

Ashwamedh

ANNUAL MAGAZINE



महाराष्ट्र शासन
GOVERNMENT OF MAHARASHTRA
N. M. LOKHANDE
MAHARASHTRA INSTITUTE OF LABOUR STUDIES
ना. मे. लोखंडे महाराष्ट्र श्रम विज्ञान संस्था

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D.C. Road, Parel, Mumbai 400 012.

A JOURNEY MARKED BY NOTEWORTHY MILESTONES (NML MILS)



SHRI. N. M. LOKHANDE



SHRI. GULZARILALJI NANDA

N. M. Lokhande Maharashtra Institute of Labour Studies was established on 7th July, 1947 under the guidance of Bharat Ratna Late Gulzarilal Nanda, Ex Prime Minister of India, situated at then Manchester of Mumbai - Parel. NML MILS is a pioneer in the field of Human Capital Management and Employee Relations.

NML MILS has a glorious legacy of 78 years and has been creating HR and IR stalwarts. The rigorous curriculum of the institute is recognized by the University of Mumbai and the degree is awarded by them. The prime focus of the institute is on nurturing ambitious dynamic professionals equipped with industry exposure in various HR areas including labour laws, human capital management, business acumen etc. It is a 2 Years Full Time Human Capital Management and Employee Relation program.



ASHWAMEDH ANNUAL MAGAZINE

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. "In order to build a rewarding employee experience, you need to understand what matters most to your people."
- Julie Bevacqua



MESSAGE FROM DIRECTOR



Mrs. Roshani Kadam - Patil
Director, NML MILS

Dear All,
Greetings!

It gives me immense pleasure to present this edition of the Ashwamedh annual magazine, a platform that celebrates the remarkable journey and accomplishments of the NML MILS community. At our institute, we strive to shape future leaders in the dynamic realm of Human Capital Management & Employee Relations fostering innovation, practical learning, and excellence.

At NML MILS, we are dedicated to preparing our students for dynamic landscape of Human Capital Management. This year, through a series of thought-provoking events, leadership workshops, industrial visits, and Concurrent & Block Placements, we have provided our students with invaluable opportunities to engage with industry leaders and gain hands-on experience. These initiatives reflect our commitment to equipping our students with the practical knowledge and skills necessary to navigate and excel in today's competitive HR environment.

I would like to extend my heartfelt gratitude to our talented students, faculty members, distinguished alumni & contributing experts for their invaluable contributions to this Ashwamedh annual magazine. Your insightful articles, reflections, and perspectives not only highlight the depth of knowledge and innovation within community but also serve as a testament to the excellence of our institute. This annual magazine stands as a reflection of the high standards we uphold in nurturing thought leaders who are poised to make a significant impact in the fields of Human Capital Management and Employee Relations.

Best wishes,
Mrs. Roshani Kadam - Patil
Director, NML MILS

FROM EDITORIAL DESK

Dear All,
Greetings!

We are delighted to present Ashwamedh annual magazine which serves as a comprehensive reflection of our institute's journey of the academic year 2024- 2025, capturing the essence of important annual events and academic endeavors. It brings together a rich blend of experiences, insights, and research articles focused on Human Capital Management and Employee Relations (MHCM & ER). Through this Ashwamedh annual magazine, we aim to highlight not only the vibrant academic activities at our institute but also the research-driven discussions that explore evolving workplace trends, workforce well-being, and the strategic role of HR in modern organizations.

Our alumni have made remarkable contributions across diverse domains of Human Capital Management, excelling in areas such as organizational development, employee engagement, industrial relations, HR analytics, and workplace diversity. Their journeys offer valuable lessons and real-world perspectives, shaping the way HR professionals address workforce challenges. Through student articles, we gain a boost of fresh perspectives, offering valuable insights into the field of HCM & ER. Providing a platform for students to express their thoughts allows them to contribute meaningfully to these fields, fostering innovation and deepening our understanding of organizational dynamics.

At N. M. Lokhande Maharashtra Institute labour studies, we believe in nurturing a progressive and adaptive outlook toward Human Capital Management. This magazine serves as a platform to broaden perspectives, encourage critical thinking, and bridge the gap between theory and industry practices. We appreciate & sincerely express the gratitude to the prominent professionals & students who have penned down exclusive articles for the magazine. We thank all the members behind the screen for their relentless efforts, without whose the Ashwamedh annual magazine would not have seen the light of the day. We hope that this edition provides meaningful insights and inspires readers to actively engage in shaping the future of HR and Employee Relations.

Best Regards,
Editorial Desk

FOUNDATION DAY

On 7th July 2024, the N. M. Lokhande Maharashtra Institute of Labour Studies (NML MILS) celebrated its Foundation Day with a special lecture focusing on career growth. This annual event honors the institute's establishment by Bharatratna Shri Gulzarilalji Nanda, the former Prime Minister of India and the then Labour Minister of Bombay Province, on 7th July 1947.

The Foundation Day lecture is a significant tradition at NML MILS, held every year to commemorate the institute's dedication to labor education and research. This year, the lecture emphasized the importance of career development in the evolving labor market.



Celebrating 78th FOUNDATION DAY



Celebrating Foundation Day honored by Chief Guest Mr. Ravikiran Saurkar (Director HR Capgemini), Adv. Prakash Devdas - President NML MILS Alumni Association, Mr. Prabhakar Patil - General Secretary NML MILS Alumni Association.

INDEPENDENCE DAY & CONVOCATION CEREMONY

Independence Day at N.M. Lokhande Maharashtra Institute of Labour Studies (NML MILS) was marked by a blend of patriotism and professional learning. The day began with a flag-hoisting ceremony, featuring a motivational speech and a moving patriotic song by students. This was followed by an insightful session from Mr. Hemant Nikam, who highlighted the evolving role of HR professionals in fostering sustainable and inclusive growth.

Later, the convocation ceremony brought a wave of pride and nostalgia as graduates returned to celebrate their achievements. Dressed in academic robes, they reflected on their journey at MILS, expressed gratitude to their mentors, and shared how the institute had prepared them for real-world challenges.

The day concluded with graduates sharing advice and insights with their juniors, leaving them inspired to make the most of their MILS experience. This dual celebration showcased the institute's dedication to patriotism, academic excellence, and personal growth.



CONVOCATION CEREMONY BATCH 2021-2023



Chief Guest Dr. Hemant Nikam, Senior Director of Human Resource at Eisai Pharmaceuticals India.

GULZARILAL NANDA MEMORIAL LECTURE

For 16 years, the N.M. Lokhande Maharashtra Institute of Labour Studies (NML MILS) has presented the Gulzarilal Nanda Memorial Lecture Series, which pays tribute to India's leader of the labor movement and former interim prime minister. In the most recent issue, HR specialist Shrikant Lonikar gave a Speech titled "Strategic Leadership: Driving HR Performance in the Modern Workplace." In order to address post-pandemic issues like remote work and work-life balance, he placed a strong emphasis on technology, agility, and inclusivity in talent management. The show continues Gulzarilal Nanda's legacy of compassion and vision in influencing the future of work by promoting thought leadership and encouraging sustainable and humane workplaces.



GULZARILAL NANDA MEMORIAL LECTURE



Mr. Shrikant Lonikar (Partners at PPJS Solutions LLP) Addressing students on the occasion

PLACEMENT BROCHURE UNVEILING CEREMONY

Every year NML MILS launches its placement season with its annual brochure unveiling, welcoming distinguished alumni and industry experts. This year's ceremony featured Mr. Uday Ghag (Alkyl Amines), Mr. Ramhari Kute (Skoda Auto Volkswagen), and Mr. K. B. Balamurali (Transworld Group). These esteemed alumni shared invaluable career insights and industry perspectives with the graduating class. The brochure showcases the diverse talents of MILS graduates, ready to contribute to the field of labor studies. This event highlights the strong MILS network and marks the beginning of a promising placement season.



BROCHURE UNVEILING CEREMONY BATCH 2023-2025



*Mr. Uday Ghag (CHRO Alkyl Amines), Lighting up the lamp on the occasion,
Also seen Mr. Ramhari Kute (Head - ER Skoda Auto Volkswagen), and
Mr. K. B. Balmurali (COO Transworld Group)*

TRAINING PROGRAMME ON THE MAHARASHTRA RIGHT TO PUBLIC SERVICES ACT, 2015

N. M. Lokhande Maharashtra Institute of Labour Studies (NML MILS) hosted an engaging training session on the Maharashtra Right to Public Services Act, 2015 on 29th November, an initiative by the Labour Department, Government of Maharashtra. The session was led by Dr. H. P. Tummod (IAS), Commissioner of Labour, Government of Maharashtra, and Mr. D. T. Antapurkar, Director, Directorate of Steam Boiler, Maharashtra State. The event also witnessed the esteemed presence of Director, Roshani Kadam - Patil, Nilambari Bhosale Deputy Commissioner of Labour making the session even more insightful.

This Act aims to ensure timely and transparent delivery of public services to citizens by government departments. It establishes a legal framework to hold public authorities accountable, reducing delays and corruption.



TRAINING ON THE MAHARASHTRA RIGHT TO PUBLIC SERVICE ACT 2015



*Dr. H. P. Tummod, Commissioner of Labour, Maharashtra State,
sharing valuable insights on Maharashtra Right to Public Services Act, 2015*

REPUBLIC DAY

We celebrated Republic Day at N.M. Lokhande Maharashtra Institute of Labour Studies, Mumbai, with great enthusiasm and patriotic spirit. The event was graced by our esteemed Director, Roshani Kadam-Patil, and Dr. P. M. Kadukar, making the occasion even more special. Students, faculty, and staff gathered to honor this historic day, reflecting on the values that define our nation. The ceremony began with the hoisting of the national flag, a proud and emotional moment for everyone present. As the tricolor unfurled, patriotic songs filled the air, creating an atmosphere of unity and respect. Ma'am then delivered an inspiring speech, emphasizing the significance of Republic Day and the responsibilities we hold as citizens. She also interacted with students, motivating them with her insights on leadership, dedication, and nation-building.

The event was not just a celebration but a reminder of our duty toward the country's progress. It instilled a sense of pride and motivation among all attendees, reinforcing the importance of democracy, equality, and hard work. As we concluded the ceremony, we paid tribute to our great nation, pledging to uphold its values and contribute to its growth.



REPUBLIC DAY 2025



Celebrate Republic Day With Director Mrs Roshani Kadam - Patil & Dr. P. M. Kadukar

SEMINAR ON NEW LABOUR CODES

N.M. Lokhande Maharashtra Institute of Labour Studies (NML MILS) and Bharatiya Mazdoor Sangh (BMS) jointly organized an insightful seminar on "New Labour Codes." The event was inaugurated by Hon. Shri Akash Phundkar, Labour Minister, Maharashtra State, and was attended by several esteemed dignitaries, including Mrs. Roshani Kadam-Patil (Director, NML MILS), Shri Rasbihari Sharma (Akhil Bhartiya Vice President, BMS), Adv. Anil Dhumane (President, BMS Maharashtra Pradesh), Dr. P. M. Kadukar, Shri C.V. Rajesh Ji, and Shri Kiran Milgir.

The seminar provided a detailed understanding of the New Labour Codes, which are set to reshape the labor landscape in India. Discussions revolved around their implications on industrial relations, wages, social security, and occupational safety. Experts emphasized how these reforms aim to simplify compliance for businesses while ensuring better worker protection and welfare, For MILS students.



SEMINAR ON LABOUR CODES



Hon. Shri Akash Phundkar, Labour Minister of Maharashtra State delivers a Speech on the New Labour Codes

GOLDEN JUBILEE REUNION CELEBRATION (1973 - 1975 Batch)

At NML MILS we are delighted to welcome the Golden Jubilee Batch (1973 - 1975) MLW & IR back to their alma mater to celebrate 50 years of cherished memories and achievements. As a mark of their gratitude, the alumni have generously gifted a laptop to the institute for a needy student, reinforcing their commitment to giving back. A key highlight of the event was an interactive session where students engaged with alumni on the transition from Industrial Relations (IR) to today's Employee Relations (ER), gaining valuable insights into workplace dynamics, career growth, and evolving professional landscapes.

The celebration also included a nostalgic campus tour, and a felicitation ceremony to honor the contributions of the batch. The event concluded with a networking session, strengthening the bond between past and present generations, proving that while times change, the spirit of learning and camaraderie remains timeless.



GOLDEN JUBILEE REUNION BATCH 1973-1975



STUDENT EXECUTIVE COMMITTEES



Class Representatives



Field Work Coordinators



Placement Cell



Alumni Relations Cell



Public Relations Cell

1. KOKUYO CAMLIN LTD.

A field visit to the Kokuyo Camlin Ltd factory offers students a comprehensive learning experience, providing insights into industrial operations and the manufacturing process of stationery and art products. The visit begins with an introduction to Camlin's history, product diversity, and global presence in the stationery and art supply industry. Students are then guided through the production facilities, where they observe the step-by-step manufacturing of items like pens, crayons, paints, and markers, learning about the machinery and techniques used to transform raw materials into finished goods. Overall, the experience provides valuable insights into industrial operations, quality assurance, and labor law compliance, enriching students' understanding of the manufacturing sector.



2. CEAT TYRES LTD.

A field visit to the CEAT Tyres Ltd. Bhandup factory provides an educational and insightful experience into the manufacturing processes, quality control, and operational management of a leading tyre manufacturing company. The visit begins with a pre-visit briefing, where students are equipped with safety gear and informed about safety protocols for visitors. They are then introduced to raw materials like natural rubber, synthetic rubber, carbon black, and steel cords used in tyre production. The company is also using HAKET as its HRMIS, which helps maintain records of attendance, leaves, and salaries. The shop floor visit emphasizes worker safety and welfare, with demonstrations of safety protocols such as the use of personal protective equipment (PPE), regular safety training, and clean working conditions, offering students a practical understanding of labor law implementation in an industrial setting. Overall, the visit provides a comprehensive understanding of tyre manufacturing, innovation, and workplace safety.



3. MAZAGAON DOCK SHIPBUILDERS LTD.

A field visit to Mazagon Dock Shipbuilders Limited (MDL), India's premier shipbuilding company in Mumbai, offers students a comprehensive insight into the shipbuilding industry. The visit highlights MDL's role as a leading manufacturer of warships, submarines, and offshore platforms for the Indian Navy and oil and gas sector. Students witness the entire shipbuilding process, from design and planning to construction and launch, and explore the massive infrastructure, including dry docks, slipways, and fabrication facilities. They gain knowledge about the design, construction, and testing of advanced vessels like Scorpene - class submarines and Visakhapatnam-class destroyers. Students also observe the industrial work environment, understanding the roles and responsibilities of workers in a shipyard. Additionally, they learn about worker welfare schemes, including health insurance, pension plans, housing facilities, and amenities like canteens, rest rooms, and recreational areas. Overall, the visit provides a deep understanding of shipbuilding processes, industrial operations, and worker welfare practices.



1. BMC PLACEMENTS

As students of the N.M.Lokhande Maharashtra Institute of Labour Studies (NML MILS), we were placed at the Brihanmumbai Municipal Corporation (BMC), where we gained a comprehensive understanding of its operations and its pivotal role in serving Mumbai. Over the course of one week, we explored various departments, including the Education Department, which manages municipal schools and educational programs, and the Shops and Establishment Department, where we learned about labor law compliance and licensing for commercial entities. The Administration Department provided insights into the coordination of civic services and governance, while the Water Supply Department highlighted the processes involved in ensuring clean and adequate water distribution across the city. We also observed the Building & Factories Department, which focuses on safety regulations and construction approvals, and the Pest Control Department, which plays a crucial role in maintaining public health through pest management. This placement offered us a holistic view of BMC's multifaceted operations, showcasing its critical role in maintaining Mumbai's infrastructure and public welfare, and provided us with practical exposure to the functioning of a municipal corporation.



2. ESIC TRAINING

As students of the N.M. Lokhande Maharashtra Institute of Labour Studies (NML MILS), had the opportunity to learn about the Employees' State Insurance Corporation (ESIC) and its role in providing social security to insured workers. During placement, we gained detailed insights into the various benefits offered by ESIC, including sickness benefits, which provide financial support during illness, and maternity benefits, which ensure paid leave and medical care for pregnant women. We also learned about temporary and permanent disability benefits, which offer compensation and support to workers injured on the job. Additionally, dependent benefits provide financial assistance to the families of insured workers in case of death, and medical benefits ensure access to quality healthcare for workers and their families. We observed how ESIC operates on the ground, managing these benefits through a network of hospitals, dispensaries, and offices, ensuring timely delivery of services. This experience provided us with a deeper understanding of ESIC's commitment to safeguarding the welfare of workers and their families, highlighting the importance of social security in the labour ecosystem.



3. TRADE UNION PLACEMENT

All the students of N. M. Lokhande Maharashtra Institute of Labour Studies (NML MILS), were divided into five groups and placed at different trade unions in Mumbai for a one-week placement. During this placement, students gained valuable insights into the organizational methods, administration, and financial management of these trade unions, as well as their strategies for advocating workers' rights. Additionally they examined the evolving realities of trade unions in the context of globalization and dynamic workplace challenges, such as technological advancements and changing labour laws. This experience provided students with a deeper understanding of the role of trade unions in protecting workers' interests and addressing contemporary labour issues.



MAHARASHTRA LABOUR WELFARE BOARD HEAD OFFICE AND DIVISIONAL WELFARE CENTERS

The two-day training program at the Maharashtra Labour Welfare Board head office and Divisional Welfare Centers (Andheri, Vikhroli & Worli) provided participants with a comprehensive understanding of the board's operations and the implementation of its various schemes at the local level. On the first day, Shri Raviraj Ilawe, the Welfare Commissioner, delivered an overview of the board's functions and the facilities it offers. This experience, coupled with the insights gained from the guidance received, proved to be invaluable for the participants, enabling them to grasp the board's objectives and its vision for labour welfare effectively.



DIRECTORATE OF INDUSTRIAL SAFETY AND HEALTH (DISH)

During a one-day training programme at the Directorate of Industrial Safety and Health (DISH) office, students acquired vital information regarding the various functions and operations of the office as they pertain to implementation of The factories Act, 1948. Deputy Director - V. V. Ghogare explored the protocols for filing returns, the inspection methodologies employed by the office, and the health, safety, and welfare standards mandated by the Factory Act, along with the audit processes implemented during factory inspections.



LABOUR COMMISSIONER OFFICE

During a five-day training program held at the office of the Labour Commissioner, participants acquired comprehensive knowledge regarding various authorities and their respective functions, as well as the overall operations of the Labour Commissioner's office. The program included sessions addressing key topics such as the conciliation process under the Industrial Disputes Act, the calculation methods for the Consumer Price Index (CPI) and Dearness Allowance (DA), and an overview of the Building and Other Construction Workers (BOCW) Board, including its structure, functions, and the facilities extended to workers in connection with the execution of various schemes. Additionally, the program covered the Mathadi Board and its functions, as well as the regulations and operations of the Maharashtra Security Board, among other pertinent subjects.



"A company's culture is the foundation for future innovation."
– Brian Chesky

"Treat employees like they make a difference, and they will."
- Jim Goodnight

INDUSTRIAL & LABOUR COURT

The 10 days training program conducted at the Office of the Labour/Industrial Courts and Tribunals provided students with invaluable insights into the procedural aspects and functioning of Industrial and labour courts. Participants gained a comprehensive understanding of various legal processes and procedures related to filing cases under labour laws, as well as information regarding significant case laws and judgements. Throughout the training, students had the opportunity to observe multiple case hearings across different courts. The program included a series of lectures delivered by practicing Advocates who offered guidance on a range of topics, including the presumption of laws, the Industrial Disputes Act and its implications, the Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practices Act and its provisions, as well as jurisdictions related to the Employee State Insurance Corporation, Provident Fund, and gratuity, emphasizing their practical applicability.



*“If people knew how hard I had to work to gain my mastery,
it would not seem so wonderful at all.”*

– Michelangelo

A GATEWAY TO INDUSTRY EXPERIENCE FOR FIRST - YEAR STUDENTS

NML MILS provide a unique concurrent placement opportunity for first-year students, offering them a valuable chance to gain hands-on experience in the fields of Human Capital Management and Employee Relations across diverse industry categories such as Public Sector Undertakings (PSUs), hospitals, hotels, manufacturing, FMCG, service sector industries, and real estate companies. This one-month internship enables students to work on real-time challenges, helping them better understand industry-specific problems and contribute to their solutions. By engaging in various Human Capital Management and Employee Relations activities, such as recruitment, employee relations, and labor laws, students gain practical exposure that enhances their understanding while developing crucial soft skills like problem-solving, communication, and teamwork.

This opportunity ensures that students build confidence, gain early exposure to the professional world, and deepen their understanding of their chosen fields. Networking with industry experts and mentors from these varied sectors further enriches their learning experience. We believe this initiative will significantly add to their academic journey and prepare them for a successful future. We look forward to seeing our students excel in this exciting opportunity.



GROUP ACTIVITIES



SUMMER INTERNSHIP

A PATHWAY TO INDUSTRY INSIGHTS AND SUCCESS

We are excited to offer an enriching summer internship program for students following the completion of their first-year curriculum. This two-month internship gives students a remarkable opportunity to work on live projects across diverse industries, including manufacturing, healthcare, IT, and more. By tackling real-world challenges, students will apply their classroom knowledge in dynamic environments—whether it's streamlining production processes in manufacturing, enhancing service delivery in healthcare, or driving innovation in technology.

Through active participation in these live projects, students not only acquire industry-specific skills but also develop essential soft skills like problem-solving, effective communication, and teamwork. This initiative is designed to build confidence, clarify career paths, and provide valuable early exposure to the professional world. Moreover, networking with industry experts and seasoned mentors will further deepen their understanding and prepare them for future success. We are confident that this summer internship will significantly enrich their academic journey and propel them toward a promising career.

BLOCK PLACEMENT

DOOR OF OPPORTUNITIES FOR SECOND-YEAR STUDENTS

We are excited to introduce the Block Placement opportunity for second-year students, an invaluable program designed to provide hands-on industry experience in the HR (Human Resources) and IR (Industrial Relations) domains during the final months of their college journey. This two-month internship offers students the chance to immerse themselves in live projects across diverse industry categories, such as chemical industry, IT Industry, manufacturing, FMCG, and other service sector industries, addressing real-world challenges and applying their academic knowledge to practical scenarios.

Before stepping into the corporate world, students will have the opportunity to work in top companies across these industries, gaining deeper insights into the professional landscape. They will engage with key HR functions such as recruitment, employee engagement, and labor laws, as well as IR aspects like dispute resolution and negotiations. This experience not only builds essential skills like problem-solving, communication, and strategic thinking but also offers students a chance to reflect on their journey, evaluate their learning, and assess how their academic experiences align with industry needs.

The Block Placement serves as a crucial opportunity for second-year students to connect with industry professionals, enhance their networks, & prepare for the future with confidence & clarity.

ADD-ON MODULES

In today's fast-evolving world, continuous learning and upskilling are essential to stay ahead. At MILS, we bridge the gap between academic learning and industry expectations through our Add-On Modules. These weekend sessions provide students with valuable insights into essential soft skills, emerging industry trends, and corporate expectations. They also foster strong alumni engagement and industry-academic collaboration. The modules cover a diverse range of topics, including self-improvement, management competencies, technological advancements, placement preparation, legal frameworks, and compliance essentials. By participating in these enriching sessions, students enhance their professional readiness, gain practical knowledge beyond the curriculum, and develop skills that are crucial for success in today's competitive landscape. The list of sessions conducted are as follows.



TOPICS COVERED UNDER ADD-ON MODULE SERIES

Sr No	Faculty	Designation	Topic
1	Adwya Sakpal	People and Culture - Perstorp Group	Compensation & Benefits
2	Ajit Vishwakarma	Managing Director - VINAYAVISH (Professional Training and Coaching)	Making presentations & using Canva for effective presentations
3	Amit Dongre	HRD & Public Relations Officer - Haffkine Bio - Pharmaceutical Corporation Ltd.	Resume preparation
4	Amit Sawant Devdutt Kadrekar Nutan Navghare Omkar Gogate Satyajit Samant Smita Prabhu Suparna Majumdar	Associate Director - PwC India Founder - Humane HR Independent consultant - Leadership Assessment & Talent Development Executive Coach Business Consultant - Humane HR Transformation coach - HR Advisor, POSH certified trainer Freelance Human Resources Consultant OD & HR Consultant - Look Within Consulting	Assessment Centre
5	Ashirwad Patil	IT Corporate Trainer - Annamrita Foundation	Advance excel
6	Ashirwad Patil Chandrashekhar C. P. Deshmukh	IT Corporate Trainer - Annamrita Foundation Chief Human Resources Officer & Legal Head - Kokuyo Camlin Ltd	Power BI
7	Ashok Hingane	Consultant & Ex- Vice President - HR/IR - [Rtd] Aditya Birla Group	Project preparation

ACADEMICS TO INDUSTRY


Sr No	Faculty	Designation	Topic
8	Ashok Hingane Harshad Pai Heet Pandya Vyas Hemant Sahasrabuddhe Nikita Dighe Nutan Navghare Rohit Bhavar	Consultant & Ex- Vice President - HR/IR - [Rtd] Aditya Birla Group HR Consultant - Tata Digital • Freelance Strategic HR Projects - HDFC Life Lead - Employee Relations - Capgemini India Founder & CEO - Sankalpa Training and Psychological Services Independent consultant - Leadership Assessment & Talent Development Executive Coach Lead - L&D and OD - Shree Renuka Sugars Limited	Mock Interviews
9	Debarati Chakraborty	Founder - Glufu Media	Mind matters: enhancing emotional intelligence, and mental health
10	Devdutt Kadrekar	Founder - Humane HR	Conceptual clarity drafting skills for HR professional and revision of conceptual clarity Run up to Campus selection
11	Dhanya Menon	Co-Founder - Neptune Excellence	Building Bridges - Interpersonal skills Communication Skills NLP Inculcating into Communication
12	Hemant Ostwal	Doctor - Suyash Hospital, Nashik	Neeramay Arogya


ACADEMICS TO INDUSTRY

Sr No	Faculty	Designation	Topic
13	J. B. Kabra	Founder Director - Mind Movers Management Consultants	Motivation - Positive within management skills
14	Komal Goenka	Visual Facilitator - Visual Thinking School	Visual vocabulary, lettering & typography
15	Nutan Navghare	Independent consultant - Leadership Assessment & Talent Development Executive Coach	Psychometric Test
16	Pallavi Chapke	Manager HR Business Partner - First Advantage	Interview preparation
17	Paras Mehta	Head of Talent Acquisition & DE&I - DHL Supply Chain • Full-time	Talent acquisition process, DEI & employer branding
18	Paresh Pandharkame	Director : Group ER - CMS Info Systems	Group discussion - practice
19	Pradnya Parkar	Senior Manager Corporate Human Resources - Entero Healthcare	Time management
20	Prafull Bargaje Prashant Likhite Pushkar Wadhone Shashikant Nikam	Senior Director - HR & Whole - time Director - Colgate Global Business Services Private Limited Ex - General Manager - HR - TCS Vice President Human Resources - HDFC Life Founder - OptiMindHR	GD
21	Prashant Kharat	Deputy CEO - Zuma Group (Nigeria)	Role of HR in business development
22	Prashant Likhite	Ex- General Manager - HR - TCS	OD
23	Prashant Salgaonkar	CHRO - IRB Infrastructure Limited	HR Orientation, Master key to success
24	Rajashree Rajashekhar	Founder - Poornam	POSH

ACADEMICS TO INDUSTRY

Sr No	Faculty	Designation	Topic
25	Sagar Bhimnani	Maths Educator - IITJEE	Aptitude test preparation
26	Sanjeev Doshi	Chief General Manager HR Corporate - Rashtriya Chemicals & Fertilizers Limited	HR practises in public sector
27	Saurav patil	Manager - The Neenasa Enterprises	Speed Reading
28	Shashikant Nikam	Founder - OptiMindHR	HRIS
29	Sulaksha Shetty	Chief Human Resources Officer - SB Constantia	CSR
30	Suparna Majumdar	OD & HR Consultant - Look Within Consulting	Communication and influential skills Decision Making Exploring Personality framework
31	Swati Shrivastava	Founder & CEO - PROODOS CONSULTING	9 Grid Matrix and emotional Intelligence Basic HR Analytics
32	Uday Ghag	Chief Human Resources Officer - Alkyl Amines Chemicals Limited	Orientation - IR
33	Vasanti Rajadhyaksha	Trainer - Finance & Accounting Expert	Accounting for HR Managers
34	Vijay Terse	AGM - Aastrid Life Sciences	HR Ops and ER - Basic New Labour Codes HR/Legal compliances


"A company is only as good as the people it keeps."
 - Mary Kay Ash



ASHWAMEDH GANESH UTSAV SPIRITUAL SOLE OF MILS



The vibrant Ganpati Festival in MILS also known as Ashwamedh in the cultural heart of our Institute, Which is an event that transcends the mere act of worship, manifesting as a bonding experience for both current students and alumni of the Maharashtra Institute of Labour Studies. This festive season, deeply rooted in tradition and spirituality, fills the college campus with not just the devotion towards Lord Ganesh, but also an infectious sense of camaraderie and nostalgia among those associated with the institute.

