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From the Editor's Desk

Trends—technological, economic, environmental, social, or political—affect how people perceive the world around them and shape what they expect. What has worked yesterday may not work tomorrow. But we need to learn how to ride a trend's wave to success. If we don't, we risk being swept away by its powerful tide.

In order to chart the best way forwards, we must understand emerging trends: what they are, what they are not, how they operate. Such trends are more than shiny objects; they are manifestation of sustained changes within an industry sector, society and human behaviour. Trends are a way of seeing and interpreting our reality providing a useful framework to organise our thinking, especially when we are hunting for the unknown. Fads pass, trends help us forecast the future.

When changes happen, some of us reengage in strategic thinking and many are struck by a sense that world has changed. It would be wrong to conclude that one should go back to making decisions only on the gut instinct. The key is to maintain flexibility, to remain cautious in long term commitments.

But the question arises, are we paying enough attention to the deeper implications of those trends? To answer this question, it is necessary to examine the underlying forces that shape the trend.

To identify the emerging pattern, one needs to identify previously unseen contradictions, inflections, practices, hacks, extremes, and rarities. The ultimate solution lies in research for identifying and addressing the changes that are happening. From an individual to big corporate houses, all need to identify the going trends. If you put your efforts and money where the trend is not, you will end up losing your money and reputation.

There could be three broad strategies to address these powerful trends. First strategy is to infuse aspects of the trend into the existing. Second is to combine aspects of the trends to transcend traditional category and create a new one. The third is to counteract negatively perceived effects of the trend by developing something that reaffirms distinctive values.

At the end, changes should not be perceived as bad. When the old leaves the place, then only the new comes up. If the things are not changing, they become obsolete. In order to grow, we need to move. We need to create new things to find a new meaning of life.

This issue has been dedicated to the trends within an industry sector, society and human behaviour.

Dr. Chavi Bhargava Sharma
Editor-in-chief

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What o Millennials Expect From Their Workplaces? An Exploratory Study in Indian Context

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Abstract :
Millennial is a term commonly used to refer those who are born between early 1980s and early 2000s. In recent years, large number of people from this demographic segment has joined organizations in different capacities and in next few years, majority of the workforce is projected to be from this generation. Different aspects of the millennial generation's behavior and perception at work have been observed and pointed out in different publications. However, empirical research in Indian context in this matter is rare and this study addresses that gap.

In this study, 20 items of importance were identified after review of relevant research literature and focused group discussions. In the next stage, a questionnaire (containing the selected items) was distributed online to potential respondents of millennial generation and their responses were collected. Respondents were asked to rate each item on a scale of importance attached to them. 175 respondents from different locations of India participated in this study. Statistical analysis of collected data indicated that millennials assigned high importance to all the 20 items. Possibility of any significant difference in opinions according to gender and marital status were also studied.

This study was a preliminary effort in finding out preferences and expectations of the millennial generation at workplaces in Indian context, through an empirical enquiry. Findings of this study can be used for further exploration on this subject. Insights from this study can also be useful for managers in formulating and executing their Human resource management policies.

Keywords: *Millennials, Workplace, Human Resource Management*

Introduction

"Millennials" is a term commonly used to represent the generation of people born between early 1980s and early 2000s. This demographic group is also referred as "Generation Y" even though there is hardly any universally acknowledged time period to strictly specify this group. In a significant research study conducted in North American context, Ng et al(2010) referred those "born in or after 1980" as millennials. However, in a different identification, Smola and Sutton (2002) said people born between 1979 and 1994 should be included in this bracket. This is the generation who have virtually grown up in the era of tremendous achievements in the fields of information and communication technology and digital networks. They were born and raised in the era of internet, social networking and mobile phones. In everyday conversations of not strictly academic nature, this same group of men and women are termed sometimes as Gen Next, Screenagers, or Facebookers. Discussion and debate about the characteristics, habits, and preferences of millennials in general, and in association to workplaces in particular, have become quite frequent in recent years. Reason for this increased focus and attention to millennials and their workplace related features can be explained with the significant percentage of the workforce who belongs to this generation. According to a Pew Research Center finding reported in May 2015: "More than one-in-three

American workers today are Millennials (adults ages 18 to 34 in 2015) and this year they surpassed Generation X to become the largest share of the American workforce." A PWC report titled "Millennials at work: Reshaping the workplace" published in 2011 projected that by 2020, millennials will constitute 50% of the global workforce. A similar projection was done as part of the Deloitte Millennial Survey published in 2014 which observed that by 2025, millennials will not only comprise of 75% of the global workforce but will also act as the leaders across industries. The US Bureau of Labor Statistics predicts that millennials will make up approximately 75% of the workforce by 2030 (Source: Business Insider Report-2014).

In the Indian context, it has been observed that we have an advantage in terms of our population distribution as approximately 65% of the Indians are in the age below 35 years and almost half of the population is under 25 years. In a report published in 2014 by United Nations, India has been termed as the youngest country as opposed to ageing economies of the world. Majority of the Indian workforce are millennials. Indian economy is poised to grow at a rate of 7-7.5% in this year (according to many experts and observers) and is projected to become one of the largest economies in the world. So, it is very important that we find out the features of India's millennial workforce in relation to the workplace.

Millennials in workplaces

In last few years, research on workplace related characteristics of millennials have highlighted some important features. In studies conducted in different contexts, researchers have explored the possibility or significance of generational differences (Lancaster and Stillman, 2003; Dittmann, 2005; Littau 2009; Murphy, 201; Jerome et al, 2014;Kroth and Young, 2014).However, it is important to acknowledge that sometimes, the realities of generational differences are in contrast about the perceptions of the same (Deal, 2007). Also, workplace related preferences and expectations could be different in different stages of the career for millennials, just as it is for other generations (Kuron et al, 2015). Smola and Sutton (2002) observed that there are indeed differences among generations regarding work-values but work values change as people get older.

Kowske et al (2010) wanted to find out the difference in work attitudes among five generations, including millennials, in a study conducted from diverse set of employees in US. The findings of this quantitative study indicated that in general, work attitudes differed across generations. Compared to employees from other generations like Boomers and Gen Xers, Millennials reported higher levels of overall company and job satisfaction, satisfaction with job security, recognition, and career development and advancement. At the same time, there were no significant differences with other generations, in terms of levels of satisfaction with pay and benefits and the work itself, and turnover intentions. However, wherever the differences existed, they were found to be minor, according to authors. In contrast, Twenge and Campbell (2012) found significant differences in the personality characteristics, work –related attitudes and values of millennials, when compared with other generations. Hershatter and Epstein (2010) also reviewed the existing concepts and assumptions about millennials in workplaces and observed that millennials put a great importance on authenticity and institutional values, because they want to drive change. However, they also questioned the utility or usefulness of comparing across generations.

Bannon et al (2011) studied different characteristics of millennials and highlighted elements like their advanced technological skills, high value attached to work-life balance, and being socially responsible. Deal et al (2010) have reviewed some of the common and popular assumptions about millennials (like their use of different slang or lingo; common belief that they are more assertive and narcissistic; they use technology in different way, their preference to work less, being less knowledgeable) and underlined that they may not be accurate or supported by substantial data they have also underlined importance of work context in assessing the characteristics, as beliefs about

younger generations have remained remarkably stable over last many years. Levenson (2010) studied the characteristics of millennials from the perspective of an economist and challenged the popular perceptions. He illustrated his ideas through the lens of life cycle and questioned the sanctity of comparing generations with each other arguing that economic difference within a generation is possibly most crucial. Myers and Sadaghiani (2010) have studied the common stereotypes about millennials from an organizational communication perspective. McKorkindale et al (2013) have studied how millennials have connected with organizations through facebook.

Sujansky (2009) has agreed with other observers while pointing out the tech-savvy nature of millennials generation, also underlined the fact that they are more comfortable in group activities. When they are given right instructions, millennials are very task focused. If the employer can create a work environment which is dynamic and energetic, then all employees would benefit from that. Sonier (2012) observed that millennials wanted work life balance. Similarly, Staff and Schulenberg (2010) found that moderate work hours were significantly and positively related with developmental outcomes in millennials. Shapira (2010) observed that millennials are more comfortable in flexible work hours. Barkin et al (2010) expressed the concern about the obesity and unfit health conditions of millennials on workplaces and their impact on productivity. Watts et al (2015) also have expressed concerns about health-related issues of millennials.

Researchers have pointed out the need to adapt to what is being termed as "millennial mindset" in organizations (Burkus, 2010; Agan, 2013;Serviere-Munoz and Counts, 2014). Looking at the specific characteristics of millennials, researchers have suggested certain special measures in organizations. Deeken et al (2008) highlighted the importance of building teams across different generations of workers in libraries. Modification in leadership style has been pointed out as one of the main areas of importance (Chou, 2012; Dannar, 2013). Another area singled out for priority is mentoring relationship (Chen, 2014) and the usefulness of reverse mentoring. Apart from generic characteristics, sector-specific studies have looked at characteristics/conditions in parks and recreation (Kellison et al, 2013), aviation (Niemczyk and Ulrich, 2009) or news organizations (Palser, 2010).

Even though majority of the research work on millennials is conducted in North American context, there have been works in Australia (Taylor, 2012) and South Africa (Martins and Martins, 2012). In Indian context, the study done by Singh et al (2012) is considered as a significant attempt to explore workplace related characteristics of millennials. From a sample of more than 2000 students born between 1977 and 1984, the authors observed the following factors which were given priority by respondents: freedom to express views; entrepreneurial innovation; recognition based on performance; transparency and fairness; opportunities for learning and development; and work-life balance.

