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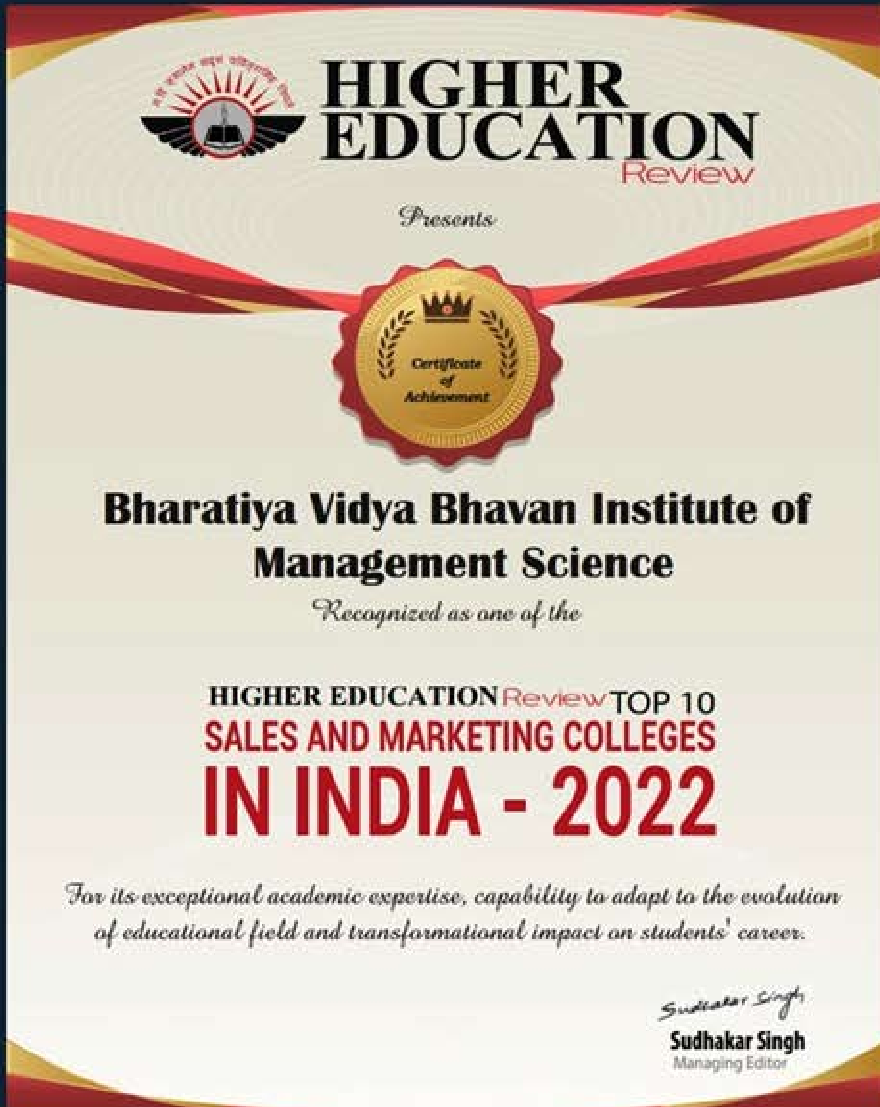
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About Bharatiya Vidya Bhavan Institute of Management Science, Kolkata

Bharatiya Vidya Bhavan Institute of Management Science, Kolkata, India, was started in the year 2000 under the aegis of Bharatiya Vidya Bhavan as a promising B-School under Maulana Abul Kalam Azad University of Technology (MAKAUT). Our MBA program is affiliated with the MAKAUT and is approved by the All India Council for Technical Education (AICTE), Ministry of Human Resource Development, Govt. of India and Department of Higher Education (Technical Education), Govt. of West Bengal. The Institute conducts a 2-year MBA program on a regular basis.

The 1st and 2nd semesters contain core subjects. In the 3rd and 4th semesters, students have to specialize in a particular field of management. At present, we offer a specialization in four areas: Marketing, Human Resources, Finance and Business Analytics. Dual specialization is now offered to equip students to handle the ever-changing business scenario. Students are required to select three courses from one area (Major Specialization) and one course from a different area (Minor Specialization).

MBA students of our Institute continued to perform the best in the University, securing top positions consistently. The students are functional in the industry with pride, displaying a commendable performance. Our teaching focuses on providing that cutting edge for industrial assignments through seminars, industry visits, case studies and interactive sessions with industry stalwarts.

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Contents

From the Desk of Editor

Integrating Ancient Wisdom with Modern Business Management

In the ever-evolving landscape of business management, where strategies shift and paradigms transform, a timeless source of wisdom often gets overlooked—the ancient texts of India: the Bhagavad Gita, the Vedas, the Upanishads, and Kautilya's Arthasastra. These profound scriptures offer invaluable insights into leadership, strategy, ethics, and governance, providing a framework that transcends time and resonates even in today's corporate world.

The Bhagavad Gita, a spiritual masterpiece nestled within the epic Mahabharata, speaks to the essence of leadership and decision-making. Its teachings on duty (dharma), detachment, and ethical conduct serve as guiding principles for modern-day executives. Just as Arjuna faced a moral dilemma on the battlefield of Kurukshetra, leaders often confront complex choices amidst uncertainty. By aligning actions with principles and focusing on the process rather than outcomes, managers can navigate challenges with clarity and integrity.

Drawing from the Vedas and Upanishads, which delve into the depths of consciousness and metaphysics, businesses can cultivate a holistic approach to organizational culture. The emphasis on self-awareness, mindfulness, and interconnectedness fosters a sense of unity and purpose within teams. By nurturing the well-being of employees and fostering a harmonious work environment, companies can enhance productivity, creativity, and overall success.

Kautilya's Arthasastra, a seminal treatise on statecraft and economics, offers pragmatic insights into governance, administration, and strategy. Its teachings on resource management, diplomacy, and adaptive leadership are highly relevant in today's global marketplace. By adopting a strategic mindset, leveraging strengths, and anticipating challenges, organizations can thrive amidst competition and volatility.

Integrating ancient wisdom with modern business management is not about mere philosophical contemplation but actionable insights that drive tangible results. It's about recognizing the interconnectedness of individual growth, organizational success, and societal well-being. As businesses strive for profitability and growth, they must also uphold ethical standards, promote social responsibility, and contribute to the greater good.

In essence, the convergence of ancient wisdom and modern business management offers a pathway to sustainable success—a harmonious blend of innovation and tradition, profit and purpose, ambition and integrity. By embracing these timeless principles, leaders can navigate the complexities of the contemporary world with wisdom, compassion, and resilience.

Let us draw inspiration from the depths of our heritage, weaving a tapestry of values and vision that transcends generations and empowers humanity to thrive in a rapidly changing world. As we embark on this journey of integration and evolution, let us heed the wisdom of the ages and chart a course towards a future where prosperity is not just measured in profits but in the collective flourishing of all beings.

In this pursuit lies the true essence of leadership, business management, and the real essence of life itself. This is why the leading management institutions are now introducing the principles from Indian scriptures in their curriculum and NEP guidelines also accordingly designed for the higher education in India.

Best regards,

Dr. S. P. Mohapatra, Editor-in-Chief – BIMS Journal of Management
Principal, Bharatiya Vidya Bhavan Institute of Management Science, Kolkata

Medical and E-Waste Management: Emerging Challenges in Public Health

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Abstract:
Medical and electronic waste (e-waste) management are two critical issues that pose emerging challenges in the field of public health. Both types of waste have unique characteristics and challenges associated with their disposal and treatment, and their mismanagement can have severe implications for human health and the environment. Medical waste, also known as healthcare or clinical waste, includes items like used needles, contaminated dressings, and tissues. Improper management of medical waste can lead to the spread of infections and diseases. Healthcare workers and waste handlers are at risk of needlestick injuries, which can expose them to bloodborne pathogens such as HIV, hepatitis B, and hepatitis C. Improper disposal of expired or unused medications can lead to water contamination and drug resistance due to the release of pharmaceutical compounds into the environment. Certain medical procedures and treatments produce radioactive waste, which requires specialized handling and disposal to prevent radiation exposure. In many developing countries, proper medical waste management infrastructure is lacking, leading to open dumping, burning, or inadequate treatment, which can result in public health hazards. On the other hand, electronic devices contain hazardous materials such as lead, mercury, cadmium, and flame retardants. When e-waste is improperly managed, these toxins can leach into soil and water, causing environmental contamination and health problems. In many parts of the world, e-waste is recycled through informal and unregulated methods. It has been seen that the rapid pace of technological advancement leads to shorter product lifecycles, resulting in an increased generation of e-waste. The emerging challenges in medical and e-waste management require a comprehensive approach involving proper infrastructure, regulations, public awareness, and technological advancements. By doing so, we can protect both human health and the environment from the harmful impacts of improperly managed waste.

Keywords: *Disposal, biomedical-waste, electronic-waste, treatment, management*

1. Introduction

The improper disposal of waste electrical and electronic equipment can have a detrimental effect on both the environment and human health. Additionally, the growth of the electronic sector depends on the exploitation of some naturally occurring resources, some of which are getting harder to come by. Recycling is an alternative in this case when trying to recover commercially valuable commodities like metals, which are plentiful in used electrical and electronic equipment (Tamires Augustin Silveira, 2019). As opposed to that, medical waste has the potential to be hazardous since it might include pathogenic agents. Consequently, medical waste management requires that organizations make decisions and carry out a wide range of actions to lower health risks (E. Insa a, 2010). According to (Jade Megan Chisholm R. Z., 2021), Policies, potential advice, and solutions related to sustainability and medical waste management can help decision-makers develop strategies for sustainability by using eco-friendly technologies for efficient medical waste treatment and disposal methods. This can create a link between the healthcare system, decision-makers, and stakeholders in the development of health policies and programmes. The amount of medical waste rises along with the demand for healthcare facilities. To reduce threats to both occupational and public health, a structured system of healthcare waste management is necessary (Joshi, 2013). The management of natural resources, their extraction, use, and the introduction of the waste produced by exploitation are all subject to strict regulations required for the sustainable development of humanity. Medical waste is constantly growing in volume and has numerous implications across a range of industries. Due to its effects on human health, the environment, the economy, and society, waste continues to be a complex issue for human society. Medical waste, in particular, must be handled carefully since it has a harmful impact on both the environment and the health of the community (Costel Bucătaru, 2021). Highly hazardous substances comprise a significant amount of healthcare waste. Poor waste management in the healthcare industry can pose major dangers to both human and environmental health. Asian developing nations are heavily populated, and some of them have limited resources. These nations frequently do not manage medical waste in a proper manner. Lack of training courses in waste management breeds ignorance among employees and handlers, which results in dangerous waste handling and poses various health hazards (Bilal Ahmed Khan, 2019). The spread of diseases, including Hepatitis B, C, and E, dengue, and HIV through infected sharps that have not been properly managed is one of the potential adverse effects of biomedical wastes. The disposal of untreated biomedical waste results in the multiplication and mutation of pathogenic microbial populations in municipal waste, which causes physical injury and health hazards (Sandip Chakraborty, 2014). According to Ziyuan Liu (2021), it has become a top priority for all levels of government health and environmental protection ministries to increase the effectiveness of the transmission and treatment of medical waste.

The phrase "e-waste" refers to electrical and/or electronic equipment that has been discarded by its original users because it is obsolete, damaged, or broken. E-waste is often classified as hazardous waste due to the heavy metals (Hg, Cd, Pb, etc.), brominated flame retardants (BFRs), and other potentially hazardous substances present in e-waste, which can seriously endanger both human and environmental health if treated improperly (Kaya, 2016). The fastest-growing category of solid trash is now e-waste. E-waste is categorized as hazardous waste and, if not properly disposed of, might be dangerous to the environment and human health. To minimize the dumping of this toxic waste type into landfill sites, alternatives such as exporting, landfilling, and recycling (based on various economic, social, technical, and environmental criteria) are of interest (Badreya Gharib Khamis Mohammed Alblooshi, 2022). Handling of biological and e-waste has received special attention. Regarding this unique sort of waste management, provisions of the 2016 solid waste management (SWM) regulations have been emphasized (Subhadeep Biswas, 2023).

2. Review of Literature

In both rich and developing nations, biomedical waste materials are enduring waste materials that are steadily growing in volume and complexity. Poorly managed medical waste management practices can have a negative impact on both the environment and human health. Systems for collecting and processing medical waste, including dumpsters and containers for separate trash, are typically in deplorable conditions (Veronica E. Manga, 2011). Due to the significant health burdens brought on by improper practices, such as exposure to infectious agents and poisonous substances, the necessity for proper healthcare waste management has been gradually gaining prominence (A. Prem Ananth, 2010). It has been demonstrated that improper treatment of medical waste has detrimental consequences on the environment, including wildlife, water quality, and the high potential for disease transmission. When deciding on the best method for disposal, decisions on how to store and transport this type of waste must take into account factors like contamination and pollution in addition to the expense of disposal (Jade Megan Chisholm, 2021). The management of healthcare waste necessitates an ongoing, comprehensive strategy involving a number of partners. The capacity of waste management systems to meet the issue is a challenge for governments, particularly in developing nations (Nouf Sahal Alharbi, 2021). Three essential components of sustainable health care are quality care for patients, fiscal responsibility in budgeting, and reducing the impact on the environment, despite the fact that pollution is recognized as a challenging health issue. Additionally, lowering the daily consumption of energy and materials is necessary to reduce healthcare pollution. In the end, limiting the use of energy and materials for medical care is necessary to maintain healthy ecosystems (Andrew Jameton, 2002). The need to transition from the idea of "waste management" to one of sustainable resource use decision-making, including techniques for waste minimization at the source and recycling, is a significant obstacle to be overcome (T.L. Tudor, 2005). While the adoption of the new paradigm may result in a dramatic advancement in technology, decision-makers must be adequately supported in their consideration, appreciation, and adoption of such integrated resource and waste systems by a sufficient supply of easily accessible information on the system's design, available technologies, and their effects (G.P.J Dijkema, 2000). Electrical and electronic equipment is increasingly needed in society, which is driving up the amount of outdated EEE that ends up in landfills. Due to its unsustainable methods of gathering, treating, and disposing of e-waste, it has produced significant hazards to our environment and the health of living things. The formal sectors lack the infrastructure, equipment, and knowledge necessary to collect and treat the growing amount of electronic trash in an environmentally responsible way (Venkatesha Murthy, 2022). As the current COVID crisis has shown, the frightening scenario surrounding the unrestrained growth of waste items like plastic and electronic waste poses serious risks to human health, the health of wildlife, and the environment. These risks eventually have an impact on society and economic systems (Veronica E. Manga, 2011). The majority of affluent nations have access to potentially useful technology for managing e-waste and the necessary technical know-how and system boundaries. Nevertheless, the situation is different in developing nations because of a number of difficulties and a dearth of pertinent policies (Shashi Arya, 2020). The presence of poisonous and hazardous materials in e-waste equipment caught the attention of the nation's waste management organizations since these materials are dangerous wherever they are found in uncontrolled conditions because they damage human health and the environment. Due to apparent considerations, environmental sound management is only partially implemented and moving extremely slowly. The formal recyclers have established extensive e-waste treatment facilities. However, they are insufficient given the amount of e-waste produced in the nation, as 95% of it is being handled hazardously by informal recyclers. (Mahesh C. Vats, 2014).

