on age, gender, national origin or religion during the hiring process. For example, prospective HR professionals cannot ask a job applicant certain family-related questions during the hiring process. Employee's rights are a group of legal rights and claimed human rights having to do with employment relations between employees and their management, usually obtained under HR laws.

HR laws covers all rights and obligations within the employer-employee relationship, whether current

employees, job applicants or former employees. Because of the complexity of employment relationships and the wide variety of situations that can arise, HR law involves legal issues as diverse as discrimination, wrongful termination, wage payments and taxation and workplace safety. Many of these issues are governed by allocable Central and State HR laws. But, where the employment relationship is based on a valid contract entered into by the employer and the employee, Central and State HR laws alone may dictate the rights and duties of the parties.

In most States, employees have a right to privacy in the workplace. This right to privacy applies to the employee's personal possessions, including handbags or mobile phones, storage lockers accessible only by the employee and private mail addressed only to employee. Employees may also have a right to privacy in their telephone conversations or voicemail messages. However, employees have very limited rights to privacy in their e-mail messages and internet usage while using the employer's computer system.

- Some important employee rights include;
- Right to be free from complaint against an employer
- Right to fair wages for work performed.
- Right to be free from discrimination and harassment of all types;
- Right to a safe workplace free of dangerous conditions and other potential safety hazards.

While „at-will“ employment provides fewer worker protections than alternatives such as employment under a collective bargaining agreement, employees do have rights after a termination. In addition, HR policy may offer protections such as severance pay for employees who are terminated under certain conditions.

If you are working as „at-will“ employees then this does not mean that you have no rights at all. There are still some rights that you can experience. There are various pros and cons of „at-will“ employment. While it allows employees to be fired or promoted based on their merit and productivity, it even offers them with great

uncertainty about the job. But the employees can always control things in their favour by working up to the employer's expectations and surpassing the standards. At the same time, employers have the full convenience to make decisions as per their choice and requirement.

Now, let us know about the pros and cons of employment „at-will“. Just like this job option has few pros and cons, it even has some exceptions. So, here are some exceptions to employment „at will“.

Pros of Employment At-will

- It offers employees great flexibility to search a better job. If there are countless „at-will“ options on the job market then this will offer employees with higher chances to find better-paying jobs for them. Being an „at-will“ employee, the employee will terminate their present employment instantly. As a result, they will be able to find a better job right away.
- At-will employment offer promotions on the basis of merit. When employees work in a contractual job then are promoted on the basis of negotiated rules or seniority. But this is not the case with „at-will“ employees. At-will employees are promoted because of merits and credit of their action. It is because if an employee-at-will is performing well then, actions based on merit will encourage him and allow him to work more and in a better way. This imparts encouragement to the workers to work efficiently every day and be more productive. It is because this will always offer them a chance to earn their way into a position, which is better paying and more rewarding.
- A major benefit of employment „at-will“ to the employer is that it can be beneficial for an employer who wishes to terminate the employee for performing poorly. It is not essential for the employer to give reasons to the employee for his termination. So, if an employer suspects that the employee is not working up to the mark then he can terminate him immediately. There is no

potential litigious explanation required for the termination.

- There is no requirement of negotiating employment contracts. Most of the contracts cover a particular time period. According to such contract, the entire working relationship between the employees and management is based on this contract. When such contracts need renewal then a comprehensive negotiating process between two parts may take place. With the employment at-will process, it is possible to avoid such negotiations. Moreover, it helps the organisation to focus on the productivity of the employees.
- When employees are hired on the basis of at-will employment then they tend to be more productive on almost every working day. It is because they fear to lose the job and when it is good paying job then they would not want to leave it anyway. As a result, employees prefer staying away from provisions of holding out or striking because if they practice any such thing then the employer can simply terminate the employment offer. Even this eliminates the troubles that the organisation may face with other departments. Hence, if a specific group of employees creates any problem then it can be fired immediately. The fear of losing their job keeps employees away from all such problems.

Cons of Employment At-will

- It is a slow hiring and fast firing process. If there is an employee who is not able to perform up to the mark then he can be terminated instantly without any reason or cause. Hence, this may not work in favour of the employees. Most of the times, employees may get fired because of an unauthentic reason. Also, since there is no legal contract between the employer and employee, so the employee cannot pose any case against the employer.
- Employers can fire employees because of any reason. In most of the „at-will“ arrangements,

employers may fire employees even for silly reasons or minor mistakes. This type of employment involves no justification. Hence, this offers the employer the advantage that they can fire an employee as and when they want. Also, employees under such condition cannot question the employer and even have to look for other ways out to back up their career and financial inflow.