The Ganpati Festival at the Maharashtra Institute of Labour Studies is not just a celebration; it's a bridge connecting the past and present. Alumni play a pivotal role in fostering this continuity, returning to their alma mater during this significant time to partake in the festivities. Their involvement brings a wealth of experience and memories that inspire current students, making the celebration a learning opportunity about community and cultural heritage.

One of the highlights of the Ganpati celebrations is the cultural program that includes Bhajans, dances, songs, and other games like Treasure Hunt, Chess, Carrom, Cricket, Football, Etc. that plays an important role in Team Building, And brings Enthusiasm in Students.

The Theme for year 2024 was About the Leadership Skills Of Chhatrapati Shivaji Maharaj. Shivaji Maharaj's management principles offer valuable lessons for management students. By applying these principles, we can develop our strategic planning, leadership, and innovation skills. This Ganpati festival, we brought that inspiration from Shivaji Maharaj's life and legacy, into picture by decorating the campus into a Fort and showcasing their leadership skills on the walls so we get inspired and strive to become better managers and leaders.



*"Integrity is choosing courage over comfort."
- Brené Brown*

MILS NURTURES TALENT & SHAPES THE FUTURE

N.M.L. MILS strongly encourages students to actively participate in various national-level case study competitions. These competitions provide a unique opportunity for students to engage with real-world challenges facing the industry, allowing them to gain invaluable insights and a broader perspective. By taking part in these events, students not only sharpen their problem-solving skills but also expand their professional network, enhancing their overall academic and career development.



Kaleidoscope 2025, the national-level HR Case Study Competition organized by Symbiosis Institute of Management Studies, Pune, in association with The National HRD Network, Pune Chapter, NML MILS Mumbai proudly secured the Second Runner-Up position at this prestigious event. Our team—Swati Rathod, Umang Barot, and Shivam Suryawanshi—stood out with their exceptional insights, strategic thinking, and a remarkable PowerPoint presentation, earning special commendation from the judges. This achievement underscores the dedication, knowledge, and excellence of MILS students in Human Resource Management, marking yet another milestone in their academic journey and reinforcing our commitment to nurturing future HR leaders.

“Leaders don’t create followers, they create more leaders.”

– Tom Peters



FEATURED ARTICLES



THE NEW WORLD ORDER ITS BEYOND VUCA

- By *Sharad Gangal*



If one studies historically Employee Relations, Employment across the world there was a pattern which one witnessed with some deviations which are in tolerance limits. If we study the **Wagner Act of USA** or the post war manufacturing and employment scenario in Europe it had an even curve. However, over the last three months the picture has changed completely. Never before **Geo Political** events are set to impact business activities and therefore employment with such an impact and in such rapid time.

The pandemic was a **Black Swan** event and it threw up a unique situation wherein the demand as well as supply side of the supply chain was impacted. Just as about the world was recovering from the same the geo political events unfolded itself in a radical manner.

United States of America, being the largest economy of the world decides to take some actions which are completely contrary to its stated policy of recent past, it is bound to have reverberations across the universe. Surprisingly according to one of the recent ILO reports, the unemployment rate around the globe was moderating. While inflation was range bound the crude prices were on the higher end of range. However, one should not go by the inflation in general, what impacts the most is food inflation and it has been on the rise.

One of the important movers of inflation is crude oil prices and the paradox is if United States of America really decides to pump crude oil, the prices will come down, if tariffs are increased with an intention of restrictive practice and protectionism, it will counter the moderating impact of crude oil led price effect.

Globalization which was a world order is being



Sharad Gangal's

professional career spans over 40 years in diverse industries.

His timeline includes:

- *1984: Started his professional journey with Asian Paints, where he honed his expertise in employee management.*
- *1989-1996: Held key roles at Boehringer Mannheim.*
- *1996-2006: Held key roles at Cadbury Schweppes, driving organizational effectiveness and HR strategies.*
- *2007-2010: Served as General Manager HR at HDFC Standard Life Insurance, enhancing HR processes and employee engagement.*
- *2010-2020: Worked as EVP - HR at Thermax India Ltd., aligning talent strategies with business goals and championing employee relations.*
- *2021-Present: Working as a Freelance Consultant, specializing in HR strategy, leadership development, and organizational transformation.*
- *2025-Present Gangal has been re-elected as Chairman of TJSB Sahakari Bank.*

set to change and protectionism is perhaps showing early signals of its arrival. The one who gets impacted the most is the Customer/Consumer as the choices for him/her become limited and is at the mercy of producer's fancy for **Price** and may also impact quality as it happens in a monopoly/ monopolistic economy. This impacts productivity too as the pressure for efficient production cycle takes a back seat as the customer is left with limited offerings on cost too. It becomes a **Cost plus Economy**. Friend shoring and Near shoring are additional dimensions of Global Trade.

Additionally, the global skill shortage is raising its head in a big way and free movement of Labour is being sought. In the formative years of WTO when the Dunkel Draft was discussed, India was advocating in a strong way free movement of **Labour** along with free movement of **Goods and Services**. It was not accepted, however, today the world has come to realize that skill shortage will force migration to meet consumption needs.

While the world is speaking about **Future of Work** the fast developing events may challenge the **Future of Existence** due to global turmoil, both economic and military aggression. The threats are looming large and therefore it is bound to impact global economy. Labour is today in mindset to accept **Income Security over Job Security** and this will lead to greater insecurity as **0 hour contracts** may become a **New Normal**.

The other big **change** is around **DEI** being given a go bye in world's largest economies and going by news items appearing, mega corporations are saying they are moving away from this. Do we say therefore, that it was only **Virtue Signaling rather than conviction?**

The whole discussion around **Work from Office v/s Work from Home** is perhaps a tussle between who will have the final word and the race is towards Winner at any Cost. The virtue of work from home, which was largely an outcome of Pandemic is suddenly being seen as **backsliding of work ethos** and there seems to be no desire to explore a midway.

The fear of Artificial Intelligence taking away jobs also looms over the horizon and one really does not know reality of apprehension.

Against this background of these **contrarian factors** one hopes for an acceptable solution

emerging and the Churn is perhaps to bring out midway solution and perhaps accepting the inevitable cycle of events in the Social, Economic and Political canvas. The insecurity and the disparity of income in the society is aggravating the war between have and have nots and some of the utterances of Union representatives in the Automobile Strike in US last year were pointers in this direction.

All these events are bound to impact employment and employee relations, there will be lot of fluidity that will come in the system and the established principles of working together may face temporary setback.

In this reality of uncertainty and upsetting the equilibrium in post the cold war world order what is going to work?

According to me this will also change, the world has got used to **interdependence** and many of the proposed stances may be posturing than reality. The two behaviours that will shape a stable world order according to me are **Magnanimity and Collaboration**. They seem to be completely contrary to current sequence of events, but the world will be forced to accept these for the larger good of the populace and the pressure from the world will force governments to take a conciliatory approach. Protectionism at any cost will not work and it will have more disadvantages than advantages and reversal of accepted world order cannot be adapted in a knee jerk manner. It will impact income, consumption, cost of living and add to imbalance of age demography.

The idea was to pen down the events which are looming large in the horizon creating unease. But the global co-existence will score over some of the parochial actions. The news items dominating of **Arms** (meaning weapons) trade needs to be replaced by mercantile trade.

HUMAN RESOURCES: THE PILLAR OF ORGANISATIONAL SUCCESS

- *Abhilashchandra Dube* ▲▲▲

HUMAN RESOURCES – THE PILLAR OF ORGANISATIONAL SUCCESS

The genesis of the modern-day Human Capital or Human Resource department dates back to the erstwhile Labour & Welfare Department which over the years was rechristened as Personnel department, Human Resources department, L&D department, and so on and so forth. In the earlier days the functions of the erstwhile Labour & Welfare or Personnel departments could be broadly classified as Hiring appropriate workforce, maintaining attendance records, processing wages, ensuring statutory compliances, managing welfare activities and in later years also managing industrial relations to maintain industrial peace and discipline.

The importance of manpower in smooth functioning of any organisation be it a textile mill in the 19th century, or any manufacturing unit over the decades was always not given due consideration. Until recently, it was never considered as a capital or asset for running the organisation. Similarly, the Human Resource department was considered as a department which is managing the manpower in the organisation. It was rarely given the due importance of being partners in the growth of the organisation.

However, in recent years there is a paradigm shift to the thought process. Human Resources is considered an important asset for any organisation. It is not merely a resource but a 'capital' that encompasses knowledge, skills, intelligence and empathy. Managing the human capital is an art by itself. It is unlikely that



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Development, labour laws compliances.

In his career spanning over 4 decades, he has worked for about 26 years in the manufacturing sector and about 14 years in hospital industry. Since last more than 20 years he is heading the Human Resource management functions. He is presently associated with Head & Neck Cancer Institute of India as Head – Human Resources.

Besides being a HR professional, he has a flair for public speaking, stage performances and writing scripts on various subjects, many of which were broadcast over All India Radio.

two sets of individuals shall behave in an identical manner. Therefore, managing human resources demands strategic insight and interpersonal finesse.

The scope and functions of HR department, be it called by any name has a very wide spectrum of roles and responsibilities. It plays a pivotal role, beginning from choosing the right candidate for the right job, to supporting the employee throughout his employment journey. This journey includes providing scope for professional development, addressing

employee needs and ensuring seamless transition during separation or retirement. By nurturing human assets, HR contributes significantly to the growth sustainability and overall success of an organisation. Effective human resource management fosters a positive work culture, drives employee engagement and ensures that individual aspirations align with organisational goals. To draw a corollary from Hindu mythology, the HR department performs the role of Brahma the Creator, Vishnu the Preserver, Mahesh the Transformer.

MANAGING HUMAN RESOURCES IN SERVICE ORIENTED SECTORS

Human resource management in service-oriented sectors or hospitality industry presents unique challenges as compared to the manufacturing sector. In service-oriented sector your customers are human beings who are availing your services in person, They not only have expectations of high-quality service, but also want their needs and aspirations to be met. In health care sector the challenges are even more pronounced. Employees must not only provide technical expertise but also demonstrate empathy and compassion when dealing with sick patients and their often-stressed families. This dual role requires compassion, resilience, emotional intelligence and an understanding of human fragilities. Empathy plays a pivotal role in helping patients face their challenges with courage, ensuring they feel cared for and supported. The employees are the ambassadors of the organisation. The organisation, through HR department invests in its employees so that they

meet upto the expectations for which they are employed. The employees need to be nurtured throughout their life cycle with the organisation. They must feel that they are part of the organisation and partners in its growth. The HR department has a key role to play in this process by fostering a supportive and empowering environment, whereby channelizing the employees to deliver exceptional service, upholding the core values and mission of the organisation. Every employee, be it at any level of the organisation, has a contribution to make in the success and growth of the organisation besides ensuring customer satisfaction and value for money to them.

EXPECTATIONS FROM THE HR DEPARTMENT PROFESSIONALS

Expectation of any management from the employees that they perform to the best of their abilities and competencies. HR professionals have a pivotal role to play to achieve it. They should be a catalyst in the whole process. They should never be a preacher but should always 'walk the talk.'

In conclusion, the guiding principles which all HR professionals must practice in letter and spirit are -

ETHICS above all,
EMPATHY towards one and all,
EXCELLENCE in all that one does,
INVEST in people.
TRANSPARENT in all actions,
COMMUNICATION to achieve results.

*"Train people well enough so they can leave, treat them well enough so they don't want to."
- Richard Branson*

MAHINDRA & MAHINDRA: A LEGACY OF HARMONIOUS INDUSTRIAL RELATIONS – LESSONS FOR MODERN MANUFACTURING

- Dr. Balkrishna Patil

INTRODUCTION

Our next generation might tell their children that once upon a time, Mumbai was recognized as “Udyog Nagari,” and rightly so. From Bandra to Borivali, and from Kurla to Thane, along with the Thane-Belapur road, the city was once fully occupied by small and large manufacturing industries. But just look at the current situation—almost all industries have vanished, replaced by real estate developments. Only a few organizations have managed to sustain themselves, and one such organization is Mahindra & Mahindra. With its manufacturing unit in Kandivali and its corporate office in Worli, Mahindra & Mahindra has stood the test of time. Research has highlighted the innovative, welfare-based initiatives undertaken by the organization, which have played a key role in maintaining cordial industrial relations across all its plants. These initiatives have ensured the RISE of all stakeholders, including the workmen. Below is a summary of this research work.

In today’s dynamic business environment, organizations must be competitive in every aspect of their operations. They not only need an efficient bottom line and top line growth, but also must ensure harmonious industrial relations at their facilities. They must have the ability to empower workmen, train and retrain them to acquire new skills, and, most importantly inspire employees to maintain smooth production flow by ensuring cordial employer-employee relations which leads to



Dr. Balkrishna Patil, an alumnus of the 1982 - 1984 batch, holds a prestigious PhD with a special distinction in Labour Studies from N. M. Lokhande Maharashtra Institute of Labour Studies, Mumbai University. His research, conducted under the guidance of Dr. Rajan Tungare, offers an in-depth analysis of industrial relations in Maharashtra, with a focus on the Mahindra Group. With a distinguished career at Mahindra & Mahindra, Unilever, and Voltas, Dr. Patil brings a wealth of industry experience to his scholarly work. His research provides valuable insights into the transformation of industrial relations, highlighting key policies and developments. His findings are poised to make a significant impact on HR professionals, labor unions, and scholars, shaping the future of labor relations in India.

superior organizational performances. It is, therefore, extremely important to understand, from an organizational point of view, the concept of industrial relations, its implications for people and the organizational performance. This is especially important for the view point of workers, given the increase in the instances of discontent in the workmen of manufacturing industry. Industrial Relations is an important area of study that can potentially

have serious impacts on the growth of Indian manufacturing industry and consequently, the growth of the GDP. Developing this understanding warrants an examination of the existing organizational IR models and their interaction with the employee base.

OBJECTIVES:

This article aims to:

- Examine the key initiatives undertaken by Mahindra & Mahindra to foster cordial industrial relations.
- Highlight the importance of harmonious employer-employee relationships for organizational performance.
- Discuss the relevance of existing research in the context of modern industrial relations.
- Offer insights for manufacturing industries seeking to improve their industrial relations practices.

RESEARCH METHODOLOGY (BRIEF):

This research work is based on two pillars:

1. The contextual framework in the seminal work of John D. Dunlop presented in his book "Industrial Relations Systems"
2. The innovative approach of Mahindra & Mahindra while handling Industrial Relations at their manufacturing units.

Dunlop recognizes the role of various actors: Management organizations, workers and formal/informal ways in which they are organized and government agencies. The basic line of thinking of Dunlop is that the above-mentioned actors have got specific roles to play on the stage of Industrial relations. Though the

role is specific to the particular character, it is bound to change in response to the changing environment.

Industrial Relations is once again becoming one of the foremost priorities of business leaders of today which we call it as re-emergence of IR. In this respect this thesis has made a very useful contribution. The purpose of this research is to study the factors that contributed to harmonious Industrial Relations. It is submitted here that all human beings are motivated to succeed in whatever they are engaged with. More often than not, it is accepted that the motivation to succeed could largely be influenced by values, beliefs and expected outcomes as defined by the organization, as well as the environment (Gratton, 2000). In addition, there exist a plethora of other related factors including underlying reasons, all which are explored in this research. In particular, the study aims at understanding how workers are benefitted by the drivers of various innovative employee engagement initiatives and how in turn these workers help to maintain cordial IR.

REFLECTIONS: HARMONIOUS INDUSTRIAL RELATIONS

1. STRONG MANAGERIAL LEADERSHIP – FIRM & FAIR

Firmness: Strong leaders demonstrate firmness in their decision-making and actions. They have a clear vision for the organization and are decisive in pursuing it. They set high standards and expectations for their team members and hold them accountable for their performance. Firm leaders are not easily swayed by external pressures or influenced by personal biases. They make tough choices when necessary, even in the face of opposition, to ensure the

organization stays on track towards its goals. They provide a sense of stability and direction, instilling confidence in their team.

Fairness: Strong leaders also prioritize fairness in their interactions and decision-making. They treat all team members with respect and equality, regardless of their position or background. They promote a culture of inclusivity, where everyone feels valued and heard. Fair leaders consider multiple perspectives before making judgments and take into account the needs and concerns of all stakeholders. They establish transparent processes and communicate openly, ensuring that everyone understands how decisions are made and why. They are willing to acknowledge and rectify their mistakes and are open to feedback and suggestions from their team.

Combining firmness and fairness creates a balanced leadership style that is effective in driving organizational success. Overall, strong leaders who are firm yet fair inspire their teams to achieve high performance and create a culture of excellence. The company's role in building the nation has been concrete ever since, and the group has only grown and diversified.... Anand Mahindra, grandson of co-founder Jagdish Chandra Mahindra, can be credited for the group's diversification into such a large conglomerate. What was initially formed as a steel company is today a key player in various sectors, including agribusiness, information technology, defence, aerospace, education, real estate, logistics, and retail. All of this has been made possible once Anand took over in 1997. There are many such incidences which can be quoted from when Management dealt the strike situation at Kandivali, Nasik & Igatpuri. In spite of tremendous pressure of production, the management was firm and

implemented Maynard Operational Sequence Technique (MOST) at Igatpuri first and then cascaded down to all plants of Mahindra.

2. KEEP YOUR EYES ON THE STARS, BUT YOUR FEET ON THE GROUND.

This is a quote often attributed to Theodore Roosevelt, emphasizing the importance of having ambitious goals and aspirations while remaining grounded and focused on the practical aspects of achieving them. In the context of the industry, this principle can be elaborated as follows: Keeping eyes on the stars means having a clear and compelling vision for the future the industry. It involves setting ambitious goals that push the boundaries and inspire innovation. This visionary mindset allows to see opportunities and possibilities that others may overlook, enabling to stay ahead of the competition and drive progress To effectively balance eyes on the stars and your feet on the ground, it is important to foster a culture of continuous learning and improvement within the organization. The progress of Mahindra attributes to the facts that it has grown tremendously while it has also allowed all the stake holders to Rise.

3. 'BE A PEOPLE'S PERSON'

At Mahindra, the organisation culture itself makes any new incumbent a People Person. The secret behind this continuity of senior management team for a considerable number of years. Many of the senior people at Mahindra joined as Management Trainees and retired after serving for more than 35 years in the organisation. During this period a bond of trust and faith is developed which has considerable effect on managing IR It involves understanding and empathizing with people's needs, building strong connections, and leveraging those relationships to drive success. It emphasizes the following key aspects: .

Collaboration is the foundation of being a people person in the industry. It means working harmoniously with colleagues ,partners, and stakeholders to achieve common objectives. Relationship Building: Building strong relationships is a fundamental aspect of being a people person. It involves investing time and effort in understanding others, recognizing their contributions, and nurturing long-term connections.. By empowering individuals and fostering a culture of trust and respect, industry leaders can cultivate engaged and motivated teams that drive innovation and achieve organizational success through improved state of Industrial relations.

4. "DON'T CLING TO A BAD BUSINESS IDEA"

This is very important and applies to the relationship between management and unions in terms of recognizing when a particular approach or strategy is not viable or beneficial for both parties involved. In the management-union relationship, it's crucial for both sides to remain open to change and adapt to evolving circumstances. If an idea or practice is not producing the desired outcomes or causing harm, it's important for management to recognize the need for change. This could include revisiting operational processes, negotiating new terms, or exploring alternative approaches that are more mutually beneficial. The strike of 2000 at FES Kandivali made both parties to think and rethink and the ultimate result is paradigm shift in the attitudes of both. MOST was implemented successfully at all plants of M&M which provided competitive advantage to the organisation. When any solution is not working, both parties should engage in constructive dialogue to address concerns and find alternatives. This involves active listening, seeking input from all stakeholders, and fostering an environment where ideas and feedback are encouraged and valued.

5. "IDLE MIND IS THE DEVIL'S PLAYGROUND"

The saying "Idle mind is the devil's playground" means when individuals have nothing productive or engaging to occupy their time, they are more likely to engage in negative or harmful activities.... When applied to the context of workmen and unions, when they are idle or have insufficient work, it can lead to boredom, frustration, and dissatisfaction. This can negatively impact their morale, motivation, and overall well-being. By ensuring that workmen have meaningful tasks and responsibilities, unions and management can promote job satisfaction and create a positive work environment. Engaged employees are more likely to be productive, focused, and less prone to engaging in unproductive or disruptive behaviour. Unions and management should strive to provide workmen with tasks that align with their capabilities and offer opportunities for growth and development. By keeping workmen engaged and leveraging their skills, the risk of negative behaviour is reduced, and their overall job satisfaction is enhanced.

6. THE CONCEPT OF A SELF-FULFILLING PROPHECY.

This theory play an important role in shaping the dynamics of industrial relations between workmen and unions. A self-fulfilling prophecy occurs when an expectation or belief about a future outcome influences one's behavior in a way that ultimately brings about that expected outcome. Here's how it can work in the context of workmen and unions to foster healthy industrial relations: At Mahindra, over the period of time, both workmen and unions have positive expectations about their relationship and they strongly believe in the possibility of collaboration and mutual success, which has created a foundation for healthy industrial relations.

7. INVOLVING FAMILIES CAN HAVE A POSITIVE IMPACT ON IMPROVING INDUSTRIAL RELATIONS

When families are involved in an organization, it creates a sense of support and understanding for employees. Family members can offer emotional support, encouragement, and a sense of belonging, which can positively influence the employee's well-being and job satisfaction. This support system can help employees navigate work-related challenges, reduce stress levels, and enhance their overall engagement.

CONCLUSION

Mahindra & Mahindra's dedication to fostering

harmonious industrial relations offers valuable lessons for modern manufacturing. By prioritizing employee empowerment, continuous development, and a culture of mutual respect, the organization has cultivated a work environment that drives productivity, innovation, and long-term sustainability. This research provides insights into the specific initiatives that have contributed to M&M's success, offering a framework for other organizations seeking to strengthen their industrial relations practices. Embracing these strategies can help them build stronger relationships with their workforce and achieve sustained success.

"All labor that uplifts humanity has dignity and importance and should be undertaken with painstaking excellence."

- Martin Luther King Jr.

"To a worker, work is worship. It is the dedication of life."

- Pandit Deendayal Upadhyaya

"Labor is the real sustainer of society, the true foundation of all progress."

- Sardar Vallabhbhai Patel

THERE IS NO SUBSTITUTE FOR HARD WORK

- Dr P. M. Kadukar

1.1: INTRODUCTION:

In order to achieve success in any area of life hard work is required. Whether it is in pursuing personal goals, professional endeavors or even developing the skills. The role of hard work cannot be underestimated. Hard work is the driving force to all individuals to surpass their limits, overcome challenges and reach their destinations. Hard work goes beyond simply putting in hours or efforts; it encompasses dedication, perseverance and willingness to push through challenges. Hard work and success have a significant positive correlation. It's not a secret that hard work and success have an unbreakable relationship. Hard work is a main force behind the accomplishments as it builds skills, fosters growth and creates opportunities that lead to success.

1.2: EXTRAORDINARY GROWTH REQUIRES EXTRAORDINARY EFFORTS:

Infosys Chairman N R Narayan Murthy and L&T Chairman and Managing Director S N Subramanyam both are India's most respected and top leaders. They have built and developed the companies like Infosys and L&T. There is a significant contribution from both these companies in our country's economy, not only that, they are establishing global benchmarks for business excellence.

Narayan Murthy and S N Subramanyam have debated work-life balance and long working hours. Their calls for long working hours come from a place of deep commitment towards India's progress. Murthy has emphasized that work-life balance is a personal decision, hard work and productivity can drive national growth. His commitment to excellence and



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He holds a Post-Graduate Degree in Economics and Sociology and Ph.D. Degree in the domain of Labour Economics.

He is a recognized Ph.D. Guide and Chairman of the Board of Studies (BoS) for the subject of Labour Studies by the University of Mumbai. He has more than 35 research papers published in the state and national level journals and papers presented in the conferences and seminars.

integrity has inspired countless individuals and transform Infosys into a global powerhouse. His philanthropic endeavors particularly through the Infosys Foundation have uplifted millions showcasing his dedication and social causes.

Narayan Murthy and Subramanyam both are known for their relentless dedication and hard work, which have driven their personal success and the success of their organizations.

In short they recognize that 'Extraordinary Growth Requires Extraordinary Efforts.'

1.3: THE PHILOSOPHY OF HARD WORK:

The philosophy of hard work generally emphasizes the idea that consistent, dedicated

effort and perseverance are essential for achieving goals and utilizing full potential of the individuals. The features of hard work philosophy are Intrinsic Value, Resilience and Determination, Responsibility and Accountability, Continuous Improvement and Ethical Conduct. Success is the result of perfection, hard work, learning from failure, loyalty and persistence. It is difficult to achieve good things in life unless a lot of hard work has preceded the effort. Temporary success can be achieved by taking shortcuts, but for the long-term success there is no substitute for hard work.

PRINCIPLES OF HARD WORK:

1) WORK IS WORK:

Strong work ethics is essential for success in life. It is important to develop a work ethic at an early age. People who work hard are typically more successful than those who don't. Hard work can lead to a sense of accomplishment and satisfaction

2) HARD WORK PAY OFF:

This principle says that if you put in the effort you will be rewarded.

3) HARD WORK LEADS SUCCESS:

Work hard. It's one of the most common pieces of advice given to people. Hard work breeds success. It's focuses the achievement of dreams and success significantly depends on hard work.

4) HARD WORK - KEY TO HAPPINESS:

Some individuals believe that luck or other factors are important for happiness in the life, however happiness originates from inside. It takes efforts to achieve it. The person will be happy, the harder you work. If you are enthusiastic about what you do, it won't even seem like work.

1.4: FAMOUS HARD WORK QUOTES

- INSPIRATION TO ALL:

1) *Great Things Come From Hard Work and Perseverance; 'No Excuses' - Kobe Bryant*

It emphasizes that, success requires dedication and consistent efforts. The word 'No Excuses' serves as a reminder to push past challenges and avoid blaming personal circumstances for your setbacks. Instead of waiting for the perfect moment, take that moment and make it your own.

2) *'I'm a Great Believer in Luck and I Find the Harder, I Work the More I have of it'*

- Thomas Jefferson

The quote highlights the idea that luck is often a product of effort and Perseverance. Hard work creates opportunities for good fortune and success. The harder you work, the luckier you appear to others. This quote indicates that motivate others to take ownership of their future without hoping to get lucky and instead creating their own luck.

3) *Success Isn't Always About Greatness It's About Consistency, Consistent Hard Work Leads to Success. Greatness will Come*

- Dwayne 'The Rock' Johnson'

The quote emphasizes that, how success is built on continuous effort rather than random achievements. This serves as putting a effort in day after day is more important than showing of every once in a while. Patience is a key principle; therefore those who work hard and have patience will find success in the long-run.

4) *'Talent is Cheaper than Table Salt. What Separates the Talented Individual from the Successful One is a Lot of Hard Work'*

- Stephen King

This quote highlights that the hard work experience how talent can provide a strong foundation, but you will never be successful on talent alone. Just like a table salt, talent is easy to come by, but hard work is not. The hard work and discipline turn potential into success.

5) *'Genius is 1% Inspiration and 99% Perspiration'*
- Thomas Edison

This quote highlights the principle of hard work. If you want to be successful, you have to be willing to put in the hard work, and this will be rewarded with opportunities.

1.5) IMPORTANCE OF HARD WORK:

According to Thomas Edison, Hard work not only pays you, but it also builds your character. Your hard work contributes to your success and also increases your happiness. Getting something without hard work will help you temporarily. Putting effort into hard work makes you confident about your potential and this confidence will develop winning qualities and attitudes in you. Many people think that doing hard work is a kind of punishment, but unfortunately, this is the wrong belief because hard work is a gift and the person who knows the importance of hard work also knows the reward of hard work. Hard work builds character. People trust those who are always ready to work hard in their lives. Hard work gives satisfaction, happiness and peace.

HARD WORK TEACHES SEVERAL LESSONS:

Hard work gives courage
Hard work gives discipline
Hard work builds integrity
Hard work put more efforts
Hard work gives humility
Hard work gives you control
Hard work gives you flexibility
hard work gives satisfaction.

If you want to become a successful person in life, you must work hard against enormous odds to achieve the success you desire. Then no wonder you attribute your success to hard work rather than your luck, because good luck comes from hard work. Here I would like to mention that hard work is not a magic stick that guaranteed instant success. It is a mindset, it is a commitment to putting in their effort and continuously learning and improving.

Hence, embrace the power of hard work, stay dedicated, commit to continuous improvement, cultivate and growth mind set, prioritize balance between work and life, take the inspiration from the success stories of those who have succeeded against all odds.

In conclusion, Hard Work remains an irreplaceable factor in the pursuit of success. Therefore we can say that, 'There is No Substitute for Hard Work.'

"A country's greatness lies in its labor force. Respect and uplift the workers, and the nation will rise."