3. Overview of Medical Waste

Healthcare waste is any waste produced by a hospital, research centre, or laboratory due to various medical procedures. The major portion of healthcare wastes—75–80%—are general and non-hazardous; the remaining 10–25%—referred to as biomedical waste—are hazardous. Medical wastes are those biomedical wastes that are released during various medical procedures. These are as follows:

- Pathological waste (human organs, tissues, fetuses, blood, and other bodily fluids).
- "Infectious waste" describes waste from isolation wards, cultures, or stocks of infectious agents from laboratories, soiled surgical dressings, swab material in touch with people or animals suffering from infectious diseases, trash from isolation wards, dialysis equipment, apparatus, disposable gowns, aprons, gloves, towels, etc. Sharps are any objects (needles, scalpels, blades, saws, nails, shattered glass, etc.) that can cut or pierce.

- Pharmaceutical waste (drugs, vaccines, cytotoxic drugs and chemicals returned from wards, outdated drugs, etc.).
- Chemical waste (any discarded solid, liquid or gaseous chemicals from laboratories, cleaning, disinfection, etc. Dangerous substances are corrosive, combustible, reactive, neurotoxic, etc. Non-toxic substances such as inorganic salts, buffer solutions, amino acids, carbohydrates, etc.).
- Aerosols and pressurized containers
- Radioactive waste

In light of the fact that hospitals, nursing homes, maternity homes, pathological laboratories, dentists, private medical practitioners, etc., produce biomedical waste all across the nation, it takes relevance.

3.1. Disposal of Biomedical Waste

3.1.1.Segregation

The systematic segregation of waste is the first step towards efficient disposal. The majority of the time, infected and non-infectious wastes are not separated at the source and are instead transported to the burning facility in a very filthy manner. Therefore, the system for collecting, moving, and disposing of biomedical waste is not scientifically planned.

3.1.2. Categories for Segregation

According to Schedule 1 of the Biomedical Waste (Management and Handling) Rules, 1998, Ministry of Environment and Forest, biomedical waste has been categorized into 10 types. Human anatomical waste falls under Category 1; animal waste falls under Category 2, and both should be disposed of using incineration or deep burial methods. Microbiology and biotechnology wastes fall under Category 3, which can be handled locally through autoclaving, microwaving, or incinerating. Waste sharps are included in Category 4 and can be disposed of by disinfection (chemical treatment, autoclaving, microwaving, or shredding). All expired medications and cytotoxic drugs are under category 5, and they will be disposed of in secured landfills or by incineration/destruction. Category 6 includes solid wastes such as cotton, dressings, solid plaster, linen, and bedding, all of which are disposed of through autoclaving, burning, and microwaving. Category 7 refers to solid waste produced by disposable medical devices other than used sharps, such as tubing, catheters, intravenous sets, etc., that are disposed of through chemical treatment, autoclaving, microwaving, and shredding. Waste classified as Category 8 should be chemically treated before being poured down drains. Municipal landfills would be used to dispose of Category 9, which is incinerator ash.

3.1.3. Color Coding Scheme

According to the inherent dangers and the methods of disposal, segregation serves as a tool to aid in the essential disposal of waste. After segregation, every item of waste must be kept in containers with corresponding colors. Waste categories 1, 2, 3, and 6 are all designated with the colour yellow, and each one needs to be confined in a plastic bag before disposal. The colour coding for waste categories 3, 6 and 7 is red, which should be contained in the disinfected container or plastic bag. Categories 4 and 7 are indicated by the blue and white colour coding and should be enclosed in a plastic bag or other puncture-proof container. A black color code is used to designate categories 5, 9, and 10 (solid), and these items must be kept inside plastic bags.

3.1.4. Storage

Medical waste must be stored locally until a significant and sufficient amount has gathered to justify treatment or transfer to the site of disposal. Small waste generators frequently need interim storage at a Common Area Facility (CAF) because they may not be able to treat their own biowaste in treatment plants, which would likely be too expensive for smaller nursing homes and hospitals and possibly not be environmentally friendly. The transportation of biowaste to a CAF or the treatment facility would require a specialized van, preferably one with air conditioning. A sufficient quantity of cartsVans with regular schedules is required to make sure that the trash is not left on the property for more than 12 hours, as that would give the bacteria enough time to proliferate and maybe mutate, negating the very objective of stopping the spread of hospital-acquired illnesses. Untreated biomedical waste should never be kept for longer than 48 hours. Before the waste is taken to the CAF, it is ideal to separate it and treat or sterilize the infectious waste. The spread of nosocomial and hospital-acquired infections may not be stopped if this is not done, as the conversion of infected waste to nonharmful waste does not occur.

3.1.5. The Treatment Approaches for Hospital Waste

In order to make hazardous waste less dangerous or non-hazardous, it must undergo a process known as treatment. Waste is transformed through treatment, which may or may not result in volume reduction. Every waste treatment technology has benefits and drawbacks, and no single technique can be used to treat every kind of waste. Treatment is, therefore, dependent on the type of waste, the availability of environmentally safe, economically feasible, and technically sound technology, and public acceptance.

The following is a very quick description of various treatment options:

- **Incineration:** This process is only utilized for garbage that cannot be dumped in landfills and has more than 60% combustible matter and less than 5% non-combustible solids. Less than 30% moisture should be present. It is an oxidation process at a high temperature.
- **Chemical Disinfection**: This method is primarily used to clean up sewage from hospitals or liquid waste. A few different kinds of solid waste might potentially work for this.
- **Microwave:** Most bacteria are destroyed by microwave radiation at a frequency of 2450 MHz and a wavelength of 12.24 cm.
- **Steam Sterilisation or Autoclaving:** Only certain kinds of infectious waste are appropriate for steam sterilization or autoclaving. It cannot be used for anatomical waste, animal corpses, or chemical or pharmaceutical waste.

Methods Suitable For Various Waste Types:

- **Sharps Wastes:** These are disposed of in the safety pit after being treated for 30 minutes with a 1% hypochlorite solution.
- **Infectious Wastes:** To dispose of infectious waste, incineration is the best option. Autoclaving to make garbage non-infectious, followed by residential landfill disposal. If properly diluted, small volumes of bodily fluids can be disposed of in the regular sewerage system.
- **Cytotoxic Waste:** Due to its extreme toxicity, incineration utilizing high-temperature combustion is the preferred method of disposal. Once properly diluted, low cytotoxic waste concentrations can be disposed of through the drainage system.
- **Chemical Waste:** Due to hazardous fumes, mercury waste cannot be incinerated. Not to be discarded through the wastewater system. The dental sector frequently employs mercury. Corrosion may result from the disposal of chemical waste in sewage systems.

- **Radioactive Waste:** Under the conditions outlined by state law, radioactive waste may be disposed of by incineration, sanitary landfill at a location that has been permitted, or by the sewerage system. It must take into account the potential for radioactive gas during combustion.
- **Plastic Wastes:** Incinerating them could release harmful gases. Reduction through compacting, with potential landfill.
- **Food Waste:** Food waste should be ground or pulped before being disposed of in the sewer system or incinerated.

4. Overview of E-waste

When used electronics reach the end of their useful lives and are discarded, donated, or given to a recycler, they are referred to as "e-waste," "electronic waste," "e-scrap," and "end-of-life electronics." E-waste is defined by the United Nations as any abandoned device with a battery or socket that includes hazardous and deadly elements, such as mercury, that can seriously harm both human and environmental health. It should be noted that only 17.4% of this hazardous and valuable electronic waste was properly collected, managed, and recycled. Numerous efforts have been made to address this expanding issue, but none of them can be truly successful without the active involvement and appropriate education of consumers. E-waste accumulates in the air, water, and other living things in the environment, can be dangerous, and is not biodegradable. Toxic chemicals are emitted into the environment when processes like open-air burning and acid baths are employed to recover valuable parts from electronic components. Workers may be exposed to brominated flame retardants and polychlorinated biphenyls, which are linked to irreversible health impacts such as cancer, miscarriages, neurological impairment, and lower IQs. High concentrations of lead, beryllium, thallium, mercury, cadmium, and arsenic are among these pollutants. As per (Anjani R.K. Gollakota, 2020), electronic and electrical equipment (EEE) has significantly impacted the economy and has become an essential component of daily life. Increased demand, cutting-edge technology, and high dependency led to an unthinkable use of EEE. However, these technological advancements decreased the EEE's useful life, leading to enormous amounts of waste electrical and electronic equipment (WEEE). Globally, Oceania produces 17.3 kilogrammes per inhabitant, followed by Europe with 16.6 kilogrammes, America with 11.6 kilogrammes, Asia with 4.2 kilogrammes, and Africa with 1.9 kilogrammes. According to Yong (2019), Some hazardous wastes generated by the electrical and electronic industries, such as heavy metal sludge, can be used as fuel substitutes in the cement industry. The residue that results from this process can be used as a raw material to make cement. Despite the advantages for the economy and the environment, industry-wide efforts to manage hazardous waste are still only somewhat effective.

4.1. Disposal of E-waste

According to M. C. Vats (2014), in underdeveloped nations, there is not enough technological infrastructure to handle the large amounts of e-waste. More than 90% of e-waste is handled by informal organizations using crude and rudimentary processes, which is the main cause of worry. Any successful E-waste management project must take into account the public's disposal habits, awareness, and perception (Anwesha Borthakur, 2018). One of the most critical pollution issues in the world today is the disposal of electronic devices (or "e-waste"). The presence of numerous dangerous compounds in e-waste could harm the environment and threaten human health if disposal techniques are not properly handled. To manage e-waste, particularly in industrialized nations, a number of methodologies have been developed. These include: Life Cycle Assessment (LCA), Material Flow Analysis (MFA), Multi Criteria Analysis (MCA), and Extended Producer Responsibility (EPR) (Peeranart Kiddee, 2013). Environmental damage might result from the direct disposal of electronic waste. An efficient regulatory framework is required to monitor exports, proper labeling, and the recycling of e-waste (Lin Wei, 2012). The system for managing e-waste is complicated in India due to the complex nature of its varied socio-economic, cultural, and other connected ramifications that affect customers' disposal behaviour and awareness (Anwesha Borthakur, 2017). This has caused a serious problem in managing e-waste in India due to a lack of proper infrastructure, facilities, and procedures for its disposal and recycling. According to Santhanam Needhidasan (2014), e-waste is typically produced by both the recycling and worldwide deportation of these items. Due to the dearth of organized e-waste recycling facilities, India mostly relies on the unorganized industry. Over 95% of the nation's e-waste is disposed of and processed in the majority of the country's urban slums, where unskilled workers do risky tasks without personal safety precautions and protective equipment, risking not only their health but also the environment. Many technical solutions exist for managing e-waste, but before they can be implemented in the management system, it is necessary to develop the necessary legal framework, collecting system, logistics, and labor (Kishore, 2010). Toxic e-waste imports must be prohibited in developing nations. Increased customs fees on e-waste are necessary. Domestic laws must be strengthened and enforced; anyone breaking the law should face fines or prosecution. In order to accredit processing companies that adhere to predetermined legal, technological, and environmental standards, they should establish a global industry organization. The UN has to take a lot more action to address the e-waste problem. It ought to promote the exchange of processing and recycling know-how between industrialized and underdeveloped countries. It should establish a global e-waste disposal fund to which manufacturers and exporting nations would contribute for each item they sell (Zhaohua Wang, 2016).

5. Conclusion

One of the world's most serious environmental challenges is the toxic nature of medical and e-waste. The issue is getting worse due to the rising volume of medical and e-waste brought on by a lack of knowledge and the necessary skills. There is an urgent need to develop a preventive strategy with respect to the health risks of handling waste among these employees in India because a huge number of people are engaged in the crude dismantling of medical and e-waste for their living. There is an urgent need for improvement in the management of medical and e-waste, which includes technological advancement, institutional setup, operational plan, and protective protocol for employees engaged in e-waste disposal. Most importantly, public education about this newly emerging problem poses a risk to the environment and public health. An efficient regulatory framework is required to monitor exports, proper labeling, and the recycling of e-waste.

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Total Quality Management & Employee Performance: A Literature Review

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Abstract:
If a company wants to be competitive in today's market, it has to use overall quality management practices that are always evolving to meet global criteria for organizational effectiveness. Keeping current customers and suppliers happy in a competitive climate requires firms to be stable and enhance their management procedures. Through the use of total quality management methods, the company is able to achieve its aim of fostering an atmosphere that is both competent and productive. This paper aims to elaborate on how various aspects of total quality management practice can boost performance in areas like engagement, job satisfaction, and performance on the job. A company's bottom line, customer happiness, product or service quality, and overall success may all be enhanced by focusing on these areas.

Keywords: *Total quality management practices, employee involvement, job satisfaction, job-related performance*

1. Introduction

In today's cutthroat business climate, all businesses have had to get creative with their strategies for long-term growth and survival. Organizations benefit from change because it teaches workers to be more creative, adaptable, responsive, and productive in the face of uncertainty. The goal of total quality management (TQM) is to improve the quality of an organization's products and services for both current and potential consumers. Customer focus, staff engagement, supplier partnerships, and improved management are all essential for a company's long-term success. One essential way to boost employee performance is to implement quality management methods. These help foster a culture of continuous improvement in HR and organizational procedures, which in turn, helps employees accomplish both personal and corporate goals. In order to ensure that all of an organization's resources are being used to their full potential to achieve high-quality results, total quality management (TQM) is a useful functional activity. Employee relations, performance, engagement, and happiness may all be enhanced with the use of this soft tool for quality management methods like leadership, training, collaboration, quality culture, performance evaluation, rewards, and recognition. To learn how overall quality management approaches influence the growth of organizational performance, researchers from all over the globe have undertaken a number of studies. Based on their findings, we hope to learn how the company may maximize its own potential in terms of individual performance by embracing TQM principles; we also hope to learn how the company's efforts to meet its quality goals have shaped its workforce.