Objective

In this study, the authors tried to identify the elements which were of crucial importance for the millennial generation at work. This study was concentrated on the Indian context and the focus was to identify the most important elements which are prioritized by millennials in their work environment. The authors also wanted to assess the difference in opinions of the target respondents on the basis of two demographic characteristics- gender and marital status. As this study was primarily of exploratory nature, the authors attempted to find out answers to the following questions:

- *What are the most important characteristics/features in work context valued by millennials?*
- *Is there any difference in opinion between male and female respondents?*
- *Is there any difference in opinion between married and unmarried respondents?*

Method

For this study, quantitative data were collected through questionnaire-based survey, which were

analyzed later to find answers to the questions stated in previous section. Data collection process was divided into two parts. In the first part, the authors organized three focused group discussions with members of target group of respondents for survey. Each group discussion contained of six members (equal distribution of males and females) and lasted 45-90 minutes. In these group discussions, participants were asked to make observations about elements or variable that would matter to them in workplaces (at present or in future). Comments and observations made by participants were noted down. Following the focused group discussions, a list of most commonly cited items were compiled and revised by authors, for inclusion in the questionnaire for survey.

In the next stage, a questionnaire was prepared with 20 items where respondents were required to rate each item in a standard Likert scale according to their perceived level of importance *(1-not important at all, 2-of little importance, 3-moderately important, 4-quite important,5-very important)*. Following preparation of questionnaire, it was verified with a test sample of 12 respondents for clarity and understanding. After minor revisions in syntax, the questionnaire was ready for administration. The authors administered the questionnaire exclusive through online mode, requesting potential respondents to participate in this research in an accompanying electronic mail. Contacts in social media (like facebook, twitter, linkedin, etc.) were reached out for their participation in the survey and more contacts. Process of data collection was continued for about 45 days and in the end, 175 complete responses were received.

In the sample of 175 respondents, distribution was following: Male-101 (57.7%), Female-74 (42.3%). In terms of marital status, 148 (84.6%) were married and 27 (15.4%) were unmarried. Age distribution in the sample is following: Up to 21 years-46 (26.3%), 22 to 24 years-84 (48%), 25to 29 years – 37 (21.1%), 30 years and above-8 (4.6%).

To check for the interrelationship among the 20 items in questionnaire, collected data were subjected to principal components analysis using SPSS 21. Following the results, data were analyzed to check for level of importance assigned to each of the items, as expressed by respondents. Next, comparative analysis was carried out between demographic groups (male and female; married and unmarried) using t-tests.

Results

In the collected data, significant and high correlations among the 20 items/variables were observed. Values of correlation coefficient are presented in Table 1.

Table 1: Correlations among Variables

	V01	V02	V03	V04	V05	V06	V07	V08	V09	V10	V11	V12	V13	V14	V15	V16	V17	V18	V19	V20
V01	1																			
V02	.617*	1																		
V03	.523**	.610**	1																	
V04	.540**	.650**	.591**	1																
V05	.533**	.633**	.600**	.766**	1															
V06	.422**	.629**	.557**	.580**	.557**	1														
V07	.455**	.545**	.562**	.693**	.732**	.570**	1													
V08	.459**	.599**	.604**	.630**	.669**	.590**	.718**	1												
V09	.520**	.577**	.553**	.619**	.709**	.561**	.718**	.668**	1											
V10	.534**	.621**	.593**	.724**	.675**	.625**	.653**	.569**	.586**	1										
V11	.460**	.478**	.611**	.678**	.637**	.505**	.623**	.625**	.597**	.644**	1									
V12	.603**	.518**	.590**	.577**	.580**	.602**	.537**	.587**	.547**	.635**	.652**	1								
V13	.623**	.669**	.574**	.595**	.552**	.570**	.501**	.511**	.468**	.605**	.495**	.689**	1							
V14	.516**	.609**	.608**	.651**	.624**	.592**	.602**	.662**	.587**	.640**	.552**	.490**	.571**	1						
V15	.423**	.530**	.653**	.622**	.635**	.602**	.640**	.611**	.530**	.621**	.674**	.543**	.567**	.639**	1					
V16	.493**	.605**	.601**	.597**	.663**	.613**	.662**	.606**	.632**	.600**	.516**	.545**	.502**	.578**	.589**	1				
V17	.547**	.667**	.520**	.588**	.630**	.492**	.631**	.574**	.624**	.535**	.499**	.443**	.567**	.642**	.465**	.639**	1			
V18	.373**	.614**	.481**	.608**	.587**	.547**	.501**	.548**	.517**	.522**	.505**	.495**	.509**	.559**	.532**	.693**	.563**	1		
V19	.327**	.437**	.414**	.464**	.499**	.443**	.516**	.523**	.468**	.444**	.445**	.474**	.456**	.441**	.589**	.425**	.509**	.514**	1	
V20	.399**	.453**	.571**	.533**	.542**	.504**	.531**	.624**	.468**	.519**	.457**	.511**	.466**	.562**	.557**	.462**	.487**	.474**	.534**	1

As there are significant and high correlations among variables, authors decided to apply standard principal component analysis (exploratory factor analysis) was applied to check for inherent components/factors among variables and possible data reduction for further analysis.Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.944. Significance value for Bartlett's Test of Sphericity was 0.000. Therefore, dataset was highly appropriate for

principal component analysis. Only one component was extracted from sample data and 58. 645% variation was explained. In Table 2, factor loadings of all variables on a single component are presented.

Table 2: Factor loadings of V01-V20

Component Matrix

	Component
	1
V01	.672
V02	.783
V03	.768
V04	.830
V05	.842
V06	.755
V07	.806
V08	.809
V09	.780
V10	.808
V11	.760
V12	.753
V13	.746
V14	.791
V15	.781
V16	.787
V17	.758
V18	.726
V19	.637
V20	.691

Cronbach Alpha (Internal Reliability Statistics) was found to be 0.92 for the single factor extracted from analysis. This result was consistent with high inter-correlation among variables and indicated that there was only a single construct which could explain all the twenty variables which were very closely related to one another. As presence of any second factor emerging from data is ruled out from results of principal component analysis, authors looked at variable level analysis for continuing examination of data. In Table 3, mean and standard deviation scores of all variables are presented.

Table 3: Means and standard deviations of V01-V20

	Mean	Std. Deviation
V01	4.02	1.10
V02	4.21	1.08
V03	4.17	1.07
V04	4.40	1.04
V05	4.33	.98
V06	4.08	1.05
V07	4.28	.99
V08	4.32	.98
V09	4.33	.98
V10	4.20	1.10
V11	4.00	1.04
V12	4.06	1.12
V13	4.13	1.08
V14	4.25	1.09
V15	4.21	.99
V16	4.43	1.00
V17	4.37	1.13
V18	4.28	1.03
V19	3.80	1.08
V20	3.97	1.06

From this table, it is observed that all variables under study had high average values, which are rather close to one another. It is not really necessary to distinguish a very high or very low average value. Even the standard deviations for each of these variables are consistent and close to each other. In other words, respondents have treated each variable with similar importance.

In the next stage, authors wanted to verify if the average scores for each variable were

significantly higher than *"3-moderately important"*, as mentioned in questionnaire. To test this hypothesis, the average scores for each variable were analyzed against test-value of 3. The results of this analysis are presented in Table 4 below.

Table 4: Means for each variable checked against test value =3 (one-sample test)

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
V01	12.220	174	.000	1.01714	.8529	1.1814
V02	14.713	173	.000	1.20690	1.0450	1.3688
V03	14.429	172	.000	1.17341	1.0129	1.3339
V04	17.623	172	.000	1.39884	1.2422	1.5555
V05	17.991	174	.000	1.33143	1.1854	1.4775
V06	13.641	174	.000	1.08000	.9237	1.2363
V07	16.922	172	.000	1.28324	1.1336	1.4329
V08	17.801	173	.000	1.32184	1.1753	1.4684
V09	17.860	173	.000	1.32759	1.1809	1.4743
V10	14.450	174	.000	1.20000	1.0361	1.3639
V11	12.722	173	.000	1.00000	.8448	1.1552
V12	12.533	172	.000	1.06358	.8961	1.2311
V13	13.710	173	.000	1.12644	.9643	1.2886
V14	15.119	172	.000	1.25434	1.0906	1.4181
V15	16.199	172	.000	1.21387	1.0660	1.3618
V16	18.852	174	.000	1.42857	1.2790	1.5781
V17	16.046	174	.000	1.36571	1.1977	1.5337
V18	16.285	173	.000	1.27586	1.1212	1.4305
V19	9.699	171	.000	.80233	.6390	.9656
V20	12.043	174	.000	.96571	.8074	1.1240

The results indicate that on average, respondents have rated all the variables to be higher than moderately important, the difference being statistically significant. This reflects the value of each of the items in questionnaire, as expressed by respondents.

In the next stage, authors tested the possible difference between two demographic groups: male/female and married/unmarried.

In Table 5, differences between genders are presented. Where males are denoted by 1 and females are denoted by 2. In the last column (value of significance), first value is when equal variance is assumed in two different groups and second value is when equal variance is not assumed.