- Dr. Babasaheb Ambedkar

DIVERSITY, EQUITY AND INCLUSION (DEI) THROUGH LOCAL & GLOBAL LENS WITH SPECIFIC REFERENCE TO GENDER EQUITY

- Dr. Asha Kori

INTRODUCTION

Amid the controversy on the issue of DEI and the recent statement made by the President of America that companies need not lose productivity on the grounds of DEI, this article would throw light DEI not only at global level but also for India as a country with specific reference to gender by showcasing the status of Female Workforce participation and the areas of concern for us as a nation and its citizens.

Diversity, Equity, and Inclusion (DEI) represents a framework aimed at fostering a fair and respectful environment that acknowledges and values the differences among individuals. Diversity encompasses the presence of various social identity groups, including differences in race, ethnicity, gender, sexual orientation, age, and abilities. It emphasizes the importance of having varied perspectives within organizations and communities. Equity goes beyond mere equality and addresses systemic barriers that historically disadvantage certain groups, promoting fairness and justice in access to opportunities. For example, giving equal pay for equal work. Inclusion is the practice of creating an environment where all individuals feel welcomed, valued, and empowered to participate fully in all aspects of organizational life. Inclusion transforms diversity and equity from abstract concepts into lived experiences. As Meryl Streep aptly noted, inclusion is the "other side of the coin" to diversity, emphasizing the importance of creating



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environments where individuals feel valued and empowered to share their unique perspectives.

The World Economic Forum study on Diversity, Equity, and Inclusion Lighthouses 2025 encompassing 20 countries across different regions revealed that companies' primary focus remains gender equity. Racial and ethnic equity, LGBTQI+ inclusion, and inclusion for people with disabilities are more often addressed at later stages of an organization's DEI journey. The Global Gender Gap Index meticulously measures national gender disparities across economic, political, educational, and health domains. The report weighs aspects like women's economic participation (including the gender gaps in income, employment, and leadership roles), educational attainment (with measures like literacy rates and educational enrolment), health and survival (such as life expectancy) and political empowerment (female representation in parliament, ministerial positions and years with a male or female head of state).

Even Sustainable Development Goals (SDGs) envisage Gender Equality through Goal 5 which is devoted specifically to achieving gender equality and the empowerment of women and girls, and further is also mainstreamed throughout the other sixteen goals. The SDG framework specifically targets to improve women's economic participation, including equality in property ownership and inheritance and access to financial services, natural resources, and technology—the first time for a global development agenda.

FEMALE LABOUR FORCE PARTICIPATION & GENDER GAP

Globally, female labor force participation has remained fairly flat over the last three decades, and today, roughly half of working age women participate in the labor force says World Bank Group (2022). The Labour Force Participation Rate (LFPR) indicates the percentage of all people of working age who are employed or are seeking work. It is seen that women constitute 50% of the total global population, but the female labour force participation rate is only 27%. Male participation, however, has remained consistently higher at around 80 percent across all regions. While the gender gap is narrowing in some areas, this is partly due to declining male participation. When countries are categorized by income levels (Low income, Lower Middle income, Upper Middle income, High Income), female participation has increased notably in high-income countries, which has helped reduce the gender gap there. The largest gender gap in labor force participation exists in lower-middle-income countries. India, the most populous country in the lower-middle-income group, accounts for 40% of the population in this income category and significantly influences the group's overall trends. In India, the difference in labor force participation between men and women is 57

percentage points which is of great concern as an economic development nation. In another report of Our World Data 2024, it is found that in last four decades (from 1981 to 2022) the percentage of Female Labour Force Participation Rate (% of female population ages 15+ national estimate) has come down to 23.17 from 32.87 .

India's National Statistical Office (NSO) annual report of the Periodic Labour Force Surveys (PLFS) says that Labour Force Participation Rate (LFPR) for persons of age 15 years and above was 60.1% during July 2023 - June 2024. The same for male and female was 78.8% and 41.7% respectively and the difference is almost 53%. The LFPR is the percentage of people aged 15 and above who are in the labor force which includes persons working (or employed) and seeking or available for work (or unemployed). This means for all ages combined, little more than half of the country's population is actively engaged in economically productive activities. The Worker Population Ratio (WPR) in India is at 58.2% during July 2023 – June 2024. The same for male and female was 76.3% and 40.3% showing a gap of 36% which shows a wide gender gap. WPR is defined as the number of persons/person-days employed per 1000 persons/person-days. While many urban corporates are focused on making their organizations discrimination-free, the Gender Gap report 2024 by the World Economic Forum suggests that at the current rate, women may have to wait around 135 years to bridge this gap completely.

Current estimates place India's rate of female participation in the formal labor force at only 30 percent - among the lowest across developing nations. The majority of Indian women work in the informal sector in jobs with limited social protections and low wages. These

women are engaged in unpaid work and gross enrollment is in higher education. It was estimated that the Indian economy could grow by an additional 60 percent by 2025, adding \$2.9 trillion, if women were represented in the formal economy at the same rate as men. This has necessitated India as country to take effective policy measures to bridge the gender gap and encourage female workforce in the mainstream of employment.

According to Global Gender Gap Report 2024, India's 64.1% overall parity masks stark contrasts across sectors.

- Overall India ranked 129th and has gone down from previous years' ranking and amongst seven Southern Asia countries the ranking is 5th which is below Bangladesh, Nepal, Sri Lanka, and Bhutan.

- Economic Participation: Ranked 142nd, women earn ₹39.8 for every ₹100 earned by men, with low workforce participation (32.8%) and leadership roles.

- Education: While secondary enrollment parity ranks 65th globally, tertiary education gaps and vocational training disparities persist.

Politics: Despite a 40.7% score for female heads of state, women remain underrepresented in legislatures and local governance.

- Policy interventions like the 2023 Women's Reservation Bill (reserving 33% of parliamentary seats) aim to address these gaps, but implementation delays hinder progress.

GENDER PARITY POLICY MEASURES

In a study of 20 countries worldwide by EDGE in 2023 on "EquiNations: How do DE&I regulations differ across countries?" it was

found that –

- Among the 20 countries, nine nations (including the UK, Brazil, India, and Australia) offer maternity leave allowances longer than the 18 weeks recommended by the International Labor Organization (ILO). Though India is one of these nations, implementation of legislation pertaining to Maternity Benefits is limited to the organized sector only. And most of the females going on maternity leave feel insecure about their employment status.

- The average paternity leave allowance across the surveyed countries is only 2.21 weeks, with most governments offering less than four weeks of paid leave for fathers. In India, it is not mandatory and only as per The Central Civil Services (Leave) Rules, 1972, a male government servant is eligible for paternity leave of 15 days within six months following their child's birth or adoption. Spain stands out as the only country providing equal allowances for both mothers and fathers, with 16 weeks of leave paid at 100% of wages.

- 11 of the top 20 EDGE certifying nations (UK, Switzerland, France, Germany, Canada, Italy, Spain, Australia, Austria, Belgium, and Brazil) have mandated gender pay gap reporting requirements for employers. For example as per The UK Equality Act of 2010, employers with more than 250 employees are required to publish their gender pay gap using a snapshot date of 5 April each year.

World Bank Group study by Hyland and Shen on The Evolution of Maternity and Paternity Leave Policies over Five Decades, which looks across 190 countries found that while both the global averages for maternity and paternity leave have increased steadily over the last five decades, the global average for paternity

allowance (20.6 days with a median of two days, in 2021) remains a small fraction of that of maternity allowance (191.5 days with a median of 98 days, in 2021). Furthermore, they argue that simply increasing maternity allocations in isolation, without aiming for a gender balance, might not always positively affect women in the workplace.

According to Global Gender Gap Report 2024, among 146 countries that have participated the first five ranking countries are Iceland, Finland, Norway, New Zealand, and Sweden. The question then arises, what do these nations do differently?

Deepika Faugoo (2024), in her study discusses the strides taken by Nordic nations (Denmark, Finland, Iceland, Norway, and Sweden) towards achieving gender equality which is also known as the Nordic Effect has been achieved mainly by the use of two approaches that are Gender mainstreaming and Gender Impact Assessments (GIA's). This is an approach that integrates and evaluates the suitability of policymaking concerning gender being at the core of all policy development. The European Commission defines Gender mainstreaming as 'the mechanism by which gender is taken into account at the policy formulation process and through each stage of the policy process, and all policies are designed to promote equality.

Since Sweden's first feminist government in 2014, every new policy proposal compulsorily had to include a Gender Impact Assessment (GIA) before seeking funding from the government. The parental insurance enabled parents to take six months off work per child, with each parent entitled to half of the days.

Iceland's universal childcare and generous

parental leave policies allow women and men to get 90 days leave, this helps to remove the burden of childrearing from mothers. Iceland's focus on promoting gender equality through legislation, such as the Gender Equality Act and Equal Pay Standard, has resulted in greater gender parity in leadership positions across various sectors.

In Norway since 2013, mothers and fathers have been obliged to take at least 14 weeks employment leave following the birth of a child. Gender quotas legislate for a 40% female presence in the country's parliament and on business boards, leading to a strong presence of women. The Equality and Anti-Discrimination Act, of 2018 gives protection against discrimination on the grounds of gender, pregnancy, leave in connection with childbirth or adoption, and care responsibilities.

The way the organizations adopt measures to accommodate differences through diversity for organizational excellence, the challenge is that similarly, people are to be trained so that there is a change in their attitude and mindset to be accommodative and accept the diversity towards achieving organizational goals. It is seen that though India has adopted most of the policies to bridge the gender gap and encourage female workforce, for example, The Maternity Benefit Act, The Equal Remuneration Act, The Sexual Harassment Act, the Domestic Violence Act, the Women's Reservation Act, which ensures that women occupy at least 33 percent of the seats in state legislative assemblies and the Lok Sabha, the lower house of Parliament to name a few, and different provisions under different legislations and have brought numerous policies but the gender diversity is improving but it is at snail's pace.

CONCLUSION

Instead of rolling back DEI, aggressive action is needed for its implementation and enforcement. Because we could see an increase in female workforce participation, but sustaining it is very important, which would require continuous efforts from all the stakeholders. Further, worldwide it is observed that women's participation in work and their earnings are much lower than that of men, and they overwhelmingly engage in self-employment, informal employment, or no-skill manual jobs – much more than their male counterparts, in addition to the problem of 'unpaid work of caring'. Achieving inclusion requires deliberate actions, such as training programs to address microaggressions and leadership practices that amplify marginalized voices. It demands accountability at all levels, particularly from leadership, to sustain momentum amid evolving social dynamics. Organizations must also leverage data-driven tools, such as DEI analytics (as a part of HR analytics) platforms, to track progress and identify areas for improvement. Ultimately, the pursuit of DEI is not a checkbox exercise but a transformative process that enriches workplaces and societies alike. By championing these principles, organizations not only enhance their operational efficacy but also contribute to a more just and equitable world - one where every individual, regardless of background, can realize their full potential.

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"There is no substitute for hard work. A dedicated workforce is the backbone of any great nation."

- Lal Bahadur Shastr

EMPLOYEE ENGAGEMENT & INDUSTRIAL RELATIONS

- Dr. Prabhakar Patil ▲▲▲

EMPLOYEE ENGAGEMENT: A KEY TO ORGANIZATIONAL SUCCESS

With over 35 years of experience in Human Resources (HR) and Employee Relations (ER), I have had the opportunity to work across both manufacturing and retail sectors in Maharashtra. Throughout this journey, I have witnessed firsthand the impact of employee engagement on industrial harmony and productivity. My practical experiences, coupled with my Ph.D. research on employee engagement in Mumbai's retail sector, have provided me with valuable insights into how organizations can foster a culture of commitment and motivation among employees.

EMPLOYEE ENGAGEMENT AND INDUSTRIAL RELATIONS: A SYMBIOTIC RELATIONSHIP

Employee engagement and industrial relations are deeply intertwined. A highly engaged workforce leads to a positive industrial environment, reducing conflicts and enhancing productivity. Many believe that settlements with unions and effective negotiations alone ensure industrial harmony. However, experience has shown that despite wage agreements, organizations still face daily operational challenges if employees are not genuinely engaged.

During my tenure at a manufacturing unit in Nasik in 2001, I encountered a highly challenging industrial relations scenario. The plant had two active unions, one internal and one external, both leading to continuous agitations, go-slow tactics, and insubordination. The management at the time



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An alumnus of NML MILS (1988-1990 batch), Prabhakar has previously held key HR leadership positions at Seagram India Ltd, HR Johnson Ltd, and GTC Industries Ltd. At Reliance Retail, he has been instrumental in streamlining HR & compliance for supply chain operations, optimizing costs, and enhancing employee relations strategies to support business growth.

maintained a closed-door policy, creating a communication gap between workers and leadership. This led to distrust, low morale, and declining productivity, putting the plant's sustainability at risk.

Recognizing the core issue, I introduced an open-door policy and actively engaged with employees. Simple initiatives such as attending workers' family events, addressing their personal concerns, and involving them in

decision-making fostered trust. Sports competitions that included both managers and workers, family-oriented events, and transparent communication regarding the plant's financial health helped bridge the divide. Gradually, the plant witnessed a cultural shift - employees started perceiving the factory as their own, productivity improved, and the need for union intervention diminished. Eventually, individual settlements replaced collective bargaining, and the plant operated without union conflicts.

RESEARCH INSIGHTS: THE RETAIL SECTOR PERSPECTIVE

While my experience in manufacturing highlighted the importance of proactive employee engagement, my Ph.D. research in Mumbai's retail sector further reinforced these findings. The study revealed that leadership plays a critical role in fostering engagement. Employees who feel valued and empowered by their leaders exhibit higher levels of commitment. Additionally, incentives linked to performance proved to be strong motivators, driving productivity and improving industrial relations.

Demographic factors also played a significant role - older employees displayed higher job satisfaction and a better understanding of management perspectives, while younger employees often sought greater autonomy and career growth opportunities. Workplace culture, job security, and clear organizational goals emerged as key drivers of engagement.

THE WAY FORWARD: CREATING AN ENGAGED WORKFORCE

To build a highly engaged workforce, organizations should focus on:

- **Effective Communication:**
Regular feedback sessions, open forums, and leadership transparency.
- **Recognition and Incentives:**
Performance-linked rewards and career growth opportunities.
- **Work-Life Balance:**
Initiatives that support employees' personal well-being.
- **Team-Building Activities:**
Collaborative events, family engagement, and skill development programs.

Employee engagement is more than just a management strategy - it is a cultural transformation. Organizations that invest in building trust and fostering open communication will not only witness improved industrial relations but also enhanced productivity and long-term sustainability. In today's competitive landscape, winning employees' hearts and minds is as crucial as achieving business targets. The key lies in making employees feel valued, heard, and integral to the organization's success.

"Engaged employees are your greatest competitive advantage."

- Kevin Kruse

QUALITY CIRCLES : A TOOL FOR EMPLOYEE DEVELOPMENT

- Sanjeev Doshi

QUALITY CIRCLES – CONCEPT

"A quality circle is a small group of employees who voluntarily meet on a regular basis to identify, analyse, and solve problems related to their work area, with the objective of improving quality, productivity, and overall organizational performance."

The main goals of quality circles include:

- Identifying and solving work-related issues
- Enhancing communication among employees
- Promoting teamwork and collaboration
- Increasing employee engagement and job satisfaction

By empowering employees to take ownership of their work processes and make improvements, quality circles help create a more efficient and harmonious workplace.

ORIGIN OF QUALITY CIRCLES

The idea of quality circles emerged in Japan in the late 1950s as part of the broader Total Quality Control (TQC) movement. Dr. Kaoru Ishikawa, a key figure in quality management, played a significant role in popularizing quality circles. By the 1960s the Japanese Union of Scientists and Engineers started promoting the concept, and many Japanese companies adopted it, leading to significant improvements in manufacturing quality and efficiency. In the 1970s and 1980s, the concept spread to other countries, including the United States, Europe, and Asia.

The principles of employee involvement, continuous improvement, and collaborative



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- His key contributions include implementation of Online Recruitment System, SAP HR, PCMM, facilitation of six Wage Revision agreements, innovative welfare schemes such as Leave Bank, establishing and conducting training courses for overseas participants under the prestigious Diplomacy program of Ministry of External Affairs, Government of India.

- He has been Visiting Faculty / Guest Speaker at XLRI Jamshedpur, IIM Indore, AHRD Ahmedabad, NILERD – Narela, IIM Mumbai, TISS, ESCI Hyderabad, XIMS Bhubaneshwar, Jamnalal Bajaj Institute of Management Studies.

problem-solving remain integral to modern quality management practices such as Six Sigma, Lean Manufacturing, and Agile methodologies, which also emphasize teamwork, continuous improvement, and employee empowerment. The concept of quality circles was first introduced in India by

Bharat Heavy Electricals Limited in Ramachandrapuram, Hyderabad, in 1980. J K Jute Mills Ltd. in Kanpur started implementing quality circles in 1982 with the help Japanese Union of Scientists and Engineers.

QUALITY CIRCLES – JOURNEY SO FAR

The Quality Circle Forum of India (QCFI), a non-profit organization headquartered in Hyderabad, has been operating since 1982. With chapters in around 32 cities across India, QCFI aims to promote, propagate, and advance the theory and practice of Quality Circles. Additionally, QCFI represents India on the International Coordination Committee of 13 nations, which organizes annual International Conventions on Quality Control Circles in rotation.

In the 38th National Convention on Quality Concepts held at Gwalior in December 2024, QCFI achieved two world records namely highest participation in a single event, with over 12,117 participants in a Quality Concepts Convention and most number of faculty days organized ie over 5,300+ faculty days by a forum in 12 months.

QUALITY CIRCLES - BENEFITS IN TERMS OF EMPLOYEE DEVELOPMENT

- The Quality Circles serve as an excellent forum for employee engagement, particularly for those at the grassroots level. These circles allow employees to reflect on their experiences, suggest solutions for effective resource utilization, and minimize wastage. Additionally, they promote participative management and offer employees opportunities to enhance their life skills.
- As part of the effective rollout of Quality Circles, employees have the opportunity to learn various tools and techniques for data analysis and logical thinking. These include

Pareto Analysis, fishbone diagrams, and more.

- QC members also develop various skills that can be applied in other facets of life, such as social, financial, and family contexts. The skills acquired through this forum- communication, leadership, analytical ability, computer skills, team building, group dynamics, and more - can be utilized in other parts of social life. These skill sets can provide an advantage in gaining leadership positions in various organizations.

Evidences include: the formation of cooperative societies, housing societies, and well-developed forums such as unions, SC ST Association, Officers Association, Ganesh Mandal, and NGOs.

- Effective Financial Planning: Thanks to their analytical skills, QC members are able to budget and organize their financial outlay in an optimal manner.
- Effective Family Life: Planning for education of Children. Invariably every child is an Engineering graduate and has done MS from good places and settled in US and working in organisations such as Tesla, Google, Facebook, etc

- Quality Circles' Goal: The objective of Quality Circles is not just to increase savings or reduce wastage, but to educate people and improve overall productivity. This can lead to job enrichment and increased motivation among employees. As work enjoyment increases, so does involvement. It should be noted that participation in Quality Circles is voluntary, which adds a unique flavor of internal motivation.

- Quality Circle is a forum which acts as a 'Motivator' (Herzberg Theory), employees get treated as "Y" (McLennands Theory) and also

satisfy the higher level of needs of social, self-actualization (Maslow Theory)

QUALITY CIRCLES - BENEFITS IN TERMS OF ORGANIZATIONAL DEVELOPMENT:

- **Quality Circle Environment:** Normally, the relationship between the foreman and the workmen is viewed as a master-slave relationship. However, in a Quality Circle (QC) environment, this relationship is seen as a partnership in productivity. Quality Circles operate with the philosophy of participative management, taking a bottom-up approach. This environment fosters a sense of ownership among employees.

This contrasts with Frederick Taylor's philosophy of scientific management, which follows a top-down approach and often leads to dissatisfaction among workers.

- **Workplace Issues Management:** Workplace issues such as safety, storage, and materials need to be attended to. While these are important issues, superiors often have many other areas to focus on. In normal circumstances, subordinates would frequently approach superiors with these problems. However, in a Quality Circle (QC) environment, these issues are viewed as problem areas that need to be owned by the employees. Employees are encouraged to take the initiative to address these concerns. As a result, ownership is transferred from the bosses to the subordinates.

- **Grassroots Workers' Expertise:** Grassroots workers engage with the local work environment on a day-in, day-out basis. As a result, they are well-acquainted with the problems and are capable of devising effective solutions. Their skill sets improve, leading to a more mature outlook and reducing conflicts over trivial matters. Employees become adept at presenting their points logically and generate

excellent ideas for savings, waste reduction, & productivity enhancement. They transition from being problem creators to troubleshooters, thereby alleviating pressure on supervisors.

- **Transforming Disputes into Dialogues:** Quality Circles help in transforming disputes and grievances into constructive dialogues. They provide a meaningful platform for members to define problems and suggest solutions. This occurs during plant-level presentations, where plant authorities can moderate and offer suggestions. Consensus is obtained from coworkers and superiors alike.

- **Preparation and Satisfaction for QC Members:** QC members put in substantial preparation for presenting their cases to top management. Unlike other workers, who may rely on seniority for promotions, QC members continuously update their skills, giving them a competitive edge. Additionally, QC members experience intrinsic satisfaction, which other employees may miss out on.

- **Harnessing Shop Floor Knowledge:** Employees on the shop floor possess a wealth of data, information, and knowledge. However, without a suitable forum to tap into this resource, and due to their lack of formal education, employees struggle to effectively transmit their knowledge. They may lack the competency to process data and make meaningful communication, often conveying information in bits and pieces rather than presenting a complete picture. Additionally, top management may have a hangover of their status and knowledge, leading them to ignore valuable points raised by workers. This is where Quality Circles (QC) come into play, as they start with education and end with education.

CHALLENGES IN EFFECTIVE ROLLOUT OF QUALITY CIRCLES:

- In other Change Management initiatives

, structured institutionalized support is available. For example, implementing partners are available for ERP rollouts, and transition partners are available for People Capability Maturity Model rollouts.

However, such support is not available for the effective rollout of Quality Circles. There is no 'OEM' body or certification authority similar to those in the ISO systems, making it challenging to implement Quality Circles effectively.

- Change Management initiatives such as Quality Circle rollout ideally should get implemented as a mandate from the CEO. The rollouts if happen due to compulsion from external factors, are not likely to be successful.

- Though the emphasis of the Quality Circle movement is on culture building, it is rarely featured in the agenda of HR or HRD departments in most organizations. Instead, it is often implemented by other departments, such as Industrial Engineering or Quality Departments, where it is likely to be a secondary priority. As a result, ownership and sustainability of this movement often become uncertain, leading to stunted growth in many organizations. Good HR practices, peaceful Industrial Relations, Industrial Democracy, Transparent decision making, etc are a prerequisite for initiatives like Quality Circles to sustain.

- Quality Circles predominantly grow in technical areas and are seldom seen in non-technical fields. The low incidence in non-technical areas might be due to the autonomous and nondependent nature of work, limited exposure, and reliance on Standard Operating Procedures. In non-technical areas, specific tasks are typically performed by a single individual who can make changes and modifications as needed, often in consultation with supervisors. Conversely, in

technical areas, tasks are usually carried out by different teams, such as those working in shifts, which requires consensus for any changes.

- With the increasing trend of outsourcing activities, the number of regular employees is decreasing, while the number of personnel on third-party rolls, temporary staff, fixed-term appointees, and contractual labor is rising. It is essential to include these personnel in the Quality Circle movement.

The employment generation landscape is transitioning from a manufacturing base to the service industry. It is essential to expand the Quality Circle movement to sectors such as banking, IT, hospitality, hospitals, logistics, education, and service aggregators.

- In the absence of a body with parliamentary sanction, such as the Institute of Chartered Accountants or ICWAI, the propagation of quality circles has been less effective. Unlike established professions like HR or PR, quality circles have not developed into a full-time function. There are no agencies or bodies that provide a strong foundation for this movement. Furthermore, there is no government support similar to that available for quality initiatives in the MSME sector. The government has prescribed the ZED Quality system for MSMEs and has appointed the Quality Council of India to run Auditor Certification courses for ZED rollout and developed an elaborate process for ZED certification. Such measures are not available for quality circles.

In the aforesaid background, HR professionals have opportunities to engage employees through Quality Circles. By doing so, they can foster a mature and productive work culture. This approach also positively influences industrial relations within the organization, contributing to a healthier and more harmonious work environment.

THE DRIVING FORCES OF ECONOMIC GROWTH: CAPITALISM, INDUSTRIAL RELATIONS AND LABOUR ECONOMICS

- Nishant Kolgaonkar

INTRODUCTION

In today's interconnected world, economic growth hinges on the relationship between market systems, workforce policies and employer-employee dynamics. At the heart of this lies capitalism - driven by private ownership, competitive markets and the pursuit of profit. However, for capitalism to reach its full potential, the interactions between workers, businesses, and the state, embodied in Industrial Relations (IR) and Labour Economics, are crucial. These frameworks ensure labour markets function efficiently, balancing worker rights with productivity and sustainable growth.

This article explores the synergy between Capitalism, Industrial Relations (IR) and Labour Economics, emphasizing their importance for Human Resources (HR) students. Often students view IR merely as a compliance-based field, but its role in shaping a nation's economic prosperity is often overlooked. Similarly, the real-world relevance of labour economics, often seen as an academic subject, is key for future business leaders aiming to thrive in today's competitive global economy.

CAPITALISM: FUELLING INNOVATION & GROWTH

"Capitalism was the only system in history where wealth was not acquired by looting, but by production, not by force, but by trade, the only system that stood for man's right to his own mind, to his work, to his life, to his happiness, to himself."

- Ayn Rand, Capitalism: The Unknown Ideal



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Capitalism is widely recognized as a powerful driver of economic growth. By aligning individual self-interest with the greater good, it promotes competition, innovation and efficiency. The desire for profit motivates businesses to improve, innovate and meet consumer demands, all of which contribute to overall economic prosperity.

Adam Smith, the father of modern economics, aptly put it, "It is not from the benevolence of

the butcher, the brewer, or the baker that we expect our dinner, but from their regard to their own self-interest." This highlights how capitalism - fuelled by personal incentives - ultimately benefits the broader economy.

KEY ELEMENTS OF CAPITALISM THAT STIMULATE GROWTH INCLUDE

1. Innovation & Technological Advancement: Capitalism encourages innovation by promoting risk-taking and investment in R&D, leading to technological breakthroughs. Companies like Reliance Industries, Tata Group, Microsoft, Apple, Tesla and Amazon have transformed industries, from petrochemicals and telecommunications and software to electric vehicles and e-commerce. These companies illustrate how capitalism drives both local and global economic growth through relentless innovation.

2. Efficient Resource Allocation: In a capitalist system, resources are allocated to where they are most needed, maximizing efficiency and minimizing waste. For example, India's tech sector, projected to reach \$300 billion by 2025-26, has seen a growth rate of 6% with an additional \$13.8 billion in revenue in 2024-25, demonstrating how market-driven allocation fosters growth. (Source: NASSCOM)

3. Increased Productivity: Motivated by profit, businesses constantly strive to improve productivity. India's manufacturing sector, for instance, saw an 8.5% rise in productivity over the past decade, contributing significantly to the country's GDP.

INDUSTRIAL RELATIONS: BALANCING FAIRNESS AND STABILITY

Industrial Relations (IR) involves the relationships among employers, employees, and the state concerning wages, working

conditions, and employment rights. A robust IR system is vital for a productive and stable workforce, which in turn supports economic growth.

The field was established by John R. Commons in 1920. Later John T. Dunlop, a prominent scholar in IR, defined "industrial relations" as a social system where three key actors - employers, employees (including their unions), and government agencies, all operating within shared rules and influenced by environmental factors like technology and market forces.

In Industrial Relations (IR), its two primary functions are:

1. Promoting Stability: A strong IR system minimizes disruptions like strikes and lockouts which can harm productivity. Tata Steel, for instance, works closely with trade unions to maintain high productivity while ensuring fair treatment of workers. Little wonder that Tata Workers Unions have avoided strikes since 1928 - though its UK counterpart did experience a strike after 40 years, which remains an aberration.

2. Ensuring Fairness: Involves offering fair wages, safe conditions, and benefits, which build loyalty and morale. Positive IR systems reduce turnover and contribute to long-term business success. The Industrial Disputes Act of 1947 further supports conflict resolution, reducing industrial disputes.

It is important to remember the three main theoretical frameworks in industrial relations: pluralist, unitarist and the radical or critical school. Each framework provides a distinct perspective on workplace relations, conflict and the role of unions.

HR professionals do not strictly adhere to a single theoretical perspective but instead adapt their approach based on the organizational context. In unitarist environments, HR focuses on aligning employees with company goals, while in pluralist settings, their role shifts toward conflict resolution and balancing diverse interests. Ultimately, HR's goal is to support both organizational performance and employee welfare by blending pluralist and unitarist approaches to enhance growth, workplace harmony and the promotion of industrial peace.