2. Inputs of Total Quality Management Practices

2.1. Leadership

The establishment of TQM procedures, including the establishment of values, objectives, and customer satisfaction systems, is often spearheaded or driven by senior management in most firms. The crucial function of management is demonstrated by their unwavering dedication to guaranteeing the successful execution of quality procedures. They are prepared to carry out their duties to the best of their abilities by enhancing systems of measurement, communication, and teamwork, facilitating decision-making and self-management, and ensuring management's commitment. Taking into account two leadership traits, transactional and transformational, Tipparat et al. (2011) investigated the relationship between leadership behavior and quality. Leadership is defined by the ability to see the big picture, establish ambitious goals, anticipate needs, foster intellectual growth, and motivate people to do their best. This, in turn, demonstrates the significance of management in the efficient implementation of quality management practices.

2.2. Teamwork

A cornerstone to promoting employee engagement and productivity in today's workplace is the idea of cooperation (Adebanjo & Kelho, 2001). By working together to address quality issues, teams are better able to satisfy the demands of their subsidiaries, and they are also more likely to share information effectively, which leads to more consistent and efficient group performance (Boon et al., 2007). Teamwork is when a group of people are able to accomplish more by coordinating their efforts. The approach fosters an environment where everyone feels welcome, included, and empowered (Ooi et al., 2007). According to Yang (2006), a company-wide effort to boost employee performance through the use of cooperation as a quality improvement strategy should be prioritized. There is a high correlation between teamwork and increased organizational employee job satisfaction, making it a dominating TQM practice.

2.3. Communication

Communication means the process of sharing information between individuals/employees of an organization. For TQM techniques to work well in a company, it is crucial to connect employee goals with corporate objectives (Gray & Laidlaw, 2002). Managers of quality often rely on persuasive speech to rally their teams around company objectives. According to Ooi Keng Boon et al. (2006), when a company's vision is shared with all of its employees in a crystal clear way, it leads to employee engagement, contentment, quick development, and world-class performance. According to several studies (Ooi Yusuf et al., 2007), when employees are encouraged to communicate effectively, their attitude and dedication to the organization's development change, leading to better job performance.

2.4. Empowerment and Participation

Deming maintained that to enhance the quality of an organization's present and future operations, it is essential to empower and include employees at all levels. Involvement in quality improvement, judgment, and decision-making allows even non-managerial staff to make a substantial contribution (Sadikoglu & Zehir, 2010). Perceived empowerment has an effect on employee loyalty, engagement, and happiness at work (Asaari, 2006). When workers are involved in decision-making and problem-solving at their own level, it is called employee involvement. According to Veeri Arumugam et al. (2006), involvement and empowerment allow employees to grow professionally and personally in accordance with their own abilities and responsibilities. According to the research, the most effective way to boost productivity in the workplace is to give workers more say in their work and encourage them to take part in company events.

2.5. Employee Training

All companies, no matter how big or little, invest in their staff via training so that they can do a better job. In order to attain quality performance and business excellence, training is a process that involves sharing information among employees and spreading the value of continual improvement and innovation. In order to keep up with their competitors' high standards of quality, Talib and Rahman (2010) found that staff training was crucial. According to research by Asiya Gul et al. (2012), educating employees is a key factor in raising productivity, which in turn helps businesses reach their objectives. Research has shown that educating employees is a key component of total quality management (TQM) performance evaluations for both individuals and organizations.

2.6. Process Management

The goal of process management is to maximize the efficient and effective use of an organization's resources to accomplish its objectives (Sit et al., 2009). In order to guarantee the quality of the organization and boost employee productivity, process management places an emphasis on providing value to the process (Motwani, 2001). Deming stressed that a company is a web of interconnected processes and that bettering those processes is the foundation for raising performance, according to research by Fred Appiah et al. (2008). When asked to determine the link between TQM practices and SME performance, he named process management a positive influencing variable. According to Kevin Baird et al. (2011), process management is a systematic approach to enhancing operational efficiency via the consistent and reliable performance of all processes.

2.7. Employee Encouragement

Among the many components that make up an effective assessment system, providing appropriate channels for workers to air their grievances and publicly recognizing and rewarding good work are all components that contribute to employee motivation. According to Soltani's (2003) research, a TQM-focused business cares about quality performance in terms of productivity and the quality of its products or services, and it uses its evaluation system to find ways its employees may enhance their skills. For workers to understand performance-oriented credits and be disposed toward the efficacy of other TQM activities, Ehige and Akpan (2005) emphasized that TQM methods must need a correct alignment in recognition and incentive systems. Employee happiness and high-quality performance are favorably correlated with encouragement, according to Yusuf et al. (2007). Employee motivation is a key method for raising morale above and above performance level since it guides workers in the proper path.

2.8. Quality Culture

According to Bering et al. (2010), a quality culture is one that encourages the growth of efficient and effective changes in quality indicators across the board. In the introduction of Examining Quality Culture, Part 2 by EUA, Rapp (2011, p. 6) states: In this context, "quality culture" refers to

- The management- and structural-level practices, policies, and attitudes that contribute to high-quality performance, and
- The cultural norms and practices that support these norms and practices. In general, the culture of a business has the potential to boost employee happiness, productivity, and open communication.

Furthermore, quality culture changes the attitude and involvement culture of the personnel and has a major influence on the overall performance of the business (Yusuf & Ali, 2007). An organization's quality culture provides a rock-solid basis for fostering success, according to Gore (1999).

3. Outcomes of TQM Practices and Employee Performance

On the basis of their approach, TQM practices are categorized as either hard or soft. Soft TQM is concerned with concerns pertaining to the social and people-based aspects of the quality that members of the business give to clients (Vecchi & Breman, 2011). To find out how well a person did their job, one looks at the impact that TQM practices had on the company. Participation/involvement, job happiness, and work-related performance metrics, including employee relations, outcomes, and quality, are all ways in which people-centred TQM techniques affect performance positively. These measures demonstrate the total internal efficiency of a company that is competing on a global scale and how well it is doing in terms of sustainable growth.

3.1. Employee Involvement

Motivating and enabling workers to take an active role in making decisions and addressing problems is a key tenet of total quality management (TQM). In a typical TQM implementation, workers at all levels are involved and given varying degrees of autonomy over how they carry out their duties across the company. Nooorliza Karia et al. (2006) found that when TQM practices are used, it can generate an environment where people are inspired to work together, strengthen their personal commitments, and feel more successful in their relationship work. Teamwork, empowerment, communication, and other TQM practices are favorably associated with employee engagement, according to research by Ooi Keng Boon et al. (2006). Specifically, there was a substantial correlation between worker engagement in production and empowerment, which was identified as a prevalent practice. An analysis of TQM practices in the service and industrial sectors was carried out by Faisal Talib et al. (2011). The study's nine components revealed the strongest correlations between the two fields in terms of management, training, and human resource management. Additionally, they understood that, particularly in TQM-practicing manufacturing organizations, a quality-culture-centered work environment increases employee commitment.

3.2. Job Satisfaction

Positive emotional reaction to one's work is what the word "job satisfaction" describes. According to Noorliza Karia et al. (2006), job satisfaction is a response to the significance of one's responsibilities and roles in the workplace, and one way to measure an employee's effectiveness in that setting is by looking at the culture's emphasis on empowerment, participation, communication, training, teamwork, and continuous improvement of work-related factors. Ankur Jain (2010) discovered that communication, corporate culture, teamwork and cooperation, and employee empowerment all contribute to a happy workforce. One of the most important TQM practices for increasing happiness in the workplace was cooperation, according to the research. The impact of people-related Total Quality Management (TQM) practices on employee happiness on the job was examined by Prajogoa and Brian K. Coope (2010), who found that job satisfaction was affected by five main factors: commitment from upper management, empowerment, training, participation, and teamwork. These findings highlight the importance of TQM's human-centered components in forecasting employee happiness on the job, which is a key indicator of a productive workplace.

3.3. Job-Related Performance

The sum of the value gained from an employee's actions within a certain period is known as job performance (Motowidlo, Borman, & Schmidt, 1997). Although this definition is somewhat technical, it does contain certain important concepts that should be understood:

- What individuals do when working is known as performance, which is a trait of behavior.

- In theory, employee actions may either benefit or hurt a business. However, in practice, it is unusual to be able to quantify the impact of an employee's actions, so we can only speculate about the value they offer.

There are two subcategories of performance: Task activities—as outlined in most job descriptions—are those that help turn raw resources into finished goods and services. Behaviours that foster a positive social and psychological atmosphere at work are examples of contextual performance, which in turn boosts overall performance (Robert Bullock, 2013; Borman and Motowidlo, 1993). Since outcomes and behaviors are simpler and more objective to define and track than employee traits, much research has concentrated on using them to define job success (Hersen, 2004). Through training, process development, and empowerment, a TQM-practicing firm defines employee success as meeting deadlines, delivering intact products, and taking quality and service delivery costs into account (Brah et al., 2000).

4. Conclusion

Originally developed with a focus on customers in mind, Total Quality Management (TQM) actively involves workers in the management of different processes and is always looking for ways to enhance them to concentrate on quality-oriented performance. When workers are unable to achieve these standards on the job, they seek them out in additional settings. This circumstance impacts the employee's level of contentment with their employment. Not only does it increase employee engagement, but it also helps to enhance the organization's ultimate choices by ensuring employee participation. Participants report higher levels of job satisfaction, positivity toward their work, coworkers, and management, and a rise in their own sense of agency in making decisions. Always prioritizing stronger labor relations and promoting employees based on their performance, results-oriented management elevates workers. Customers are more satisfied as a result of improved service and higher performance from contented workers (Luthans, 1994; Okei and Akay, 2010). Leadership, a well-thought-out strategy, staff training, collaboration, autonomy and input into decision-making, process improvement, quality process attention, efficiency, and a healthy quality culture are all essential components of total quality management (TQM) (Kocyigit et al., 2011).

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The Significance of Designing Conceptual Framework in Research: A Review

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Abstract:

Researchers often make a mistake in specifying the differences between the conceptual and theoretical frameworks. It has also been observed that some research papers and doctoral theses do not contain the two. The conceptual framework is the foundation of any research and lays the rigour and reason to develop the research.

In this article, the author tries to differentiate between the two and attempts to lay down the procedure of designing a conceptual framework for a project, taking a cue from meaningful resources. The article positions the conceptual framework from both the perspective of research – qualitative and quantitative.

Keywords: *Conceptual framework, theoretical framework, quantitative study, qualitative study*

1. Introduction

The phrases "conceptual framework" and "theoretical framework" are often used to describe the overall organization of a research effort. However, the two are significantly different. A notion that has undergone formal development and organization is called a concept. A theory is an organized framework for understanding a phenomenon by the determination of connections among variables. It may include ideas, models, principles, definitions, etc. Through the use of experiments and evidence, hypotheses are tested and proven (Amanda, S., 2014).

According to Ravitch and Riggan (2016), researchers use conceptual frameworks as a roadmap for their studies. These frameworks function like an ecosystem, helping researchers to systematically explain their networks, disjunctures, intersections, rigidities, and the circumstances that dictate the research setting and the phenomena being studied within it.

A conceptual framework lays out the study's important factors and how they may connect to one another. Various fields of study make unique use of conceptual frameworks. To formulate a hypothesis for the purpose of explaining or predicting anything or to decide on survey questions or data points, quantitative researchers often turn to conceptual frameworks. A conceptual framework may help with hypothesis generation, research question formulation, category identification, and exploration in qualitative investigations.

One part of a conceptual framework is the narrative text, which includes things like assumptions and important elements, variables, or constructions; the other part is the schematic, which shows how everything is connected. Researchers also benefit from a systematic framework when they are trying to assign meaning to their findings.

Imagine, for the sake of argument, that someone is interested in researching the impact of election-related social media advertising. The framework's narrative section is where the hypotheses and any variables (dependent and independent) should be communicated. To be more direct, this research examines how people's views on social media advertisements (the independent variable) affect their opinions on the next election (the dependent variable). Additionally, it will consider the socio-demographic traits of the respondents, which are an independent variable.

The detected variables are shown in the schematic, along with their relationships. Three parts might make up the diagram for the social media advertising research. Under the header “Independent Variables” on the left side, you will see two boxes. An example would be “Social Media Ads,” which might include both Facebook and Instagram advertisements as variables. All the demographic information, such as age, sex, income, religion, etc., would go into the second box called Socio-Demographic Variables. A right-pointing arrow would indicate a box to the right of these ones. This content would be found in one box under the name Dependent Variables: Attitude toward Election Influence.

Think of the conceptual framework as a live document. It is important to examine and update all framework components if one component is changed. Any time any part of the approach is changed, the framework must be reviewed and updated as well.

On the other hand, the theoretical framework calls for systematically developed and logically connected concepts that have been derived from several theories and are needed to examine the study. It acts as the pillar of the study, ensuring the grounds of the research. A good theoretical framework cements the pitfalls of guesswork, enabling the reader and the scholar to conduct a meaningful study.

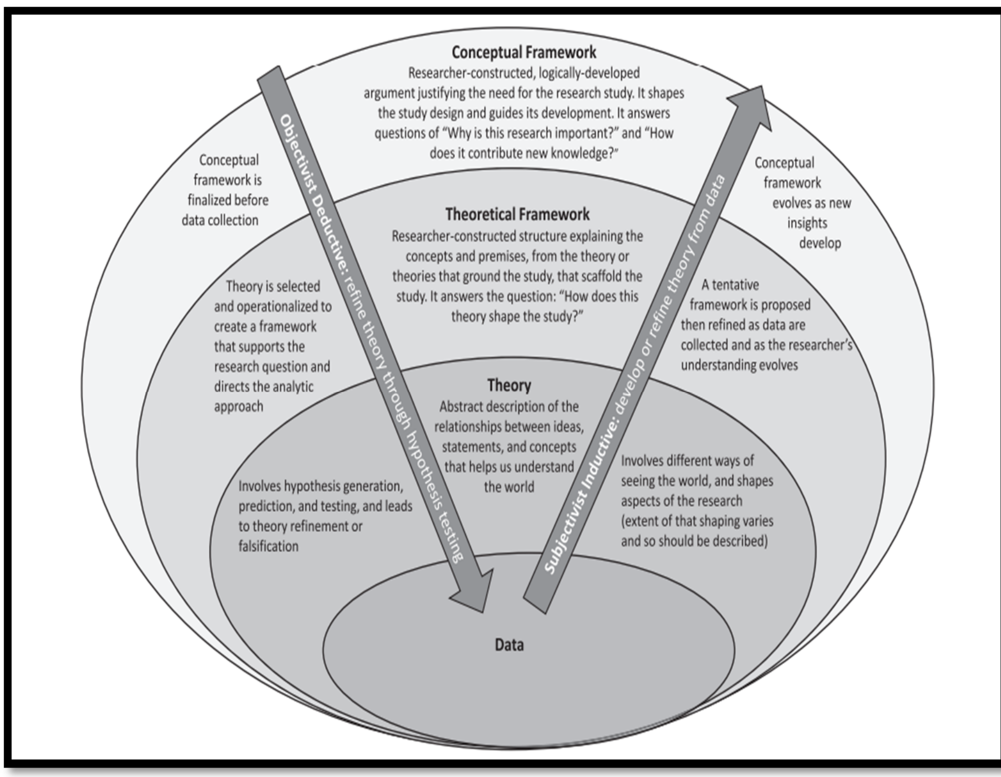

Figure 1: Similarities & Differences among Theory, Conceptual & Theoretical Framework
(Varpio, Paradis & Young, 2020)

2. Review of Literature

According to the study by The Association for Science Teacher Education, USA, in 2015, a theoretical framework answers two questions:

- What is the research problem?
- Why is the author's approach to addressing the problem viable? (Norman & Judith, 2015)

Any project, whether quantitative, qualitative, or a hybrid, relies heavily on theoretical frameworks. An obligatory theoretical framework to support the paper's significance and consequences is required for all research articles. [Norman and Judith, 2015]

As an alternative, researchers may need to gather relevant literature reviews from both qualitative and quantitative perspectives when they are unable to anchor their study to a specific theory or framework. This assemblage stands for a unified approach to the issue at hand, and it is referred to as the model or conceptual framework (Liehr & Smith, 1999). Therefore, a well-defined conceptual framework might be the product of bringing together many related ideas in order to explain or predict a specific event, provide a more comprehensive view of the phenomena under study, or even just pose a research challenge (Imenda, 2014).