Table 5: Difference in Average Values between Genders

	GENDER	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
V01	1.00	101	4.1287	.94513	1.573	173	.118
	2.00	74	3.8649	1.27488	1.503	128.426	.135
V02	1.00	100	4.4100	.77973	2.941	172	.004
	2.00	74	3.9324	1.34807	2.728	108.706	.007
V03	1.00	100	4.3100	.89550	1.982	171	.049
	2.00	73	3.9863	1.25270	1.884	123.263	.062
V04	1.00	99	4.5657	.71659	2.466	171	.015
	2.00	74	4.1757	1.33815	2.275	104.087	.025
V05	1.00	101	4.4752	.70134	2.298	173	.023
	2.00	74	4.1351	1.24223	2.121	106.826	.036
V06	1.00	101	4.2871	.84067	3.133	173	.002
	2.00	74	3.7973	1.22731	2.962	121.347	.004
V07	1.00	100	4.4400	.75639	2.455	171	.015
	2.00	73	4.0685	1.22847	2.287	111.174	.024
V08	1.00	100	4.5400	.65782	3.526	172	.001
	2.00	74	4.0270	1.23835	3.241	103.347	.002
V09	1.00	100	4.5000	.68902	2.747	172	.007
	2.00	74	4.0946	1.24051	2.537	106.059	.013
V10	1.00	101	4.3861	.81204	2.664	173	.008
	2.00	74	3.9459	1.36384	2.474	110.409	.015
V11	1.00	100	4.1600	.84948	2.398	172	.018
	2.00	74	3.7838	1.21937	2.277	123.139	.025
V12	1.00	99	4.2121	.88379	2.043	171	.043
	2.00	74	3.8649	1.34800	1.928	118.345	.056
V13	1.00	100	4.2900	.72884	2.344	172	.020
	2.00	74	3.9054	1.40614	2.149	101.941	.034
V14	1.00	99	4.3939	.91270	1.962	171	.051
	2.00	74	4.0676	1.27495	1.872	125.879	.063
V15	1.00	100	4.2900	.75605	1.190	171	.236
	2.00	73	4.1096	1.23110	1.109	110.986	.270
V16	1.00	101	4.5248	.75623	1.488	173	.139
	2.00	74	4.2973	1.25763	1.383	111.109	.169
V17	1.00	101	4.4851	.92319	1.647	173	.101
	2.00	74	4.2027	1.34449	1.558	121.557	.122
V18	1.00	100	4.3700	.86053	1.401	172	.163
	2.00	74	4.1486	1.22399	1.331	123.942	.186
V19	1.00	99	3.9091	.94859	1.509	170	.133
	2.00	73	3.6575	1.23849	1.450	129.904	.149
V20	1.00	101	4.0693	.86322	1.515	173	.132
	2.00	74	3.8243	1.27524	1.430	120.340	.155

The results indicate that for items 02-13, males and females recorded significantly different responses as the mean values for responses are statistically different. (p value<0.05).

In Table 6, differences between unmarried and married respondents are presented. Unmarried people are denoted by 1 and married people are denoted by 2. Other columns are similar in their interpretation as the previous table.

Table 6: Difference in Average Values between Married and Unmarried Respondents

	MS	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
V01	1.00	147	4.1429	.96515	3.576	173	.000
	2.00	28	3.3571	1.49603	2.675	31.414	.012
V02	1.00	146	4.3151	.93774	3.084	172	.002
	2.00	28	3.6429	1.54475	2.225	30.922	.033
V03	1.00	145	4.2414	.97379	1.917	171	.057
	2.00	28	3.8214	1.44154	1.478	31.922	.149
V04	1.00	146	4.5137	.86492	3.471	171	.001
	2.00	27	3.7778	1.60128	2.326	28.866	.027
V05	1.00	147	4.4218	.85948	2.854	173	.005
	2.00	28	3.8571	1.38013	2.089	31.105	.045
V06	1.00	147	4.1769	.94869	2.861	173	.005
	2.00	28	3.5714	1.37244	2.235	32.089	.033
V07	1.00	146	4.3699	.87898	2.705	171	.008
	2.00	27	3.8148	1.41522	1.969	29.815	.058
V08	1.00	146	4.3836	.83261	1.913	172	.057
	2.00	28	4.0000	1.51535	1.302	30.198	.203
V09	1.00	146	4.4110	.85235	2.604	172	.010
	2.00	28	3.8929	1.42307	1.863	30.816	.072
V10	1.00	147	4.3129	.92753	3.197	173	.002
	2.00	28	3.6071	1.64067	2.210	30.367	.035
V11	1.00	146	4.0479	.94199	1.397	172	.164
	2.00	28	3.7500	1.43049	1.059	31.637	.298
V12	1.00	146	4.1507	.94936	2.420	171	.017
	2.00	27	3.5926	1.71552	1.644	29.012	.111
V13	1.00	146	4.2192	.94317	2.621	172	.010
	2.00	28	3.6429	1.56854	1.880	30.847	.070
V14	1.00	145	4.3448	.98163	2.520	171	.013
	2.00	28	3.7857	1.47465	1.926	31.775	.063
V15	1.00	145	4.2759	.86989	1.897	171	.060
	2.00	28	3.8929	1.42307	1.375	31.007	.179
V16	1.00	147	4.5034	.88654	2.290	173	.023
	2.00	28	4.0357	1.42678	1.674	31.086	.104
V17	1.00	147	4.4626	.98114	2.653	173	.009
	2.00	28	3.8571	1.62650	1.905	30.845	.066
V18	1.00	146	4.3288	.92557	1.548	172	.123
	2.00	28	4.0000	1.46566	1.144	31.254	.261
V19	1.00	144	3.8542	1.00327	1.425	170	.156
	2.00	28	3.5357	1.42678	1.128	32.385	.268
V20	1.00	147	4.0340	.90973	1.968	173	.051
	2.00	28	3.6071	1.61794	1.356	30.329	.185

Results indicate that for at least 13 of the 20 variables, there are significant differences in the responses of married and unmarried people (p value<0.05).

Discussion

Analysis of data collected from 175 respondents highlighted some interesting observations in this study. Overall, the respondents assigned significantly high importance to each of the items/variable included in the questionnaire. For all variables, average scores of close to 4 were observed and the standard deviations for all variables were also of similar values. This presumably points out to the fact that millennials perceive all crucial elements in work important as more or less equally important and don't really differentiate among those. This confirms some of the earlier studies which claimed that millennials didn't really have very different perceptions about workplace related elements, when compared to people from other generations. As the items comprised a mix of traditionally important elements and relatively newer elements, we could say that employees of this generation have a rather “balanced” view of the workplace and their expectations are a combination of “essential” as well as “desirable' elements at work. Takeaway for managers and leaders from this finding: we cannot compromise any of the important factors in order to attract, engage, and retain the millennials. Findings from the study supported the observations made by Suzansky (2009) in terms of expectation setting, giving feedback, challenging responsibilities, discussing long term career goals and aspirations, and creating an energetic and engaging work environment. We also found agreement with the findings of Singh et al (2012).

Interestingly, we had observed significant difference in the average ratings assigned to certain variables, when we looked at difference between genders and marital status. As mentioned in earlier section (Results), when we compared average ratings on items 02-13 for male and female respondents, we found statistically significant differences. For all these items, males had higher average rating than women, even though the numerical value of difference was not so high, it is worth highlighting. These items represent workplace characteristics as following: organizational communication; recognition; productive work-environment; respect and value received; rapport with co-workers; growth and career advancement opportunities; encouragement for innovation; support and feedback from superiors; and open communication with seniors. Our results indicated that male respondents valued these factors higher than female counterparts. The reasons for these differences are to be found out through different perspectives.

Similarly, we also found that for 13 out of 20 items, average ratings of married and unmarried respondents significantly differed. Items for which there is hardly any difference observed represented the following items: recognition; career advancement opportunities; feedback from supervisors; acknowledgement from team members; work-life balance; fun at work; and above-market pay. For all other items, unmarried people have (statistically significant) higher ratings than married people. Once again, the reasons behind this observed difference could possibly be investigated through change in socio-economic status as well as new responsibilities and obligations that develop after marriage. However, an in-depth study on ascertaining the reasons is possibly out of scope of this study.

We need to extend our study and include an elaborate qualitative branch to it – so that we can understand the reasons and dimensions behind these differences. So, the follow-up to the results of quantitative study could provide us with more insightful findings about the workplace preferences of millennials. In Indian context, we can also include multiple socio-cultural aspects to our study and the changing dynamics in working population, to confirm or negate our findings. Ideally, we can also add other demographic variables like education-level, occupation of parents, place of origin (urban/semi-urban/rural), etc. and check for differences in perceptions across different demographics. India being a country rich in its diversity in all possible aspects like language, food-habits, religious and social customs-it'd probably not be justified to treat all millennials in India as a uniform cluster. So, we can also look at possible differences region-wise. Lastly, we also need to explore differences between "younger" and "older" millennials as we have a range of almost two decades. Radical changes in technology and geo-political circumstances along with economic progression could quite possibly have made some impact among the generation itself where younger and older people view things differently.

Conclusion

In an attempt to explore the possible elements and factors which are valued by millennials, authors carried out a survey with 20 items (identified through focused group discussions) and collected responses from 175 participants from different parts of India. Findings from the collected data indicated high importance attached by respondents to all items and also some significant differences across selected demographic groups. This study is a primary attempt to quantitatively assess the workplace related expectations and preferences of millennials in Indian context. Many practical lessons in design and implementation of workplace policies and practices can be drawn from this study. In order to further consolidate and substantiate the objectives and scopes of this study, more demographic factors can be added to existing framework and the results can be reviewed. Authors also would to add a strong qualitative stream to this study and reach a deeper understanding about the features, antecedents and consequences of work preferences of millennials.