LABOUR ECONOMICS: THE FOUNDATION OF MARKET EFFICIENCY

Labour Economics examines the functioning of labour markets, focusing on the interactions between workers, employers, wages, and the role of government policies. Healthy labour markets are crucial for economic growth, as they ensure efficient resource allocation and improve individual well-being.

WAGE DETERMINATION AND INCOME DISTRIBUTION

Wages in capitalist economies are shaped by market forces, union strength, bargaining power, and government intervention. The Minimum Wages Act of 1948 is an example of a law designed to ensure fair wages, yet income inequality persists, especially in rural and informal sectors.

HUMAN CAPITAL AND PRODUCTIVITY

Investing in education and skills development enhances human capital, which drives productivity. TCS, Infosys and several other leading Indian IT companies, have significantly invested in training their workforce, ensuring their competitive edge in the global market.

UNEMPLOYMENT AND JOB CREATION

Labour Economics shapes policies to reduce unemployment and address inefficiencies in labour markets. India's National Employment Policy (2020) seeks to increase formal employment and tackle underemployment in informal sectors.

MONOPSONY IN LABOUR MARKETS:

Monopsony, introduced by Joan Robinson in 'The Economics of Imperfect Competition' (1933), occurs when a single employer dominates the labour market, controlling wages and employment conditions. This market imbalance leads to suppressed wages, limited employment opportunities, and reduced investment in human capital, hindering productivity and innovation. Industries with a few dominant employers, such as coal mining, tech giants, or gig economy platforms, often exploit workers by offering lower wages and limiting bargaining power. To address monopsony, HR and IR can promote minimum wage laws, encourage unionization and collective bargaining, and enhance transparency in wage-setting, ensuring fair compensation and fostering a more equitable labour market.

GLOBAL LABOUR UNREST: A CALL FOR BALANCE

Despite the success of capitalism in driving global economic growth, tensions between workers and employers have intensified. Failure to address workers concerns can result in labour unrest, disrupting productivity and economic stability.

The 2023 United Auto Workers (UAW) strike in the United States highlighted the frustrations of workers seeking better wages and working conditions amidst rising corporate profits. This strike, which impacted major automakers like Ford and GM, showcased the risks of

neglecting the needs of the workforce in a capitalist system. Similarly, protests in France in 2023 against pension reforms revealed widespread dissatisfaction with government policies, as workers from various sectors took to the streets. These events underline the need to balance profit-driven capitalism with fair treatment of workers to maintain social cohesion and prevent labour unrest.

CONCLUSION: ENSURING SUSTAINABLE GROWTH

Economic growth within a capitalist system requires balancing profit making, fairness, and social stability. When combined with effective Industrial Relations and Labour Economics,

capitalism can create a prosperous and sustainable economy. For HR students, it is crucial to understand that IR is not just about compliances—it's about creating a motivated, productive workforce that drives business success. Labour Economics plays vital role in shaping policies that enhance productivity and reduce unemployment. As labour markets evolve, HR professionals must create inclusive, fair and efficient systems that support both business growth and workers welfare. By understanding the complex relationship between capitalism, IR and labour economics, future leaders will be able to build resilient economies that thrive on innovation, fairness and productivity.

"An organization's culture is defined by how it treats its lowest-paid employee."

- Sheryl Sandberg



"The way your employees feel is the way your customers will feel."

- Sybil F. Stershic



"When people go to work, they shouldn't have to leave their hearts at home."

- Betty Bender

NAVIGATING THE CORPORATE JOURNEY AND STAYING RELEVANT

- Dr. Suparna Majumdar

In an era where Change is the only constant thing, it is a struggle to strike a balance between climbing the corporate ladder and walking on a tightrope playing various roles effortlessly and there is always the biological clock ticking away, most often with family and society not being very kind to us. We don't even realise when we have started wearing a mask and hiding our true feelings and desires. This is because we are scared to be authentic to stay competitive. I speak for myself. I wore a self-imposed mask for 28 years in the corporate till one day a chance conversation in one of the programs in my organisation created a lot of discomfort. Discomfort is the starting point of action to move towards change. You either embrace it going through the grind getting derailed most often or continue to stay in the proven path of success and not challenge yourself. As a teacher, coach and counsellor I meet many professionals and students who are burdened with the pressure of expectations and do not have a sense of clarity on their way forward. Many of them struggle to keep up with the pace of the rapidly changing workplace scenario, some fade out, and others reach a point of stagnation.

WE NEED TO SEEK ANSWERS TO THE FOLLOWING QUESTIONS ON A CONTINUED BASIS

1. Where should I look and when can I anticipate the need to challenge my business model to survive competition?



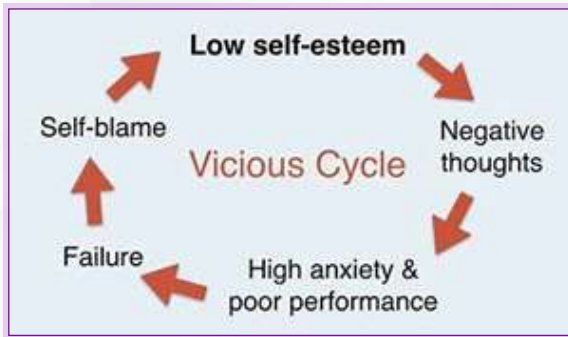
Dr. Suparna Majumdar, holds a doctorate in Organisational Psychology. After nearly three decades in the corporate as a human resource professional (MLS - 91-93), she listened to her inner calling to do something more meaningful. She returned to school to

upgrade her knowledge (TISS-2017-18 - Organisational Development and Change Management) and acquired certifications in Transactional Analysis, Gestalt, Neuro-Linguistic Programming, Enneagram, sociometry and psychodrama from various International and National experts. Suparna is a teacher, experiential behavioural trainer, life coach and mentor. She incorporates various modalities while designing her experiential workshops.

2. How can I enhance customer and stakeholder experience?
3. Do I have the courage to question my ways of working?
4. Am I willing to stop doing something that has given me success in the past?
5. Am I comfortable and have the guts to take new risks?

Most of us get caught up in the competitive spirit of the corporate world that can at times steal our identity of self, self-esteem and self-confidence opening the doors to constantly seeking external social validation.

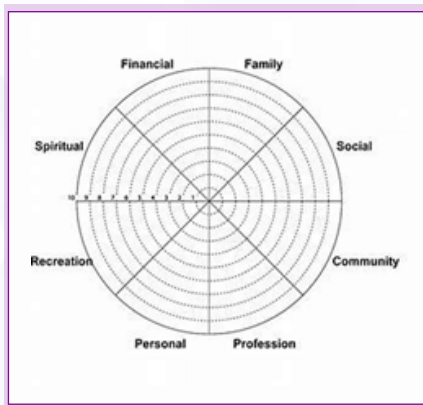
These lead to repeated patterns of behaviour.



Sharing below are a few reflections from my journey .

1) STRIVE TO ACHIEVE A BALANCE BETWEEN MIND, BODY AND SOUL

It's easier said than done. Let's do some self-reflection on the template below. On a scale of 0(at centre) to 10 maximum, plot the amount of time and effort you put in the various areas of your life, in the current time. Identify areas you would like to do more of. Do you see a distorted circle or a balanced one? Which areas are less than 5?



2) ENHANCING MEANINGFUL RELATIONSHIPS

On a page make a list of people you relate to
(a) as many names that come to your mind of people you like to be with who give you positive energy and make you feel good about yourself. (feel free to write about 25-30).

(b) Now make a list of people who drain your energy.

What's coming up for you as you see these two lists?

Which list was easier to do?

Which list has more names?

3) UNDERSTAND YOUR EMOTIONAL WHEEL

Work does induce stress and this can impact how the amygdala responds to the emotion it is experiencing. Being aware of this can help you regulate and manage emotions better. Think of the number of occasions you have been in various spots of the emotion wheel today.

Which is your favourite emotion?

Which emotions you do not express freely?

Where does your comfort lie?

There is a huge connection between feelings and thinking. The more freely you recognise and accept your feelings, it leads to better thinking (cognitive, critical thinking and decision making), which is reflected in behaviour and body language.



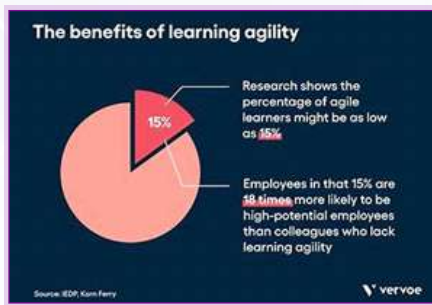
A great way to regulate this is through self-awareness. As yourself...

(a) What makes you happy?

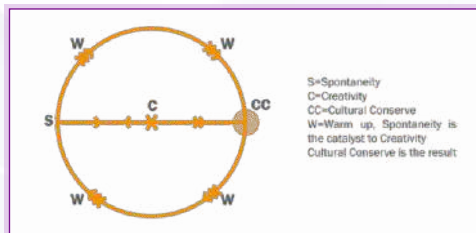
(b) What triggers your anger?

- (c) Can you name your emotion easily, what you are going through now?
- (d) When do you feel sad?

4) KEEP LEARNING TO REMAIN AGILE: Be adventurous and take a risk at times to pick up assignments /projects that are challenging, threatening and even may not be very successful. It's imperative to soak in the learning when opportunities come which can open many doorways for you in the future. Keep up the learning, and look around to see what will keep you going in the long run. Keep learning, acquire certifications, attend seminars, read, teach, and write papers.



5) EMBRACE THE CANNON OF CREATIVITY:



Moreno’s cannon of creativity is an excellent model to follow. It allows us to question our cultural conserves, belief systems and practices, as we slowly have the somatic action of warming up walking in circles till we arrive at a point where we have a sudden insight leading to spontaneity. Being spontaneous challenges us of our belief systems and provokes us to step out of our comfort zone and known ways of always doing things.

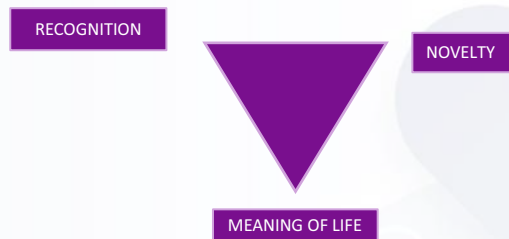
6) DEEP DIVE IN SELF – INTROSPECTION REGULARLY

Some questions you may want to reflect on.

1. Am I satisfied with myself?.....
2. Am I satisfied with life generally?
3. Is there any change in me that has brought change in others?
4. Do I ask and get visibility?
5. Are there any persons without whom my life means nothing?
6. Do I think clearly & plan well?
7. Are there any dangers in my life (real or imaginary)?
8. Do I respect to have boundary?.....
9. Do I relate easily with people?.....
10. Do past problems hurt me?
11. Do I spend my time and money in life-affirming ways?.....

7) UNDERSTAND THE TRILOGY OF LIFE Introspect to arrive at what are you seeking in each of the three areas listed below. These are the three greatest needs of humans.

What do you want to leave behind as a legacy?
 What can give you joy as you learn and do newer tasks?
 What do you seek as a purpose?



These are some simple and very effective tools I am happy to share with all readers to experience and work with, in your journey to discover your true potential and live a meaningful and joyful life. This is a snapshot of the wide range of work I do with Corporates by designing workshops that offer a flavour of the experiential scope of discovery for all my participants.

GLOBAL CAPABILITY CENTRES : EMERGING ENGINES OF INDIAN ECONOMY

- Umesh Jadhav

Global Capability Centres are centralized hubs established by multinational corporations to perform a wide range of functions, such as IT development, research and development, customer support, and back-office operations. The GCC sector in India has witnessed exponential growth, contributing significantly to the global outsourcing industry over the last 5-10 years.

From starting off as a destination for Business Process Outsourcing in the early 21st century due to a very large English speaking population and availability of manpower at a cost significantly lower than the developed countries, to becoming a hub for IT & IT enabled services for the globe, India has come a long way in this space. The surge in India's prominence as a global business hub can be primarily attributed to the flourishing of key industries, such as Technology, Banking and Financial Services, Insurance (BFSI), Engineering, and Manufacturing. These sectors, renowned for their innovative spirit and technological prowess, are increasingly recognizing India as the preferred destination to establish their Global Captive Centres (GCCs). Additionally, sectors like Retail and Consumer, Industrial, Semiconductor, Automotive, Healthcare, and Oil and Gas are also emerging as major attractions for GCCs.

- Evolution Of The Gcc Landscape: National Economic Survey 2024-25
India's Global Capability Centers (GCCs) are indeed transforming the corporate landscape both domestically and globally. Here are some



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industries.

He has long standing experience across various domains of HR like HR Business Partnering, Compensation & Benefits, Talent Management, Learning & Development, Employee Relations etc. in global multinational companies across diverse Industries like HSBC Bank, Sanofi, LORD, Roche, Imerys & Caldersy.

Umesh holds a Master's degree in Labour Studies, Bachelor's in Chemistry, and an LLB from the University of Mumbai. He is also pursuing his PhD from Mumbai University. He has extensive expertise in HR Leadership, talent management, and organizational development.

key insights based on the information provided as per the National Economic survey 2024-25 conducted by the Government of India:

GROWTH AND EMPLOYMENT

- Expansion: The number of GCCs in India has increased significantly, from about 1,430 in FY19 to over 1,700 in FY24.

- **Employment:** These centers now employ nearly 1.9 million professionals, highlighting their role as major job creators in the tech sector.

STRATEGIC INFLUENCE

- **Global Leadership:** India has become a pivotal player in the global GCC strategy, establishing more than 400 new GCCs and about 1,100 new units in the past five years.

- **Sector Focus:** Key sectors like aerospace, defense, and semiconductors are centralizing their tech operations in India, focusing on advanced engineering and next-generation technologies.

ENGINEERING AND HIGH-VALUE WORK

- **Research & Development:** The setup rate for engineering R&D GCCs has increased 1.3 times faster than the overall GCC growth, indicating a shift towards high-value roles.

- **Role Evolution:** The GCC ecosystem is evolving, with a growing presence of high-end engineering roles (e.g., product managers and architects). Notably, 35% of transformation hubs have a strong presence of architects.

TALENT POOL AND FUTURE GROWTH

- **Stem Workforce:** India boasts 28% of the global STEM workforce and 23% of global software engineering talent, making it a key resource for tech companies worldwide.

- **GLOBAL ROLES:** The number of global roles within GCCs is projected to rise from 6,500 to over 30,000 by 2030, driven by robust training programs aimed at leadership development.

TECHNOLOGICAL ADVANCEMENTS

- **AI and ML Integration:** The adoption of Artificial Intelligence (AI) and Machine Learning (ML) is enhancing the capabilities of GCCs, with

the establishment of AI centers of excellence leveraging India's middle-management talent.

India's GCCs are not only reshaping the local job market but also positioning the country as a critical player in the global technology landscape. The focus on high-value engineering roles and the integration of advanced technologies like AI and ML are key drivers of this transformation.

• Government & Gcc

The Indian government has been supportive of Global Capability Centres (GCCs) by providing incentives and policies to attract foreign investment. The government's support has helped India become a global hub for GCCs. It has recognised the significance of GCCs in growing the economy and enhancing availability of jobs for the Indian talent.

In the Budget 2025, Finance Minister Nirmala Sitharaman announced a National Framework to guide states in promoting GCCs, a sector poised to contribute 3.5 percent of India's GDP by 2030. Through this framework, the aim is to provide structured guidance to states to create a fostering and supporting environment for the GCCs.

Some states have already taken a lead to capitalise on the huge opportunity offered by the GCCs. Karnataka government recently announced their Global Capability Centre policy. The government has clearly defined its vision to attract and promote GCCs and also encourage their growth "Beyond Bengaluru" for overall development of the state.

Key elements of its vision are:

- 1) Attract 500 new GCCs to Karnataka achieving 1,000 GCCs in Karnataka by 2029
- 2) Generate economic output of USD 50 billion in Karnataka through GCCs by 2029my are as listed below:

3) Create 3.5 lakh new jobs in Karnataka by 2029

Through this policy it has taken some concrete measures to ensure the Vision is converted into reality.

Taking a cue from this, few other states like Tamil Nadu, Telangana, Uttar Pradesh and Maharashtra have also announced some specific measures towards the development of GCCs in the states.

GCCS AND ITS IMPACT

Based on the trend from the past and the growth story of GCCs, it is clearly established that these centres are going to be a key driver for the economy impacting multiple facets across the nation. GCCs are expected to have a significant positive impact on the Indian economy and job market by creating a large number of high-value jobs, driving skill development, fostering innovation, and contributing significantly to GDP growth, particularly in the technology sector; with GCCs becoming major hubs for specialized skills like AI, cloud computing, and cybersecurity, leading to increased demand for skilled professionals across various experience levels. Some of the clear impact on the econo

1. FDI & ECONOMIC GROWTH

With a large number of major global conglomerates taking cognisance of the opportunity in India, GCCs are going to play a significant role in increasing the revenue and overall economy of the country also resulting in significant Foreign investment in India.

2. EXPANSION INTO BHARAT

The GCCs are clearly exploring opportunities outside of the select urban centres like Tier 1 cities of India. This focus towards the Tier 2 & Tier 3 cities is definitely going to have a

significant impact on the growth of these cities. Eg. Kochi, Mangalore, Indore, Pune, Coimbatore, Chandigarh, Vizag etc.

3. SKILL DEVELOPMENT

With the increased focus of availability of talent and competition for talent, there is bound to be an impact in the space of Skill development. Academic institutions have a crucial role to play to ensure the availability of fresh talent with the right skills and orientation. Additionally, as the demand for talent amplifies, the GCCs themselves will have to invest in the skill development of their employees.

4. JOB CREATION

Taking a cue from this, few other states like Tamil Nadu, Telangana, Uttar Pradesh and Maharashtra have also announced some specific measures towards the development of GCCs in the states.

5. INNOVATION HUB

Based on the trend from the past and the growth story of GCCs, it is clearly established that these centres are going to be a key driver for the economy impacting multiple facets across the nation. GCCs are expected to have a GCCs are increasingly becoming centers for research and development, driving innovation in various sectors. Large conglomerates are actively shifting the innovation and development related work to these tech centres in India.

6. REAL ESTATE

Global Capability Centres (GCCs) have considerably pushed India's commercial landscape by driving substantial demand for high quality Grade A offices and the overall real estate market. With growth in GCCs across cities, it is definitely going to impact both the residential and commercial real estate space

impacting economic growth and also creating lots of jobs and development. Global Capability Centres have evolved into vital engines powering the Indian economy. Once known primarily for cost-effective outsourcing, these centers are now at the forefront of advanced technology, innovation, and high-value engineering. With significant growth in their numbers, an expanding talent pool, and increasing investments in research and development, GCCs are not only creating millions of jobs but are also attracting substantial foreign investment. Government initiatives and state-level policies further bolster their development, ensuring that GCCs contribute significantly to GDP growth and

economic diversification. As these centers continue to expand their influence across both metropolitan and emerging cities, they are set to solidify India's position as a global hub for technology and innovation in the coming decades.

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*"Loyalty cannot be bought - it is earned through trust, respect,
and fairness in employee relations."*

- Ratan Tata



"To win in the marketplace, you must first win in the workplace."

- Doug Conant



*"Employees thrive in an environment where they feel valued,
heard, and empowered."*

- Indra Nooyi

THE FUTURE OF WORKFORCE TRANSFORMATION: ADAPTING HR STRATEGIES FOR A DIGITAL ERA.

- Sandeep Mashilkar,
Pradnya Sawant & Pradeep Jadhav

INTRODUCTION

The rapid acceleration of technology, evolving workforce dynamics, and global economic disruptions are reshaping how organizations manage talent. Automation, artificial intelligence (AI), and digital transformation are not merely trends—they are imperatives for businesses to remain competitive. HR leaders must take the helm, reimagining strategies to build a resilient, future-ready workforce.

Drawing from our extensive experience in HR transformation across banking, IT services, pharmaceuticals, energy, and manufacturing, we delve into the critical aspects of workforce reskilling, HR digitalization, and leadership imperatives in a rapidly changing job market.

GLOBAL CONTEXT: THE WORKFORCE OF THE FUTURE

The transformation of the workforce is a global phenomenon. According to the McKinsey Global Institute, automation and AI could displace up to 375 million workers by 2030. Countries like Germany and Japan are investing heavily in vocational training, while the United States and China are prioritizing digital literacy in their workforce strategies. A 2023 Gartner report highlighted that 58% of the workforce will need new skill sets to do their jobs successfully in the next five years. Organizations worldwide must develop adaptive HR strategies to navigate these disruptions successfully.

Bill Gates once remarked, "We always overestimate the change that will occur in the

Mr. Sandeep Mashilkar, Ms. Pradnya Sawant and Mr. Pradeep Jadhav are accomplished HR professionals from the Maharashtra Institute of Labour Studies (MILS) 2002-04 batch. Their careers have been shaped by a strong foundation in labor studies, and they have successfully transitioned into leadership roles in HR transformation, workforce strategy, and digital adoption.



Sandeep Mashilkar is an HR transformation expert with extensive experience in global HR operations, digital adoption, and strategic workforce planning. Having led HR transformation projects across banking, IT services, and manufacturing, he specializes in digital innovation and operational excellence. He holds a Master's in Labour Studies from the Maharashtra Institute of Labour Studies, Mumbai University, an LL.B. specializing in Banking Laws, and a Diploma in Training & Development from ISTD. He has worked with leading global organizations in HR leadership roles.

next two years and underestimate the change that will occur in the next ten." This highlights the urgency of proactive workforce planning and digital adoption. As Chhatrapati Shivaji Maharaj once said,

"तेजस्वी कर्तव्य आणि उदात्त ध्येयांची पूर्तता केल्यानेच माणसाचा जीवनात गौरव होतो"

(Only through the fulfillment of noble duties and lofty goals does a person gain honor in life). This quote emphasizes the need for leaders to be steadfast in their commitment to transformation and innovation, even in the face of change.

WORKFORCE RESKILLING AND UPSKILLING: A BUSINESS IMPERATIVE

As automation assumes routine tasks, organizations must prioritize continuous learning to future-proof their workforce. The World Economic Forum predicts that by 2025, 50% of employees will require reskilling. Key focus areas include:

- Digital Literacy – Mastery of digital tools is no longer optional; it is a prerequisite for workplace efficiency.
- Data Analytics – Informed decision-making requires employees to interpret and leverage data effectively.
- Agility And Adaptability – A dynamic business landscape demands employees who can swiftly integrate new workflows and technologies.
- Human-centric Skills – Problem-solving, creativity, and emotional intelligence remain irreplaceable in an AI-driven world.

As Sant Tukaram aptly stated, "कष्टाविना फळ नाही" (Without hard work, there is no reward). Similarly, JRD Tata believed in the power of continuous innovation and learning, stating, "You cannot create prosperity without courage." The legendary industrialist Kirloskar once said, "सुधारणा ही निरंतर चलणारी प्रक्रिया आहे" (Improvement is a continuous process), emphasizing the importance of lifelong learning.



Pradnya Sawant is a seasoned HR leader with expertise in talent management, organizational restructuring, and workforce strategy. With experience spanning industries such as

pharmaceuticals, energy, and financial services, she has been instrumental in HR compliance, learning and development, and leadership transformation. She holds a Master's in Labour Studies from the Maharashtra Institute of Labour Studies, Mumbai University and a PGCHRM & HR Audit from XLRI Jamshedpur. She has successfully led HR strategies for multinational organizations.



Pradeep Jadhav is an HR & IR professional with over two decades of expertise in industrial relations, statutory compliance, and HR operations. He has successfully led initiatives in grievance handling, contract labor management,

performance appraisal systems, and workforce training. With extensive experience across sectors such as energy, manufacturing, and infrastructure, Pradeep is known for his strategic approach to workforce management and his ability to drive organizational change. He holds a Master's in Labour Studies from the Maharashtra Institute of Labour Studies, Mumbai University. His leadership in HR transformation, especially in unionized environments, has contributed significantly to creating high-performance work cultures.

Lokmanya Tilak, a freedom fighter and scholar, famously stated, "स्वतंत्रता हा हक्क आहे आणि तो मिळवण्यासाठी कठोर प्रयत्न करावे लागतात" (Freedom is a right, and one must make relentless efforts to attain it). This can be related to the need for organizations to empower their workforce through continuous efforts in reskilling and innovation.

WHR DIGITALIZATION: TRANSFORMING WORKFORCE MANAGEMENT

Digital transformation in HR is no longer a luxury—it is a necessity. Organizations must leverage technology to enhance efficiency, optimize processes, and elevate employee experiences. Key initiatives include:

- Ai-driven Talent Acquisition – Intelligent recruitment tools accelerate hiring, improve candidate matching, and enhance decision-making.
- Hris (human Resource Information Systems) – End-to-end HR platforms facilitate seamless workforce management, from onboarding to performance tracking.
- Employee Self-service Portals – Empowering employees with digital access to manage records, request leaves, and engage in personalized learning modules.
- Virtual Learning & Development – AI-powered training platforms offer tailored upskilling programs, fostering continuous career growth.

Global organizations such as Google and Amazon have embraced AI-driven HR models, integrating machine learning to optimize hiring, performance evaluations, and employee

engagement. Elon Musk once said, "Some people don't like change, but you need to embrace change if the alternative is disaster." This underscores the importance of HR innovation.

As Sant Dnyaneshwar Maharaj said, "ज्ञानाची वाट सदा खुली असते, मात्र त्याला जाणून घ्या" (The path to knowledge is always open, but one must understand it). This speaks to the digital journey HR professionals must embark on to adopt and integrate new tools and technologies that enhance workforce management.

Dhirubhai Ambani, the founder of Reliance Industries, once said, "The secret of success lies in the ability to adapt to changing times and needs." This is an essential perspective for HR leaders who must navigate the constant shifts brought about by technological disruption and evolving workforce demands.

LEADERSHIP IN A DISRUPTIVE WORKFORCE LANDSCAPE

HR leaders must transition from administrative functions to strategic enablers, driving transformation through proactive workforce planning and engagement. Key leadership strategies include:

- Fostering A Culture Of Continuous Learning – Encouraging lifelong learning and professional development.
- Enhancing Employee Experience – Implementing flexible work models, mental well-being initiatives, and a culture of inclusivity.
- Data-driven Decision-making – Leveraging HR analytics to assess workforce trends, measure engagement, and bridge skill gaps.

- Championing Diversity & Inclusion – Creating an equitable workplace that values diverse perspectives, fueling innovation and growth.

As the renowned Marathi author and social reformer P. L. Deshpande once said, "शिकण्याची तयारी असेल तर शिक्षक सर्वत्र सापडतात" (If one is willing to learn, teachers are found everywhere). This underscores the importance of a learning mindset in today's workforce.

Dr. B.R. Ambedkar, a pivotal figure in Indian history, highlighted the importance of education and empowerment, stating, "Educate, Agitate, Organize." This framework is particularly relevant in today's world where upskilling and organization-building are crucial to success.

The industrialist Ratan Tata is also known for his belief in leadership: "I don't believe in taking right decisions. I take decisions and make them right." This mentality of decision-making, coupled with adaptive leadership, is crucial for steering organizations through workforce transformation and continuous innovation.

CONCLUSION

The workforce of the future demands agility, innovation, and a commitment to lifelong learning. Organizations that invest in reskilling, embrace digital transformation, and cultivate adaptive leadership will gain a competitive edge in an ever-evolving job market.

As HR professionals, we must champion this transformation, fostering a workforce that is resilient, technologically adept, and prepared for the demands of tomorrow.

"An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage."

-Shiv Nadar



"If you want creative workers, give them enough time to play."

- John Cleese



"Hire character. Train skill."

- Peter Schutz

HUMAN CAPITAL MANAGEMENT IN THE ERA OF AI & CYBER SECURITY

- Dr. Amit A. Dongare

ABSTRACT

This article explores the interlinking of Human Capital Management, Artificial Intelligence & Cyber security. The entire world has entered in the era of Industrial Revolution 4.0 which is based on Cyber-Physical System, artificial intelligence, machine learning, biometrics, facial recognition technology, cloud computing, robotics, Internet of Things (IoT), bitcoin digital currency, blockchain, 3D printing, autonomous vehicle, quantum computing, energy storage, materials science, biotechnology & nano technology. The HR professionals play an important role in implementing AI-based tools & technology in the organisation as well as in inculcating an AI culture in the organisation.

This new technology is helpful to improve quality of life, but it is facing a problem of cyber crime & cyber security. Virus & malware attacks, threats, & various vulnerabilities have been introduced by cyber-physical systems. It becomes difficult to identify, trace & examine the cyber-attacks. The rate of cybercrime has increased due to less awareness about cybercrime & knowledge of the latest technology among people. The government's laws & policies are not updated to solve these problems. Violation of privacy & unauthorised access to personal & confidential information are the major problems faced by the industry.

This article covers the role & challenges of Human Capital professional in the era of AI & also mentions measures to solve the problems of AI-based technology.