Both theoretical and conceptual frameworks indicate a structure that guides the researcher while they investigate a specific research subject; as pointed out by Liehr and Smith (1999), researchers use these models to inform their epistemological assumptions.

Figure 2 below exemplifies the interaction among the three sets of dimensions of

- Comparison between deductive and inductive reasoning
- Theoretical and conceptual models, in comparison to
- Two types of research models: quantitative and qualitative

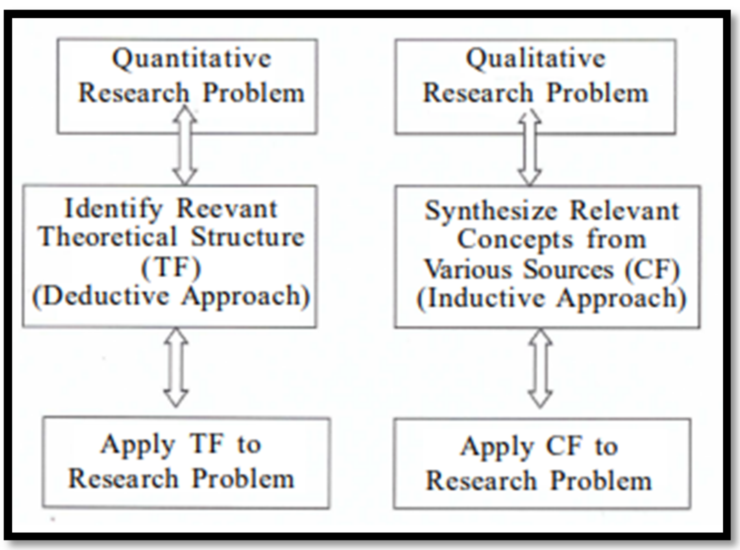

Figure 2: "Inter-Relationships between the Theoretical Framework (TF) and Conceptual Framework (CF) Comparative to the Qualitative and Quantitative Research Models (Sitwala Imenda, 2014)"

Unlike inductive research, which draws from a wide variety of theoretical frameworks to arrive at a broad generalization with sufficient "power" to direct the investigation, deductive research usually makes use of a preeminent theory to solve a particular research issue (Liehr & Smith, 1999). Starting with a collection of particular observations, induction eventually leads to the identification of a pattern that stands for an underlying order in all of the seen occurrences. People engage in inductive reasoning when they extrapolate generalizable facts from particular instances (de Vos et al., 2005). Similarly, with inductive reasoning, the researcher approaches the issue with an "open mind" and discovers and integrates pertinent ideas from both theoretical and empirical sources in order to construct the research framework, also known as the conceptual framework. As a result, to do a literature study using an inductive technique, one must examine several theoretical descriptions and viewpoints. One might properly assemble a set of foundational ideas and principles applicable to resolving a research challenge from these readings. For this reason, the theoretical framework is a synthesis of several ideas, concepts, and pieces of research—ideas that may or may not be consistent with one another. It is rare for a single theory to provide sufficient guidance to social science researchers to answer well-researched research issues, in contrast to research in the natural sciences. According to Borgatti (1999), "theoretical frameworks are critical in deductive theory-testing research." This statement effectively summarizes the ideas made above. In an effort to differentiate between conceptual and theoretical frameworks, it may be said that research based on inductive reasoning is essentially a "theoretical construct," in contrast to research based on deductive reasoning, which relies on preexisting theories or frameworks.

For a researcher, identifiers of a good theoretical framework are (Kivunja C, 2018) –

- Is the theoretical framework surely visible as rising from the literature review?
- Does it constitute or is it applicable to the maximum present-day nation of theoretical understanding on the topic?
- Does the theoretical framework goal question or check the hypotheses?
- "Has each source it has utilized in growing this theoretical framework?
- Is the theoretical framework a Model, a Table, a Figure, or a description?
- Has it defined and justified why that is the precise theoretical framework for the statistical evaluation?

The conceptual framework requires advanced consideration of the following questions and/or questions about the investigation (Kivunja, 2018):

- What do you want to do with your research?
- Why do you want to do this? For example, why is it important to do this research?
- Why is this significant? What goals do you want to achieve? What specific goals does it intend to achieve?
- How much does it cover? How will you do this? For example, what method will you implement? What methods will you use?
- How do you collect data? How do you analyze the data? How do you interpret the data? For example, what theoretical framework do you use to analyze the data?
- What software will you use? What skills do you need?
- How do you report your findings? For example, in a research paper, seminar presentation, conference presentation, book chapter, book, or thesis?"

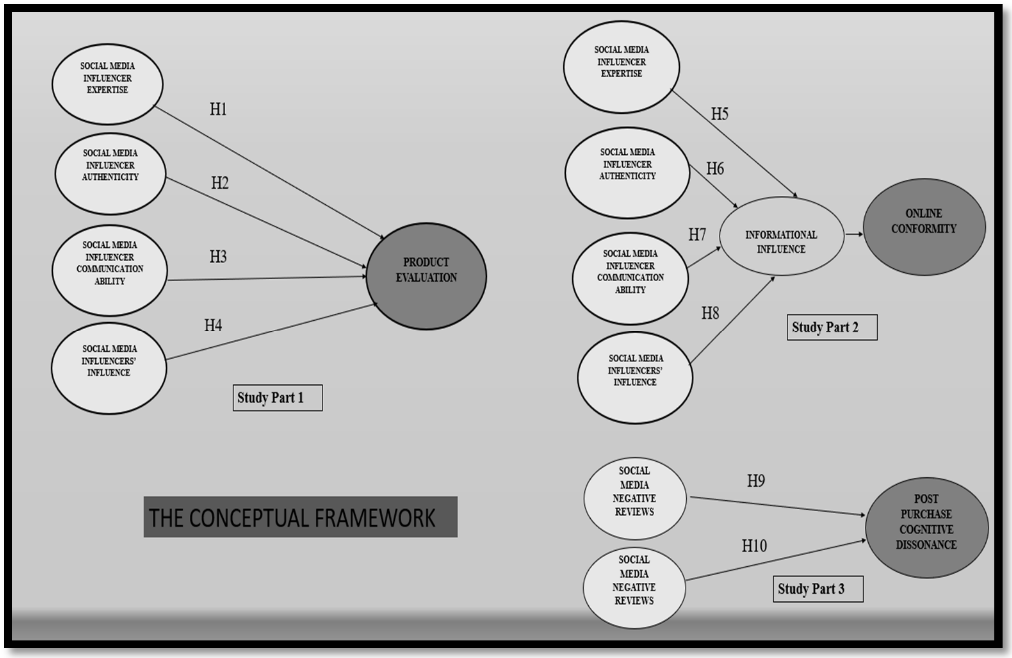

Figure 3: An Example of a Conceptual Framework of a Study on Social Media Influencer Impact Product Evaluation, Online Conformity & Post Purchase Cognitive Dissonance (Chatterjee B, 2023)

3. Conclusion

The purpose of this article is to persuade the reader that a study's theoretical and conceptual frameworks are distinct from one another and logically interrelated. It draws on a variety of sources to provide a synthesis of the idea of the value of a research framework. The literature review is the best place to develop the theoretical framework. This stands in stark contrast to the theoretical framework and the conceptual framework, which together include the researcher's reasoning for the various parts of the inquiry.

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Empowering Organizations through Psychological Capital (PsyCap) - Resilience, Optimism, Hope, and Self-efficacy of Indian Professionals

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Abstract:
The study examined the impact of psychological capital (PsyCap) on job performance among management professionals working in different private sectors in West Bengal, India. PsyCap encourages employees to overcome obstacles, bounce back from adversity, and deal with issues promptly. A cross-sectional survey was conducted using Google Forms, with a minimum of two years of experience. The results showed resilience as the strongest factor influencing job performance, followed by hope, self-efficacy, and optimism. The findings were discussed in light of COR theory, emphasizing the importance of recognizing and developing employees' psychological capital to create a positive work environment and increase morale, productivity, and engagement. Organizations can enhance PsyCap by implementing strategies that focus on enhancing employees' PsyCap.

Keywords: *Psychological capital, PsyCap, hope, self-efficacy, resilience, optimism, job performance, COR theory*

1. Introduction

The fourth industrial revolution (4. O IR) represents the convergence of new technologies with the physical and biological realms in an unprecedented way, enabling seamless interactions between the digital and real worlds through connected technologies. The transformative era brings about profound and undeniable changes. However, on a broader scale, the 4. O IR also poses three significant risks: inequity, security, and identity. To sustain by overcoming these three risks, there will be a need to incorporate psychological capital (PsyCap), which in turn enhances job performance.

PsyCap is a valuable resource for improving individual employee performance, encompassing hope, optimism, self-efficacy, and resilience. These influence employees' ability to steer challenges and bounce back from adversities, instill confidence in addressing issues promptly, and cultivate the belief that their efforts can yield positive outcomes for their organizations. A higher level of PsyCap indicates that employees are more motivated, creative, and physically and mentally healthier.

In today's viable business environment, organizations strive to maximize employees' performance as it directly impacts overall productivity, efficiency, success, and sustenance. Therefore, understanding employee performance aspects is crucial. One such factor that has gained increasing attention in organizational research is PsyCap. It is an individual's positive psychological state, portrayed by the growth and utilization of intra-individual resources, namely: resilience (individuals' bounce-back ability), hope (motivation associated with path and actions), self-efficacy (identifying own ability), and optimism (looking positive aspects). These components measure the level of enthusiasm and effectiveness employees demonstrate in their work.

In knowledge-intensive societies, professionals and their organizations use their expertise in more economic and social contexts. They are major economic actors and also frame and set standards, arbitrate, regulate, and promote business exchanges. Professionals offer the framework for international commerce and the creation, accumulation, and realization of wealth. Professionals in education, health, and justice have an enormous social impact. Modern civilization is defined by the rise and dominance of professionals. Doctors, attorneys, accountants, and engineers have just grown common in recent centuries.[46]

In conclusion, professional job performance in the Indian setting cannot be excused, especially during trying times. Therefore, the goal of the current study was to bridge the gap by conducting research among professionals employed in West Bengal, India's private sector. This study looked at how the variables of PsyCap (self-efficacy, hope, optimism, and resilience) affected the work performance of professionals in West Bengal, India, working in the private sector.

The study's aims were as follows: To recognize the connection between self-efficacy, optimism, hope, resilience, and job performance of professionals working in the private sector in West Bengal, India.

2. Theoretical References

2.1. Psychological Capital (PsyCap)

Prof. Seligman pioneered the research on positive psychology in the field of organizational behavior at the end of 1990.[1] The research addressed how to assess, develop, and manage people's strengths and psychological core meanings rather than concentrating on their shortcomings.[32] This was known as the "Positive Organizational Behavior" technique and was developed in response to the phrase "positive psychology." [30] Positive psychology, often known as "Psychological Capital," is the study of how people and organizations can be benefitted and grow by receiving and acting on praise, compliments, and constructive criticism.[17]

It was defined comprehensively as "an individual's positive psychological state of development that is characterized by:

- Having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks;
- Making a positive attribution (optimism) about succeeding now and in the future;
- Persevering toward goals and, when necessary, redirecting paths to goals (hope) to succeed; and
- When beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success."[34]

They were the first to present the idea of positive organizational behavior (POB). POB is defined as "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace."[31]

PsyCap applications improved organizational performance by observing, developing, and controlling human resource potential and psychological capacity. People were also moving their desires for self-development and self-realization from their personal lives to their work lives, making work-life quality more essential.[27]

Self-efficacy, hope, optimism, and resiliency—the four cornerstones of PsyCap —are crucial building blocks of a PsyCap structure. In contrast to efficacy, which is a belief in one's talents, optimism is a positive anticipation and is hence less tied to one's real ability.[38] Hope, on the contrary, is connected to a mental state that plays a directing role in one's output at work.[53] Finally, positive adaptability to changes and the capacity to overcome adversity are two aspects of resilience.[39] PsyCap emphasizes “who you are becoming” as opposed to “who you are.”[34]

2.2. Self-Efficacy

Self-efficacy is confidence in one’s abilities to accomplish a task.[7,8,9] Self-efficacy, in contrast to competence, is a conviction in one’s skills.[44]

Self-efficacy scales measure what people believe they can do under different conditions, regardless of the abilities they have or the specific skills needed for the task. One’s performance on a task is influenced by one’s expectations for how effectively one can coordinate the many subskills and cognitive resources one has and how much effort one can mount and maintain. Therefore, people perform poorly if misinformed feedback leads them to believe that they are physically ineffective. However, they do well if misinformed feedback leads them to believe that they are physically effective.[61]

2.3. Hope

Snyder (2000) conceptualized hope, a construct strongly related to optimism, as having two key components: the capacity to create paths through obstacles to desirable aims and the agency or motivation to employ these pathways. In other words, it is the conviction that one can find a way to accomplish one’s goals and utilize agency thinking to motivate oneself to do so.[56]

Sometimes, hope is used synonymously with optimism. It is referred to as a means of accomplishing the objective.[45] The hope of the leader influences the performance of the workforce[17,32]. A path to achieving one’s goals is referred to as hope.[45] Hope is a motivating state with agency and path as its two facets. The agency is a decision to achieve goals, whereas the path is a method.[53]

2.4. Optimism

The term ‘optimism’ refers to a positive outlook on life in general.[29] It is typically defined as someone who constantly hopes for the best, whereas pessimism is the polar opposite of optimism and refers to someone who always fears the worst.[13] It can also be defined as the extent of a person’s internal locus of control. The higher a person’s internal locus of control, including their perception that the desired outcome is achievable and will improve performance, the greater their motivation to succeed in the present or future, regardless of the circumstances.[16]

2.5. Resilience

Resilience is defined as how a person responds to setbacks and recovers from them immediately, demonstrating the adaptability system and rehabilitation process of an individual in the face of adversity or risk.[39] Psychological resilience refers to a person’s coping abilities in the face of ambiguity, adversity, and setbacks.[33]

2.6. Performance

I/O psychology emphasizes individual performance. Organizational and individual performance is vital. Performance is behavioral and outcome-based. It is complex and fluid.