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Annexure: Items Included In Questionnaire Used For Survey

1.	Long term vision of the organization should be clearly stated.
2.	Effective communication of organizational goals by the senior leaders.
3.	Awareness of my contribution towards the achievement of organizational/departmental goals.
4.	Positive and supportive work environment at workplace.
5.	Respect and value given to employees' thoughts and ideas at workplace.
6.	Good rapport with co-workers.
7.	Opportunities to enhance professional skills and abilities.
8.	Career advancement opportunities at workplace.
9.	Encouragement of innovation at workplace.
10.	Supportive and encouraging superiors at workplace.
11.	Timely and useful feedback from supervisors.
12.	Openness of managers towards receiving feedback.
13.	Approachable senior leaders at workplace.
14.	Appreciation for efforts and inputs.
15.	Acknowledgement and value by the team for contribution.
16.	Equal and fair treatment to all the employees.
17.	Gender neutral working policy.
18.	Work and life balance.
19.	Existence of fun elements and activities at workplace.
20.	Above average remuneration.

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Spirituality at Work

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Abstract :

Workplace spirituality meets a deep desire of individuals and society to find ultimate purpose in life and to live accordingly. It is fundamentally related with listening to the inner voice in the midst of a turbulent workplace; about recognizing a need for self-integration; about connecting with one's community and family; and for developing a path toward achievement with satisfaction and security. Spirituality as a construct is a better option than religion for understanding the relationship between individual and the modern workplace. The present paper describes workplace spirituality as an element of the organizational culture which affects organizational and employees' well-being. Spirituality at workplace leads to improved ethical behaviours at a personal level and an enhanced ethical climate/culture at an organizational level.

Key Words: *Spirituality, Workplace, Organisational culture, Behaviour*

Introduction

Spirituality in work context is gaining vital importance these days. In the Indian context, spirituality, spirit and spiritual phenomenon are important for human life the since start of civilization, but since the beginning of the 20th century, the Western society is also giving increased attention to spirituality. It is an established fact that everybody has a need for something bigger in life than just making money and going to work. Since the beginning of the new millennium, a growing number of organizations have tried to discover ways to help employees, balance work & family and to create conditions where in each person can realize his or her potential while fulfilling the requirement of the job. James Autry observed, “Work can provide the opportunity for spiritual and personal, as well as financial, growth; if it doesn't, we are wasting for too much of our lives on it”. Leading others is now seen as an extension of managing ourselves. The implications of these changes are clear: On one hand, it is about working collectively, reflectively and spiritually smarter; On the other hand, it implies employment that is mind-enriching, heart fulfilling and soul satisfying as well financially rewarding.

Research literature provides evidence of spirituality in work context. For example, spiritual individuals in the work place are more likely to demonstrate enhanced team work (Mitroff & Denton, 1999, Neck & Milliman 1994), greater kindness and fairness (Biberman & Whitty, 1997), increased awareness of other employees needs (Cash & Gray, 2000) increased honesty and trust (Brown, 2003, Krishna Kumar & Neck, 2002), higher incidences of organizational citizenship behaviour (Nur & Organ, 2006) and express more servant leader behaviour (Beazley & Gemmill, 2006). They are also prone to perceive the ethical nature of business issues more clearly (Giacalone & Jurkiening, 2003) and are more sensitive to corporate social performance (Giacalone, Paul & Jurkiening, 2005). The present paper highlights the workplace spirituality and its relevance for working environment.

What is Workplace Spirituality

Webmaster defines spirituality as relating to, consisting of, or affecting the spirit, relating to sacred matters concerned with religious values, related to, or joint in sprit. Lan Mitroff, professor of management, defined spirituality as "the desire to find ultimate purpose in life and to live accordingly". The workplace spirituality movement can be understood as the result of a humanistic approach that was initiated many years ago.

Spirituality can be defined as " The recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community" (Ashmos & Duchon, 2000). Ashmos & Duchon (2000) highlighted that workplace spirituality encompasses three dimensions: sense of community, meaningful work and inner life. They noted that the first dimension is as regards the connection that the employee has with other human beings in the work place; the second dimension is about conducting activities at work that give meaning to the person's life and the third one is concerning the understanding on one's power and its use in the work place (Ashmos & Duchon, 2000). As per Indian concepts "Spirituality is the desired to find ultimate purpose in life and to live accordingly".

Spirituality at work is not about religion. It does not necessarily involve a connection to any specific religious tradition, but rather can be based on personal values and philosophy Duchon and Plowman (2005) noted that "religion is about an organized belief system", whereas workplace spirituality is more about finding meaning and community in the workplace. Workplace spirituality enhances the experience of connectedness and being part of a work environment that promote satisfaction and meaning. In addition, religion is more about established belief. Workplace spirituality is considered as an element of organizational culture that affects employees and their behaviours.

Advantages of applying spirituality at work

Workplace spirituality is a "reality that must not be ignored by society and organizations". It is observed by researchers that organizations are also spiritual entities and many employees look for the satisfaction of their spiritual needs, to be unique, to commune with something greater than themselves, to be useful, to be understood by others, and as to understand how they fit into a greater context (Strack et. al, 2002). They wish to experience a sense of purpose and meaning at work, as well as a sense of connection with other people and their work community. Pfeffer (2003) summarized these human goals when saying what people seek in their workplaces:

- Interesting work that allows learning, development and provides a sense of competence and mastery.
- Meaningful work that instils some feeling of purpose.
- A sense of connection and positive social relations with co-workers.
- The ability to live an integrated life, so that the work does not clash with the essential nature of the worker and her/his desire to live as a human being.

This helps us to understand how this topic is important and attracts increasing attention in work of working life. A team of researchers (Joan M.S. Dhiman and K Richard-2008) presented four interesting advantages in their review of employees who maintain the spiritual mindset:

- The stronger the spiritual factor of personality, the more tolerant the person is of work failure and less susceptible the person is to stress.
- Person favours the democratic style of leadership; The more trusting the person is and the higher the person's tolerance is of human diversity.
- Person exhibits altruistic behaviour and citizenship.
- Person exhibits commitment to the

organization and work.

- Another major advantage of nurturing the spiritual mindset within each employee in the organization is that of ethicality. This is important and true of today's emerging workforce, explaining the reasons as follows: While employees are generally insecure and frightened at work, they increasingly depend upon work environments for primary links to other people as more traditional support systems have weakened. The ethics or morals of our organizations are becoming increasingly important to employees, and spirituality can be seen basically as displaying and applying a heightening level of awareness towards others in a selfless way. The benefits of this approach are clearly greater staff loyalty and retention, leading to increased creativity and productivity.

What is Necessary for a Spiritual Workplace

The modern century is witness to the need for spirituality at work. Although spirituality is intensely personal, it need not be private; and although it tends to be idiosyncratic, it is often predicted on shared experiences, values and beliefs. A typical organization exposes a certain identity and attendant goals, values, beliefs and norms for providing potential, spiritual hooks for the individual particularly for connection and growth. Following factors are essential for spiritual workplace:

- External factors are environmental elements including an appealing and aesthetic atmosphere (Plants, Memorabilia, books), order and the display of inspirational quotes for motivational affirmations.
- Integrated elements include peace, comfort, pleasant representation, accessibility of information, a certain level of casualness (lack of protocol), fair compensation and good reward mechanisms and organizational involvement in charity projects in the community.
- Internal Elements Include

  - ❖ Leadership Perspective: Top leaders who are more sensitive, kind and aware of the human factor, which is reflected in their creation of a caring environment and accessibility to different levels of the organization.

  - ❖ All Workers' Perspective (Leader And Employees): The reflection of the leaders spiritual intent in the workplace such as the presence of kind people, high levels of interaction, team performance, involvement in encouraging mental contributions and bonding among employees.

Spiritual workplace becomes even clearer when it allows organizations to make absent by negativity, egocentric behaviour, mistrust, dishonesty among each-other, strong hierarchy and backstabbing, which make organizations more effective and creative.

Conclusion

The role of spirituality in context of work is increasingly, acknowledged in business and management research (Kutcher et. Al. 2010, Doran and Natale, 2011). This urges researchers to question how is spirituality understood and practiced in work organization. The present paper contributes to an understanding of spirituality at work and in organizations. Spirituality in Western and Eastern parts of the world is almost carrying same meaning and emphasizes on sense of meaning and purpose of life. Spirituality at work is related with work culture and person-environment interaction with the elements i.e: direction, wholeness, connectedness, meaning making, integration, community, religion or its absence: self-awareness and living with integrity in terms of

personal values and global public values. The turbulent contemporary work environment is driving new ways of thinking and transforming work arrangements. Today, most organizations want people to serve a purpose not just to have a job, but the challenge is to create an opportunity for workers to personalize their experiences in collaboration with the organization. Work should serve as a source of enjoyment, satisfaction and fulfilment, whereby purpose and meaning are more close to what we do. Howard and Welbourne (2004) provide examples of spiritual companies that are profitable. Broadway Tires (U.K) reduced absenteeism by introducing spiritual principles. At Raffrey Park Institute (U.K), 75% of workers sought spiritual principles. We experience that our work becomes increasingly central to our lives because it serves as a source of spiritual growth, suggesting that organizations need to meet the meaning needs of their members. The current organizations face many issues including greed, poor ethical standards and a lack of values. In the face of such crisis, workplace spirituality may provide the sustainable values for human growth and satisfaction in organizations.

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Green Marketing : A Market Segmentation Strategy

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Abstract :

In simple words green marketing is all about selling of the concept/ services/ products highlighting their environmental benefits. Such a product or service may be environmentally friendly in itself or produced and/or packaged in an environmentally friendly way The obvious assumption of green marketing is that potential consumers will view a product's or service's "greenness" as a benefit and base their buying decision accordingly. Some important reasons which directs a person/ marketer to advocate for the green marketing are - Opportunities or competitive advantage, Corporate social responsibilities (CSR) ,Government pressure ,Competitive pressure ,Cost or profit issues. The main purpose of this study was to weigh the Green marketing as an opportunity for market segmentation strategy. Study provided the emerging dimensions of Green Consumers and suggested the appropriate strategies to implement green practices.