KEYWORDS Cyber-Physical System(CPS), Facial



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Recognition System, Artificial Intelligence (AI), Cyber attack, Right to Privacy

AI & HUMAN CAPITAL MANAGEMENT

Artificial Intelligence (AI) is advancing rapidly & its inclusive growth is transforming our lives. AI is creating new jobs that require specialized skills. The talent acquisition manager plays an important role in hiring AI skills-oriented talents. Mostly companies are now using AI-assisted recruitment tools for recruitment purposes. 'AI-integrated gamified assessments tool' is helpful to evaluate candidates more effectively during campus hiring, it helps in decision making, save time & enhance the

quality of candidates. Many organisations are currently using AI in its recruitment process to analyse candidate video interviews, assessing responses & body language to identify the best fit for its culture. 'GenAI' has been a major game changer for HR professionals; it helps in the process of talent acquisition, talent management, career development & service delivery, & helps to achieve better employee satisfaction.

The 'Future of Pay in India report 2024' revealed that 59% of organisations in India are considering GenAI for HR processes. As per a Gartner agency survey, by 2024 AI with other emerging technologies such as virtual personal assistants and chatbots will replace almost 69 % of the manager's workload in the company. It helps managers to spend less time on managing transactions & can invest more time on learning, performance management & goal setting. So the role of a manager will see a complete overhaul in the next 4 years.

AI IN LEARNING & DEVELOPMENT

HR should focus on creating AI-based learning opportunities & training employees in relevant AI skills. In Adaptive AI learning, AI algorithm analyse employee's data & suggests training contents based on individual learning styles & relevant trainings as per employee's job roles. By analyzing employee's performance data, the AI tool identify skills gaps & recommends skill-based training programs to bridge those gaps. It is called 'AI Skill Gap Analysis'. AI-powered tools identify real-time feedback on training effectiveness & suggest changing learning strategies.

IBM has integrated AI learning platforms, which is helpful for employees to receive personalized learning recommendations based on their career aspirations, performance, reskilling & upskilling.

AI IN PERFORMANCE MANAGEMENT: By analyzing various performance metrics, AI driven performance management systems highlight strengths & areas of improvement, facilitate continuous feedback loops, & employees will receive timely insights on their performance & development needs. This system assists management in setting realistic performance goals aligning with organizational objectives, also it is helpful for tracking progress over time.

AI IN HUMAN RESOURCE PLANNING

AI analyses historical data to forecast future trends, for example absenteeism during peak seasons. This system is helpful for organisations to proactively manage their workforce (Human resource planning) & for optimum utilization of resources efficiently.

Google uses AI algorithms to analyse employee feedback to predict attrition rates, which is helpful for enabling proactive retention strategies.

AI IN STATUTORY COMPLIANCE MANAGEMENT

AI-enabled systems track statutory compliance under various laws & regulations. It is also helpful in giving reminders & follow-ups to ensure adherence.

AI POWERED TECHNOLOGY IN HUMAN CAPITAL MANAGEMENT

- Machine Learning: Machine learning algorithm analyse employee data & do training needs identification, predict performance outcome, & recommend career path.
- Natural Language Processing (NLP): This AI-enabled system allows machines to analyse & interpret human language.

This system is helpful to streamline communication for HR chatbots, & virtual assistants; it also provides support to solve HR inquiries.

- **Big Data Analytics (HR Analytics):**

This AI-driven analytic tool is helpful to analyse vast amounts of data for effective decision making in Human Capital Management. This tool identifies trends & patterns within employee data enabling HR professionals to make data-informed decisions.

- **The Convergence Of AI With Blockchain & Internet Of Things (IoT):** is enhancing HR processes, data & record keeping, enabling paperless work culture & providing organisations with more comprehensive insights into their workforce.

Oracle HCM cloud is a leading provider of AI-based HCM solutions, offering a comprehensive suite of HR services that includes AI-driven recruitment, Digital assistant to support HR processes & a predictive analysis tool for effective & data-driven decision making.

AI IN EMPLOYEE WELLBEING

By analysing employee's medical data & history, it enables organisations to develop programs that support mental health, physical health, stress management, diet, canteen food selections & work-life balance.

CHALLENGES IN DEPLOYING AI

Due to the inclusive growth of AI, many HR tasks become automated, so it is possible that some HR jobs may become obsolete in the near future or employees will be displaced from their current roles. So HR needs to organise reskilling & upskilling programs for their employees.

The major challenge HR is facing is inculcating an AI culture within the organisation, which is data-driven. The other challenge is data privacy, cyber security, the cost of implementing AI technology & providing training to employees to use AI tools. To maintain data privacy & security among the organisation, many companies have adopted policies to ban public tools like ChatGPT within the organisation. Some companies are in a process to create their separate ChatGPT with Microsoft.

SOME EXAMPLES OF AI INNOVATIONS IN BUSINESS DEVELOPMENT

- **'Vaidya.ai'** is India's first multimodal large language model (LLM). Vaidya.ai provides a facility to upload a photo & get simplified medical advice in any Indian language. For example, by taking a snap of a body injury & uploading it on the Vaidya.ai app through a smartphone; within a moment, the AI-powered system analyses the image & provides information on how to clean & care for the wound & gives advice on when to seek professional help.

- **Marico Company** tied up with Google to collect information about Google search trends of Indian people. Google search trends provided them information about people searching for how to make oil from onion, which is useful for hair fall. After receiving this information, Marico launched its new product of onion hair oil under the Parachute Advanced brand, which generated good profits in the market.

Marico, Dabur & Hindustan Unilever companies are using AI, Machine Learning & predictive analysis to get real-time consumer insights for launching new products.

- ITC Company used AI tools for their dairy products development. Under the DigiArc initiative, the company deploys its 'Sixth Sense AI' tools; the tools ensure the safety of their dairy products. Just scan a QR code on the product & a consumer can get a virtual tour of the dairy farm where the products are made. The virtual tour shows the health of the cows, the food they eat, the quality of milk, & the chemical-free manufacturing process.

- By using AI tools, the HUL Company monitors different trends taking place across the world & estimates with accuracy when they (trends) will come to the Indian market. With the aid of its AI technology, HUL successfully introduced the 'Korean Meal Pot' under the brand of 'Knorr' to cater to the rising food trend in India.

PROBLEMS OF AI REVOLUTION:

- The major problem faced by AI revolution is cyber attacks on important governments, corporates, private organisations & institutions.

- Data privacy is another major problem faced by the AI revolution.

- Cases of cyber espionage have increased.

- Misuse of technology has been increased to defame people; 'deep fakes' video & audio clips are examples of it.

- As per the 'FireEye report 2024' industries like financial services, telecom, manufacturing, insurance, & consulting are on the target list of cyber hackers. Industries that have weak computer system get easily targeted by cyber-attacks, & their confidential information & data get compromised.

- Few governments & private companies are misusing AI for surveillance purpose. Public surveillance activity has increased; without knowledge of the person their data is utilized against them. Hong Kong government banned face coverings to identify people during anti-government protest.

ROLE OF HR IN CREATING CYBER SECURITY IN THE ORGANISATION:

The major problem of AI-based technology is facing cyber-attacks, data theft, data privacy, & lack of knowledge among employees about cyber security. A Human Resources professional (HR) handles start-to-end all kinds of activities of the organisation, such as recruitment, induction, training, promotion, HRIS system, data analytics, talent management, talent retention, budgeting, exit interviews, etc. The HR plays a very important & crucial role in creating awareness about cyber crime & cyber safety amongst employees in the organisation. This new responsibility is added to the shoulders of HR. It is not only the role of the IT department to handle and safeguard all types of data & information of the organisation, but also the human resources officer plays an important role in protecting & safeguarding data as well as creating awareness about cyber safety in the organisation.

Which is the most expensive thing in the world? Prior to the AI era, the answer was gold & crude oil. But now, during the AI era, DATA is the most expensive thing in the world. The data contains personal information, financial information, & KYC documents, including name, date of birth, address, location, purchasing capacity & history, confidential information of the person or organisation, etc. This data is the most expensive thing for any person or company. If it leaks, then the damage is irreparable. It's priceless.

The HR in the organisation handles various kinds of confidential data of the company, including information about customers, vendors, & suppliers, as well as information about employees, which contains the Human Resource information system (HRIS) of all employees, including their names, addresses, date of birth, salary bank accounts details, nationality, passport information, income tax details, family information, provident fund account informations, social security information such as group insurance, gratuity-related information, leave records, promotion-related information, & biometrics details of timekeeping, etc. Many companies have introduced touchless attendance systems like the facial recognition system for time attendance, which saves face photos of all employees' to mark their attendance in the organisation. The responsibility lies on the shoulders of the HR department to secure & safeguard all these important confidential data.

In the current era of AI & cyber security, the below-mentioned additional responsibilities are added to the shoulders of the HR:-

- To organise reskilling & upskilling programs for their employees.
- To implement AI-based HR tools in the organisation.
- To create awareness about cybercrimes & cyber security among all employees of the organisation by organising training programmes & workshops.
- To create an AI & cyber security culture in the organisation.
- To create the cyber security policy for the organisation.

- To keep a separate budget for the awareness of cyber security in the organisation.
- To encourage employees to use only the paid & secure versions of the software, anti-virus software, & apps on their smartphones & computers.
- Regularly conduct a cyber audit of all systems, computers, & the internet in the organisation. A cyber audit will help to identify gaps & loopholes in the security as well as highlight the weaknesses in the security.
- Celebrate 'Safer Internet Day' in the organisation by organising awareness programs, competitions, & giving rewards & recognition to winners.
- Form a 'Cyber Security Employees Committee' in the organisation. Take representatives from recognised unions, officers, & management in the committee. The 'Cyber Security Employees Committee' will help to create awareness about cyber crime & cyber security among the employees in the organisation. If any employee of the organisation faces any kind of cyber crime & becomes a victim, then this committee will guide & assist the employee in filing a complaint with the law enforcement agencies.
- Do a cyber forensic analysis of digital devices, computers & laptops used by suspect employees during his employment to check for data theft. If management finds that a terminated or resigned employee is suspect & has breached the confidentiality clause of the organisation, then do cyber forensics on the computer & laptop used by him during his employment tenure.

CONCLUSION

“ रोगापहारि विज्ञानमं लोककल्याणसाधनमं ” - Rogapahari Vigyanam LokKalyana Sadhanam. Means 'Alleviating Human Suffering Through Science and hereby Serving the Welfare of the People'

The above sanskrit sholka is perfect to express that AI is a boon to the society. AI is gaining popularity at a quicker pace & improving the quality of our lives. AI-based new technology can enhance HR strategies, streamline processes, improve employee satisfaction, and provide solution to the problems of absenteeism, attrition & manpower planning. The future is bright for organisations that embrace AI-based technologies. AI-based technology will not only improve HCM processes, management strategies but also foster a culture of continuous improvement. But AI is facing the problem of cyber-attacks & cyber security, so data privacy & protection of confidential information becomes difficult.

In India, many cases have been reported in which businesses, firms, & companies are facing cyber-attacks & losing their confidential data & money. Both the HR department & IT department in the organisation need to work together & take responsibility for building a cyber security culture in the organisation. Not having cyber security in the organisation may

lead to security incidents that the organisation can't afford to take on. In the current AI era, the data & confidential information of the organisation are priceless, & the theft of this data & confidential information is irreparable damages to the organisation. Awareness is the only solution we have to solve cyber crime problem. The HR department plays a vital role in creating a cyber security awareness culture in the organisation.

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*"If you give a man a fish, he will eat for a day.
Teach him how to fish, and he will eat for a lifetime."
- Swami Vivekananda*

CAUSES OF INDUSTRIAL DISPUTES IN INDIA (2013-2016)

- Dr. Krishnan Nandela

KEY WORDS: Industrial Dispute, Conciliation, Arbitration, Adjudication, Strikes, Bonus, Government Policy.

INDUSTRIAL DISPUTES IN INDIA

The Ministry of Labor, Government of India has classified the causes of industrial disputes in 2014 in the following categories:

1. Wages and allowances.
2. Personnel.
3. Retrenchment.
4. Layoff.
5. Leave, hours of work, shift working.
6. Bonus.
7. Indiscipline.
8. Violence.
9. Gherao.
10. Inter and Intra-union rivalry.
11. Non-implementation of law, awards, agreements.
12. Charter of demands.
13. Workload or work norms.
14. Labor surplus or shortage.
15. Demands for better amenities.
16. Change in or suspension of manufacturing process.

The distribution of industrial disputes according to this classification is given in Table 1.1 below: You will notice from Table 1.1 above that the major causes of industrial disputes in India are wages & allowances, personnel, bonus in some years, indiscipline, Charter of demands, change in government policy and other reasons. Put together these causes can be attributed to 85% of the industrial disputes taking place in India and they are explained below.



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Table 1.1: Percentage Distribution of Disputes from 2013 to 2016.

Causes	2013	2014	2015	2016
Wages and Allowances	22.5	27.2	29.8	13.1
Personnel	8.1	5.9	8.5	11.5
Retrenchment	0.8	0.3	0.7	1.5
Lay-off	-	-	0.7	0.8
Leave and Hours of Work	-	-	0.7	-
Bonus	3.5	2.4	7.8	1.5
Indiscipline	38.4	40.1	7.1	10.0
Violence	1.2	1.4	0.7	1.5
Intra/Inter-union rivalry	0.8	0.3	1.4	0.8
Gherao	-	-	0.7	-
Non-implementation of Awards/law etc	1.9	0.3	-	2.3
Charter of Demands	15.1	13.2	22.0	23.8
Workload/Work norms	0.4	0.3	-	-
Shortage of Work/ Surplus labor	-	0.3	-	-
Demand for Amenities	-	-	3.5	-
Change of manufacturing Process	-	-	-	-
Violation of Standing Orders/Rules	-	-	0.7	1.5
Change of Government	-	1.0	-	-
Economic Policy	-	0.7	3.5	19.2
Others	7.0	6.3	12.1	9.2
Unknown	0.4	-	-	3.1

Source: Indian Labor Statistics and Pocket Book of Labor Statistics, Ministry of Labor, Government of India Reports for the years 2015, 2016 and 2017. <https://labourbureau.gov.in/reportsonpocketbooklabourofstatistics>

1. WAGES AND ALLOWANCES

The demand for better wages and allowances will be a continuing demand. Both rise in productivity and rising cost of living are the important reasons for the regularity in demand for better wages and allowances. Inflation which is chronic in India reduces the purchasing power of constant wages and allowances. Hence when the price index goes up, unionized workers will demand compensation in the form of dearness allowance. Further growth in productivity will also motivate the workers to demand better real wages. Over the period 2013-16, wages and allowances contributed to 22.5% of the disputes in 2013, followed by 27.2, 29.8 and 13.1 in the subsequent years for which data is presented in the table. Thus wages and allowances gave rise to industrial disputes with a low of 13 % in 2016 and a high of 29.8% in 2015.

2. PERSONNEL.

Disputes attributable to personnel factor are a significant cause of industrial disputes in India. During the period under study, industrial disputes due to personnel factor increased from 8.1 per cent in 2013 to 11.5 per cent 2016. Personnel factor relates to issues such as employment or placement, compensation and separation or retirement. It also deals with training and development of the personnel or workers. Victimization of workers, not recognizing their union and lack of labor-management interface contributes to personnel related disputes. Further, poor morale due to lack of approval, praise and recognition and insecurity due to the fear of retrenchment, suspension and dismissal results in industrial disharmony leading to unrest.

3. BONUS

Although bonus is a very important issue in the industry, the percentage of industrial disputes on account of the bonus issue has been

consistently low. From 3.5% in 2013 to 1.5 per cent in 2016 of the industrial disputes were on account of bonus issue. However, bonus issue assumed a spike in the year 2015. The amount of bonus to be paid according to the Payment of Bonus Act 1965 ranges from a minimum of 8.33 per cent to a maximum of 20 per cent. Industries generally comply with the statutory requirements. However, disputes arise due to higher demand for bonus by the workers and industrialists generally tend to pay the bare minimum of 8.33 per cent. There are cases where workers may demand a bonus over and above the maximum limit of 20 per cent and there are cases where industrialists may refuse to pay the bare minimum or may not pay a higher percentage in spite of making good profits.

4. INDISCIPLINE

Indiscipline on the part of workers has contributed to a substantially large number of industrial disputes in the years 2013 and 2014. From 38.4 per cent in 2013 to a high of 40.1 per cent in 2014, indiscipline as a factor assumed the predominant cause of industrial disputes in India. However, in the subsequent two years, there was relatively more discipline in the Indian industry. Indiscipline of serious nature leads to commission of inquiry and investigation where the concerned worker is given an opportunity to make submission before the committee. The defaulting person is also allowed to use the services of a union representative who becomes a part of the inquiry committee. However, disputes generally arise when the management takes unilateral decisions on the defaulting person without giving due opportunity to the worker or the union to represent their case. The dismissal of two workers in the Toyota factory at Bangalore when the case of dismissal was sub judice sparked an indefinite strike by the workers union in the year 2005. In the year 2024, in a case involving participation of workers in an illegal strike

resulted in the termination of two workers in Advani Oerlikon Limited with the Bombay High Court upholding the decision by the management (<https://www.livelaw.in/labour-service/violent-strike-justifies-immediate-termination-without-enquiry-bombay-hc-273716>).

5. CHARTER OF DEMANDS

The Charter of Demands as a cause of industrial disputes ranged from 15.1 per cent in 2013 to a high of 23.8 per cent in 2016. The importance of Charter of Demands as a cause of industrial dispute has increased over time because industries also raise a Charter of Demands and on the negotiating table, demands by workers union are countered by demands by the management or the owners often resulting into conflicts. In January 2019, ten central trade unions and other federations across India launched a general strike raising a 12 point Charter of Demands (<https://igj.or.id/2019/01/10/historic-national-general-strike-in-india-global-integration-has-deepened-the-labour>).

6. RETRENCHMENT AND LAY-OFF

Issues such as retrenchment and lay-off should ordinarily be a part of personnel factor. However, these have been shown as separate factors. However, you will notice that they have become very insignificant. In 2013, they contributed to only 0.8 per cent of the disputes and went up to 1.5 per cent in 2016. While the Industrial Disputes Act 1947 provides for 15 days retrenchment compensation for every completed year of service or balance service (whichever is less), the actual compensation paid went beyond the limit of 45 days wages and salaries for every completed year of service or balance service. Hence, both retrenchment and lay-off have become insignificant in the context of industrial disputes.

7. Change of Government Economic Policy.

Change of government policy has assumed importance in recent years in terms of causing industrial disputes in India. For instance, in the

year 2016, this factor alone contributed to 19.2 per cent of the disputes. In the post reforms period, the Government of India had made several unsuccessful attempts to initiate labor reforms in the country. Every time the government attempted to make changes in the labor laws, there was a severe backlash from the central trade unions in the country.

8. OTHER CAUSES

Other causes such as violence, inter-union rivalry, gherao, non-implementation of awards/agreements/law, workload/work norms, shortage of work/surplus work, demand for amenities, change of manufacturing process, violation of standing orders/rules and other put together have contributed to only about 25 per cent of the total disputes. Each one of these causes is minor in nature as far as disputes are concerned.

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CHALLENGES FACED BY GIG WORKERS: ANALYZING JOB INSECURITY AND ITS IMPLICATIONS

- Adv. Karan Ravindra Desai

ABSTRACT

The gig economy has experienced a significant rise in recent years, transforming the labor market by offering flexible, short-term work opportunities for millions of individuals. However, despite the apparent advantages of flexibility and autonomy, gig workers face several challenges, with one of the most pressing issues being job insecurity. This article explores the root causes and implications of job insecurity in the gig economy, examining how the lack of formal employment contracts and benefits affects gig workers' livelihoods and overall well-being. Through a comprehensive analysis of the gig work environment, this article highlights the need for regulatory reform and the implementation of better support systems for gig workers to mitigate the adverse effects of job insecurity.

INTRODUCTION

The gig economy, characterized by short-term contracts and freelance work, has fundamentally changed the nature of work in many industries. Gig workers, who engage in temporary jobs via digital platforms such as Uber, TaskRabbit, and Upwork, enjoy a flexible work schedule and autonomy. However, these benefits come at a cost. A growing body of research has indicated that job insecurity is one of the most significant challenges gig workers face. Unlike traditional employees, gig workers are not provided with long-term employment contracts, social security benefits, or job stability. As a result, gig workers experience heightened anxiety about their income and future employment prospects.



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Bonus, and Gratuity. My academic qualifications include a Master's in Labour Management and a Diploma in Labour Laws & Labour Welfare. Additionally, I hold a Post Graduate Diploma in Human Resource and Industrial Relations (PGD HR & IR), an LLB, and an LLM. Currently, I am pursuing a Ph.D. in Labour Studies, which further strengthens my passion and knowledge in the field of labor laws and industrial relations.

This article delves into the issue of job insecurity in the gig economy, its underlying causes, and its far-reaching implications for gig workers. Additionally, the article examines potential solutions to address these challenges, with an emphasis on regulatory reform and the role of platform companies.

1. UNDERSTANDING JOB INSECURITY IN THE GIG ECONOMY

Job insecurity refers to the fear or uncertainty about losing one's job or experiencing a reduction in work opportunities. For gig workers, this insecurity arises primarily from the following factors:

- **Lack of Formal Employment Contracts:** Gig workers typically do not enter into formal contracts with the platforms they work for. As a result, there is no guarantee of continued work or income, which creates uncertainty for workers who depend on these platforms as their primary source of income.

- **Inconsistent Income:** The unpredictable nature of gig work means that workers may face periods of low demand, resulting in inconsistent earnings. This fluctuation makes it difficult for gig workers to plan their finances or secure long-term financial stability.

- **Absence of Benefits:** Unlike full-time employees, gig workers do not receive benefits such as paid sick leave, health insurance, retirement contributions, or unemployment benefits. This absence of support exacerbates job insecurity, especially in cases of illness, injury, or economic downturns.

- **Platform Dependency:** Gig workers are often highly dependent on a single platform for their income. This creates vulnerability, as changes in platform policies, algorithms, or market conditions can significantly impact their earning potential.

2. IMPLICATIONS OF JOB INSECURITY FOR GIG WORKERS

Job insecurity in the gig economy has profound consequences for workers' mental, financial, and physical well-being. These implications include:

- **Mental Health Strain:** The constant uncertainty about job availability and income can lead to high levels of stress, anxiety, and depression. Gig workers often experience burnout due to the pressure of maintaining a

steady flow of work while balancing multiple jobs or long hours.

- **Financial Instability:** Without a consistent income, gig workers are less able to save for emergencies, plan for the future, or access credit. This financial instability can lead to a cycle of poverty and debt, as workers struggle to meet basic living expenses.

- **Physical Health Risks:** Gig workers, especially those involved in physically demanding jobs like driving or manual labor, may face health risks due to long hours or unsafe working conditions. The lack of health benefits or sick leave can exacerbate these risks.

- **Lack of Career Advancement:** The temporary nature of gig work limits opportunities for skill development, promotions, and career advancement. Workers may feel stagnant in their careers, unable to build a professional trajectory.

3. ADDRESSING JOB INSECURITY: SOLUTIONS AND RECOMMENDATIONS

To address job insecurity in the gig economy, several solutions and recommendations can be considered:

- **Legal and Regulatory Reforms:** Governments should introduce legislation to better protect gig workers by establishing minimum wage standards, ensuring access to benefits, and providing legal recognition of gig work. This could include the creation of a hybrid employment model that offers gig workers some of the benefits of traditional employment without compromising their flexibility.

- **Platform Responsibility:** Gig platforms should take greater responsibility for the well-being of their workers. This includes providing more transparent communication regarding work

availability, offering income guarantees during low-demand periods, and introducing programs that provide benefits such as health insurance, paid leave, and retirement savings.

- **Collective Bargaining:** Gig workers can benefit from organizing into labor unions or worker advocacy groups. By collectively negotiating for better wages, benefits, and working conditions, gig workers can gain more leverage in securing fair treatment from employers.

- **Worker Support Systems:** Governments and non-profit organizations should establish programs to support gig workers in times of financial hardship, including emergency assistance, retraining opportunities, and mental health services.

4. CONCLUSION

The gig economy offers flexibility and autonomy for workers, but it also creates a range of challenges, most notably job insecurity. The lack of formal contracts, inconsistent income, and absence of benefits place gig workers in precarious positions that

affect their financial, mental, and physical well-being. Addressing these challenges requires a multi-faceted approach, including legal reforms, platform accountability, and worker solidarity. By implementing such measures, we can ensure that gig workers are not left behind in an increasingly precarious labor market, and that the gig economy evolves into a more sustainable and equitable system for all workers.

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*"Great things in business are never done by one person;
they're done by a team of people."*

- Steve Jobs



*"Train people well enough so they can leave, treat
them well enough so they don't want to."*

- Richard Branson



EMOTIONAL INTELLIGENCE: TRANSFORMING WORKPLACE RELATIONSHIPS AND EMPLOYEE RELATIONS

- Aishwarya Damodare

INTRODUCTION

In today's complex and fast-paced work environment, success is not solely determined by technical expertise or intelligence. The ability to understand, manage, and respond to emotions—both our own and those of others—has become a defining factor in professional growth and organizational effectiveness. This ability, known as Emotional Intelligence (EI), is particularly critical in employee relations, where trust, communication, and conflict resolution play a pivotal role.

As workplaces evolve with diverse workforces, remote collaboration, and increasing mental health awareness, HR professionals and leaders must leverage EI to foster a positive and productive work culture. This article explores the significance of EI, its impact on employee relations, and strategies for integrating EI into workplace practices.

OBJECTIVES OF EMOTIONAL INTELLIGENCE IN THE WORKPLACE

The primary objectives of developing EI in professional settings include:

1. Enhancing Self-Awareness – Recognizing emotions and their influence on behavior and decision-making.
2. Encouraging Self-Regulation – Managing emotions to maintain professionalism and workplace harmony.
3. Fostering Stronger Employee Relations – Building trust and improving interpersonal interactions.



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believes in the power of Emotional Intelligence (EI) to transform professional relationships and drive organizational success.

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4. Facilitating Conflict Resolution – Addressing disagreements constructively and fostering a respectful work environment.
5. Strengthening Organizational Culture – Creating an emotionally intelligent workplace that values empathy, collaboration, and inclusion.

THE FIVE PILLARS OF EMOTIONAL INTELLIGENCE

Renowned psychologist Daniel Goleman identified five core components of EI that influence workplace success and employee relations:

1. Self-Awareness : Self-awareness allows individuals to recognize their emotions, understand how they affect their work, and make better decisions. A self -

aware HR professional or manager can identify biases and improve employee interactions.

2. Self-regulation :

This involves controlling impulsive reactions and maintaining emotional balance. Leaders with strong self-regulation handle workplace conflicts with composure and professionalism, fostering a more stable work environment.

3. Motivation :

Employees with high EI are intrinsically motivated and committed to their goals. They exhibit resilience in the face of challenges and inspire others through their passion and work ethic.

4. Empathy :

Empathy is the ability to understand and share the feelings of others. In HR and employee relations, empathy is crucial for addressing employee concerns, ensuring fair treatment, and supporting well-being.

5. Social Skills :

Strong interpersonal skills enable professionals to communicate effectively, collaborate efficiently, and resolve conflicts amicably. These skills are essential for managing employee relations and fostering teamwork.

THE IMPACT OF EMOTIONAL INTELLIGENCE ON EMPLOYEE RELATIONS

Employee relations are the foundation of a healthy and productive workplace. EI plays a crucial role in shaping these relationships by influencing communication, trust, and engagement.

1. Building A Trust-based Work Environment :

Trust is essential for positive employee relations. Leaders who demonstrate self-awareness and empathy create a psychologically safe environment where employees feel valued and heard. Transparent communication and emotional regulation further strengthen trust.

2. Effective Conflict Resolution :

Workplace conflicts are inevitable, but EI helps resolve them constructively. Emotionally intelligent HR professionals and managers approach conflicts with empathy, active listening, and problem-solving skills, leading to fair and sustainable resolutions.

3. Enhancing Employee Engagement

And Morale :

Employees who feel emotionally supported are more engaged and motivated. EI-driven leadership fosters a culture of appreciation, recognition, and open communication, which improves morale and reduces workplace stress.

4. Improving Diversity & Inclusion Initiatives :

A diverse workforce requires leaders with strong EI to navigate different perspectives, cultures, and work styles. Empathy and social awareness ensure that diversity and inclusion efforts are not just policies but part of the workplace culture.

5. Strengthening Employee Retention

And Satisfaction :

High EI in management leads to better workplace relationships, reducing turnover rates. When employees feel respected, understood, and valued, they are more likely to remain committed to the organization.