Campbell, 1990 described the performance as “a virtual desert” (p.704). The researchers experienced that performance must be conceived as a behavioral activity with a result.[14,15,27,49]

The behavioral component focuses on how a person acts when completing work-related activities like putting together car engine parts, selling personal computers, imparting the principles of reading to primary school kids or performing heart surgery. The performance concept only considers behaviors that are important to the company's objectives: "Performance is what the organization hires one to do, and do well."[15] Performance is decided by the activity itself, not by the procedures of assessing and evaluating it.[25,12] Additionally, performance is only defined as acts that can be assessed or modified.[15]

Individuals' actions affect the outcome of the component. Other factors affect performance besides individuals' behavior, imagination, etc. For example, a teacher gives a great reading lesson (a behavioral component of performance). However, one or two pupils do not improve because of intellectual limitations (outcome component) or thinking of a telecom salesman who performs mediocrely while speaking with prospective clients face-to-face (a behavioral element of performance) but generates high mobile phone sales (an outcome aspect of performance) as a result of the strong demand for mobile phone equipment.[57]

Performance action without outcome may be difficult to express. One requires criteria to assess an individual's performance against organizational goals because only relevant acts are performance. Conceptualizing such criteria without considering performance outcomes is tough. Thus, performance as the action does not fix all problems.[57]

Borman and Motowidlo (1993) distinguished the multi-dimensional concept as task and contextual performance at the most fundamental level. Task performance, which may be either direct (as with manufacturing employees) or indirect (as with managers or staff members), refers to how well a person performs an activity that could contribute to the organization's "technical core."[12] Contextual performance includes not only behaviors like helping coworkers or being a reliable member of the organization but also suggestions for improving work procedures. Contextual performance is defined as actions that support the organizational, social, and psychological environment in which organizational goals are pursued but do not contribute to the technical core.[57]

At the individual level of performance, individual differences are conceptualized as the foremost aspect, which focuses on differences in individual performance due to different underlying factors.[56] Self-efficacy was found to be one key construct related to individual performance under the motivational domain.[9,59] Self-efficacy has been associated with both contextual performances, such as personal initiative, and work performance, such as business success among small company owners[58] and producing ideas[20] and developing proposals as organizational suggestions[20]. It showed an important role in the learning process, such as the effects of self-efficacy on learning were investigated in a careful process study. Self-efficacy is a greater predictor of performance than goals at the start of the learning process[41], but this relationship reverses later on[57].

3. Literature Reviews

PsyCap was found to be a significant influencer on the job performances of 200 employees out of 250 participants working. 70.0% of the employee's job performance rated by their supervisors was explained by their self-reported PsyCap.[3]

An et al. (2020) examined the role of burnout on the performance of Korean nurses mediated by positive PsyCap. In the cross-sectional survey, the researchers collected data from 285 nurses working at a tertiary hospital in Korea who were facing a severe workload. Though burnout was associated with nursing performance, Positive PsyCap fully mediated the association with burnout.[4]

Ngwenya and Pelser (2020) examined the role of PsyCap on employee engagement, job satisfaction, and performance of employees (N=257) working in fifteen manufacturing firms in Bulawayo, Zimbabwe, United States working in Drinks, Tobacco, and Beverage department (26%), followed by the Foodstuffs (20%); Clothing and Footwear (16.3%); Chemical and Petroleum (14%); Wood and Furniture (8.2%); Nonmetallic products (5.8%); Metal products (5.1%); and Plastic and Packaging (4.3%). PsyCap significantly influenced job satisfaction, and employee performance was fully mediated by job satisfaction.[43]

Imran and Shahnawaz (2020) confirmed the significant role of PsyCap on job performance mediated by the well-being of a sample of 225 employees working in different private sectors, such as consulting, headhunting, information technology, engineering, education, etc., in Delhi, NCR region, India.[24]

Peterson et al. (2011) empirically established the relationship between the core construct of PsyCap (self-efficacy, hope, optimism, and resilience) to the performance of employees (N=179) working at a big financial services company's retail advice division in the northeastern United States to analyze intra-individual changes in PsyCap over time and determine if these changes are related to performance or not. A statistically significant within-individual shift in PsyCap over time was found via latent growth modeling studies, and this change was linked to a change in two different performance outcomes. A causal association between past PsyCap and subsequent performance was revealed by an exploratory cross-lagged panel study.[48] Durrah, et al., (2016) explored the mediating function of work satisfaction in the 110 teaching fraternities' favorable PsyCap and job performance relationships, from three academic grades, i.e., Assistant professors, Associate professors, Professors, and faculties at Philadelphia University. It was found that positive PsyCap has a big influence on their ability to accomplish their work.[19]

4. Empirical Evidence between the Variables and Hypotheses Development and Research Model

4.1. The Influence of Self-Efficacy on Employee Performance

Arifin et al. (2021) examined self-efficacy, the significant predictor of consumer-rated employee performance (N=140), which was intervened by employee engagement in a Palm oil company in Indonesia. Considering that self-efficacy was the strongest predictor and correlated with employees' Malaysia's Public Service Department's Management Service Division was designated by job performance.[3]

In a different piece of research, Cherian and Jacob (2013) conducted a meta-analysis using a systematic literature review between 2000 and 2012 to determine the association between self-efficacy, employee motivation, and work-related performance. The findings of the study suggested that self-efficacy influenced individual workplace performance through motivation.[18]

- H1a: There is a significant correlation between self-efficacy and the job performance of professionals.
- H1b: Self-efficacy can predict the job performance of professionals.

4.2. The Influence of Hope on Employee Performance

Hope demonstrated the second strongest predictor of employees' job performance identified in the Management Service Classification of the Public Service Field in Malaysia.[3]

Peterson and Byron (2008) examined the significant relationship between hope and job performance, controlling the effect of self-efficacy and cognitive ability used for full-time retail sales associates, mortgage brokers, and management executives. In the fourth study, they examined the more hopeful employees who attempted to solve problems related to work in a different way than the employees who showed lesser hope without controlling cognitive ability in upper management of a Fortune 100 financial services firm.[49]

Therefore, we may make the following hypothesis based on this evidence:

- H2a: There is a significant correlation between self-efficacy and the job performance of professionals.
- H2b: Hope can predict the job performance of professionals.

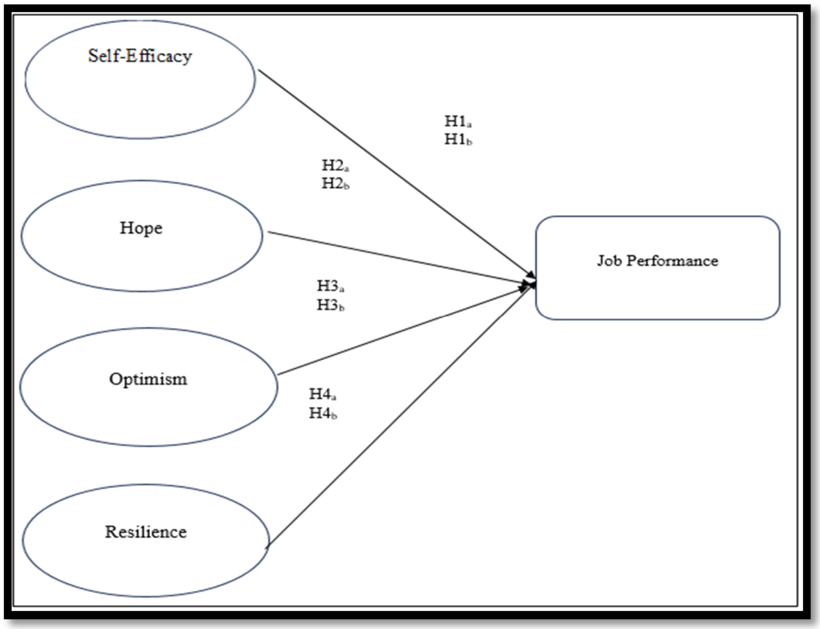

Figure 1: A Conceptual Framework between Self-Efficacy, Hope, Optimism, Resilience (PsyCap), and Job Performance

4.3. The Influence of Optimism on Employee Performance:

The Management Package Division of the Public Service Sector in Malaysia looked at optimism as the third greatest predictor of workers' job success.[1] Mishra et al. (2016) established optimism significantly predicted the performance of employees (N =346) in three large public sector banks in the Eastern part of India.[40]

Luthans et al. (2008) established in their study a significant positive correlation between self-rated optimism and supervisor-rated three performance measures from a sample of nurses (N =92) who were working in a 200-bed hospital in the Midwestern United States.[37]

- H3a: There is a significant correlation between optimism and the job performance of professionals.
- H3b: Optimism can predict the job performance of professionals.

4.4. The Influence of Resilience on Employee Performance:

Hoşgör and Yaman (2022) established a significant link between nurses' work effectiveness and psychological toughness (N=284) in the healthcare sector in Turkey. 5% of the nurses' job performance was explained by psychological resilience. It was also found that psychological resilience among the nurse group was higher with their experiences and enthusiasm.[24] Walpita and Arambepola (2020) carried out a cross-sectional study of permanent nurses (N=230) with a minimum service for over six months in the same hospital in secondary and tertiary care hospitals, i.e., divisional hospital-B level demonstrated the connection between subscales of resilience at work and nursing performance.[60]

- H3a: There is a significant correlation between resilience and the job performance of professionals.
- H3b: Resilience can predict the job performance of professionals.

5. Theoretical Reference

Hobfoll's (1989) theory is what the idea of "psychological capital" is based on, the theory of resource conservation (COR). The idea explains how personal characteristics and employment results are related. He said that a person must have the resources to make their actions different from those of other people. Personality traits, attributes, forces, situations, items, and so on could all be considered resources, which can be defined as "[…] those entities that either are centrally valued in their own right or act as means to obtain centrally valued ends."[21] Self-efficacy, hope, optimism, and resilience—four components of personal resources that fall under the rubric of COR theory—were discovered later.[63] All businesses require employees with these four traits, which may be quantified as part of their "psychological capital."[6,30]

6. Research Methodology

6.1. Research Design
A cross-sectional study was conducted among the professionals working in the private sector in India, specifically in the local context, i.e., West Bengal.

6.2. Variables under Study

6.2.1. Independent Variables
The PsyCap was measured with the help of its variables:
- Self-Efficacy
- Hope
- Optimism
- Resilience

6.2.2. Dependent Variable
- Job Performance

6.3. Population

6.3.1. Inclusion Criteria
Professionals working in the private sector in India, specifically in the local context, i.e., West Bengal. According to *Oxford Dictionary (OED),* "profession" can be defined as "[a]n occupation in which a professed knowledge of some subject, field, or science is applied; a vocation or career, especially one that involves prolonged training and a formal qualification".[8] Professionals included:
- Management Professionals – Human Resource Professionals, Marketing Professionals, etc.
- Chartered Accountant, Company Secretaries
- Counsellors
- Academicians in Higher education
- Total experience not less than 5 yrs
- Experience in the same organization for not less than 2 yrs

6.3.2. Exclusion Criteria

6.3.2.1. Sample and Sampling Technique
The questionnaires were circulated in Google Forms format among 150 professionals in thirty organizations working in different sectors in West Bengal, India. 90 responses were received in the first

stage. After screening down and verifying with the inclusion and exclusion criteria, ultimately, 78 responses were retained. As a total, 52% of responses were received.

6.4. Measurement Tool

6.4.1. Demographic Profile
The study examined the impact of PsyCap on employees' performance using variables: gender, age, and total work experience.

6.4.1.1. PsyCap Questionnaire
The questionnaire was adopted from the original 24-item Thai PCQ questionnaire constructed by Luthans et al. (2007), which was translated into English and validated. The PCQ scale construct is composed of four variables: Work Self-Efficacy, Optimism, Hope, and Resilience. The internal consistency (Cronbach's α) was 0.95. The Cronbach's α coefficient of the four sub-scales as reported: Work Self-Efficacy (.87), Optimism (.80), Hope (.84), and Resilience (.86).[53] The responses were recorded on a 5-point Likert Scale ranging from 5=Strongly Agree to 1= Strongly Disagree. The scale had positively worded and one reverse-coded item.

6.4.1.2. Performance Questionnaire
To measure Job Performance, a 17-item measure was designed by Greene-Shortridge, T. M. (2008).[22] Task performance was evaluated using a global measure of performance. (4-item) (Adapted from 6-item William and Anderson, 1991 Scale)[62]; organizational/co-worker support (4-item); teamwork (4-item); and cognitive/motivational effectiveness (4-item); and overall performance (1-item) (The information obtained was used to design the following components by the Director, Human Resource and the measure used)[41] due to the range of occupations this research is measuring. The responses were recorded on a 5-point Likert Scale ranging from 6=Strongly Agree to 1=Strongly Disagree.