Key words - *Environmental concerns, Green Marketing, Market Segmentation*

Introduction

There is growing interest among the consumers all over the world regarding the protection of the environment. The concern of people about the changing taste of the environment is much evident enough nowadays, as a result of this, green marketing has now become a predominant market which can be regarded as responsible enough to take care about sustainable and socially responsible products and services. Green marketing refers to the process of selling products and/or services based on their environmental benefits. Such a product or service may be environmentally friendly in itself or produced and/or packaged in an environmentally friendly way. The obvious assumption of green marketing is that potential consumers will view a product or service's "greenness" as a benefit and base their buying decision accordingly. The not-so-obvious assumption of green marketing is that consumers will be willing to pay more for green products than they would for a less-green comparable alternative product. There are at least five desirable benefits commonly associated with green products: efficiency and cost effectiveness; health and safety; performance; symbolism and status; and convenience. The implication is that marketers need to align green products' consumer value (such as money savings) to relevant consumer market segments (for example, cost-conscious consumers). Companies that develop new and improved products and services with environment inputs in mind give themselves access to new markets, increase their profit sustainability, and enjoy a competitive advantage over the companies which are not concerned for the environment. There are basically five reasons for which a marketer should go for the adoption of green marketing.

They are -

- Opportunities or competitive advantage
- Corporate social responsibilities (CSR)
- Government pressure
- Competitive pressure
- Cost or profit issues

While buying green may not appeal to everyone, there are substantial numbers of consumers who are potentially receptive to a green appeal. According to the Roper survey in a 2002, 58% of U.S. consumers try to save electricity at home, 46% recycle newspapers, 45% return bottles or cans and 23% buy products made from, or packaged in, recycled materials. So it is clear that some consumers already demonstrate sporadic green sentiments in their habits and purchasing behavior. Understanding the target consumer will help marketers to know whether "greenness" is an appropriate selling attribute and how it should be incorporated into the marketing mix. To respond to consumers' varying degrees of environmental concern, marketers can segment the market into different shades of green.

Review of Literature

Environmental concern has been traditionally viewed as a uni-dimensional construct ranging from unconcerned about the environment at the low end to concerned at the high end, as measured by the new environmental paradigm (NEP) (Milfont and Duckitt,m2004). On the other hand, Schultz (2000) proposed that environmental concerns have three correlated factors: concern for the self (egoistic), other people (altruistic) and the biosphere (biosphere). As a result of the increasing number of green consumers, marketers are targeting the green segment of the population. Recycled paper and plastic goods and dolphin-safe tuna are examples of products positioned on the basis of environmental appeal (Banerjee et al.,1995). Marketers are also incorporating the environment into many marketing activities, including product and package design (Bhat, 1993; Polonsky et al., 1997) and pricing (Kapelianis and Strachan, 1996). Marketers have even gone as far as to develop specific models for the development of green advertising and green marketing strategy (McDaniel and Rylander, 1993; Menon and Menon, 1997). Nowadays, environmental consciousness is not only an ideology of activists, but also a matter of 'market competition' (McCloskey and Maddock, 1994), which influences consumer behaviour (Follows and Jobber, 1999). D'Souza (2004) claims that the green vision is a reality and needs to be more functionally understood to allow marketers to develop strategies aimed to meet the green consumers' needs. Business firms have also started engaging in activities that give publicity to such efforts with a view to generate bigger sales and revenues, and eventually higher profits for the organizations (Mnasili, 2000). Initiatives taken by business firms to establish their green credentials range from repositioning of existing products without changing product composition (Davis, 1992).

Objectives

- To highlight factors on the basis of which segmentation of Green Consumer Market can be done.
- To study the effect of consumers' age on factors considered for the segmentation of the green consumer market.
- To put forward some suggestions for the proper development and implementation of Green Practices.

Research Methodology

The type of research undertaken for the present work is Exploratory in nature. Convenience and judgmental sampling has been used. The sample size considered was 270. Both secondary and primary sources were used for data collection. Primary data collected through self- structured Questionnaire. Respondents were asked to rate the items on 1-7 point Likert scale, ranging from 1 (Strongly Disagree) to 7 (Strongly Agree). Validity checked by distributing questionnaires to field experts and resultantly four items were dropped. The geographical area of study was restricted to Bokaro Steel City and Ranchi (States of Jharkhand). Duration of study was

from March 2015 to May 2015. Statistical tools used were Factor Analysis, One Way Analysis of Variance.

Data Analysis and Interpretation

Age profile of respondents are given in Table 1

Table 1 Age wise descriptive study Descriptive

		N	Mean	Std. Deviation
FAC1	<21	126	5.5192	.7656
	21-35	137	5.4422	.7943
	>35	7	6.1429	.3959
	Total	270	5.4963	.7794
FAC2	<21	126	4.2540	.8863
	21-35	137	4.4327	1.0007
	>35	7	4.6327	9719
	Total	270	4.3545	.9499
FAC3	<21	126	5.5146	.8506
	21-35	137	5.7092	.7877
	>35	7	6.4048	.5258
	Total	270	5.6364	.8253

Description of Result (Table – 1)

Exploratory factor analysis with Principal Component Analysis and Varimax rotation with Kaiser Normalization extracted three components - Environmentally influenced and Aware Consumers, Skeptic but system believer Consumers, Progressive and Eco friendly Consumers. The above table explains the concept of the multivariate analysis to underlay structure of a relatively large set of variables. The above analysis is the age wise classification and mean and standard deviation are further computed to pacify the results.

Table 2 Result of Factor Analysis

	Environmentally influenced and Aware Consumers	*Skeptic but system believer Consumers*	*Progressive and Eco friendly Consumers*
PRCHSE	0.738	0.467	0.153
PRICEHIG	0.388	0.28	-0.176
ADAWR	0.49	0.412	0.101
ACTION	0.593	0.151	3.04E-03
INFLNCE	0.532	0.129	0.12
ISO14000	-5.10E-03	0.715	-1.25E-02
SOCLRESP	6.31E-02	0.52	0.447
PDTREPSN	0.249	0.57	0.361
BANPOLYN	0.775	0.238	-8.77E-02
RECYLD	0.583	0.395	2.25E-02
OLDVHCL	0.449	2.19E-02	0.256
EURONRMS	0.457	0.511	4.15E-02
KULHD	0.413	0.505	-0.191
BIODGRDL	0.577	0.539	5.17E-02
FESTVL	0.582	0.442	-3.90E-02
POLLNCHK	0.329	0.623	0.272
ECOMARK	6.54E-02	0.525	0.533
BLNCNEED	0.212	0.648	-0.124
GOVT	-9.29E-02	3.31E-02	0.829
COURT	0.145	0.255	0.655
AWRNESS	0.104	-0.312	0.758
ATTRACT	0.597	-6.51E-02	0.311
REALITY	0.711	5.22E-02	0.172
EXPENSIV	0.69	0.121	-0.222
EXPRNCE	0.674	0.313	7.21E-02
COMPTION	0.406	3.49E-02	0.3

Table - 2

Factor analysis is applied to know about the relevance of factors in terms of their applicability and absoluteness. The table explains the environmental influence on the awareness level of the consumer with respect to

- Aware Consumers,
- Skeptic but system believer Consumers
- Progressive and Eco friendly Consumers

Table 3 Anova Age

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
FAC1	Between Groups	3.393	2	1.696	2.831	.061
	Within Groups	160.006	267	.599		
	Total	163.399	269			
FAC2	Between Groups	2.654	2	1.327	1.476	.230
	Within Groups	240.069	267	.899		
	Total	242.723	269			
FAC3	Between Groups	6.730	2	3.365	5.091	.007
	Within Groups	176.495	267	.661		
	Total	183.225	269			

Description of Result – Table – 3

Table 3 exhibits that Age wise there were significant difference for the first dimension i.e. environmentally influenced and Aware Consumers. With advancement in their age consumers become more consistent and certain about the environmental concerns and influences upon purchasing product, awareness about green idea, favorable response of eco-friendly attributes in product repositioning, usage of biodegradable products and recommendation of eco-friendly products for further use.

Findings of the study also confirmed the previous research findings (Roberts , 1996 ; Samdahl and Robertson , 1989) but there was a significant and negative correlation found in other studies

***Abbreviations**

- FAC1 - Environmentally influenced and Aware Consumers,
- FAC2 - Skeptic but system believer Consumers;
- FAC3 - Progressive and Eco friendly Consumers

Conclusions

The study revealed that the consumers source the information for environment influence on green practices mostly from newspaper and television whereas magazines, friends and relatives contribute very less. Most of the respondents believed that government and consumers can be a major role player in effective implementation of green practices, but a few respondents believed that manufacturers / service providers should take responsibility. Environmental concerns and influences on Green consumers refer to the process of practicing – selling / using products and/or services based on their environmental benefits. The study points that such a product or service may be environmentally friendly in itself or produced and/or packaged in an environmentally friendly way can provide an opportunity for market segmentation for green products and at the same time it can enhance the chances of a responsible, ethical and profitable business to grow in all areas with public and government support. Future research can be on specific areas like green manufacturing process, green supply chain management and acceptance of more environmental concerned issues like packaging, nature and recycling standards.

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Career Choices of Urban College Girls of Delhi and Their Well Being

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Abstract :

In the wake of modernization, the new social reforms, and amendments in the politico-economic policies have focussed on women emancipation largely through education, skill building and representation in various career occupations. In the recent part women have been relishing the incipient experience of loosening of tight reins of control over their choices specifically pertaining to career. The study attempts to assess the influence of the recent developments in the career choice of college going girls in urban regions of Delhi. A semi structured questionnaire was developed to gather information about the career categories, freedom to choose career, support available to pursue the chosen career, and their impact on the subjective well being of respondents. Data analysis was done using content analysis. All the response categories for different items were identified and further quantified to see their effect on well being. Results indicated that despite modernisation, we still have a long way to go.