EMOTIONAL INTELLIGENCE IN ENHANCING EMPLOYEE RELATIONS

From an Employee Relations (ER) standpoint, Emotional Intelligence plays a pivotal role in nurturing an environment where employees feel supported, respected, and empowered. One of the most significant aspects of EI in ER is the ability to identify and address underlying emotional issues before they escalate into larger conflicts. By developing strong emotional awareness, ER professionals can detect early signs of dissatisfaction, frustration, or disengagement among employees. This proactive approach allows for timely intervention, addressing concerns before they negatively impact team

dynamics, productivity, or morale. Moreover, EI strengthens the relationship between management and employees, making it easier to navigate sensitive discussions regarding performance, expectations, or personal challenges. Empathy, in particular, is an invaluable tool when addressing grievances or conflicts, as it helps to understand the emotional perspectives of all parties involved. This emotional attunement fosters a sense of fairness and compassion, which is critical in resolving disputes without escalating tensions. Additionally, EI aids in handling employee complaints and disputes more effectively by encouraging the use of active listening and de-escalation techniques. Leaders and ER professionals who practice emotional intelligence can also influence organizational policies to reflect a more inclusive and emotionally supportive culture. By implementing programs focused on emotional well-being and mental health, ER professionals can further improve retention rates and job satisfaction. When employees feel heard, understood, and valued, their commitment to the organization strengthens, leading to improved employee relations and a positive organizational climate.

DEVELOPING EMOTIONAL INTELLIGENCE IN THE WORKPLACE:

Emotional Intelligence is not a fixed trait but a skill that can be cultivated through conscious effort. Organizations can integrate EI into their work culture by implementing the following strategies:

- Providing EI Training and Development – Conduct workshops and coaching sessions to enhance emotional intelligence skills among employees and leaders.

- Encouraging Active Listening – Promote a workplace culture where employees feel heard and understood through open communication.

- Implementing Conflict Resolution Mechanisms – Establish clear policies and training programs to help employees and managers handle disputes with emotional intelligence.

- Recognizing and Rewarding EI-Driven Behaviors – Encourage leaders and employees to practice empathy, collaboration, and self-regulation through incentives and recognition programs.

- Supporting Mental Health and Well-Being – Offer counseling, stress management resources, and wellness initiatives to foster emotional well-being in the workplace.

CONCLUDING REMARKS

Emotional Intelligence is no longer a luxury but a necessity in modern workplaces. It is a powerful tool for HR professionals, managers, and employees alike to build strong relationships, resolve conflicts effectively, and create an environment of mutual respect and collaboration.

By prioritizing EI in employee relations, organizations can cultivate a work culture that promotes engagement, inclusivity, and long-term success. As the workplace continues to evolve, EI will remain a key factor in shaping resilient and high-performing teams.

"Talent wins games, but teamwork and intelligence win championships."

- Michael Jordan

SIGNIFICANCE OF SUSTAINABLE BUSINESS LEADERSHIP FOR ORGANIZATIONS TO MOVE FROM PROFIT CENTRIC TO PLANET CENTRIC PARADIGM

- Dr. Sulaksha Shetty

1. INTRODUCTION:

Development, as understood is not just economic growth since it covers diverse aspects such as agriculture, civic planning, international trade, poverty reduction, personal well-being as well as social transformation. In the 21st Century, the word “development” signifies a more holistic and broader scope encompassing economic growth in areas where human well-being can be promoted in ecologically sustainable ways with the aim to decrease economic activities that degrade the earth's biosphere. This most significant step in this direction was the Brundtland Report of 1987 under the leadership of Gro Harlem Brundtland which coined the term sustainable development, defining it as ‘holistic development’ that meets the needs of the present without compromising the ability of future generations to meet their own needs.

While sustainability is accepted as a pathway to holistic human progress, the change from an economic to a sustainability paradigm is a global challenge. In the last three decades, the sustainability journey saw multiple strategic and concerted efforts at both local and global levels that highlighted and resolved critical environmental and developmental problems. The urgency and significance of addressing global risks are reflected in “Agenda 2030 - A Call for Action to Change our World,” which is considered a landmark call only next to the creation of the United Nations. Today, despite the commitments made by nations concerning



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net-zero strategies and SDG 2030, achieving the targets poses a formidable and challenging task to policymakers, businesses, and civic society. Given its wide scope and complexities, sustainable development calls for accountability and involvement of key stakeholders to chalk out strategies and ensure deliverables to achieve the Sustainable Development Goals 2030 as mandated by the UN.

Out of the three key stakeholders namely, business, civil society, and government, business plays a key role in offering solutions to the sustainability issues which are intertwined with business activities. Today, given the growing concerns about addressing critical societal issues, there is an increasing focus on redefining business ecosystems with a focus on society and the environment. Further, businesses today also have the opportunity to shape, take, make, and shift towards a circular economy, thereby achieving sustainable development.

Shifting to a sustainability paradigm requires integrated and transformational leadership to influence economic, political, educational, and institutional stakeholders. For a business leader, this could be a formidable task as attaining sustainable development implies working towards impactful change while addressing interdependency on several organizational as well as external variables and resulting complexities. It is therefore important to understand the organizational context and role of leadership as a catalyst, in the Indian context, to accelerate the business transformation from being singular, profit-centric to holistic planet-centric paradigm focusing on profits, people, and the planet.

2. SUSTAINABLE BUSINESS DEVELOPMENT – RESPONSE TO CALL TO ACTION TO ACHIEVE SDG 2030 GOALS:

Changing towards Sustainable Business Development (SBD) is a critical for businesses as the application of sustainability principles to business operations and decision-making processes involves enterprise-level change, visionary leadership, strategy and business integration, and innovation. Driving sustainability is not about the expression of how organizations value the environment but understanding the realities in the implementation of change to achieve sustainability objectives.

Achieving the 17 Sustainable Development Goals 2030 (SDG 2030) and the need to address issues such as resource depletion, poverty, and the impact of climate change means an opportunity for businesses to create new platforms for working on innovative solutions or sustainable business models. For an organization, the business model acts as the driving and fundamental force, integrating the business goals with resource management and organization development, for creating value. However, the creation of a business model is complex and beyond integrating sustainability elements with existing business frameworks. Business sustainability depends on contextual factors and therefore integrating sustainability with business

is a complex and transformational journey. Existing literature on change management has shown limitations in offering an integrated model of change which balances the business environment, internal goals, and human mindset, both internal and external to the organization. Further, the challenge lies within the fact that sustainability is seen as a future-oriented concept dependent on behaviours in the present. Sustainable Business Development can provide integrated, context-driven, outlook-oriented model for business to make a shift to sustain centric paradigm.

3. SUSTAINABLE BUSINESS LEADERSHIP FOR ACHIEVING SBD:

Transitioning to a sustainability-centric paradigm requires integrating strategies, organizational leadership, and capabilities into an effective management system that creates innovative solutions for all stakeholders, including external vendors and partners at an enterprise level. Leadership encompasses an individual's abilities, style, and behaviour towards their team members in various situations or contexts. Sustainable Business Leadership Sustainable ensures integration of environmental, social, and economic considerations into decision-making processes while leading team towards a common goal.

Significance of leadership for sustainable development is reflected in the studies that have shown that having significant financial resources for sustainable development is less important than leadership, employee approval, beliefs of employees from individual departments and teams, having a long-term strategy for sustainable development, and external stakeholders' approval. Strong leadership is critical for achieving sustainable development as it directly impacts innovation, corporate reputation, business performance, financial stability, and relationships with customers.

Sustainability calls for vision and competitive advantage, which means strategic thinking and leadership. Effective leadership balances the

focus on culture, shaping mindset and behaviour, while achieving business performance through measurable goals and tactics. Culture change implies a shift in the basic values of the organization and the hearts and minds of individual employees. With multiple stakeholders and dynamic internal and external forces, the path to business sustainability is challenging and requires a highly evolved organizational philosophy to achieve the larger purpose. Therefore, it is equally critical to study other variables that play a significant role in organizational transformation for achieving sustainable development, especially in the Indian business context.

A review of leadership theories reveals that the understanding of leadership has systematically evolved, recognizing the interplay of multiple dimensions in influencing followers and achieving organizational objectives. This includes the role of the environment (social, economic, political, etc.) and context in achieving objectives.

Based on the literature, sustainable business leadership can be classified at:

1. Individual Leadership:

Leaders who adopt a responsible attitude toward sustainable initiatives and activities. The individual attributes of such leaders inspire the organization and support the leader in coping with complex economic, social, and environmental situations in pursuit of sustainable development.

2. Functional Leadership:

Leadership activities that reinforce sustainability initiatives through systems and practices relevant to function or inter-function. Such leadership aligns the organization in pursuit of sustainable development through organizational culture, strategic orientation, and human resource development.

3. Organizational Leadership:

Leadership that integrates economic and business

paradigms with the organizational vision to promote the transformation of the organization into a sustainable business.

4. SUSTAINABLE BUSINESS LEADERSHIP – NEED OF THE HOUR FOR INDIA:

While leadership is a key variable for achieving SBD, understanding Sustainable Business Leadership becomes critical for leadership development

- **Organizational Versus Business Approach:**
Respondents stated that businesses in India must move towards sustainability voluntarily and not wait for government regulations. Businesses cannot separate the planet from decision-making and can only be successful if they are sensitive to stakeholders' needs. Organizational objectives should override business views, and organizations should evolve with changing times. A proactive and planned approach is holistic and affirmative compared to forced change, which may lead to short-term and reactive changes that do not achieve SBD.

- **Organizational Development And Leadership As A Change Agent:**

The data analysed reinforces that SBD can be achieved if businesses are open to new learning and create new pathways for achieving SBD. Organizational development is key to achieving SBD, and nurturing organizational belief in sustainability is possible by internalizing sustainability through decision-making and behaviour. Empowering and engaging teams, especially the younger generation, to create a learning environment and shape decision-making towards an earth-centric paradigm is effective. Leadership plays a critical role in building an ecosystem to motivate employees, suppliers, and business associates to partner in achieving SBD.

- **Earth-centric Paradigm:**

Development should be viewed from an earth-centric paradigm, considering the planet as the principal. Designing an approach for sustainable leadership for SBD in the Indian context is

important. Some of the key observation in this regard include

a) In recent decades there has been a shift in Indian culture and ethos from harmony with nature and community to a singular economic growth in.

b) Learning from Indian ethos and culture from the pre-industrialization era is critical in order to reinforce belief in sustain-centric development and concepts such as Respect to Environment and Society and adherence to practices promotion circularity in economic value chain.

c) Exploring the spiritual dimension in leadership for leading change to a more inclusive social order.

CONCLUSION:

Today it is imperative that organizations believing in sustainable development adopt SBD. This can be achieved only if organizations are open to new learning and create a new pathway for achieving SBD. Further organizational development is the key to achieving SBD since apart from importance of nurturing organizational belief in sustainability, there is need for organization to internalize sustainability through organizational decision-making and values. One of the most effective

approaches to ensure this is by empowering and engaging teams, especially the younger generation, to create a learning environment and shape organisational decision-making to an earth-centric paradigm. Leadership is critical binding force for building such eco-system to motivate employees, suppliers, and business associates to partner with them in pursuit to achieve SBD.

Business needs to view development from an Earth-centric paradigm, and this is possible only if they consider the Planet as the Principle and Leadership as its Agent. This will ensure value creation not just for the shareholders but for the Planet and all it's living and non-living stakeholders. Sustainable Business Leadership is the beginning for building this mind-set.

ईशावास्यमिदं सर्वं यत्किञ्च जगत्यां जगत्।
तेन त्यक्तेन भुञ्जीथा मा गृधः कस्य स्विद्धनम्॥

"All this—whatsoever moves in this universe (and those that move not)—is covered (indwelt or pervaded or enveloped or clothed) by the Lord. That renounced, enjoy. Do not covet anybody's wealth (Or – Do not covet, for whose is wealth?)



*"Growth is never by mere chance;
it is the result of forces working together."
- Jamsetji Tata*



*"The power of the workforce lies in its unity and shared vision."
- Kamarajar*



MY LEARNING EXPERIENCE: CAREWAY LEADERSHIP DEVELOPMENT PROGRAM AT PERSTORP SWEDEN

- Adwaya Sakpal

ADWAYA SAKPAL HR BUSINESS PARTNER PERSTORP CHEMICALS

My learning experience in Sweden was pleasant as well as it showed me different perspectives of learning. I was fascinated by the way things were planned and organized. I found it amazing that simple living and thinking is key. It was amazing to see how the schedules are planned for the entire year, well ahead in time. I feel we can definitely learn this attribute and practice in routine.

I joined Perstorp Chemicals in December and my induction was going on. I remember it was January and I was having a discussion with our global learning and development director. He was sharing that we have a one year long global programs in Perstorp named "Careway Leadership Development Program." I was surprised to know that there is a program dedicated to the value of "Care". The participation is through invite only. The executive team comprising of business and functionals heads nominate 20 new leaders across the globe. There are five modules and even in the digital era each module is conducted in person in Sweden. Like a child in my mind I was thinking when will I get nominated for the same.

One year later I received invitation for the same "Careway Leadership Development Program". I felt joyful as well as honoured that I will get the opportunity to participate. We received all the details of the program for entire year, our calendars were blocked, we received other



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details like how to reach, how to travel, weather etc. All travels included public transport like railways and walk of 15-20 minutes. With this I started my journey and I reached Sweden.

I arrived a day prior as I was a bit nervous about reaching on time, finding the place. Finally I reached the venue. We were provided with nice refreshments, but actual room was not open yet. When we entered the room, there were no tables only chairs placed in half circle. The purpose was we need to see each other and talk to each other. Along with me there were other nineteen participants from different parts of the world. Majority of other participants were from Sweden, some from China, Belgium and me and my other Indian colleague. I gave some Indian sweets to all, similarly others also gave some treats to us. We spoke introduced each other. We all knew that we are together in this journey of twelve months.

Instructions were quite simple as far as possible be here, be real, listen carefully no need to take notes etc. Lots of papers, pens, colour pens other material and even yoga mats were also provided. (I was like why we need yoga mats, for a training program???) In one corner the entire schedule was handwritten. What time we start, have lunch, breaks etc. The lunch break was for an hour and a half. I was like why we need so much time. (I will talk about it later too.) At any point of time if you feel you need to leave you can do so, no compulsion, no obligation. The first session began with all these details, the facilitator explained the schedule and then asked each one of us, if we are ok to meet post dinner for an hour. To my surprise the dinner time was 6:00 pm. And we would meet again at 7:30 to 8:30 pm.

The reason for sharing this is because I felt most of the time here in India we treat participants like children and expect them to follow instructions, rules, time etc. and hardly ask for preference or opinion. I felt my opinion equally matters. Many exercises we used the power of visualization, staying calm, thinking, introspection simply by closing eyes and focusing on the topic being discussed. I felt "why I have not done this for long time". This simple and well known technique from India "Dhyana" is not used effectively in Learning. Not a single person even looked at their phone throughout the session. Even during the break people used their mobiles seldomly.

Throughout all modules during the training if we were given any activities or self-study we were also provided with enough time to complete the tasks during the session itself. I found it really helpful because afterwards even though people try their level best, they don't get time to complete the tasks.

At the end of the day schedule for day 2 was shared on board and the first thing was Yoga Session at 6:30 again optional. If you wish to, you can join. I was happy as well as curious to see, how yoga is practiced in Sweden. Thinking about next day, I slept. When I woke up and went out to the yoga hall, I saw the room half filled with many colleagues. I looked outside and saw other colleagues going for running. Outside it was still dark, no sunlight, cloudy, windy and weather was like 5-6 degrees in October. (according to them it is good weather as it can go as low as -12, -13). What I observed that for people there health comes first, fitness, exercise is part of life and fitness is non-negotiable. You remember an hours and a half for lunch break, some participants would go for run, some for cycling post lunch.

This immersive experience not only refined my leadership skills but also broadened my perspective on achieving extraordinary results "EOR". organizational dynamics, cultural intelligence, and strategic decision-making. Sweden is globally recognized for its strong emphasis on innovation, sustainability, and equality. Another thing to learn is the country's leadership philosophy is rooted in consensus-building, empowerment, and transparency, commonly it is called as the "Viking Culture" living together, fighting together.

By immersing myself in this environment, I gained valuable insights into leadership approaches that prioritize collaboration and long-term vision. The Swedish model, which balances efficiency with empathy, provided a fresh perspective on how to lead in diverse and rapidly changing environments. Also, Swedish leadership is characterized by flat hierarchies and inclusive decision-making. I learned the importance of empowering team members by fostering an environment of trust, autonomy, and open communication.

The program reinforced the need for leaders to embrace change and drive innovation. Through case studies, I gained insights into how Swedish companies remain competitive by prioritizing continuous learning and agility. Sweden is known for its strong emphasis on work-life balance, which directly impacts productivity and employee satisfaction. Integrating well-being into leadership practices ensures that teams remain motivated, engaged, and high-performing.

My leadership development program in Sweden was a transformative experience that

broadened my understanding of effective leadership in a global context. By embracing Swedish leadership principles, I am reconnected with our Indian roots like simplicity, simple living high thinking, doing our own, respecting and helping others. I am sure with this I am better equipped to navigate complex challenges, foster high-performing teams, and contribute positively to my organization and society. Learning is a continuous journey, and this program has been a significant milestone in my evolution as a leader.

*"A country's development depends not on its natural resources
but on its human resources."*

- Amartya Sen



*"Labor is not just a means to earn, but a means to
contribute to society's progress."*

- Pandit Deendayal Upadhyaya



"Your most valuable asset is your workforce."

- Anne M. Mulcahy



STUDENT'S ARTICLES



NAVIGATING GLOBAL WORKWEEK TRENDS: A COMPARATIVE ANALYSIS & RECOMMENDATIONS FOR INDIA'S labour REFORMS

- Prathamesh Desale

1. INTRODUCTION

The global workforce is undergoing significant transformations driven by technological advancements, changing employee expectations, and evolving economic environments. Flexibility and work-life balance have become central themes in the modern workplace. Trends such as an increasing focus on flexibility, the integration of Artificial Intelligence (AI), and asynchronous work patterns are shaping the future of employment in 2025. India faces unique challenges related to work hours, particularly the debates over extended workweeks (70-90 hours), which have sparked national discussions about necessary labour reforms and the well-being of workers. This paper aims to analyze these trends and provide actionable recommendations for India.

2. PROBLEM STATEMENT

The Indian workforce already logs extensive hours, with a significant percentage of workers exceeding 49 hours per week. This situation raises critical questions about the sustainability and impact of further extending work hours. The ongoing debate surrounding 70-90 hour workweeks highlights a pressing need to reassess and modernize India's labour policies, aligning them with global best practices that prioritize flexibility, employee well-being, and overall productivity.

3. OBJECTIVES

1. Analyze global workweek trends, focusing on flexible work models and their impact on both productivity and well-being.
2. Examine the current labour landscape in India, including the debate on extended work hours and their implications for employee well-being.
3. Provide strategic and actionable recommendations for India's labour reforms based on comparative analysis and best practices.



Prathamesh Desale
MHCM & ER-II

4. RESEARCH METHODOLOGY

This research employs a qualitative and comparative approach. It combines secondary research, case study analysis, and policy reviews to examine global workweek trends and assess their applicability to India's labour landscape. This structured methodology ensures a comprehensive and objective analysis.

5. GLOBAL WORKWEEK TRENDS

5.1. Hybrid Work Models

Hybrid work models are becoming increasingly popular worldwide, with a significant percentage of employees reporting higher productivity in hybrid environments compared to traditional office settings. These models offer greater flexibility, improve work-life

balance, and enhance overall employee satisfaction. Notable companies like Meta, Microsoft, and American Express have successfully implemented hybrid work models.

5.2. Asynchronous Work

Asynchronous schedules allow employees to work at their own pace, which helps reduce burnout and improve efficiency. Technology, including project management software, plays a crucial role in facilitating asynchronous work by enabling seamless collaboration and effective task management.

5.3. AI and Automation

AI-driven tools are increasingly used to optimize work schedules, aiming to maximize productivity while minimizing unnecessary overtime. The integration of AI in workforce management is expected to become more prevalent, leading to significant improvements in organizational efficiency.

5.4. Compressed Workweeks

Several countries, including Sweden and Belgium, are experimenting with compressed work schedules. These arrangements allow employees to work the standard 40 hours in fewer days, which can lead to improved job satisfaction. Reduced commuting time and increased leisure time contribute to better work-life balance and enhanced productivity.

5.5. Right to Disconnect Laws

Countries such as France and Germany have enacted laws to prevent employers from contacting employees outside of work hours, promoting a healthier work-life balance. These regulations set a precedent for other countries to consider similar policies, emphasizing employee well-being.

5.6. Gig Economy and Freelance Growth

The gig economy offers flexible work arrangements, allowing professionals to choose project based employment and manage their time more effectively. Organizations can leverage a broader talent pool by embracing gig and freelance work models.

6. INDIA'S labour LANDSCAPE

6.1. Debate on Long Workweeks and Burnout

The debate surrounding the proposal for 70-90 hour workweeks in India has sparked critical concerns about the potential for increased employee burnout and the pressing need for labour reforms. Many stakeholders argue that such long hours could exacerbate existing issues related to worker health and productivity. Research indicates that working extended hours significantly increases the risk of stroke and heart disease.

6.2. Current labour Laws: Challenges and labour Codes

India's existing labour laws are often criticized for being complex, outdated, and inadequate for addressing the modern needs of a rapidly changing workforce. It remains unclear whether the implementation of new labour codes will provide sufficient protection against excessively long working hours and reduce the potential for burnout among workers.

6.3. Impact on Employee Well-being

The high-pressure work culture prevalent in India contributes to mental health issues and decreased productivity. Elevated stress levels resulting from long work hours are linked to mental health problems and reduced job satisfaction. Despite ongoing efforts to modernize labour laws, significant implementation challenges persist.

7. COMPARATIVE ANALYSIS

7.1. Economic Benefits of Flexible Work Models

COUNTRY FLEXIBLE WORK MODEL ECONOMIC		
Iceland	4-Day Workweek	Increased Productivity, Reduced Absenteeism
Spain	Flexible Scheduling	Improved Work-Life Balance, Enhanced Job Satisfaction
India	Potential Adoption	Expected Increase in Productivity and Talent Retention

Source: Compiled based on (HRM Asia, 2021; bcg.com, 2023; Asian Journal of Management, 2018)

7.2. Comparative Analysis of Work Models

ICELAND	SPAIN
4-Day Workweek	Flexible Scheduling
Productivity, Absenteeism Reduction	Work-Life Balance, Job Satisfaction
Emphasis on Efficiency	Suitable for Family Needs

Aspect India

FLEXIBLE WORK ARRANGEMENTS (FWA)	
Key Benefits	Innovation, Employee Satisfaction, Reduced Turnover
Unique Features	Large Informal Sector & Gig Economy Regulatory Frameworks, Informal Sector Integration Challenges Implementation Costs
Balancing	Flexibility with Productivity

Source: Compiled based on (ILO, 2021; The Lancet, 2021; Asian Journal of Management, 2018)

8. CHALLENGES IN IMPLEMENTING A SHORTER WORKWEEK IN INDIA

1. Economic & Industrial Constraints: labour-intensive industries depend on maximizing labour hours.
2. Legal and Regulatory Barriers: The Factories Act, 1948, mandates 48-hour limits.
3. Mindset and Cultural Factors: Long hours are often associated with higher productivity.

9. RECOMMENDATIONS

To successfully adopt flexible work models like the 4-day workweek in India, several key strategies should be implemented:

- Policy Reforms: Amend existing labour laws to accommodate flexible work arrangements, ensuring fairness and productivity.
- Pilot Programs: Implement pilot programs across various sectors to analyze productivity impacts and tailor solutions to different industries.
- Awareness Campaigns: Educate employers and employees about the benefits of work life balance, highlighting its positive effects on employee well-being and organizational performance.
- Technology Integration: Promote the use of technology to facilitate remote and hybrid work models, enhancing flexibility and efficiency.

Additionally, developing industry-specific guidelines for flexible work arrangements and strengthening policies that support remote and hybrid work models will be crucial for successful implementation. By aligning with global best practices and prioritizing employee well-being, India can improve labour productivity, enhance competitiveness, and cultivate a healthier workforce.

COMPARATIVE EVALUATION OF COMPLIANCE TOOLS FOR RISK MANAGEMENT & SUSTAINABILITY

- *Neeraj Belwalkar*



1. PROBLEM STATEMENT

Organizations face increasing regulatory demands and challenges in managing compliance, risk, and sustainability. To address these challenges, there is a growing need to evaluate external tools that can effectively monitor and ensure compliance, considering factors such as plant location, business functions, and the severity of compliance risks. This research aims to assess and compare the functionality of these tools, focusing on their ability to manage compliance, mitigate risks, and support sustainability efforts.

2. OBJECTIVES

1. To evaluate the functionality of external tools for compliance, risk management, and sustainability efforts.
2. To assess the effectiveness of these tools through user feedback across industries.

3. RESEARCH DESIGN

This research adopted a mixed-methods approach, combining both qualitative and quantitative research techniques. Qualitative research was conducted through vendor discussions, while quantitative data was collected through surveys to measure user satisfaction, feature usage, and perceptions. This approach ensured a comprehensive understanding of the tools' performance from multiple perspectives.

4. DATA ANALYSIS & INTERPRETATION

The qualitative data obtained from vendor discussions and demo sessions was critical for understanding the features and functionalities of the compliance tools. To ensure the findings were not solely based on vendor perspectives, user survey data was utilized to corroborate the insights and provide a broader view. A comprehensive analysis was conducted by integrating both vendor insights and user feedback, which facilitated an in-depth evaluation of the tools' performance and their alignment with user needs and expectations.



Neeraj Belwalkar
MHCM & ER-II

The study was conducted based on the following key parameters, which guided both the vendor discussions and the survey:

1. **Ease of Use and Navigation:** This parameter focused on assessing the user-friendliness of the tool's interface and its accessibility for users with varying levels of technical expertise.
2. **Compliance Need Satisfaction:** The effectiveness of the tool in meeting users' compliance requirements was evaluated, with particular attention to how well it aligned with industry - specific regulatory demands.
3. **Report & Dashboard Features :** This parameter examined the functionality and customization options for data visualization, report generation, and decision-making support within the tool.

4. Reliability & Performance:

The study assessed the tool's reliability, performance, and stability, particularly its ability to operate without errors and handle large-scale data or high user traffic effectively.

5. Overall Feedback:

This parameter aimed to capture the general user satisfaction with the tool, encompassing all aspects of its functionality.

In addition to these, the study assessed training frequency, ranging from "Frequent" to "Never," to evaluate support adequacy. Two open-ended questions gathered user insights on the tool's strengths and areas for improvement.

4.1 FINDINGS FROM VENDOR DISCUSSIONS AND DEMO SESSIONS

As part of the research methodology, discussions were conducted with representatives & users from the compliance tools under study: EY (Ernst & Young), Legatrix (by Legasis), Complinity and Enablon (a Wolters Kluwer company). These discussions, along with demo sessions, provided comprehensive insights into the tools' functionalities, user interfaces, and unique features. The key findings from these interactions are summarized below.

- **Ease of Use & Navigation** - Based on the demo sessions, all four tools — EY, Legatrix, Enablon, and Complinity are user-friendly with intuitive interfaces. However, Legatrix stood out as the most intuitive, offering a highly accessible user interface. Legatrix further enhances user experience by allowing users to access the QR code and seamlessly transition to the mobile application, providing superior ease of use and navigation. While Enablon and EY are close, Legatrix offers a slightly more advanced user experience and greater ease of use.

- **Customization features** - All four tools support customization, enabling users to tailor reports, dashboards, and workflows to their needs. Customization also extends to user roles and permissions, allowing organizations to define owners, approvers, administrators, and auditors. This flexibility ensures the tools can be adapted to diverse organizational requirements across industries.

- **Reports & Dashboards** - Complinity offers highly customizable features for dashboards, enabling users to tailor their views according to specific needs. In contrast, Legatrix allows users to easily generate reports through a simple drag-and-drop functionality. While EY and Enablon also provide robust reporting capabilities, the flexibility and customization offered by Complinity and the ease of report generation in Legatrix distinguish them in terms of reporting and dashboard features.

- **Training and Updates** - All four tools provide initial training sessions, so users can effectively operate the system. Legatrix offers an additional "Train the Trainer" program to help organizations build internal expertise.

- **Compliance Filing** - Enablon provides more detailed insights into compliance requirements, including comprehensive compliance definitions, offering a granular level of information that helps users better manage and understand compliance obligations. While all tools support compliance filing, Enablon stands out for its extensive regulatory details.

- **Reminders** - All four tools include reminder systems to ensure timely compliance submissions, helping prevent missed deadlines and promote proactive compliance management. Users can customize the frequency of reminders across all platforms.

- Cost - Regarding cost structure, Legatrix and EY charge based on the scope of work, making costs variable depending on organizational needs, while Complinty follows a fixed per-user pricing model, offering predictability in budgeting.

- Implementation Time - The implementation timeline for the tools, following the finalization of the proposal, ranges from 6 to 10 weeks, depending on the scope of work. This includes activities such as kick-off meetings, development of the compliance checklist, System configuration, and the Go-Live phase.