7. Results

7.1. Demographic Profile

		No. of Respondents	Percentage
Gender	Male	27	35
	Female	51	65
Age Range	25-29	32	41
	30-34	31	40
	35-39	10	13
	40-44	3	4
	45-49	2	2
Total Experience (Years)	5-8	56	72%
	9-14	16	20%
	15-19	4	5%
	Above 19	2	3%

Table 1: Describing Respondents' Gender, Age Range, and Total Work Experience of Professionals (N=78)

	M	s.d.	Self-Efficacy	Hope	Optimism	Resilience	Job Performance
Self-Efficacy	4.4	.74	1	.743**	.421**	.701**	.710**
Hope	4.2	.59	.743**	1	.522**	.769**	.796**
Optimism	4.3	.81	.421**	.522**	1	.519**	.591**
Resilience	4.2	.78	.701**	.769**	.519**	1	.892**
Job Performance	4.1	.76	.710**	.796**	.591**	.892**	1

Table 2: Describing Descriptive and Correlation Analysis for Self-Efficacy, Optimism, Hope, Resilience, and Job Performance of Professionals (N=78)
***P<0.01 (2-Tailed)*

Variables	Unstandardized B	Std. β	t-Value	Sig.
Constant	1.832	-	7.046	0.000
Self-Efficacy	0.083	0.480	2.594	0.000
Hope	0.105	0.152	2.500	0.000
Optimism	0.179	0.340	5.114	0.000
Resilience	0.125	0.198	2.778	0.000
F Statistics	5.003 (sig.<0.001[b])			
R	.439[a]			
R Square	.192			
Adjusted R Square	.154			

Table 3: Multiple Regression Analysis among Self-Efficacy, Optimism, Hope, Resilience, and Job Performance of Indian Professionals (N=78)
a.: Dependent Variable: Job Performance
b.: Predictors: (Constant), Self-Efficacy, Hope, Optimism, Resilience
Job Performance = 1.832+ 0.48 Self-Efficacy+ 0.152 Hope+ 0.34 Optimism+ 0.198 Resilience

8. Discussions

According to the results, resilience has a substantial impact on work performance. (β=0.198, p<0.001). The result obtained with the higher resilience led to higher performance (r=.892, p<0.01). The findings of this study were supported by earlier studies. It was established that highly capable employees were wisely able to cope with the stressful situation. The highly resilient employees were satisfied with their better tasks and performance in their organizations.[28]

Additionally, this research confirmed that optimism has a substantial impact on work performance. (β= 0.152, p<0.001). Employees with higher hopes were more likely to show positive job enthusiasm, job dedication, and job performance (r=.796, p<0.01), influencing their job performance by finding an alternative pathway and finding new innovative ideas to accomplish a task.[2,4,6]

It was also revealed from the study that hopes were significantly and strongly related (r=.796, p<0.01) and predicted (β= 0.105, p<0.001) professionals' performance in their job, which was also supported by the previous scholars.[50,64]

Self-efficacy was the least predictor (β= 0.083, p<0.001) and moderately related (r=.710, p<0.01) to the professionals' job performance in this study. It contradicted earlier research findings where self-efficacy was the top predictor of employee performance.[3]

Therefore, the model was able to explain 19.2% of the performance of the professionals working in the private sector in West Bengal, which was acceptable.

The association between all the independent variables was significant, but the strengths were varied. A moderate association were found between self-efficacy and hope (r=.743, p<0.01); self-efficacy and optimism (r=.421, p<0.01); self-efficacy and resilience (r=.701, p<0.01); hope and optimism (r=.522, p<0.01); hope and resilience (r=.760, p<0.01); optimism and resilience (r=.519, p<0.01).

Hypotheses	Level of Sig.	Decision
$H1_a$	0.01	Accepted
$H1_b$	0.001	Accepted
$H1_a$	0.01	Accepted
$H2_b$	0.001	Accepted
$H3_a$	0.01	Accepted
$H3_b$	0.001	Accepted
$H4_a$	0.01	Accepted
$H4_b$	0.001	Accepted

Table 4: Hypotheses Decision

9. Implications

9.1. Theoretical Implications

Human resource management is encouraged by the results. The study showed that professionals in India can improve job performance by improving resilience, hope, self-efficacy, and optimism. This study filled gaps in the association between PsyCap construct and job performance among Indian private sector professionals. By applying COR theory to job performance, this study added to the literature. This study also examined how PsyCap affects individual employees to improve public sector job performance. The COR hypothesis states that to continuously provide quality work, people must be motivated to acquire and improve their PsyCap. It is believed that workers who pursued self-efficacy, hope, optimism, and resilience had more personal resources. Performance and motivation will both be impacted by this purchase.

9.2. Managerial Implications

PsyCap and performance among professionals in the Indian context since the existing literature had few results, particularly among professionals working in that country. The study's results showed that self-efficacy, hope, optimism, and resilience were all significant independent factors that had an impact on work performance. This might be characterized as the significance of PsyCap in encouraging good organizational behavior, especially among professionals. The results showed that, especially in the local environment of this research and among professionals working in the private sector, the PsyCap construct had an inevitable influence on job performance. It is impossible to disregard the study's shortcomings. For instance, this research solely looked at experts in the private sector. This research examined these four PsyCap features on private sector professionals in India, particularly in today's unpredictable and tough work environment, because of a lack of prior results between PsyCap construct and private sector professionals' job performance.

10. Limitations and Further Research Directions

The present study was conducted within a limited period, so an increase in the number of samples could give a more detailed picture. The job performance was recorded as self-reported data, which could also be another limitation.

It is advised that future studies include business-wise, group-wise, or function-wise employees in India, including mediating and /or moderating variables out of these four, self-efficacy, hope, optimism, and resilience from the construct than the direct or indirect effect can be understood on job performance. This study can also be conducted as a longitudinal study, which might explore another perspective of the research in PsyCap.

The study was conducted to examine the relationship between elements of PsyCap (self-efficacy, hope, optimism, resilience) on job performance among private sector professionals in West Bengal, India. The study's conclusions showed that all of the independent factors had a substantial impact on job performance.

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The Struggle Story of Employment Generation and Its Etiquettes' Establishment

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Abstract:
The major goal of this research paper is to share the journey that happened in establishing a start-up. The step-by-step process, struggles, and settlement process are described here to make people understand how to grow and the perspectives that can be a growing step for an entrepreneur. Each review and each performance will be helpful for the students who dream of having their own dynasty of innovation. Each basic step will be explained here to make concrete ideas regarding the failures and the collapse that can take place. The main intention is to convert extreme challenges into favorable situations at high orientation.

Keywords**:** *Start-up, entrepreneur, company, projects, employment, business*

1. Introduction

A start-up is just a term, but it takes an elusive agreement to conclude the term as a start-up and growing company. The first step towards recognizing the platform as a start-up is to bring projects under the industry one wants to spread its wings. A tenure goes into deal cracking, clearing projects, and revenue collection. In the meantime, while the robotic rush for the idea makers occurs, a major misplacement and missing or starting of the legal documentation process happens. In the challenge to create a difference in West Bengal, India, we started all across.

2. Review of Literature and Hypothesis Development

Entrepreneurship plays a crucial role in driving economic growth and innovation. Entrepreneurs are the driving force behind new businesses, and they bring fresh ideas, products, and services to the market. By starting their own ventures, entrepreneurs create job opportunities for others and contribute to overall employment rates. They also stimulate competition in the market, forcing existing companies to improve their offerings or risk losing customers (Sadiq, 2022).

Furthermore, entrepreneurship fosters creativity and encourages individuals to think outside the box. Entrepreneurs often identify gaps or unmet needs in the market and develop innovative solutions to address them. This leads to technological advancements and improvements in various industries. Moreover, entrepreneurship cultivates a culture of risk-taking and resilience that is essential for progress and development in society (Drobyazko, 2019).

In addition to economic benefits, entrepreneurship also contributes to social change by addressing societal issues through business ventures. Social entrepreneurs focus on creating sustainable solutions for challenges like poverty, education inequality, environmental degradation, healthcare access, etc. Their innovative approaches provide alternative models that can potentially solve long-standing problems faced by communities around the world. Overall, entrepreneurship not only drives economic growth but also fuels innovation, promotes creativity, stimulates competition, creates job opportunities, and addresses social issues. It empowers individuals with an entrepreneurial mindset to make a positive impact on both local communities and global society at large (Candelo, 2021).

Starting a journey as a start-up can be an exhilarating yet daunting process. The first step is to identify your passion and turn it into a viable business idea. This may involve researching market trends, analyzing consumer needs, and brainstorming innovative solutions. Once you have a clear vision in mind, it is time to develop a comprehensive business plan that outlines your goals, strategies, and financial projections (Haddoud, 2019). With the groundwork laid out, the next phase involves assembling a talented team that shares your enthusiasm for turning this idea into reality. Choose individuals who possess diverse skill sets and are passionate about your mission. Collaborate closely with them to refine your product or service offering and create a strong brand identity that resonates with your target audience. Securing funding is often one of the biggest hurdles faced by start-ups. Explore various avenues, such as angel investors, venture capitalists, or crowd funding platforms, to raise capital for your business (Nabisan, 2019).

Doing a business can be a daunting task, but it also holds tremendous potential for personal growth and success. The positive vibes that come with launching a start-up are undeniable. Firstly, the freedom to pursue one's passion and build something from scratch creates an unparalleled sense of excitement. Entrepreneurship allows individuals to turn their innovative ideas into reality, creating a positive impact on both their lives and the world around them. Moreover, the start-up ecosystem offers endless opportunities for collaboration and networking, fostering a supportive community where like-minded individuals can connect and grow together. The camaraderie among entrepreneurs is truly remarkable; everyone understands the challenges faced during the early stages of building a business, making it easier to find guidance, mentorship, or even potential partners (Linana, 2022). There is a huge gap between bookish knowledge and practical experience regarding employment generation. Simply from the pages and basic ideas, we learn that to gather ample projects, we need revenue from clients and the maintenance of a good and honest employee team. However, the story is a little different from the real steps of Earth. To set up a company, the first target is to get a genuine project, and this is followed by perfect work and quality while submitting. This results in the gain of trust and the hope from the client's side that we will be receiving more and more projects. In perspective to good work, it creates an expectation of more and more work from the clients. The major role is always played by the clients, as the more they refer, the more work a start-up can have (Ratten, 2021).

Now, once the confidence of the ample of the project comes in, the crisis starts to hire employees, as the majority of Indian minds fear getting hired in start-up as they feel that what happens if the company dissolves. From here, the tale starts with trust and gain. Here, we started with the proceedings with a strategy to hire team members instead of the typical concepts of hiring employees and creating a bridge between employees and the makers. We are with the concept of building permanent members instead of hiring and firing. While hiring strong members offering high remuneration, we grew, and the count of employment, happiness, and the member project count started increasing. The process in between took lag behind documentation and legal proceedings. We had the idea that the start-up lacked a project, but here, the story was one of quality and blessings, which gave us projects and resulted in establishing security for team members. In the middle of all these, we found that we are far away from the proper affiliation to establish the name in the government as a brand. This has been followed by study and gathering of ideas to develop and stamp in terms of documentation.

3. Methodology

The dream was to establish employment in the heart of Bengal. The challenge was taken up in 2017 with zero remuneration in hand. The first target domain was academic guidance. The major idea was to help at least a few who are in the unemployment segment after undergoing proper education. At the same time, we were with the concept of serving those who are going to overseas countries to fetch higher qualifications.

3.1. Research Design and Measurement Instrument

The intention was to guide them and deliver tutorials at affordable prices, which would help them save their tuition expenses in overseas countries. The journey started with approaching clients. The first project was with a relevant organization, and the revenue earned was as big as "700 INR." Now, the question might be how this "700" INR is being termed as big. To the company that started with zero remuneration, this 700 INR is the confidence that this company has the power to submit genuine projects and earn revenue in the company's account.

This happened because they gained trust by receiving their genuine salaries. Now, in any process, there is always a throne in between. The same trend followed here and got the fraud vibes from a few clients who just refused to pay after receiving the work. The major pain took place where, from the little projects, the payments had to be made to the employees to pay their hard-earned revenues. Thus, the hurt took place in the profit pockets, but the win was to see the smiles of hard-working employees whose part was justified by us.

3.2. Sample Profile

Our domains, step by step, expanded from Academic Guidance to Graphics Designing, Journal Publication, IT Development, and Training as of 2023. The major challenge was to describe the company's profile and its establishment to secure the trust of the employee without reference for hiring. Meanwhile, the aspect when the entire admin was busy setting up teams, project quality, and project ratio study, the major part of the change took place when the entire world was affected by COVID-19. COVID-19 changed the story around the clock. In a true sense, the real pandemic was flying in our eyes, and the only word that was revolving all around us was "HELP."

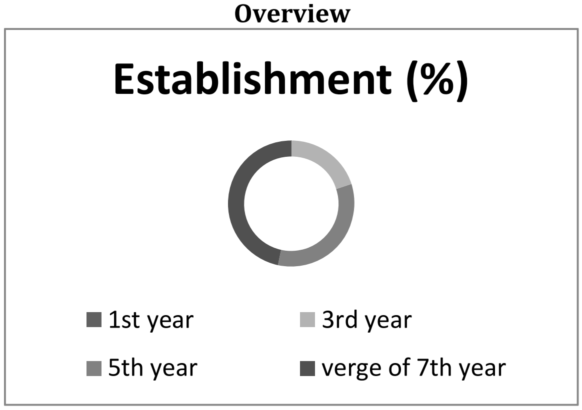
Required by whom	**Overview**	**Description Performance**
To many who related to the existing employees, crisis, jobless, business shut down, everything was rotating around the year. We started giving employment to the people we could who reached us during the global pandemic of 2020. We have given successful employment to 50 people during COVID-19.		Operated with our student base to do the projects at the maximum discount possible. In the global pandemic, we have given employment to many college students who were unable to give their semester fees and thus earning from us helped them to continue with their studies. The sole intention was to change hardship to a friendlier work environment.

Table 1: Descriptive Statistics of Sample

4. Results

We started with the concept of working from home to develop a work culture for those educated segment who have every potential to earn but are not privileged enough to come outside and work, as well as for those who can continue their higher studies parallel to employment and earning status in 2020.

4.1. Scale Reliability

The stretched pathway of project hunt and genuine clients continued. With the utmost aggression to have an infinity project, the attempt to reach every doorstep became extraordinarily important. The ultimate vibe of good work and punctuality inoculated appreciated count of projects. As the project count increased, the search for good team members started. The real struggle was to convince people that "we are genuine" and that the place is secure to work. The concept started with working from home and successfully started running a strength of a good number of employees started referring their fellow-mates.

Score	Mean	SD	Cronbach's alpha
	3.19	0.642	0.852

Table 2: Scale Reliability Scores

Figure 1: The Survey Ratio of Quality versus Hiring (Created by the Authors)

4.2. Interpretation

We developed a 12-item test for evaluating employees' perceptions of being secure with the job. Some questions additionally included a 5-point Likert scale with words like "Strongly agree" and "Strongly disagree" as possible answers. To determine whether the questionnaire could "reliably" evaluate the latent variable—a feeling of security—the Cronbach alpha test was used. The reliability score of 0.852 is good.

4.3. Hypothesis Testing

The process of applying, approving, and documenting solely depends on the profile, which has given rise to true pen-and-paper establishment in all senses. Now, while the excess attention was going towards document establishment and more quality projects, we found that we lacked physical existence. Again, the marathon torchlight started for the office search. Here, the major struggle was to find a suitable place and area as per our budget, profile, and security. The struggle was real, as the collaboration between choice and budget is highly critical. So, the search and research continued, followed by the new office space that was hired in the heart of the IT hub of Kolkata, West Bengal. Doubt might arise as to how this is difficult in terms of budget. Here, our concept was that this additional feather of new office space should not hurt the remuneration of our employees. So, with this logic, we started our physical office space in December 2021. It was indeed a super proud moment for us.