Key words - *career, freedom of choice, support, well being.*

Introduction

Globally, women traverse through various stages of life that implicitly or explicitly bring along their respective unique and specific challenges. India being predominantly a patriarchal society has been spawning the various traditional dictates to regulate the lives of women since time immemorial. Some traditional Indian texts have attempted to design the rubric of a woman's life by describing every stage of life by terms such as Kumara and Brahamchari (Verma and Sarswathi 2002), Mugdha (youthful and inexperienced), Madhya (the adolescent) and Pragalbha (the mature), Sviya (the one who loves only her husband). Randhawa (1959) claimed that all these terms pronounce the possible sphere of opportunities and explicable functions of a woman across all the stages of her life. These descriptions also prescribed largely the imposition of constraints on her role and identity in the form of various stereotypes. The meaning of her existence had been expandable only up to the strict boundaries defined by social norms which were mainly to serve as means for the male members in the family. Their role also served to fortify the 'dignity' of the family through self restriction and impounding of personal ambitions for the entire life. These prescribed stereotypes intended to encourage girls to form a malleable self-concept that may confine all the aspirations to identify with the ideals set by the prevailing norms and situations in life. Through differential rearing, girls learn to imbibe the characteristics of good wives and mothers by having sacrifice, tolerance and dependences as an integral part of their self (Uplaonkar 1995).

Being a female bears a connotation of inferior status and she is considered a social and financial liability (Shah 1998) owing to the associated apprehensions pertaining to the dignity and other social customs such as dowry. Due to which female foeticide and infanticide were very common practice in certain regions of India, so much so that it had resulted in a devastatingly skewed sex-ratio to an extent that even occurrence of marriage became a question. The poor care afforded to girls by family is one major reason for their malnutrition Choudhary, Mishra & Shukla (2003), Sen & Kanani (2006). In most rural areas, girls rarely pursued education beyond

primary school level. Early marriage was a common trend until few decades ago for girls in rural India. (Khosla, 1997).

After derision for many eras, sordid discrimination for centuries and maintenance of reticence for decades, the issue of women emancipation has eventually become a social movement. Life of a woman has witnessed explicitly revolutionary changes in recent times. Globalization has largely transformed the traditional conceptions of role and position of women in society, conferring them more liberty and autonomy. Although, modernization has greatly reduced gender inequalities, yet it has not succeeded in completely obliterating the gender discrimination and subjugation. Also, The effect of globalization is not uniform across the nation. Accordingly, we notice great differences between rural and urban regions of the country. Learning about the conditions of counterparts from different regions may appear as a shocking piece of information to each other that may seem far removed from reality. Even today, we observe region wise major disparities in many domains, especially in education and career.

In the regions, where globalization has been an impetus to the uprising of women, Education can be considered as the most significant and impactful instrument in the realization of this social shift. Education, apart from developing the personality and rationality of individuals, also qualifies them to carry out certain economic, political and cultural functions in order to facilitate their socioeconomic empowerment and recognitions in the society. Education leads to a positive effect on their well being by fostering subjunctive conditionals that are corollaries of career advancements, namely, financial growth, fulfilment of monetary needs, housing, social activities, leisure, pursuing meaningful goals and managing a good lifestyle and enhancement in self worth.

There are several domains in which there has been noticeable progress such as widening of career options and aspirations, social support extended by the family in career building, and freedom to choose and pursue the career. These are described in detail as follows:

Career Options: Until recent past, women have had very limited range of conventional career options imposed by parents, where they would take into consideration the complexity of different prospective roles to be played by the girls post marriage. And due to the societal stereotypes women had to adjust their aspirations in accordance with the will of the family members. Moreover, many a times, a girl had to get married on the pre-condition of renouncing the very thought of career post marriage. Several studies done in 1970's on gender and career aspirations reported that girls in those times had restricted career aspirations, often they had to opt from a narrow range of occupational categories (Mendez & Crawford, 2002; Wahl & Blackhurst, 2000). But, now with the proliferation of numerous career options and growth prospects, females have shown interests in a wider range of career avenues and have exhibited more gender-role flexibility in their career aspirations than males (Francis, 2002; Mendez & Crawford, 2002).

Some modern studies have also demonstrated that although girls have further broadened their career choices, yet they have not kept expectations for career growth very high, specifically for the high status job that are traditionally perceived as the bastions of males (Wahl & Blackhurst, 2000). Possible reason for such a discrepancy lies in the fact that there are various socio-cultural determinants that influence career aspirations of young women viz. socioeconomic status, parents' occupation and parental expectations. These determinants get reinforced at every stage of schooling, college, and work, and they become more complex over time (Brown & Barbosa; Stephenson & Burge, 1997). Huang, (2008) did a multicultural analysis to figure out cultural Factors Influencing Career Choice through interviews with 200 women in different countries. The themes that emerged were the cultural attitudes about maternity, childcare, parental care and working outside the home about a woman's choice of an IT career. Watson, Quatman & Edler (2002) noted that adolescent females were more conflicted between their future careers and commitment to marriage and family. This poses a substantial amount of stress that hampers their well being to

an extent.

Apart from the aforementioned factors, being decided about a career path may impart meaning and purpose to students by providing a goal to follow and resulting a structured academic life. Research suggests that pursuing self-selected goals and projects, relates positively to SWB (Walsh & Eggerth, 2005). Having a valued career goal to pursue also contributes to personal growth in terms of identity achievement, regarded as a central developmental task before entering adulthood (Erikson, 1959).

2.1.8 Social support: The functional components of social support can be of various types providing: (1) emotional support, (2) instrumental support, (3) information support, (4) affectionate support and (5) social companionship (Sherbourne and Stewart, 1991).

Three basic dimensions of social support are warmth, behavioural control, and psychological autonomy. These foster the positive self-conceptions and social skills, responsibility and competence, and impulse control. Social support help in reducing the amount of stress experienced as well as facilitates better coping with stressful situations (Bradshaw, Keung & Goswami, 2011).

In a study, Wentzel (1998) asserted that Social support has also been recognized to have a significant motivational influence on the academic achievement.

Desai & Krishnataj (1987) reported that due to their weaker position, females experience poor social support in terms of pursuing individual goals. These findings have further been supported by Singh, Singh & Suman (2009).

Freedom to choose goals: Generally the life of girls in Indian context is planned by parents. So the future of the girl would decisively depend on the orientation and approach of parents, and primarily of father as well as brother. If the parents have stereotypical mindset, they may decide to discontinue education after certain grade and start arranging to get the girl married. In some cases where parents with chauvinistic worldview loosen up their strict control, they may allow a girl to pick up a career from limited options. In case where the parents are progressive, they are in favour of occupational employment of their female children. But at the same time a few of such parents would impose career choice onto their female children strictly while many others would leave the future career choice to their children. Some laissez faire parents would suggest merits and demerits of different careers, so that their female children can choose right career based on specific educational qualification. In another study by Pandey & Singh (2009), it was asserted that for students in the age range of 19-21 years, discrepancy between self and parents in setting life goals for an individual would increase negative emotional experience and adversely affect the SWB of the individuals in the sample. It was further hypothesized that the SWB would increase if one felt that his/her progress towards goals set by parents were satisfactory.

Methodology:

Objectives:

1. To identify the career aspirations of the college going girls in urban areas of Delhi and appraise the effect on their subjective well being.

2. To assess the freedom available to the college girls to pursue their selected career options and its effect on their subjective well being.

3. To evaluate the social support available to them in working towards their career goals and its effect on their subjective well being.

Participants: In this study the participants were selected through random sampling and comprised 200 college going undergraduate girls from urban area of south Delhi. All the participants were required to provide their sociodemographic information on a preset format given by the researcher. College going girls at undergraduate level (i.e. young adult transition phase) of various disciplines were included and only voluntary participants were taken in the sample.

Tools Used:

Socio-demographic data sheet: This was prepared by the researcher with an intent to

obtain information regarding the age, education of the parents, occupation of parents, income of the family, number of family members, siblings, birth order, family type, living arrangement, locality of home etc.

Open-ended Questionnaire: An open ended questionnaire was developed, that included three questions pertaining to the elements of interest of the study. The questions were: What do you want to do as a career? How much support do you get from for your career choice? Would they give you enough freedom to pursue your career decision?

Subjective Happiness Scale (Lyubomirsky & Lepper, 1999): The Subjective Happiness Scale is a self-report questionnaire designed to assess an individual's long-term subjective happiness. This questionnaire provided one positive affect dependent variable score. The questionnaire has 4 items, each consisting of 7-point Likert scale, whereas the fourth item was reverse coded. A single score was obtained at by adding the scores for each item and dividing the total by 4. The internal consistency of the four items of this measure was calculated with an acceptable alpha level of .85 (Lyubomirsky & Lepper, 1999).

Procedure: For this study, the assessment was carried out in a group setting. After verbally obtaining the agreement, subjects were given a test booklet including all the tools mentioned above with a cover sheet that provided them with information about the research, declaration by the researcher and a consent form that was filled by participants giving their consent for use of data for research purpose. After we obtained the data of 200 college girls, we proceeded with scoring and data analysis.

Data analysis: Quantitative data obtained for sociodemographic variable was analysed using descriptive statistics that involved the frequencies and percentages. We used content analysis for qualitative data (open ended questionnaire) to identify response categories for each item. Mean and percentages were calculated for all the response categories to further quantify in order to appraise their effect on well being, for t-test, F-test were employed.