4.2 USER SURVEY

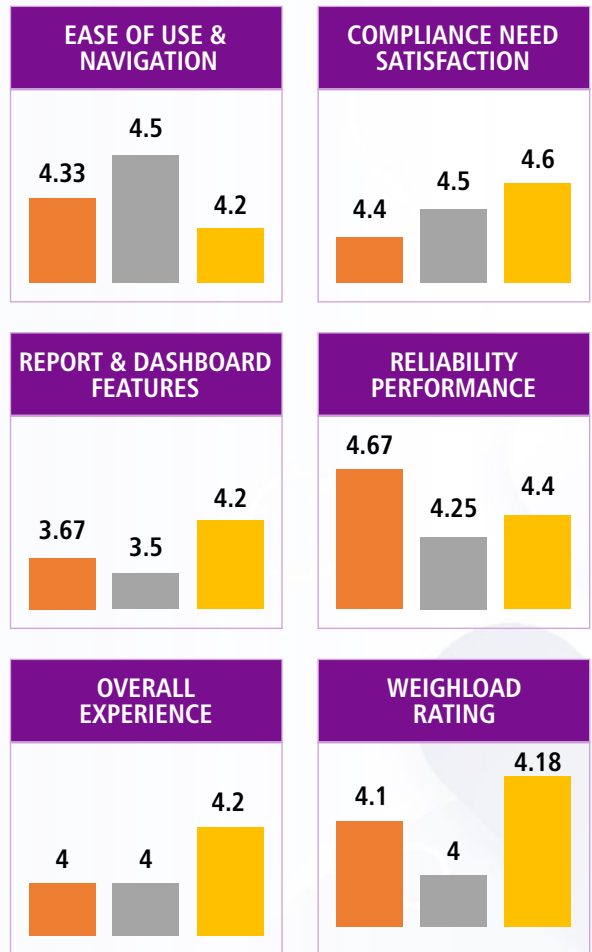
To ensure an objective evaluation beyond agency demonstrations and vendor-provided information, a user survey methodology was employed. Conducted over ten days, the survey received 21 responses from users across diverse organizations. While responses were obtained for tools such as Aparajitha, Scrum, and Kronos, only data pertaining to the tools under study were included. Notably, no responses were received for the Complinty tool.

Based on discussions with industry experts, the following weightage has been assigned to each parameter for calculating the weighted average:

- Ease of Use: 20%
- Satisfying Compliance Need: 20%
- Report and Dashboard Features: 20%
- Reliability & Performance: 15%
- Overall Feedback: 10%
- Training & Updates: 10%
- User Feedback from Open
- Ended Questions: 5%

These weightages reflect the relative importance of each parameter in evaluating the compliance tools. It is noted that the weightage can be adjusted based on the specific requirements and priorities of the research or organization.

For the following graphs- = Enablon, = EY & = Legatrix



Interpretation-

1. Ease of Use:

All three tools offer a user-friendly interface, with EY being slightly more intuitive and easier to navigate, followed by Enablon and Legatrix.

2. Compliance Alignment:

All tools effectively meet compliance requirements, with Legatrix demonstrating a marginal edge in adherence and regulatory alignment.

3. Reporting & Dashboard Functionality:

Legatrix provides the most comprehensive reporting and dashboard features, while Enablon and EY show moderate effectiveness in this aspect.

4. Reliability & Performance:

Enablon emerges as the most stable and efficient tool, followed by Legatrix, whereas EY exhibits slight variations in performance.

5. Overall User Experience:

All tools maintain a high level of user satisfaction, with Legatrix receiving slightly better feedback compared to the other two.

6. Weighted Average:

The consolidated evaluation suggests that all three tools are well- optimized for compliance management, with Legatrix showing a slight advantage in overall functionality and user experience.

5. CONCLUSION

The study highlights that while all evaluated compliance tools effectively support regulatory adherence, their strengths vary across key parameters. Legatrix demonstrated a marginal advantage, particularly in usability, customization, and overall user experience, while Enablon provided more detailed regulatory insights. Complinty stood out for its highly customizable dashboards, allowing users to tailor their views to specific needs, whereas EY offered the most intuitive navigation experience. User feedback further reinforced Legatrix's slight superiority. However, the optimal tool selection remains contingent on specific organizational needs, industry requirements, and cost considerations. Ultimately, aligning tool capabilities with compliance objectives is essential for ensuring efficient and effective compliance management.

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“A business succeeds when its employees feel valued and empowered.”
- Ratan Tata



BRIDGING THE GENERATIONAL DIVIDE: A COMPARATIVE ANALYSIS OF WORKPLACE PREFERENCES & ASPIRATIONS OF GENERATION X AND GENERATION Y

- Sagar Jaybhay

OBJECTIVE

To critically compare and contrast the distinctive workplace preferences pertaining to, communication styles, leadership expectations, work-life balance, organizational commitment and culture preferences of Generation X and Generation Y.

METHODOLOGY

This article is based on a literature review of existing studies on generational workforce dynamics, leadership behavior, and work-life balance preferences. It synthesizes findings from various research sources to analyze generational differences in expectations.

DEFINING THE GENERATIONS

1. Generation X (Born 1965-1980): Values autonomy, prefers participative leadership, and seeks stability. Often described as the "bridge" generation, they witnessed the transition from traditional work cultures to more flexible environments.

2. Generation Y (Born 1981-1996, Millennials): Tech-savvy, values transformational leadership, and thrives on continuous feedback. They expect career growth opportunities and emphasize purpose-driven work.

1. INTRODUCTION

In today's multifaceted work environment, understanding the generational dynamics that shape workplace behavior is essential. Generation X and Generation Y have emerged from distinct historical and socio-economic contexts. Generation X, moulded by an era valuing self-reliance and stability, contrasts sharply with Generation Y, whose digital nativity and desire for rapid professional growth define their approach. Recognizing these differences is critical for organizations striving to harmonize diverse workforces and foster a culture of mutual respect and innovation.



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2. LITERATURE REVIEW

Rajesh, S., & Ekambaram (2014) identify two distinct generations in the Indian workforce, shaped by unique socio-cultural influences. Generation X is characterized by a strong sense of independence, a preference for face-to-face communication, and reliance on structured, periodic feedback. Their work ethos is deeply rooted in long-term stability, balanced with a clear demarcation between professional responsibilities and personal life. Malik (2018) further emphasizes the recognition of generational diversity as a key dimension of workforce dynamics, particularly in talent and resource management. Gangai (2017) explores how personality traits influence

Generation X's organizational commitment, indicating that their dedication is often shaped by intrinsic factors like respect, established work ethics, and the desire for stable career progress. Additionally, Skýpalová et al. (2023) reveal that customer orientation holds greater importance for Generation X compared to younger cohorts.

In contrast, Generation Y—often identified as Millennials—thrives on immediacy and continuous learning. They favour dynamic, digital communication channels, value frequent and informal feedback, and seek leadership that is both inspirational and supportive. Malik (2018) highlights that Generation Y's career aspirations are driven by rapid advancement opportunities and flexibility, reflecting an adaptive mindset suited to an ever-evolving business landscape. Skýpalová et al. (2023) indicate that Millennials place a stronger emphasis on work autonomy and a positive work atmosphere. Gangai (2017) notes that Generation Y's commitment is more influenced by organizational factors such as work environment and career growth prospects. These insights suggest that organizations must prioritize creating collaborative cultures and offering dynamic career paths to engage Generation Y effectively.

3. COMPARATIVE ANALYSIS OF GENERATION X AND GENERATION Y

Communication and Feedback:

Generation X employees lean towards direct, in-person communication paired with well-structured feedback sessions. This approach aligns with their preference for clarity and measured, reflective dialogue.

Conversely, Generation Y favours a more fluid communication style that harnesses digital

platforms to enable real-time, informal interactions. This continuous feedback mechanism supports their drive for immediate personal and professional development.

Leadership and Mentorship:

For Generation X, effective leadership is embodied in participative and consultative styles that honour their accrued experience and promote autonomy. They appreciate leaders who provide clear, deliberate guidance.

In contrast, Generation Y seeks transformational leadership - one that not only inspires but also actively mentors and nurtures their potential. The emphasis for Millennials is on leaders who can blend support with innovation, adapting swiftly to the demands of a digital-first environment.

Work–Life Balance and Retention:

A demarcation between work and personal life is a hallmark of Generation X, whose desire for stability is interwoven with a commitment to long-term career trajectories. They favour consistent environments that reward loyalty and personal dedication.

Generation Y, however, embraces a more integrated approach to work and life. They value flexibility, creative problem-solving, and environments that allow for a seamless blend of professional aspirations with personal fulfilment. This divergence in values often manifests in differing retention behavior, necessitating distinct HR strategies to secure the commitment of each group.

Organizational Commitment and Culture:

Generation X typically exhibits robust organizational commitment, driven by intrinsic factors such as respect, established work ethics, and a desire for stable career progress.

Generation Y's commitment, meanwhile, is frequently contingent on the external work environment—thriving in settings that offer continuous growth opportunities, recognition, and a vibrant, collaborative culture. This nuanced understanding underscores the importance of adaptive HR policies that accommodate both enduring loyalty and the dynamic needs of an evolving workforce.

4. DISCUSSION AND IMPLICATIONS FOR HR PRACTICE

The contrasting workplace preferences of Generation X and Generation Y invite a re-examination of traditional HR practices. Organizations must strive to create policies that balance the structured, stability-seeking nature of Generation X with the agile, innovation-driven spirit of Generation Y.

- **Communication Strategies:** Implementing a dual approach that incorporates both formal, face-to-face interactions and agile, digital communication channels can effectively cater to the needs of both cohorts.
- **Leadership Development:** Tailored leadership training that sensitizes managers to generational differences can enhance team cohesion. By recognizing the value of both mentorship and participative decision-making, leaders can bridge the generational divide.
- **Flexible Work Arrangements:** Designing work environments that offer flexibility—such as remote work options and adaptable schedules—can address the divergent work-life balance expectations and improve overall employee satisfaction.
- **Retention Programs:** Customizing retention initiatives by incorporating both long-term career development plans and dynamic, short-

term incentives can foster a sense of belonging across the generational spectrum.

CONCLUSION

This comparative analysis highlights the imperative for organizations to embrace a nuanced understanding of generational differences. Generation X's affinity for structure, stability, and personal interaction contrasts with Generation Y's predilection for rapid communication, continuous feedback, and flexible career paths. By integrating these insights into HR strategies, organizations can cultivate an environment that not only respects the legacy of experience but also champions the innovative potential of emerging talent. Ultimately, this balanced approach paves the way for a more resilient, adaptable, and inclusive workplace.

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LONG-TERM SETTLEMENTS: A CATALYST FOR INDUSTRIAL HARMONY AND BUSINESS GROWTH

- Manmohan Vidhate



INTRODUCTION

Long-Term Settlements (LTS) are formal agreements between employers and trade unions that define wage structures, productivity benchmarks, and other employment conditions over an extended period, typically ranging from three to five years. These agreements aim to foster stability in industrial relations by ensuring equitable remuneration and improved working conditions, while simultaneously enhancing organizational productivity.

OBJECTIVES

1. To analyze the role of Long-Term Settlements (LTS) in maintaining harmonious industrial relations.
2. To examine the benefits and challenges of LTS for both management and trade unions.
3. To explore real-world cases of LTS implementation in Indian industries.
4. To evaluate the role of collective bargaining and social dialogue in successful LTS.

RESEARCH METHODOLOGY

This research employs a qualitative approach, incorporating case studies of LTS agreements in prominent Indian industries. Data were gathered through interviews with human resource professionals, management representatives, and trade union leaders to capture diverse perspectives. Additionally, a comprehensive review of existing literature, legal documents, and reports on industrial relations was conducted to substantiate the findings.

IMPORTANCE OF LONG - TERM SETTLEMENTS

1. Industrial Harmony:
LTS contribute to reducing labour unrest by establishing clear expectations regarding wages & benefits, thereby minimizing the likelihood of disputes and strikes.



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2. Productivity Enhancement:
By securing worker commitment to efficiency improvements, LTS enable organizations to achieve higher productivity levels, which can lead to increased competitiveness in the market.
3. Financial Stability:
Predictable wage structures resulting from LTS assist both employees and employers in effective financial planning, ensuring steady income for workers and manageable labour costs for employers.
4. Legal Compliance:
LTS agreements, formulated under the framework of the Industrial Disputes Act, 1947, ensure adherence to labour laws, thereby reducing the risk of legal conflicts.

THE ROLE OF COLLECTIVE BARGAINING & SOCIAL DIALOGUE

Collective bargaining serves as the cornerstone of LTS, involving negotiations between trade unions representing workers and management representing employers. Social dialogue, encompassing all types of negotiation, consultation, and information exchange between or among representatives of governments, employers, and workers on issues of common interest, plays a crucial role in this process.

CASE STUDIES OF LTS IN INDIAN INDUSTRIES

1. Tata Motors (Sanand Plant) (2017): In June 2017, Tata Motors' Sanand Plant in Gujarat reached a five year LTS with its workers' union. The agreement included a total wage increase of ₹16,000, distributed uniformly over the settlement period. Additionally, a performance-linked payment constituting 10% of the total salary was introduced, contingent on productivity, quality, and safety metrics. This settlement not only resolved ongoing disputes but also enhanced workplace morale and productivity.

2. Hyundai Motor India Limited (2016): In February 2016, Hyundai Motor finalized a three-year LTS with the United Union of Hyundai Employees. The settlement, effective retrospectively from April 2015, granted technicians an average salary increase of ₹19,000 per month, phased over three years. This agreement underscored the company's commitment to employee welfare and operational excellence.

3. Maruti Suzuki India Limited (2015): On September 25, 2015, Maruti Suzuki entered into a wage settlement with workers at its Gurgaon and Manesar plants. The agreement provided an average salary hike of

approximately ₹16,800 per month over three years, leading to improved industrial relations and enhanced productivity.

4. Hindustan Aeronautics Limited (HAL) (2019): In September 2019, HAL faced a significant strike during wage negotiations. The dispute highlighted the complexities of LTS in public sector undertakings, emphasizing the need for effective collective bargaining and adherence to legal frameworks. The resolution of this strike through dialogue reinforced the importance of transparent negotiations in achieving mutually beneficial outcomes.

CHALLENGES IN IMPLEMENTING LTS

1. Divergent Objectives: Management often prioritizes cost containment and operational efficiency, while unions focus on securing higher wages and improved benefits for workers.

2. Economic Volatility: Fluctuations in the economic environment, such as inflation or market downturns, can impact the feasibility of commitments made under LTS.

3. Multiplicity of Unions: The presence of multiple trade unions within a single organization can lead to fragmented demands and complicate the negotiation process.

4. Regulatory Changes: Amendments to labour laws and regulations can alter the legal landscape, affecting the terms and enforceability of existing LTS agreements.

RECOMMENDATIONS FOR EFFECTIVE LTS

1. Regular Monitoring and Review: Establish mechanisms for periodic assessment of the LTS to ensure alignment with evolving business conditions.

2. Open and Honest Negotiations: Cultivate a culture of transparency where both management and unions openly share pertinent information.

3. Capacity Building for Union Representatives: Provide training programs to enhance the negotiation skills and financial literacy of union leaders.

4. Incorporation of Flexible Clauses: Design LTS agreements with provisions that allow for adjustments in response to unforeseen economic changes.

5. Emphasis on Mutual Gains: Shift the focus from adversarial bargaining to collaborative problem solving.

CONCLUSION

Long-Term Settlements are instrumental in shaping harmonious industrial relations and bolstering business performance. By providing a structured framework for wages and working conditions, LTS contribute to stability, employee satisfaction, and organizational productivity. The successful implementation of LTS hinges on effective collective bargaining, robust social dialogue, and a willingness from both management and unions to engage in transparent and cooperative negotiations.

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*"Coming together is a beginning; keeping together is progress;
working together is success."*

– Henry Ford



*"A business succeeds when its employees
feel valued and empowered."*

- Ratan Tata



THE DIGITAL HR REVOLUTION IN INDIA: EMBRACING THE FUTURE OF WORK.

- *Dhananjay Shingade*



INTRODUCTION

India stands at the threshold of a major transformation in how organizations manage their workforce. As we approach 2025, digital technology is rapidly changing Human Resources (HR) practices across the country. This shift goes beyond simply using new tools - it represents a complete rethinking of HR functions. According to a comprehensive report by McKinsey Global Institute, adopting automation could increase India's GDP by 1.4-2.2% each year by 2035, showing how important it is for HR departments to transform themselves to help businesses succeed.



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HOW DIGITAL TECHNOLOGY IS CHANGING HR FUNCTIONS

The digital revolution is having significant effects on various HR functions in Indian organizations:

First, automation is making HR processes more efficient. Technologies like AI and Robotic Process Automation (RPA) are handling routine tasks, making processes like payroll, recruitment, and compliance faster and more accurate. For example, AI systems can now screen job candidates automatically, which reduces bias and speeds up hiring. Research by Deloitte's Global Human Capital Trends indicates that this automation can greatly reduce operational costs, eliminate human errors, and improve overall productivity.

Second, data is becoming central to HR decision-making. HR analytics helps make informed decisions about hiring, training, and performance management. By using data, HR departments can predict future trends and challenges, allowing them to be proactive rather than reactive. A study by the Academy of International Human Resource Management (AIHR) highlights that this approach enables organizations to make smarter decisions about talent, which is particularly important in India's competitive job market.

Third, digital tools are improving employee experiences. Companies can now personalize onboarding, training, and

feedback systems for each employee. Large companies like Amazon use data analytics to create customized experiences for employees, which increases satisfaction. According to research published in the Leadership Playbook for Digital Transformation 2025, employee-focused digital solutions help improve productivity, retain talented staff, and create a more positive workplace environment.

KEY TECHNOLOGIES DRIVING THE HR TRANSFORMATION

Artificial Intelligence is automating routine tasks and providing data-driven insights that streamline recruitment and employee management. According to a TurboHire industry analysis, by 2025, it's expected that 80% of organizations in India will use AI in their HR departments to improve efficiency and decision

-making. AI-powered platforms can screen candidates automatically, which reduces bias and makes hiring faster.

Blockchain technology is improving payroll processes by providing secure data management and simplified verification. Research by PwC India indicates that about 45% of organizations are considering using blockchain, which can significantly reduce payroll errors and make processes more transparent.

Robotic Process Automation (RPA) is automating repetitive tasks like employee onboarding and compliance checks. A study by Everest Group reveals that this technology can reduce payroll processing time by 70%, allowing HR professionals to focus on more strategic activities that add value to the organization.

EMERGING TRENDS IN HR TRANSFORMATION

As we move toward 2025, several trends are shaping the future of HR in India:

The shift toward flexible work arrangements is becoming more common due to technological advancements and changing employee expectations. According to NASSCOM's Future of Work report, after the pandemic, many Indian companies have embraced hybrid work models that combine office and remote work.

Predictive analytics is playing a crucial role in HR decision-making, helping organizations anticipate future challenges and opportunities. Research by Gartner highlights that this is particularly valuable in India's dynamic job market, where talent acquisition and retention are significant challenges.

Cloud-based HR systems are becoming

increasingly popular, offering scalability and better data management capabilities. An IBM industry survey shows these systems are particularly beneficial for small and medium-sized enterprises in India that may not have extensive IT infrastructure.

RECOMMENDATIONS FOR SUCCESSFUL HR TRANSFORMATION

To successfully navigate digital HR transformation, Indian organizations should address these key challenges:

Investing in digital skills training for HR staff is essential. Organizations should prioritize programs focused on data analytics, AI, and blockchain to help HR professionals use new tools effectively. A report by People Matters indicates that as HR departments rely more on technology, upskilling becomes increasingly important.

Strengthening cybersecurity measures is crucial to protect employee data and comply with regulations like the Personal Data Protection Bill. The KPMG Cyber Security Survey reveals that data security is a growing concern in India as more HR functions move online.

Promoting a culture of innovation helps organizations adapt to changing technology. Research by the Indian School of Business suggests this involves encouraging experimentation and continuous improvement in HR processes, which is essential in India's rapidly evolving business landscape.

Implementing management policies that enhance technology acceptance and workforce agility is also important. According to Boston Consulting Group findings, this includes offering flexible work arrangements and continuous learning opportunities that help employees adapt to technological changes.

CONCLUSION

The digital HR revolution requires more than just adopting new technology - it demands a complete transformation in how organizations approach HR functions. By embracing these changes, Indian organizations can create a future that is more efficient, engaging, and aligned with business objectives.

India's digital transformation initiatives, such as the Digital India program, focus on building strong digital infrastructure and improving digital literacy, which are crucial for economic growth and innovation. As we move into 2025, HR will play an increasingly strategic role in organizations, requiring a proactive and innovative approach to navigate the complexities of digital transformation.

By leveraging AI, blockchain, and data analytics, organizations across India can improve efficiency, enhance employee experiences, and make better strategic decisions. For students entering the workforce, understanding these technologies and trends

will be essential for success in HR and business management roles.

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*"Human capital is the real wealth of a nation.
Invest in people, and prosperity will follow."
- Dr. Manmohan Singh*



BEYOND COMPLIANCE: NAVIGATING RETRENCHMENT LAWS IN AN ERA OF ECONOMIC TRANSITION

- Komal Gowda

1. INTRODUCTION

Section 25F of India's Industrial Disputes Act 1947 establishes mandatory preconditions for worker retrenchment, balancing employment security with business flexibility. As India shifts from globalization to "slowbalization," understanding these provisions is vital. This article examines the evolving interpretation and application of retrenchment laws, particularly in light of the changing economic dynamics.

2. OBJECTIVES

- Examine judicial interpretations balancing worker protection and business flexibility.
- Understand slowbalization's impact on Section 25F application.

3. RESEARCH METHODOLOGY

- Black-letter approach
- The Industrial Disputes Act, 1947 (original text and amendments)
- Supreme Court and High Court judgments on Section 25F
- Scholarly articles from peer-reviewed legal journals
- Reports from the International Labour Organization
- Economic analysis of labour market trends

4. ANALYSIS AND FINDINGS

4.1 Textual Analysis Of Section 25F:

Section 25F mandates:

(1) one month's notice with reasons, (2) compensation of fifteen days' pay per service year, and (3) notice in the prescribed manner. While procedural requirements are clear, substantive criteria for retrenchment remain undefined, creating interpretative challenges.

4.2 Judicial Evolution Of "Valid Retrenchment":

Courts have evolved in interpreting "valid retrenchment." Workmen of Subong Tea Estate v. Subong Tea Estate (1969) established a worker-centric approach, while Santosh Gupta v. State Bank of Patiala (2000) acknowledged legitimate



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restructuring. *Uptron India Ltd. v. Shammii Bhan* (1998) differentiated between "substantial" and "strict" compliance. State-level jurisprudence often maintains stricter standards, highlighting the need for a dynamic legal framework.

4.3 Economic Necessity:

Workmen of Meenakshi Mills v. Meenakshi Mills (1992) requires a "valid reason" for retrenchment. State Industrial Courts demand proportionality and consideration of alternatives.

4.4 Impact Of Recent Trends:

Slowbalisation is forcing India to confront the evolving realities of its labour market. The push for regionalization and supply chain diversification is not merely an economic shift, but a societal transformation. State Bank Of

India v. Shri N. Sundara Money Clarified the definition of retrenchment, expanding it beyond mere surplus labour to include any termination not for disciplinary reasons.

Adapting, recognizing nearshoring as a necessity, yet emphasizing worker repurposing. This, to me, signifies a vital shift towards balancing economic needs with social responsibility.

Similarly, Parry & Co. Ltd. v. P.C. Pal established that while economic considerations can justify retrenchment, companies must demonstrate bona fide policy decisions through proper documentation and transparent processes. This creates a crucial balance between business necessity and worker rights.

The Excel Wear v. Union of India case reinforced that while businesses maintain the fundamental right to closure particularly relevant as supply chains diversify this right carries the obligation of fair compensation. The ruling acknowledges both the economic imperatives driving business decisions and the human costs these decisions impose.

M/S. Hatisingh Mfg. Co. Ltd. And Another vs. Union Of India And Others upheld mandatory closure compensation, prioritizing social justice over employer motives, as the court prioritized social justice. The Indian Hume Pipe Co., Ltd vs. Their Workmen established fair compensation guidelines in wage disputes, balancing employer capacity with worker living standards. They safeguard employee interests during both ongoing employment and industrial closures.

4.5 Strategic Adaptation To Global Pressures:
India's approach to slowbalisation must be multifaceted. Recognizing nearshoring as an economic necessity, industries must simultaneously emphasize worker repurposing rather than wholesale displacement. This represents a vital shift toward balancing competitive pressures with social responsibility. As global supply chains reconfigure, Indian businesses face increased competitive pressures that drive productivity demands. This necessitates not only understanding retrenchment laws but implementing them with attention to both legal compliance and ethical considerations.

4.6 The Technology And Skills Imperative:
The convergence of slowbalisation with rapid technological advancement creates both challenges and opportunities. Multiskilling has become paramount as traditional job functions evolve or disappear. Workers must adapt to changing demands, while employers have a responsibility to invest in comprehensive reskilling and upskilling initiatives. Technological obsolescence and skill mismatches represent significant threats to workforce stability. Proactive solutions require collaboration between industry, educational institutions, and government to create responsive training ecosystems that anticipate future needs.

4.7 Trade Dynamics And Workforce Implications:
Trade protectionism and export reductions further complicate India's labour landscape. Global steel overcapacity and protectionist measures, like EU's CBAM, could impact India's steel exports.

This necessitates industry adaptation to greener technologies, requiring workforce upskilling. Potential export reductions due to global trade dynamics could lead to workforce adjustments. India's steel sector must balance global competitiveness with sustainable practices and a skilled workforce to navigate these evolving trade challenges.

4.8 Vulnerable Workers And Ethical Considerations:

Perhaps most concerning is the vulnerability of contractual labour in this changing environment. As businesses seek flexibility amid uncertainty, contractual arrangements often increase potentially without corresponding protections. Heightened scrutiny of these practices is essential to prevent exploitation and ensure that economic adaptation doesn't disproportionately burden the most vulnerable workers.

5. CONCLUSION

India's job market is at a turning point, shaped by the global slowdown. To navigate this, we need a strong safety net for workers, smart trade strategies, and a clear understanding of retrenchment laws. Instead of just one skill, workers need many, to stay adaptable. While courts weigh economic needs against worker

rights, our leaders must create policies that support both. Innovative state-level solutions will be crucial. How India responds now will determine the future of its workforce.

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"Work without integrity is like a body without a soul."
- E. Sreedharan



EMPOWERING ORGANISATIONS THROUGH STRONG EMPLOYEE RELATIONS

- *Krupa Thakur*

INTRODUCTION

In the fast-paced corporate world, businesses are increasingly realising that their greatest asset is their people. Beyond technology, strategies, or profits - it's the people who power the organisation forward. The way employees are treated, supported, and engaged directly influences how well a business performs.

Employee relations have shifted from being just a formal HR function to becoming a strategic business priority. When employees feel heard, valued, and respected, they naturally contribute more, collaborate better, and align their goals with the company's vision. Research by Gallup (2022) shows that companies with structured employee relations programs report 20% higher employee satisfaction and 30% lower turnover rates, proving that strong employee relations are not just a "nice-to-have" - they are a business necessity.

WHY EMPLOYEE RELATIONS MATTER?

The way employees are treated within the organisation doesn't just affect their happiness - it directly impacts organisational performance. Employees who feel supported are more likely to engage in their work, share ideas, and form stronger bonds with their teams. A culture of openness, trust, and collaboration creates an environment where creativity thrives, and productivity flourishes.

Recent studies from McKinsey (2023) reveal that companies prioritising employee well-being see a 45% decrease in absenteeism and a 27% increase in productivity. Moreover, organisations that embrace diversity, inclusion, and mental health initiatives experience not only higher employee satisfaction but also a positive impact on innovation and overall business performance.

Strong employee relations also help in reducing workplace conflicts, improving morale, and encouraging teamwork. When employees know their opinions are valued and their contributions recognised, they develop a deeper emotional connection with the organisation - making them more likely to stay and perform at their best.



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HOW EMPLOYEE RELATIONS DRIVE ORGANISATIONAL SUCCESS

A positive relationship between employees and management acts as the foundation of business success. It goes beyond daily tasks or performance targets - it's about building trust, respect, and mutual understanding. Companies that create open channels of communication often experience higher innovation rates and better problem-solving outcomes. According to a study by Springer (2024), organisations with strong employee relations practices report 25% higher productivity and 40% lower employee turnover rates. Employees who feel emotionally connected to their workplace are more likely to contribute ideas, collaborate with colleagues, and deliver results that impact the organisation's bottom line. Moreover, workplaces that encourage employee recognition and support mental health programs often witness a positive shift in employee morale.

It creates a sense of belonging that translates into improved performance and greater organisational loyalty.

FOSTERING A PEOPLE-FIRST CULTURE

Building strong employee relations requires more than policies - it demands a culture shift. Transparent communication, consistent feedback, and genuine appreciation form the backbone of this transformation. Leaders need to step forward as empathetic mentors who listen, guide, and support their teams.

Organisations that invest in employee well-being - through mental health programs, flexible work options, and career development opportunities - foster not only productivity but also loyalty. Creating an inclusive environment where employees from diverse backgrounds feel welcome strengthens team collaboration and unlocks the full potential of the workforce.