Degrees of freedom	0.2	0.15	0.10	0.05	0.25	0.01
1	3.124	4.025	6.601	12.280	25.391	62.750
2	1.778	2.256	2.895	4.105	6.326	9.962
3	1.610	1.987	2.335	3.189	4.103	5.857
4	1.556	1.778	2.178	2.762	3.466	4.698
5	1.412	1.602	2.015	2.585	3.136	4.037

Table 3: Hypothesis Testing Scores, Followed by Interpretation

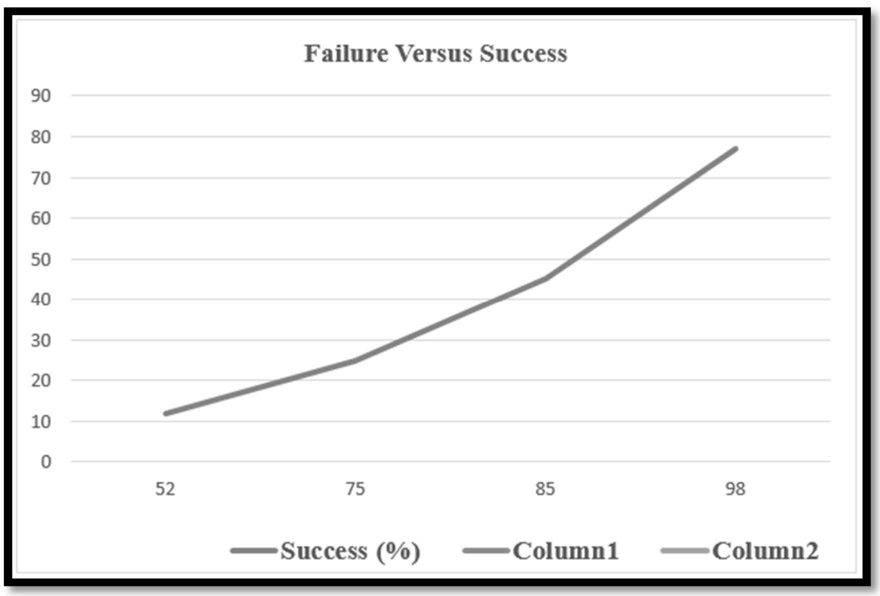


Figure 2: The Analysis between Failure and Success Between Project Counts (Created by the Authors)

Here is a clear interpretation of how the failure and success battled thoroughly to bring out the net result between our configurations. While success was popping up similarly, obstacles were a major part, which indicates improvement and the scope where studies can be done. The activities of failure have helped us to direct ourselves towards our path of progress.

5. Discussions

The thorough rush of documentation and the physical establishment gave rise to a peak of positive confidence among the clients and the employees. Thus, we started recognizing our establishment and its positive factors. With our turnover and elongation, we were able to add the cap of "Private Limited" and

"ISO Certified" to our treasury. Thus, finally, in December 2022, we became a private limited company, followed by ISO certification and MSME registration. Below is the analysis ratio of struggle, establishment, survey, and success ratio.

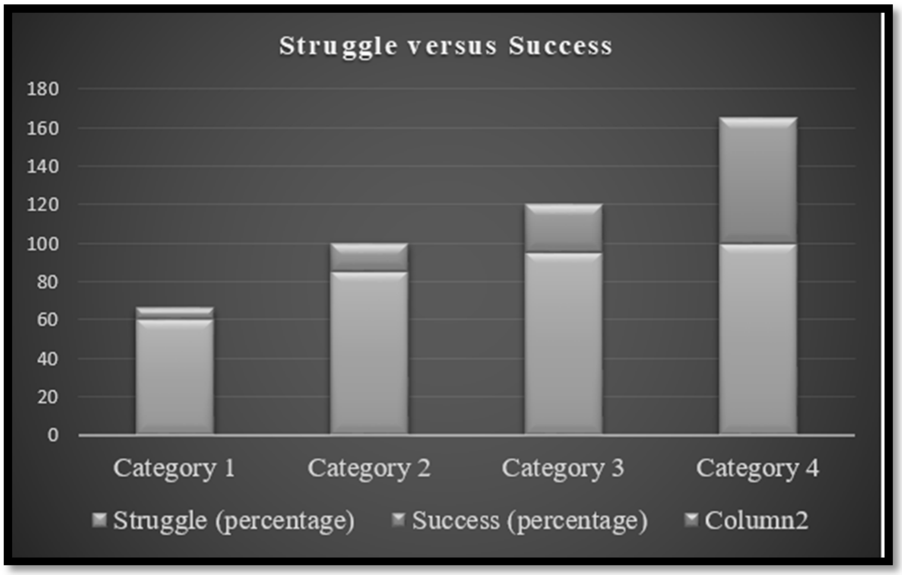


Figure 3: The Ratio Study of Struggle Versus Success (Created by the Authors)

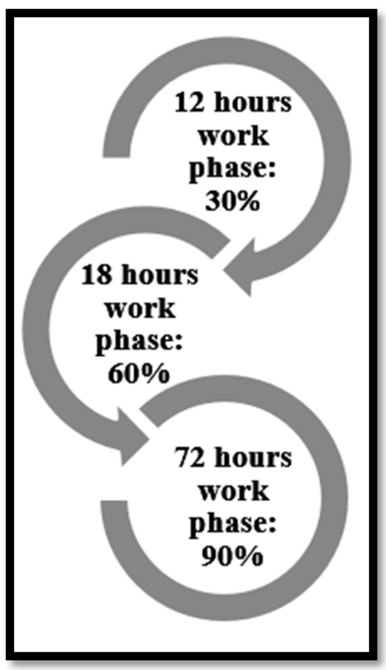


Figure 4: The Trend of Workflow between Time and Work Phase Efforts
((Created by the Authors). (Conceptual Framework)

6. Implications

In the process of developing these stories, we found out that to give the establishment an identity, we are lagging with documentation. The journey started with the incorporation of:

- Deed
- Certificate of Incorporation
- Pan Card of the company
- TAN ID
- Current Account
- Company ITR
- Audit report
- GST generation
- Trade license
- P-Tax
- Rubber stamp

6.1. Theoretical

To every mud, there is hope, and here, the shining litmus hope is that the retention and confidence of team members were gifted around. In all these scenarios, we grew in several steps, with the configuration of service reaching 15 nations, followed by a total of 17 nations.

6.2. Managerial

To progress, trust is essential for employees, clients, authorities, known faces, the audience, and most importantly, the reference from clients. Thus, we tried to configure the ratio with our managerial experiences, and here is the implication shown below:

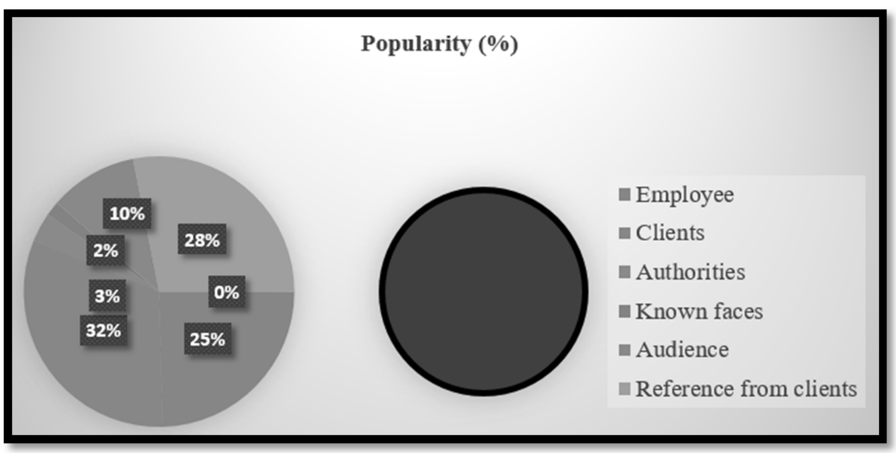


Figure 5: The Segregation Analysis between Popularity and Trust (Created by the Authors)

7. Limitations and Further Directions for Research

Through our entire experience, we have found out that the major struggle in the new start is "TRUST". Another widely mentioned issue should be funding, as innovation does not get priority. Thus, it lacks the confidence to nurture at a larger scale. The detailed discussion and the research study deliver the idea and the perception that the start-up and growing company are equivalent to raising the taste and prices of the food in the restaurants to attract their customers. Giving jobs and employment to struggling people made us an elongated chain of hunting increasingly improvised "WE". The challenge was to give high income, freedom of work, and generation of employment without debt or investors. However, we tried, and we succeeded to a certain extent. However, we have miles to go until we establish a complete happy-face work culture along with the utmost research expansion in India. With the aim of generating more employment and supporting research and innovation, we are on a mission to configure free education and knowledge worldwide through tutorials on the global platform.

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Human Resources through the Years

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Abstract:
Purpose: This study paper aims to show how necessary human resources are in hospitality and tourist businesses. This subject is essential since the creation, marketing, and delivery of tourist items depend strongly on human factors. Tourism is a labour-intensive industry since it employs skilled, semi-skilled, and unskilled people across several divisions. This article will begin by demonstrating how the industry operated before introducing HRM techniques and then comparing historical practices to present HRM practices, highlighting the growth and importance of HRM. Through this comparison, we will shed light on the shortcomings of previous approaches and explain why HRM practises were implemented. We will also discuss the link between HRM, Hospitality, and Tourism.
Approach: To achieve our goal, we read various research papers, chose the relevant ones, and mentioned the parts that helped validate our research in the article.
Findings: The research in this paper demonstrates that several past events contributed to the growth of "personnel management," or "human resource management," as it is now known. HRM has steadily spread to various organisational sectors and across the globe.
Research Limitations: Our paper is theory-based and uses the qualitative theory method.

Keywords: *Human resources, tourism industry, people, hospitality, human factor*

1. Introduction

The individuals working for a firm, industry, or business sector collectively constitute human resources (HR). The division of a company responsible for all employees and activities involving them is known as human resources. The hiring, developing, and retaining workers within an organisation are its primary goals. Additionally, it is concerned with the skill-based placement of employees. HR is in charge of benefits administration and employee relations. Employees can go there with inquiries about their role at the company, address concerns, and voice complaints. Human resource management is intended to maximise the utilisation of available skilled labour and make optimal use of existing human resources.

Any business needs human resources because a company can only function with labour. It takes people to come up with an idea for a business, work to grow the business, develop its brand image, hire, train, and sort employees according to their skill sets, develop relationships with other organisations by interacting with them, maintain the brand image over time, and last but not least, provide goods and services to target audiences and customers. As a result, the human factor is a crucial component.

The hospitality sector comprises most of the tourism industry, one of the largest employers and service providers. The tourism and hospitality sectors focus on giving their clients services rather than tangible goods. The critical component of them is, therefore, human resources. Every aspect of the tourism industry, including hotels and travel agencies, depends on human interaction. Any organisation needs a well-trained individual who can provide the service with the highest level of satisfaction. As a result, there is a massive increase in the demand for HRM. The primary focus of the tourism industry is finding, choosing, and training employees who are adequate to interact with customers and fulfil their expectations for leisure, enjoyment, business trips, pilgrimages, etc. The tourism industry places a greater emphasis on offering top-notch services that are based on human interaction and have few mechanical alternatives. This is because services delivered “by human to human” have a different effect on the recipient than services provided “by technology to human.”

As we already know, management can be defined as an art and a science. When it comes to practice, they both cooperate without attempting to gain the upper hand. They differ in their applications but complement one another. Since the tourism sector is labour-intensive, it is proficient at extracting and utilising its workforce's scientific insights, abilities, and artistic integration. Human resource management uses their knowledge, abilities, and creativity to a greater extent.

2. Literature Review

According to Byars and Rue (2006) et al., human resource management is a system of tasks and tactics to effectively lead personnel at all organisational levels towards achieving company objectives. Armstrong et al. (2006, p. 3) take a methodical and strategic approach to managing an organisation’s most valuable resource—its employees—who individually and collectively help it accomplish its goals. Worldwide Labour Organisation (2001): Student, seasonal, and migrant employees comprise a sizable portion of the tourist and hospitality sectors. The student labour market is becoming increasingly significant for hotel and tourist companies. The importance of tourism and hospitality employment in developed and developing countries is attested to by the World Travel and Tourism Council (WTTC), which estimates that over 230 million jobs or 8.7% of all occupations globally, are related to travel and tourism (WTTC, 2006). Unquestionably, many jobs are out there, but academics and policymakers are concerned about the quality of many professions. As an illustration, the renowned cultural analyst Douglas Coupland denigrates the term “McJob,” which he defines as “A low-pay, low-prestige, low-dignity, low-benefit, no-future position in the service sector.” He has, for many people, nailed the zeitgeist. A situation like this prompts labour experts to consider the kind of jobs being created and the people who are filling them. This statement is equally true for the tourist and hospitality sectors; thus, it is crucial to add a disclaimer regarding the generalizability (or lack thereof) of the working conditions in these sectors around the globe at the opening of this book. There is currently no widely agreed-upon description of what the tourist industry is or where the hospitality sub-sector fits into this larger conception, despite the efforts of many academics, businesspeople, and policymakers. For instance, Lucas (2004) discussed the Hotel, Catering, and Tourist Sectors in general terms in her recent study on employment relations in the hospitality and tourism industries (HCTS). Therefore, it is evident that we should be aware of the possibility of imprecision in our descriptions of the tourist and hospitality sectors.

3. Evolution of Human Resource Management

In pre-industrial societies, labour was mainly organised around family units or small community groups. Apprenticeships were used to learn traditional trades and crafts passed down through the generations. "Human resource management" was only used casually in these situations within the family or community. The practice of human resource management (HRM) has significantly evolved. At the turn of the 20th century, "personnel management/administration" was the leading name for HRM. The focus was on standard administrative tasks like record-keeping, payroll management, and labour law compliance. The main goal was to make sure that the law was followed and that employees were paid correctly. Midway through the 20th century, HRM shifted its emphasis to industrial relations and employee welfare. The focus was on delivering fundamental benefits, enhancing working conditions, and handling employee complaints and conflicts—the welfare strategy aimed to meet employees' social and physical needs. Government initiatives to promote the best use of employees led to personnel development during World War I. The army forces exerted considerable effort in this area. The military focused on talent and IQ evaluation techniques and other workplace human factors research. The National Institute of Psychology was established in 1921, and since then, it has published research on training techniques, interviewing techniques, and selection processes. The Western Electric Hawthorne Studies, conducted in the 1920s and 1930s, led to a greater focus on the social and informal aspects of the workplace. The emphasis on "human relations" and the connection between job satisfaction and output was emphasised in the research's interpretations.