Result and Discussion:

The first objective intended to examine Sociodemograhic Data in order to study the characteristics of the sample. Therefore we first began with the analysis of sociodemographic information gathered about the sample in the first stage of the study. This phase included analysis of a sample of 200 undergraduate college going girls from the urban locality of New Delhi. To study the demographic data we have used descriptive statistics for each category of information. The variables analysed are given in the table 1.

Variable	Total no. of subjects (N)	Category	Frequency (n)	Percentage (%)
Father's Education	N=200	Till 12th	2	1.0
		Till graduation	103	51.5
		PG and Above	95	47.5
Father's occupation	N=200	Self Employed	57	28.5
		Govt. Job	41	20.5
		Private Sector	74	37.0
		Others	28	14.0
Mother's Educational Qalification	N=200	Till 10th	7	3.5
		Till 12th	32	16.0
		Till graduation	110	55.0
		PG and Above	51	25.5
Mother's Occupation	N=200	Self Employed	6	3.0
		Govt. Job	15	7.5
		Private Sector	32	16.0
		Others	147	73.5
Annual Income	N=200	Below 1 lakh	1	.5
		1-2 lakhs	6	3.0
		2-4 lakhs	40	20.0
		4 lakhs & above	153	76.5
Number of family members	N=200	3	15	7.5
		4	70	35.0
		5	53	26.5
		6	21	10.5
		7	21	10.5
		8	12	6.0
		9	5	2.5
		10	1	.5
		14	1	.5
		15	1	.5
Siblings	N=200	Brother	25	12.5
		Sister	58	29.0
		Both	101	50.5
		None	16	8.0
Living Arrangement	N=200	With Family	159	79.5
		PG/Hostel	40	20.5
Religion	N=200	Hindu	143	71.5
		Muslim	20	10.0
		Sikh	18	9.0
		Christian	19	9.5

Table 1: Categories of different sociodemographic variables in terms of respective frequencies and percentages.

1. Career choice

Career Choice		
Career	**Frequency**	**Percent**
social welfare	67	33.5
civil	42	21.0
corporate	55	27.5
business	9	4.5
government jobs	27	13.5
Total	200	100.0

Table 2: Preference of career choice categories in terms of frequencies and percentages.

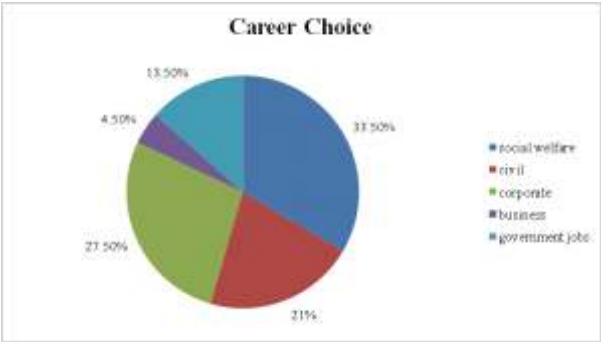

Figure 1: Various career choices of the respondents in terms of percentages.

Out of 200 subjects, 33.5% showed their preference for career related to social welfare, 21% expressed their preference for career related to civil services, and 27.5% showed their interest in corporate sector, while only 4.5% expressed their willingness to venture into business and another 13.5% expressed their interest in government sector jobs in future.

Career Choice				
Career	**N**	**Mean**	**SD**	**F**
Social Welfare	67	4.90	.80	2.02
Civil	42	4.54	.96	
Corporate	55	4.64	.69	
Business	9	4.64	.90	
Government Jobs	27	4.39	.95	
Total	200	4.64	.84	

Table 3: Mean SHS scores of the respondents under different categories of career choices and F value.

From the table given above we come to know that the mean SHS value is 4.90 for those who preferred social welfare as their career option, 4.54 for those who would like to opt for civil services, 4.64 for those who would prefer to go for corporate sector. However, the mean SHS score was 4.64 for those who would prefer to pursue business as a career, while for those giving their choice to government sector jobs the mean SHS score was 4.39. And there was no significant difference found among these different categories of career choices.

Out of the many factor, one cultural dimension that may be critical in women's career choices is the influence of family. Additionally, Eidelman and Hazzan (2005, 2006) explained that different values that families place on education and careers, influence career choice among women due to the socially constructed perception of women's role. This is perhaps the reason in our current study that very few 4.5% girls want to opt for own business, which requires a lot of involvement of the kind contrary to the social role that have been culturally defined by their immediate society. Although our study presents that unlike earlier times nowadays girls aspire for jobs related to social welfare, corporate jobs and civil services, which earlier were not desirable options for the girls. While considering the business career options our study also reasonably supports the findings by Huang, (2008), that the primary factors considered while deciding career of the girls are the cultural attitudes about maternity, childcare, parental care and working outside the home. In business related career there may be some apprehension because of the monetary risk involved and the type of protean routine. While for other career options, now parents and family members have become open due to the change in the previous conventional mindset and also people now have started to realise the worth of women as a productive unit of the society. Apart from the family, society has started to realise the need of developing structures that may be able to take care of other deterrent if a women's career growth, which are mainly child care, We now have maternity leave, crèches, messes and tiffin services, online grocery shopping and organised housekeeping services available, especially in urban part of the city. So the factors that were primary decisive factors are no more standing with same strength. So girls now look for broader career options and have started to look for career in corporate and civil services.

However, several socio-cultural factors such as gender based career norms, social class,

economic opportunity, and gender stereotypes about aptitude continue to add variation to gender based cultural influences in career choices. This study further derived support from our current study findings that presented that majority, i.e., 33.5% for female participants wanted to opt for social welfare related jobs. Perhaps so, because these jobs are coherent with the gender career norms and gender stereotypes about aptitude, assuming females can be more polite in jobs such as teaching, counselling, and jobs in NGOs. The types of careers women choose and other socio-cultural factors influencing their choices are very important and relevant issues that need to be examined, especially since most research reveals women continue to choose traditionally female-oriented jobs (Rainey & Borders, 1997; Watson et al., 2002). However, the current career choices don't seem to cater any significant difference in the subjective well being of the girls aspiring different categories of career choices.

2. Support

Available Support		
Response	**Frequency**	**Percent**
No Support	2	1.0
Insufficient Support	33	16.5
Good Support	68	34.0
Very Good Support	97	48.5
Total	200	100.0

Table 4: Availability of support extended by family to follow the career of personal choice in terms of frequencies and percentages.

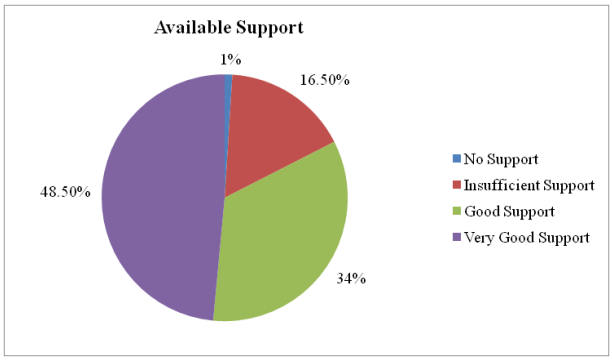

Figure 2: Availability of support extended by family to follow the career of personal choice in terms of percentages.

From the sample of 200, only 1% expressed disappointment of not getting the support from family to follow the career of personal choice, 33% stated that they get insufficient support. On the other hand 34% assumed that they get good support and 48%, that is , majority appreciated getting very good support from the family to pursue the career of own choice.

Social Support				
Availablity	**N**	**Mean**	**SD**	**F**
No Support	2	4.00	1.4	2.52*
Insufficient Support	33	4.45	.94	
Good Support	68	4.57	.82	
Very Good Support	97	4.81	.79	
Total	200	4.66	.84	

$* = p < 0.05.$

Table 5: Mean SHS scores for various response categories for availability of support from the family to follow career of personal choice and F value.

Table given above shows that the mean SHS score of those getting no support was lowest which was 4.00, for those getting insufficient support it was 4.45, for those getting good support it was 4.57. On the other hand, highest Mean SHS score of 4.81was for those who reported getting very good support from their family to follow career path of their own choice. F value was found to be 2.52 (significant at 0.05 level), which clearly meant that those who get better support relish better subjective well being than those who admitted of getting insufficient or no support from the family to assert personal choice in career making.

Unlike earlier times society is undergoing great reform and the mindset of discouraging females from building career is changing. Similar results were revealed in our study that contradict the findings by Desai & Krishnataj (1987) who reported that due to weaker position of the females, they experienced poor support in terms of pursuing individual goals. Our findings specifically for urban girls also countered the view that due to inferior status of women they are deprived of sufficient support for their career planning as maintained by Singh, Singh & Suman (2009). Our findings may also suggest that probably due to urban region and more modernised society, most of the participants in the sample cherish very good to good level of social support extended to them by the family.

With regard to the subjective well being, our study observes coherence with the findings by Wentzel (1998) that explained that social support provides motivational influence and supported by the findings by Quomma & Greenberg (1994) who maintained that poor social support from significant others would lead to sense of failure that in turn have derogatory effect on the well being . If one receives sufficient social support according to Van de Wetering et al. (2010) one may be able to present good academic performance and in tandem experience better well-being.

Our study also supports Kong and You (2013) in maintaining that individuals who were provided good social support by family and friends, experience better subjective well being as compared to those who receive insufficient social support.

3. Freedom

Freedom To Follow Career Choice		
Response	Frequency	Percent
Yes	168	84.0
No	32	16.0
Total	200	100.0

Table 6: Frequencies and percentages of yes and no responses on availability of freedom to follow the career choice.