Small gestures like recognising individual contributions, offering growth opportunities, and simply listening to employee concerns can create lasting impacts. This human approach transforms workplaces into thriving ecosystems where both people and business succeed.

THE FUTURE OF EMPLOYEE RELATIONS

As workplaces become more diverse, hybrid, and digital, employee relations will play an even more critical role in shaping organisational success. Companies that adopt people-centric strategies will be the ones leading the way in the future of work. Virtual wellness programs, personalised learning platforms, and technology-driven feedback systems are reshaping how businesses engage with their employees.

However, the human touch will always remain at the heart of employee relations. Businesses that prioritise well-being, inclusivity, and transparent leadership will not only attract top talent but also build resilient workplaces capable of withstanding any challenge.

CONCLUSION

In today's business world, employee relations are not just about compliance - they are about connection. The strength of relationships between employees and management defines how far an organisation can go. Companies that put their people at the centre of their strategy create vibrant workplaces where employees feel valued, engaged, and inspired to contribute their best.

By fostering trust, promoting open communication, and investing in employee well-being, organisations not only create a happier workforce but also drive higher productivity, better innovation, and long-term business success.

A workplace built on respect, empathy, and collaboration doesn't just thrive - it becomes a benchmark of organisational excellence. Because when people succeed, businesses succeed too.

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OVERVIEW OF WORK - LIFE BALANCE CHALLENGES FOR WORKING WOMEN IN INDIA

- Sajjan Kumar Shah



ABSTRACT

Work-life balance (WLB) is an essential aspect that significantly affects the productivity, mental health, and overall well-being of working women across various sectors. In the context of India, even though there has been a notable increase in the participation of women in the workforce, they continue to encounter a multitude of challenges that hinder their ability to effectively manage their professional commitments alongside their personal responsibilities. This paper delves into the primary challenges that women face, which include societal expectations, workplace inequalities, issues related to maternity, and mental health concerns that arise from the struggle for balance. The findings of this study underscore the urgent need for the implementation of supportive policies and organizational interventions aimed at fostering a more inclusive and balanced work environment that empowers women to thrive both at work and at home.

1. OBJECTIVES

To thoroughly identify and detail the key challenges that working women in India face when attempting to maintain a satisfactory work-life balance.

To analyse and evaluate the impact of prevailing societal norms, existing workplace policies, and personal responsibilities on the overall work-life balance experienced by women.

2. RESEARCH METHODOLOGY

This paper is grounded in a comprehensive review of existing literature, which includes a wide range of research articles, reports, and case studies sourced from reputable journals and credible government publications. The methodology employed involves a qualitative analysis of secondary data, which aims to provide in-depth insights into the specific work-life balance challenges that women in India encounter, thereby contributing to a better understanding of the issue.



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3. PRINCIPAL FINDING

3.1 Societal and Cultural Expectations:

Traditional gender roles and cultural expectations often dictate that women should prioritize family responsibilities over their careers, which frequently leads to conflicts between work and family obligations.

Women typically bear the brunt of household duties, caregiving responsibilities for children, and eldercare, all of which contribute to heightened stress levels and feelings of being overwhelmed. Moreover, there exists a persistent social stigma surrounding working mothers and women who are ambitious about their careers, which can adversely affect their professional growth and career progression.

3.2 Workplace Challenges:

Long Working Hours & High Job Stress: Numerous organizations impose demands for extended working hours, which complicates the ability of women to find a balance between their personal lives and professional commitments. **Lack of Flexible Work Arrangements:** The limited availability of remote work options and flexible scheduling further restricts women's capacity to manage their various responsibilities effectively.

Gender Pay Gap & Career Progression: Women frequently encounter disparities in wages compared to their male counterparts for equivalent roles and often experience slower career advancement, which can be discouraging and demotivating.

Workplace Discrimination & Harassment: Women often face biases during hiring processes, promotions, and in opportunities for leadership roles, in addition to dealing with concerns regarding workplace harassment and discrimination.

3.3 Maternity and Childcare-Related Challenges:

Inadequate Maternity Leave: While Indian labour laws stipulate maternity leave, the enforcement of these laws within the private sector is often inconsistent, leading to challenges for women.

Career Break Penalty: Many women find it difficult to reintegrate into the workforce after taking maternity leave, as they may face skill gaps and a reduction in available job opportunities.

Limited Childcare Support: The lack of accessible and quality daycare centers within workplaces exacerbates the challenges faced by working mothers, making it difficult for them to balance their professional and personal lives.

3.4 Mental and Physical Health Concerns:

Burnout and Stress: The constant juggling of multiple responsibilities can lead to increased levels of stress and anxiety among women, impacting their overall mental health.

Guilt and Emotional Burden: Women often experience feelings of guilt for not being able to fulfill either their professional obligations or family responsibilities to the extent they desire, leading to emotional distress.

Health Issues: An inadequate work-life balance can contribute to various lifestyle diseases, including hypertension, obesity, and depression, which further complicates their ability to maintain both personal and professional responsibilities.

3.5 Commuting and Safety Issues:

Long Commutes: Women residing in metropolitan areas frequently spend several hours commuting to and from work, which significantly reduces their available personal time and contributes to fatigue.

Safety Concerns: The risks associated with workplace harassment and the lack of safe public transportation options make it particularly dangerous for women to work late hours, further complicating their work-life balance.

3.6 Industry-Specific Challenges:

IT Sector: The IT sector in India has long working hours and high-pressure environments. Many employees struggle to disconnect from work, leading to stress and burnout. Remote work provides flexibility but often extends working hours. To improve work-life balance, companies should implement flexible schedules and encourage employees to

Corporate Sector: Corporate jobs come with demanding targets and extended hours. Many women face difficulties in career progression due to family responsibilities. Lack of flexible work options further adds to the challenge. Companies should introduce better leave policies and promote gender equality in leadership roles.

Healthcare Sector: Healthcare professionals work in shifts, including nights and weekends, leading to high emotional and physical stress. Many struggle to manage personal lives due to irregular schedules. Better shift rotations and mental health support can help ease the burden on employees in this sector.

Education Sector: Teachers often take work home, preparing lessons and checking assignments beyond school hours. Managing students and meeting curriculum deadlines can be overwhelming. Institutions should ensure fair workload distribution and provide teachers with flexible scheduling options.

Manufacturing : In labour-intensive industries, the absence of adequate facilities such as restrooms and the lack of flexible working hours make it increasingly difficult for women to manage their personal and professional lives effectively.

4. CONCLUSION

The pursuit of work-life balance continues to be a significant challenge for working women in India, primarily due to entrenched societal norms, inadequate workplace policies, and the weight of personal responsibilities. Addressing these multifaceted issues necessitates a comprehensive and multi-pronged approach that includes policy interventions, robust

employer support, and a shift in societal attitudes towards gender roles. Employers are urged to implement flexible work arrangements, provide essential childcare support, and ensure that equal opportunities are available to women in the workplace. Furthermore, families and society as a whole must take on a more equitable distribution of domestic responsibilities to alleviate the burdens placed on women. By adopting a holistic approach, it is possible to create a more inclusive and balanced work environment that enables women to excel in both their personal and professional lives.

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RIGHT TO DISCONNECT: BALANCING WORK AND PERSONAL LIFE.

- Mohit Solunke

1. INTRODUCTION

The modern workplace has been transformed by rapid advancements in communication and digital technologies. While these innovations offer employees greater flexibility and connectivity, they have also blurred the boundaries between professional and personal life. The constant influx of work-related emails, messages, and calls, often beyond official working hours, has created an “always-on” culture that can lead to significant challenges for employees. These include burnout, mental health issues, decreased productivity, and work-life imbalance.

In many countries, the Right to Disconnect has emerged as a legal safeguard to protect workers from excessive work-related intrusions into their personal time. India, too, must recognize the urgency of this issue and implement a framework that empowers employees to reclaim their personal space without fear of professional repercussions. By ensuring a clear boundary between work and personal life, the Right to Disconnect can enhance employee well-being, boost productivity, and foster a healthier work culture.

2. OBJECTIVES

1. To analyze the impact of constant connectivity on employee well-being.
2. Examine existing policies and legislative frameworks around the world.
3. Suggest strategies for Indian workplaces to implement the Right to Disconnect effectively.

3. RESEARCH METHODOLOGY

3.1. Research Type

This research article follows a qualitative and descriptive research approach, examining existing policies, legal frameworks, and workplace dynamics to advocate for the Right to Disconnect in India.



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3.2. Data Collection Method

This research article relies on secondary data collection by analyzing existing literature, legal frameworks, government reports, case studies, and scholarly articles on the Right to Disconnect. It examines global policies, workplace surveys, and statistical data to assess the impact of an “always-on” work culture. Additionally, reports from labour organizations, corporate policies, and expert opinions are reviewed to provide a complete picture of this issue.

4. CHALLENGES OF AN “ALWAYS - ON” WORK CULTURE

After working 8-9 hours at the office, the thought of answering work related calls or replying to mails during personal time can be burdensome. Employees look forward to going home to relax and spend time with family and

friends. However, in today's work culture, many are expected to be available all the time, which takes a toll on their mental health and personal life. Digital tools like emails and messaging apps keep employees constantly connected to work, leading to stress and burnout. This highlights the urgent need for protective measures. In response, the 'Right to Disconnect' has gained traction globally, advocating for legal protections that allows a worker to be able to disconnect from work and avoid work-related electronic communications during non-work hours. The issue is serious work-related stress causes over 120,000 deaths each year, making it the fifth leading cause of death globally.

Recent tragic incidents highlight the dangers of excessive work pressure. A 26-year-old chartered accountant at Ernst & Young (EY) in Pune lost her life due to extreme work stress. Shortly after, Sadaf Fatima, an HDFC Bank employee in Lucknow, also passed away for similar reasons. These heartbreaking cases show why India urgently needs laws to protect employees and help them maintain a healthy work-life balance.

According to the ILO, 51% of India's workforce regularly works more than 49 hours weekly. The working hours vary for those who belong to the marginalised sections of society and work in the unorganised sector. A research says that 49% of Indian workers said workplace stress negatively impacts their mental health. As French politician Benoit Hamon said, "Employees physically leave the office, but they do not leave their work. They remain attached by a kind of electronic leash like a dog." Such tragic incidents, research, and statements highlight how the right to disconnect is an important right. It allows employees to

disconnect from their employer outside of working hours.

NEED FOR THE RIGHT TO DISCONNECT

In today's workaholic culture, the Right to Disconnect is crucial for employee well-being. Important reasons are:

- **Psycho-Social Stress:** Constant availability for work-related communication leads to stress, ill-health, and increases risks of cardiovascular diseases and diabetes.

- **Job Strain:** Long hours, tight deadlines, and after-hours work pressure worsen stress. Studies equate job strain's mortality risk to smoking, with 77% of workers reporting work-related stress (APA, 2023).

- **Lack of Productivity:** Working beyond standard hours reduces efficiency. Employees who log off on time are 20% more productive than those who overwork.

- **Excessive Screen Time:** Employees spend 96.1 hours/week on screens, causing insomnia, eye strain, headache, and Backpain (A Research by Workplace Intelligence).

Implementing the Right to Disconnect can foster healthier and more productive workplaces. The Right to Disconnect is essential to protect employees from excessive work-related stress, burnout, and mental health issues caused by the "always-on" culture. Constant work communication beyond office hours disrupts work-life balance, weakens social relationships, and negatively impacts

productivity. Enforcing this right ensures healthier employees, improved efficiency, and a more sustainable work environment.


5. CONCLUSION

The Right to Disconnect helps employees avoid work pressure after office hours. Countries like Australia and France have already established legal protections for the Right to Disconnect. In contrast, India introduced the Right to Disconnect Bill in 2018, which has yet to be discussed in Parliament. To effectively implement the Right to Disconnect, India needs a strong framework considering different work sectors, economic conditions, and job demands. Recommendations include establishing a monitoring committee to oversee compliance, conducting regular audits, and gathering employee feedback to identify non-compliance. Additionally, raising awareness among employers about the significance of the Right to Disconnect will encourage them to support employees in maintaining a healthy work-life balance. Addressing the issues of psycho-social stress and job strain underscores the urgency of this initiative. By implementing these measures, India can make meaningful steps towards a

work environment that values both productivity and employee well-being, ultimately fostering a healthier, more balanced society.


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*"Leadership is not about being in charge.
It is about taking care of those in your charge."*

- Simon Sinek



GROUNDING MANAGERIAL EXPECTATIONS IN REALITY FOR TRUE PERFORMANCE

- Gauri Shinde

In the dynamic world of business, managerial expectations shape strategy, resource allocation, and team performance, but they must align with reality to drive success. However, these expectations must pass the test of reality before they can be effectively translated into performance. Unrealistic ambitions can lead to inefficiency, missed targets, and demotivated employees. Setting practical expectations ensures productivity and morale remain high.

Pygmalion was a sculptor in Greek mythology who carved a statue of a beautiful woman that was later brought to life. In *Pygmalion*, George Bernard Shaw's play that inspired *My Fair Lady*, illustrates how belief and treatment influence outcomes. In the play, Eliza Doolittle states, "The difference between a lady and a flower girl is not how she behaves, but how she is treated."

"I shall always be a flower girl to Professor Higgins, because he always treats me as a flower girl, and always will; but I know I can be a lady to you, because you always treat me as a lady, and always will."

This analogy applies to corporate settings, where interpersonal relationships significantly influence performance. When a manager sets high expectations, employees are more likely to excel, whereas low expectations can negatively impact productivity.

Scientific research conducted on the powerful influence of expectations on behaviour reveals that:

- A manager's expectations and treatment directly impact employees' performance and career growth.
- Successful managers set high expectations that employees strive to meet, while ineffective managers fail to do so, leading to lower productivity.



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- Employees often align their actions with what they believe is expected of them, resulting in a phenomenon known as the self-fulfilling prophecy, where expectations influence reality.

1. THE IMPACT OF MANAGERIAL EXPECTATIONS ON EMPLOYEE PERFORMANCE

Managerial expectations profoundly impact employee organisation and outcomes. This phenomenon, known as the Pygmalion Effect, suggests that higher expectations from leaders can lead to enhanced performance among subordinates. Conversely, low expectations may result in diminished performance. In the seminal work of Rosenthal and Jacobson (1968) demonstrated that teachers' expectations could significantly influence student

performance, A concept that extends into organisational settings.

In 1961, Alfred Oberlander, a manager of a Life Insurance Company, conducted an insightful experiment. He organized his sales agents into three distinct groups based on performance levels: high, average, and low performers. Each group was assigned specific sales targets aligned with their perceived capabilities. The results were telling: the high-performing group not only met but exceeded their ambitious targets, while the performance of the lower-tier group declined, accompanied by increased attrition rates. This experiment underscores the profound impact of managerial expectations on employee performance and retention.

However, it's crucial to recognize the potential adverse effects of inflated expectations. Unrealistic demands can lead to employee burnout and increased stress, ultimately hindering performance. Therefore, setting balanced and achievable goals is essential for sustainable success.

2. STRATEGIES FOR SETTING REALISTIC AND MOTIVATING EXPECTATIONS

Collaborative Goal Setting: Involving employees in goal-setting ensures objectives are both ambitious and achievable. This fosters ownership, commitment, and accountability. Locke and Latham's (1990) Goal-Setting Theory emphasize that specific and challenging goals, when accepted by employees, lead to higher performance and motivation. Clear objectives provide direction and a sense of purpose.

Providing Constructive Feedback: Regular, positive feedback reinforces strengths and encourages continuous improvement. Research indicates that positive reinforcement

is more effective than criticism in enhancing performance. A balanced approach, which acknowledges achievements while guiding growth, creates a motivated, engaged workforce.

Understanding Individual Motivations: Employees have diverse values and drivers. Roos, Reale, and Banning (2021) suggest aligning organisational incentives with personal motivations to enhance performance. Studies highlight intrinsic motivation—driven by personal satisfaction and passion—as a key factor in engagement and productivity. A workplace that nurtures this leads to long-term success.

Encouraging Autonomy And Mastery: Empowering employees to take ownership of tasks and develop skills fosters innovation and job satisfaction. Providing opportunities for learning and growth not only enhances individual performance but also drives organisational success.

3. EGO DEVELOPMENT AND EFFECTIVE MANAGEMENT

Ego development is crucial for effective leadership, shaping how managers perceive themselves and interact with their teams. Research suggests that managers with advanced ego development demonstrate a balanced self-concept and heightened interpersonal awareness, fostering trust within their organisations. Loevinger's Sentence Completion Test has shown that higher ego development correlates with improved leadership effectiveness.

Self-awareness, a key component of ego development, enables managers to recognize how their behaviours impact others. By reflecting on their actions and seeking

feedback, they adapt their management styles to meet diverse team needs, fostering collaboration and innovation. This adaptability strengthens team cohesion and drives success.

Balancing self-confidence and humility is another hallmark of ego-developed leaders. They trust their abilities while remaining open to new ideas, creating a culture where employees feel valued and empowered. Studies show that leaders who acknowledge their limitations are more effective.

Additionally, ego development helps managers navigate organisational complexities. Leaders with mature ego development manage stress effectively and align decisions with ethical standards and company values, promoting a positive workplace culture.

CONCLUSION

In conclusion, aligning managerial expectations with organisational realities is essential for fostering genuine employee performance. By setting clear, achievable goals and cultivating a supportive and adaptive leadership style, managers can create an

environment where employees are motivated to excel. This balanced approach not only enhances individual and team performance but also contributes to the long-term success and resilience of the organisation.

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"Always treat your employees exactly as you want them to treat your best customers."

- Stephen Covey



FROM CLASSROOM TO CORPORATE: MY HR INTERNSHIP EXPERIENCE AT NSE

- *Soniya Prajapat*



1. OBJECTIVES

To experience firsthand how HR functions in a financial institution.

To explore the practical application of HR theories in corporate settings.

To understand the role of HR in compliance, employee engagement, and digital transformation.

To reflect on key challenges and lessons that shaped my professional growth.

To gain insights into The Code on Wages, 2019, and its practical implementation in the corporate world.

2. RESEARCH METHODOLOGY

2.1 Research Type

This article follows a narrative and experiential research approach, blending personal observations from my internship with industry insights.

2.2 Data Collection

Primary Data: My firsthand experiences, interactions with NSE's HR team, and practical learnings. Secondary Data: HR policies of NSE, industry reports on HR trends, and compliance guidelines.

3. EXPLORING HR IN ACTION

3.1 The First Day: A Reality Check

Stepping into the National Stock Exchange (NSE) Mumbai Head Office for the first time, I felt a mix of excitement and nervousness. I had spent months studying HR theories in class, but now, standing in one of India's top financial institutions, I realized - this was where theory met reality.

The moment I entered the HR department, the buzz of corporate life surrounded me. Employees were engaged in discussions, emails kept pouring in, and there was an undeniable sense of urgency in the air. I wondered, Where do I fit into all of this? What impact can an HR intern make in such a high-stakes environment?



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That question would soon be answered.

3.2 Understanding HR's Role: More Than Just Hiring

Like many students, I initially believed HR was primarily about recruitment and payroll. However, my first few days at NSE shattered this misconception.

The HR team was deeply involved in:

Regulatory Compliance – Ensuring adherence to financial industry labour laws.

Employee Engagement – Conducting training sessions, wellness programs, and team-building activities.

HR Technology & Analytics – Using AI-driven tools for recruitment and workforce planning.

One of my first tasks was to observe how NSE ensures compliance with labour laws. I sat in on discussions where HR professionals meticulously reviewed The Minimum Wages Act, The Payment of Bonus Act, and SEBI regulations. The depth of compliance required in a financial institution amazed me.

Lesson 1: HR is not just about managing people—it's about managing risk, ethics, and compliance.

3.3 Attending A Meeting On New Labour Codes One of the most insightful moments of my internship was attending a meeting with Aparajitha Consultancy Organization on the New Labour Codes. The discussion focused on the four labour codes - The Code on Wages, The Industrial Relations Code, The Social Security Code, and The Occupational Safety, Health, and Working Conditions Code.

As an intern, I had learned about these codes in theory, but seeing HR professionals and legal experts discuss their practical implementation was eye-opening. They talked about:

Simplification of compliance - How the new codes aim to consolidate existing labour laws. Impact on employers and employees – The balance between worker rights and business flexibility. Digitization of records – The role of technology in making compliance easier.

I noticed how HR professionals don't just follow labour laws; they actively interpret and implement them in a way that benefits both the company and employees. This discussion gave me a fresh perspective - compliance is not just about ticking boxes; it's about ensuring fairness, transparency, and efficiency in the workplace.

Lesson 2: Understanding labour laws is not just for legal teams - HR professionals play a critical role in interpreting and applying them.

3.4 My Project: Code On Wages, 2019

One of the most enriching parts of my internship was working on a project related to The Code on Wages, 2019. The project aimed to understand how the new wage code affects financial institutions like NSE and how HR teams can ensure smooth compliance.

KEY ASPECTS I WORKED ON

i. Standardization of minimum wages – The impact of a uniform wage structure across different sectors.

ii. Timely wage payments – How companies need to modify payroll systems to comply with the new regulations.

iii. Digital record-keeping – The shift towards electronic maintenance of wage and bonus records.

One of my key takeaways was that policy changes don't just affect employees; they require organizations to restructure their HR strategies, payroll processes, and compliance mechanisms.

By the end of my project, I had not only gained a deep understanding of wage laws but also learned how HR teams implement them in real-time.

Lesson 3: Legal knowledge is an asset in HR - understanding labour codes gives HR professionals a strategic edge.

3.5 Facing Challenges: Growing Beyond My Comfort Zone:

Not everything was smooth sailing. I faced challenges, including:

Understanding financial regulations – HR in finance is deeply tied to legal frameworks, and grasping compliance took time.

Adapting to corporate culture – Unlike college, where we learn at our own pace, in the corporate world, decisions must be quick and impactful.

Overcoming self-doubt – Initially, I hesitated to speak in meetings, but I soon realized that confidence grows when we step out of our comfort zones.

HR is not just about knowing policies - it's about applying knowledge in real-time.

Lesson 5: Growth happens when you stop doubting yourself and start participating.

4. CONCLUSION: KEY TAKEAWAYS FROM NSE

Looking back, my internship at NSE was more than just an academic requirement - it was a transformative experience. I entered with theories and expectations, and I left with real-world insights and confidence.

KEY LEARNINGS

I. HR is a strategic function, not just administrative – It aligns people with business goals.

II. Compliance and ethics are non-negotiable – HR ensures the company stays legally sound.

III. Technology is shaping HR's future – Data analytics and AI are game-changers.

IV. Confidence and adaptability matter more than perfection – The corporate world values action over hesitation.

This experience made me realize that HR is not just about policies and procedures - it is about people, strategy, and impact.

For every HR student, my advice is: Step into the corporate world, embrace challenges, and never stop learning - because HR is evolving, and so should we.



"People want to know they matter and they want to be treated as people. That's the new talent contract."

- Pamela Stroko



WOMEN'S RIGHTS IN THE WORKPLACE

- *Aishwarya Kahane*



Women's rights in the workplace uphold fundamental principles of fair treatment, equal opportunities, and protection from discrimination and harassment, ensuring equal pay, freedom from exploitation, and access to career advancement. However, despite decades of progress, women continue to face wage disparities, underrepresentation in leadership roles, workplace harassment, and unconscious bias in hiring and promotions, hindering their professional growth and reinforcing systemic inequalities. The Female Labour Force Participation Rate (LFPR) in India, as reported by the Periodic Labour Force Survey (PLFS), has remained historically low compared to global standards, reflecting persistent gender disparities. While industries like IT, banking, and education have witnessed increased female participation, construction, manufacturing, and transportation remain male-dominated. Government initiatives such as "Beti Bachao Beti Padhao" and "Skill India" aim to enhance women's employability and workforce participation. Bridging the gender gap requires targeted policies, corporate accountability, and societal shifts to create an equitable and inclusive work environment.

1. KEY LEGISLATIONS FOR WOMEN'S WORKPLACE RIGHTS AND PROTECTION IN THE WORKPLACE.

1.1 The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

This Act was enacted to ensure a safe working environment for women by defining sexual harassment broadly, covering unwelcome physical contact, sexual advances, requests for sexual favors, and verbal or non-verbal conduct of a sexual nature. It mandates organizations with 10 or more employees to establish an Internal Complaints Committee (ICC) and sets up a Local Complaints Committee (LCC) at the district level for smaller workplaces and unorganized sectors. The Act applies to both private and public organizations, including domestic and informal workplaces, ensuring a structured grievance redressal mechanism with confidentiality and protection from retaliation. However, challenges such as lack of awareness, poor implementation, and fear of retaliation often lead to underreporting. To enhance effectiveness, key reforms are



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needed, including mandatory gender-sensitization training, stronger penalties for non-compliance, LGBTQ+ inclusion, and transparent reporting mechanisms. The POSH Act remains crucial in safeguarding women's dignity at the workplace by legally obligating organizations to prevent and address harassment, fostering a culture of respect and safety.

1.2 The Equal Remuneration Act, 1976.

This Act was enacted to ensure that men and women receive equal pay for equal Workplace and to prohibit discrimination in employment based on gender. It mandates that employers provide fair wages without bias in recruitment, promotions, or Working conditions. The Act applies to all sectors, aiming to reduce the gender pay gap and promote Workplace equality.

However, despite its intent, wage disparities persist due to loopholes, lack of enforcement, and societal biases. To strengthen this law in the 21st century and beyond, key reforms are needed, such as strict enforcement mechanisms, mandatory transparency in salary structures, penalties for non-compliance, and regular gender audits in organizations. Additionally, expanding the law to cover gig Workers, freelancers, and informal labourer's is crucial as Workplace dynamics evolve. Integrating intersectional factors like caste, disability, and socio-economic background can make it more inclusive. Awareness programs and legal literacy initiatives can further empower women to claim their rights. By implementing these changes, the law can become a more effective tool in ensuring gender pay equity and Workplace fairness in the future.

1.3 The Maternity Benefit Act, 1961.

The Maternity Benefit Act is a vital legislation in India that safeguards women's employment rights during pregnancy and post-childbirth by mandating 26 weeks of paid maternity leave for women in establishments with 10 or more employees, along with provisions for medical bonuses, nursing breaks, and protection from dismissal due to pregnancy. It also extends benefits to adoptive and commissioning mothers. To promote gender equality, policies like paid paternity leave encourage shared parental responsibilities, while flexible work arrangements such as remote work help improve work-life balance. Strengthening the Act with comprehensive childcare support, extended parental leave, and strict anti-discrimination clauses can enhance its impact. Additionally, employer incentives like tax benefits and government support can ease financial burdens and encourage compliance.

Expanding coverage to women in the unorganized sector, gig economy, and informal workforce is essential for broader protection. Future improvements should focus on better enforcement mechanisms, increased employer incentives, and inclusive policies, making workplaces more supportive and equitable for women.

1.4 The Indian Penal Code (IPC)

IPC contains several provisions to protect women's safety and rights at the Workplace, addressing crimes such as harassment, assault, and exploitation. Key sections include 354 (assault to outrage modesty), 354A (sexual harassment), 354D (stalking), 376 (rape), and 509 (insulting modesty). Section 498A addresses domestic cruelty, indirectly affecting Workplace participation. However, challenges like low conviction rates, lack of awareness, and fear of retaliation reduce their effectiveness. Strengthening implementation, faster trials, whistleblower protection, and expanding coverage to gig and digital Workers is crucial. Mandatory sexual harassment training, zero-tolerance policies, gender sensitization, anonymous reporting, and corporate accountability can enhance Workplace safety and ensure an inclusive environment for women.

1.5 Important Constitutional Provisions for Women's Rights in India

1. Article 14 (Right to Equality) – Ensures equality before the law and equal protection for women.

2. Article 15(1) and (3) (Prohibition of Discrimination)- Prevents gender-based discrimination and allows special provisions for women.

3. Article 16 (Equal Opportunity in Employment) – Guarantees equal access to public employment for women.

4. Article 39 (Equal Pay and Economic Justice) – Directs the state to provide equal pay and prevent Workplace exploitation.

5. Article 42 (Maternity Benefits) – Mandates humane Working conditions and maternity relief for women.

6. Article 46 (Special Protection for Women) – Promotes social and economic justice for disadvantaged women.

Legislative reforms and social movements have significantly advanced women's workplace rights, with 20th-century feminist movements driving equal pay acts, anti-discrimination laws, and maternity protections. To address ongoing challenges, governments have enforced anti-harassment policies, parental leave benefits, and gender equality mandates, fostering inclusivity. Organizations now prioritize diversity and inclusion, implementing gender balance policies, mentorship programs, and flexible work arrangements to support women.

These initiatives enhance workplace culture, innovation, and productivity, with research linking diverse leadership to improved financial and social outcomes. A strong legal framework ensures compliance and accountability, while HR professionals play a crucial role in promoting equal opportunities and a respectful workplace. Achieving true gender equality requires continuous legal reforms, corporate commitment, and societal change, shaping a more equitable work environment.

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*"Highly engaged employees make the customer experience.
Disengaged employees break it."
- Timothy R. Clark*



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Mr. Anirudha Bondarwad
Magazine Coordinator

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