- It involves high uncertainty to employees. Another main advantage of the „at-will“ employment is the uncertainty of the job. As an employee leaves his job without any prior notice or information, similarly, the employer can fire the employee without giving any prior notice. Your employer is not bound to tell any reason or offer any justification for termination of the employment. Hence, sometimes the employees have to leave their job even when they don't have any backup job with them.
- Legislative actions like Industrial Employment Standing Orders Act 1946, Industrial Disputes Act 1948, as per these HR laws, a discharged employee can sue for incorrect termination where the termination is because the employee refused to violate any HR policy or the termination was for a bad cause or the termination violated the HR policies.
- Employees have no practical way to modify the work culture. Rather than negotiating with an employer about safety of the worker or other problems at the workplace, the best genuine way for „at-will“ employees is to ensure that the work environment is safer for them. The best way they find out is to quit the job. This can happen with or without penalty. But this does not imply that the employee cannot look up to other sources of income. Employees can always look for other new positions and can even leave the job right away as soon as they get a better opportunity.
- This type of employment experiences constantly evolving laws. The laws for „at-will“ employment are regularly evolving. A thing that

constitutes „at-will’ employment varies from organisation to organisation and State to State. A thing that may be considered discrimination in one place might be legal in another State. Hence, there are no fixed laws for this type of employment. Even the employment has different HR laws in different States. These HR laws are regularly evolving, which is a great thing. It is because the new HR laws may offer employees with more certainty and safety about their job.

- Large numbers of employers take the pain to identify in their written agreements, applications, job evaluations, standing orders and other employment-related documents policies for their employees’ „at-will’.

Exceptions to At-Will Employment

- An employee who is covered under a collective bargaining agreement or who has an „employment contract’ may have rights not afforded typical „at-will’ employees.
- Another exception is the „implied contract’. When an employer and employee sign an implied contract then employers are not allowed to fire an employee, regardless of the validity of a legal document. Usually, it is difficult to prove the validity of the document. Some of the examples of the implied contract are signing the service register of an employer or hiring a company standing orders indicating that the employees are not „at-will’ and will be fired just because of a good cause. An employer may make oral or written representations to employees regarding job security or procedures that will be followed when discipline is imposed. These representations may create a contract for employment.
- This is another exception called an implied covenant of „fair dealing and good faith’. In such case, employers cannot reject a person to avoid duties, like paying for retirements, commission – based work or healthcare.

“One machine can do the work of fifty ordinary men.

No machine can do the work of one extraordinary man.”
 – Elbert Hubbard.

Conclusion

A contract of employment is created when an employee and employer agree on the work the employee will perform and on the salaries to be paid for it and other fringe benefits and conditions. The contract of employment binds both parties. Employees have moral rights, legal rights and contractual rights in the workplace. HR laws and collective agreements regulate employees’ right and obligations. Employees have the responsibility of growing the organization, especially in terms of profitability. When employees neglect their roles and responsibilities, then the profitability of an organization is substantially threatened.

Examples of bad faith terminations include an employer firing an older employee to avoid paying retirement benefits. Again, it is important for an employee to understand what type of employment arrangement they have with their employer so that they are aware of their rights, duties and legal remedies are. If there are contract employees the terms of the contract are usually binding and dictate the terms of employment agreement.

References

- [1] Charles J. Muhl(2001), The Employment At-Will Doctrine: Three Major Exceptions, Monthly Labour Review: 3-11.
- [2] Katherine V.W. Stone(2007), “Revisiting the At-Will Employment Doctrine: Imposed Terms, Implied Terms and Workplace”, Industrial Law Journal.
- [3] Sandra Jones(2002), Employee rights, employee responsibilities and knowledge sharing in intelligent organization, Employee Responsibilities Rights Journal, Vol.14, No. 2/3.
- [4] Ten basic rights of an employee in India from www.rightsofemployee.com



International Journal & Magazine of Engineering, Technology, Management and Research

ISSN No: 2348-4845

A Peer Reviewed Open Access International Journal

[5] Thomson Reuters(2018), Employee Rights,
www.employment.findlaw.com

[6] <https://www.thebalancecareers.com>

[7] <https://content.wisestep.com/employment-at-will>

[8] <http://www.ncsl.org/research>

[9] <https://employment.findlaw.com>

[10] <https://www.cohencleary.com/> difference-
employee-will-contract/

[11] www.employment.findlaw.com

[12] <https://study.com/academy/lesson>



Dr.N.G.S. Prasad.,M.B.A., MA., Ph.D.,
Prof.& HoD.

Department of Management Studies,
Swarandhra Institute of Engineering and Technology,
Seetharamapuram.

Author Details



Panda Veera Manikanta., B.Tech., MBA.
Entrepreneur,
Bhargavi Group of Hotels,
Narsapur.



Dr. Gandham Sri Rama Krishna.,
MA(IRPM)., M.B.A.,BL., Ph.D....
Associate Professor,
Department of Management Studies,
Sri Y.N. College, Narsapur.