Before World War II, line managers frequently handled personnel management duties as part of their overall management responsibilities. Despite being impacted by the Great Depression and World War I, society was broadly stable in the 1930s. Until the 1930s, when businesses had easy access to labour, there was little unemployment. Trade unions were active and primarily concerned themselves with pay and working conditions. In addition to a labour shortage in vital sectors like munitions and food during World War II, there were also more problems and poorer performance from existing employees. To replace their husbands and brothers who were enlisting in the military, many more women entered all fields of business in Australia. Such people became increasingly difficult to recruit, and their productivity and efficiency started to suffer due to family, social, and financial obligations. Many returning soldiers with little work experience flooded the labour market when the war ended. Companies started emphasising the value of a wider variety of skills due to government programmes and their post-war requirements for qualified people in a growing economy. In 1945, the fields of employment and welfare work were combined under the heading "personnel management." The war experience had shown that labour laws could affect output and productivity. The personnel function was primarily in charge of enforcing the standards required by large-scale, state-controlled production during the war. As a result, the perception of a new profession was mainly one of bureaucracy.

HRM advanced further during the 1970s and 1980s, incorporating human resource development. Throughout the 1970s, industrial relations were crucial. The tense environment at the time highlighted the value of playing a professional role in labour-management negotiations. The personnel manager could negotiate salary and other collective bargaining agreements. In the middle of the 1980s, the term "human resource management" first appeared in the US. Interestingly, the time "human resources" seemed to imply that people were either resources or machine-like resources, but HR also seemed to emphasise employee motivation and dedication. This stage marked the change from an administrative to a strategic function. Organisations understand the importance of spending money on employee training and development to improve worker productivity. The focus of HRM shifted to strategic planning and organisational goals in the latter half of the 20^{th} century. The strategic HRM approach focused on aligning HR policies and practices with overarching corporate goals. HR professionals took a more proactive role in strategic decision-making, such as talent acquisition, succession planning, and performance management. HRM has recently placed more emphasis on human capital management. This approach treats employees as priceless assets and connects their contributions to the company's financial success. Organisations seek, develop, and retain top talent, and HR practices align with long-term business objectives.

Companies sought more flexible scheduling options for employees in the 1990s due to increased part-time and temporary contracts and the introduction of remote working. Because the workforce and work habits are becoming more diverse, conventional recruiting tactics are becoming obsolete. The increased internet usage in 2000 marked the beginning of a 24-hour civilisation. As a result, jobs in traditional industries like retail were lost while new ones were created in e-commerce. The digital age has made significant technological and data analytics advancements in HRM. To streamline processes, make data-backed decisions, and improve employee experience, HR professionals now use a variety of software applications, automation tools, and data-driven analytics. This technological revolution has made HRM more effective, data-driven, and strategic.

In general, the development of HRM shows a shift from a mainly administrative function to a more strategic and people-focused discipline. HR specialists now play a critical role in establishing organisational culture, encouraging employee engagement, boosting performance, and enhancing businesses' overall success.

4. Human Factors and Its Importance in Human Resource Management

As defined by Michael Jucius, human factors are a collective term for a set of interconnected, interdependent, and interacting physiological, psychological, social, and ethical elements.

The human factor ensures a good "fit" between people, the equipment they use, the tasks they perform, and the environment in which they work. Human factors that are used effectively will make work safer, healthier, and more productive.

For example, technology, software, and financial resources are merely tools for tasks. The efficient use of both material and immaterial resources depends on people. The human factor is frequently referred to as the essential factor in crucial situations. Each employee possesses particular skills and aptitudes that they can use in the corresponding project phase. The human being is objectified as a resource during the planning phase to use these skills objectively. However, more is needed to lessen how valuable the person is.

Human Resources cannot only be considered a department within a firm but also refers to the firm's workforce. Since people make up every organisation, obtaining their services, honing their skills, assisting them in reaching high-performance levels and ensuring that they continue to give the organisation their all are all essential for achieving organisational goals. HRM is responsible for achieving these objectives.

According to Peter Drucker, an organisation's policies and the sort of reputation it intends to establish must be balanced, with specific consideration for the goals, needs, and values of society and the individual. Good human resource policy should be based on organisational justice drawn from equity theory. This psychology hypothesis proposes that people form fairness judgements depending on the quantity they provide (input) vs the amount they receive back (output). Human Resources contribute to the retention of "humans" in the workforce.

According to Gary Dessler, human resource management is the process of selecting, onboarding, evaluating, and rewarding staff members and attending to their concerns regarding justice, health, safety, and labour relations. John Storey claims that HRM is a distinct approach to employment management that seeks to gain a competitive edge through the thoughtful placement of a highly motivated workforce. It accomplishes this by fusing several cultural, structural, and individualised strategies. According to Mathis and Jackson, HRM entails setting up formal procedures within a business to ensure that human potential is used effectively and efficiently to achieve organisational goals. According to Myers and Pigors, it is a technique for maximising employee potential so that they are most satisfied with their work and give the business their all. We are all so aware of individual differences that we take it for granted. However, this diversity of human characteristics impacts personnel management practice.

5. Changing Environment of Human Resource Management

5.1. Globalisation

In the age of globalisation, human resource management is gradually moving away from its formerly assigned conventional functions, such as administrative, transactional, and personnel roles. However, modern organisations face various challenging issues, so their human resource departments must adjust. Businesses now anticipate HR Management to add value by strategically utilising employee initiatives. Due to increased global competition, organisational decision-making has become more complex. The issue is worsened by a significant global talent shortage relative to long-term demand.

5.2. Technological Advances

Human Resources have historically been seen as a non-innovative, paper-intensive division that handles hiring and firing, compensation decisions, and team-building activities. However, in secret, the industry is quickly modernising and embracing technology, even though it was not initially designed for HR. Social media is widely used in recruiting, with 92% of recruiters reportedly using these sites to find and evaluate candidates.

5.2.1. Virtual and Augmented Reality

Virtual reality consumer applications have been around for a while, but they are just now beginning to gain popularity. In the interim, virtual and augmented reality will develop and take over the workplace. For instance, Microsoft is getting ready to release the HoloLens headset, which human resource professionals will undoubtedly adore in the future. Talent management and productivity could be revolutionised by such technology. Virtual and augmented realities have the potential to aid employees in learning everything from fundamental on boarding to skill development and on-the-job learning in technology-assisted corporate training.

5.2.2. Advanced Machine Learning

The automatic data analysis using algorithms that create their analytical models is known as machine learning. Machine learning systems employ algorithms to study enormous volumes of data repetitively, forming patterns and discovering insights without being explicitly instructed or educated. They only ever pick up on different data sets. In essence, it makes it possible for robots to collect and process data from commercial contexts. In human resources, machine learning applications primarily focus on talent matching and predictive analysis, particularly in hiring. PhenomPeople.com is one solution that uses data analysis and marketing personalisation strategies during employment.

5.2.3. Internet

Human resources are much ahead of the curve in utilising cloud computing, devoting more effort than other organisations to putting cloud technology into practice to boost staff productivity significantly. Line managers will assume some of HR's responsibilities, and HR will place more emphasis on the performance and execution of the company. Automation is already being used to manage employees' time, preferences, and work schedules, which takes a lot of time. As a result, HR can better concentrate on engagement-related problems, boost productivity, and synchronise the company's human side with corporate objectives. HR managers have more sway in the boardroom as their departments' transition from being cost centres to revenue centres. HR executives have increased clout in boardrooms.

5.2.4. Artificial Intelligence and its Evolution:

John McCarthy organised the inaugural AI conference in 1956, the same year he invented the phrase "artificial intelligence." Artificial Intelligence (AI) has evolved from speculative fiction to reality. However, how has it come so far? What are the reasons that contributed to its gaining importance? Artificial Intelligence was created because there are many tasks that the human intellect cannot complete in a given amount of time, but AI can and will end in less than half the time. A branch of data science known as artificial Intelligence (AI) is focused on creating intelligent computers capable of carrying out various activities that need human intellect and reasoning skills. Artificial Intelligence (AI) aims to build robots that mimic humans and carry out human-like tasks. Artificial Intelligence's ideal attribute is its capacity to reason and behave in a way that maximises the likelihood of reaching a given objective. Artificial Intelligence's outstanding attribute is its capacity to maintain and act in a way that maximises the probability of achieving a given purpose. Researchers and developers in the subject are making notably significant advancements in mirroring tasks like learning, reasoning, and perception to the extent that they can be concretely described. Some predict that shortly, developers will be able to develop better systems than humans at understanding any topic. Others, however, still need to be determined since human experience-based value judgements permeate all cognitive processes. Human Intelligence is the mental capacity that enables us to think, grasp complex ideas, use reasoning and logic, solve mathematical problems, recognise patterns, make decisions, remember information, interact with others, etc. The data that AI systems are educated on and using determines their decision-making capacity or strength.

5.3. Trends like Work & Work Diversity

In the past, our staff were incredibly homogeneous, which made HRM considerably easier. Gender, age, social class, sexual orientation, values, personality traits, ethnicity, religion, education, language, physical appearance, marital status, lifestyle, beliefs, ideologies, and background traits like geographic origin, length of service with the organisation, and economic situation are just a few of the characteristics that make up today's workforce. Diversity and the company's strategic orientation are intrinsically linked. This refers to HRM solutions offered by family-friendly companies. In situations like this, a participative technique is more beneficial.

5.4. Changing Skill Requirements

Finding and nurturing qualified people should be a top priority for any company concerned with efficiency, quality, and successfully managing a diverse workforce. Lack of expertise causes the business to suffer significant losses due to decreased output, lower quality work, increased worker accidents, and more customer complaints. HRM practitioners and specialists must convey to schools, community leaders, etc., that a growing number of vocations will require more education and proficiency in higher-level languages than are now needed. Strategic human resource planning will need to consider the skill shortages and gaps.

5.5. Contingent Workforce

Today's workforce includes a substantial proportion of contingent workers. Contingent workers are those who are hired temporarily. They do specialised activities that call for specific job competencies and are used when a corporation has sizable process variances. When a business strategically employs a sizable portion of its workers from the contingency ranks, several HRM difficulties come to the fore. Making these virtual employees reachable when necessary, providing flexible scheduling options, and choosing whether or not to provide benefits to the contingent labour force are a few of these.

5.6. Scope of Human Resource Management in Tourism

The product is intangible in the service-based tourist sector. To compete and please the customer, having a well-trained human resource to supply the product with the highest satisfaction is essential. Interpersonal relationships are vital to every area of the tourist business, including the hotel industry and travel agents. This fundamental characteristic of heterogeneity and intangibility significantly impacts the job of human resource management. Human resources must first be recruited, picked, and trained to connect with visitors and satisfy their demands for relaxation, enjoyment, and pilgrimage by providing high-level services based on human touch and with few mechanical equivalents. Since it requires much labour, the tourist sector is a source of numerous job openings and can grow in the future. Because of its appropriate nature, it creates indirect and prompted jobs across the entire economy and in particular locations like underdeveloped and rural areas. Focusing on quality in goods and services, and consequently, management and employees, is crucial to guaranteeing sustainable development in the tourist industry and boosting the sector's competitiveness. Additionally, the employment options for those with low educational levels are plentiful in the tourism industry, enhancing the labour market's overall position and flexibility. The reliance on humans in both the travel and hotel industries is enormous. Finding suitable personnel, determining their training requirements, and inspiring and enabling them to be productive—or, to put it another way, finding individuals with the capacity and motivation to strive and innovate—takes time, money, and effort. The importance of people's identities and reasons for working has grown significantly, in addition to how and what they do. In its purest form, the travel business revolves around the "movement" of people to various locations and experiences (holidays). The industry's goal is not to build loyalty but rather to attract high-quality workers who can seize possibilities for growth, tackle obstacles from the start, and reach their full potential even during a brief time with the firm. To achieve this, recruiting strategies and training policies must be developed that can not only choose the best candidates during the hiring process but also train and develop the chosen candidates into multi-skilled workers who, to the greatest extent possible, match the needs of the industry. This will ensure that the correct person is present at the appropriate time and place. People, services, and processes—the three critical components of the tourism and hospitality sector—depend on one another. It is crucial for an organisation's success that its HR strategy focuses on achieving its strategic objectives. The strategic goals of this service sector might include generating profits, expanding market share, increasing employee satisfaction, providing creative services, developing new tourism sites or finding existing ones, and pursuing the construction of unique hotels. Human capital is one of the pillars upon which the growth of tourism depends. Since tourism is a labour-intensive industry, it is unquestionable that a shortage of qualified and competent labour might have a considerable negative impact on its growth. Poor professionalism in the region's tourism industry has been attributed to several factors, including permissive government policies, profit-driven corporate attitudes towards tourism education and training, and a lack of trainers and teaching staff. Given the New Millennium's predicted enhanced visitor growth rates, an equally increased labour readiness is required.

5.7. Relationship between HRM and Tourism Industry

As a sector that relies on services, tourism is dependent on people. The different sectors of this industry each have unique needs for specialised human resources. Every area of hospitality and tourism needs special training consideration, which calls for careful planning and the development of human resources.

The human resource employed in the tourism service is a service component. The quality of the service, reflected in the performance of the people involved in its production and delivery, is something that the consumer experiences in addition to buying a service or a product. Additionally, the emergence of niche tourism segments like adventure tourism, convention tourism, medical tourism, spiritual tourism, etc., has increased the demand for specialised skills, which can only be attained and developed through effective human resource management. How that perception is formed is greatly influenced by the individuals who interact with tourists and the services that human resources provide, from selecting the location to going there and leaving it. Travellers will not find a trip enjoyable if they do not interact with other people. Since tourism's services cannot be pre-checked before delivery, unlike goods produced on a large scale, it requires more human resources than any other industry. One can only feel these once they have been used. The unpredictable nature of human nature always affects both the service provider and the service recipient in the tourism industry. HRM knowledge is needed by programme administrators, strategists, and service providers in the tourism sector. Planning and developing human resources is essential for ensuring the quality and standards in hospitality, which has become a vital component of the tourism industry.

6. Conclusion

Before the advent of the term “human resource,” authorities would employ labourers or slaves and pay them meagre wages to complete their tasks. This is just one of several factors that led to worker discontentment. The trade union was established to defend the rights of the workers as a result of their dissatisfaction. The workers gradually acquired the strength to defend themselves collectively. Additionally, until the 1900s, the term “employee” was not widely used. The field of personnel administration frequently did not pay attention to how discriminatory hiring practices impacted the entire organisation’s performance. Furthermore, the area lacked a dominant paradigm. However, the responsibilities of HRM have altered in this time. The development of relationships between employees and their employers, and among themselves, is now the focus of HRM.

As we all know, tourism is a service-based sector with an intangible product. Therefore, having well-trained human resources to deliver the product with the utmost satisfaction is crucial to compete and satisfy the end user. Every tourism industry division, including the hotel sector and travel agencies, depends on interpersonal interactions. The role of human resource management and its significance grow significantly due to this very attribute of heterogeneity and intangibility. Human resources are recruited, chosen, and then trained to be adequate to interact with tourists and meet their needs for recreation, pleasure, pilgrimage, etc., by offering high-standard services based on human contact and with few mechanical substitutes.

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