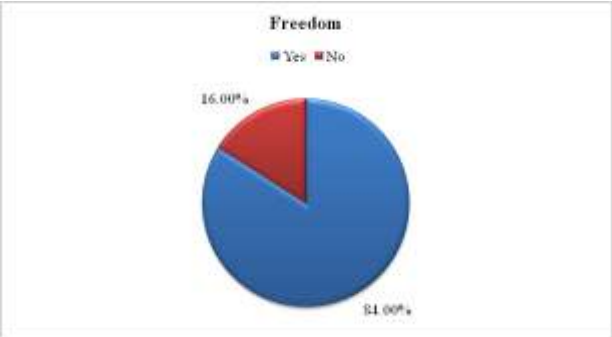

Figure 3: Percentages of yes and no responses on availability of freedom to follow the career choice.

Table given above shows that 84% of the subjects appreciated getting freedom to follow career of own choice by giving positive responses while only 16% asserted of not getting freedom of choosing their own career.

Freedom to Follow Career Choice				
Response	N	Mean	SD	t
Yes	168	4.70	.83	1.66
No	32	4.44	.86	

Table 7: Mean SHS score of 'yes' and 'no' categories of responses and t value.

As per the table given the mean SHS score was 4.70 for those who gave 'yes' response and maintained that they get full freedom to take their own career decisions. While on the other hand the mean value was 4.44. The mean value for 'yes' response was higher than that for 'no' response. However, the difference was not found to be significant. So the availability of freedom had no major impact on subjective happiness in current study. Our result also presents that majority of the girls in our sample are getting enough freedom to choose their career as per their preference, which could be due to the positive and cumulative effect of various factors such as globalization, modernisation, women liberalization and emancipation, that has lead to the acceptance of women in society as equally capable and productive unit of society.

We found that in urban part of the country females are enjoying the newly found autonomy and freedom to choose and pursue career of personal choice. Our finding contradicted Pandey & Singh (2009) who maintained collectivistic societies (like India) where goals, particularly for young men and women are usually set by parents, girls in such a case experience conflict. Our result contradicts the notion that for a girl, the puberty brings along more restrictions on her movement and more active participation in household chores.

In our sample we observed very few cases where the career decisions were imposed on girls, while majority gets to independently choose and pursue career as per own preference. But looking at the mean difference of the two groups, we agree to the inferences presented by Pandey & Singh (2009) about students, 19-21of age that stated that the discrepancy between the goals set by self and parents would lead to negative affect and would have an adverse impact on SWB but at the same time the SWB would increase in case of satisfactory progress towards the goals set by parents. On the contrary our study suggested that

although majority of our participants get the freedom to choose their career, but it does not

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Impact of Human Resource Practices on Employee Retention

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Abstract :

The aim behind the study is to understand the impact of human resource practices on employee retention. This paper examines how human resource practices improves the effectiveness of organizations in improving organizational retention. In this perspective, HR practices are taken as independent variable, where the direct effects of these practices is seen on employee retention. The main aim of the paper is to understand the role of HR practices in employee retention. Primary data was collected from interviews and the secondary data from sources like books, websites, business journals, newspapers, magazines, periodicals, etc.

The findings of this research study show the relationship among human resource policies on employee retention. That is a clear identification of the fact that human resource practices lead towards high level of employee retention.

Key words - *Employee Retention, Human Resource Practices, Organizational Effectiveness*

Introduction

An organization can't survive if the top performers quit. It needs employees who are loyal and work hard with full dedication to achieve the organization's objective. It is essential for the management to retain its valuable employees who think in favour of the organization and contribute their level best. An employee who spends a longer duration at any particular organization is familiar with the rules, guidelines and policies of the organization and thus can adjust better.

The study of HR Practices and employee retention has received great attention from researchers and has become a frequent topic for research. Retaining employees is difficult. There are several reasons as to why an employee decides to move on. Monetary dissatisfaction, a negative environment at the workplace, dirty politics, complicated hierarchies, lack of challenging work, poor supervision being the major ones for employee turnover.

This paper examines how Human Resource Practices improves the effectiveness of organizations by improving organizational retention. In this perspective HR Practices are taken as independent variable, where the direct effect of these practices is seen on employee retention.

The purpose of this study is to explore the role of Human Resource Practices in employee retention in this relationship. How much do these practices have an effect on overall employee retention. So, this study has great importance as it could be a major contribution for the researcher scholars, academicians, companies, HR professionals etc. The HR professionals must try their level best to motivate the employees and make them feel special in the company so that they do not look for a change.

HR Practices are linked with employee's performance and turnover intentions. HR Practices contributes a lot in the motivation and development of employees which enhance employee retention. Moreover these practices positively effect employee retention. The relationship among HR practices and employee retention confirms that HR practices for retaining employees are very compelling when it is

established upon identification, investigation and criticism.

Objectives of the Study

The aim behind the study is to understand the impact of human resource policies on employee retention. HR Policies are linked with employee's performance and retention. This paper also examines that how human resource policies improves the effectiveness of organizations by improving organizational retention. The study shall have following objectives:

- To study the role of HR policies in employee retention.
- To understand the impact of human resource policies on employee retention.
- To study the relationship between human resource policies and employee retention.

Research Methodology

Research methodology is the organized process of collecting and analyzing information or data in order to increase our understanding of the phenomenon about which we are concerned or interested.

Sources of Data: Both primary and secondary data has been collected to present a comprehensive analysis.

a. Primary Data: Data for current study is gathered from primary source like interviews, interaction with industry leaders and observation.

b. Secondary Data: The research was carried out depending on secondary sources like books, websites, business journals, newspapers, magazines, periodicals, etc.

Review of Literature

Maqsood Haider, Amran Rasli, Chaudhry Shoaib Akhtar, Rosman Bin Mohammed Yusoff, Omair Mujahid Malik, Alamzeb Aamir, Ahmed Arif, Shaheryar Naveed, Fariha Tariq (2015). This study examines the human resource practices that promote employee retention. This study focuses on telecom sector of Pakistan. The most important HR practices have been identified with the help of literature. These practices are training and development, compensation and culture. A questionnaire was developed in this study with the help of literature to measure the identified HR practices and employee retention. The sample size of this study was 250. Regression analysis was performed to analyse the data. The results of multiple regressions revealed a significant impact of HR practices on employee retention. Compensation and culture has a positive relationship with employee retention whereas training and development has a negative one. This study guides the management to devise the effective strategies to improve the employee retention.

Sorasak Tangthong, Jirasek Trimetsoontorn, and Nutthawut Rojniruntikul (2014).
An empirical study is conducted to investigate the effects of HRM practices on employee retention in Thailand's FDI manufacturing industry. HRM practices that have been covered in this research consist of compensation & benefits management and reward system, and training & development. The proposed model is empirically tested by using AMOS of a Path Analysis modeling approach. It is hoped that this study will help both academics and those managing human resource to realize, understand and see the influence of HRM practices and employee retention.

Uma Narang (2013). In this paper the author has uncovered the demand for talent in the country like India has increased to a great extent due to globalization. The retention of human resources has been shown to be momentous to the development and the accomplishment of the organization's goals and objectives. In this paper, an attempt has been made to analyse the impact of HRM practices (career development opportunities, supervisor support, working environment, rewards and work-life policies) on employee retention in the banks of Punjab.

Waleed Alnaqbi (2011). The purpose of this study was to identify HR practices and other factors such as job satisfaction, organizational

commitments and leadership practice that affect employee retention in the UAE with emphasis on public organizations, in a comparative study of Sharjah and Dubai. To accomplish this task, both quantitative and qualitative research approaches were employed. The results show that national culture has a direct influence on organizational culture. Research indicates that the current workplace culture is not highly satisfactory, and that strategies are needed to improve it. The findings of this research have implications for both theory and practice.

Marian Agbabokha (2009). The purpose of this particular study is to assess the existing HR policies at PSL Consultancy and how they affect the employee turnover and what improvements and additions can be made. Researcher has found out that it is even tougher today to compete for talent and that as a result, hiring new staff quickly is just to have somebody fill a position. This often leads to the expensive consequences of a bad hire - workplace disruption, lost productivity, increased stress, and decreased morale. In addition, firing a "bad hire" creates workplace anxiety and legal and personnel complications.

Human Resource Management

The Human Resource Management functions have undergone incredible change over the past 10-20 years. In the past, Educational Institutions looked to the "Personnel Department," generally to manage the official procedure just about hiring and paying human resource. But recently, Institutions consider the "HR Department" as playing a key role in recruiting, training and helping to manage academicians so that employees and the organization can perform at maximum capability in their full-fledged manner.

HRM is an activity contained by an institution that focuses on recruitment, managing, and providing direction to the academician who work in the institution. Human Resource Management is the managerial function that deals with issues related to human resource such as appointment, performance management, organization growth, employee motivation, wellness, security, settlement, communication, administration, guidance and compensation etc. In easy words, HRM means hiring and utilizing people, developing their competencies, keeping and balancing their services in harmony with the profession and organizational requirement.

Human Resource Management is related with the efficient utilization of employees in accomplishing two important objectives within an organization. The first aim is to utilize the knowledge, skill and ability of employees to achieve the operational goals that are the ultimate endeavor of the organization. Beside this, the second aim of the organization is, try to make sure that every employee is satisfied with the working atmosphere as well as the compensation and benefits received by him or her.

Human resource practices which are taken into this study are as follows:

1. **Recruitment and Selection:** In the educational Institutes recruitment is the process of identifying the needs to employ someone up to the point at which application forms for the post have arrived at the institute. Selection then contains of the processes involved in choosing from applicants a suitable candidate to fill a post. Recruiting persons to fill particular posts within an institute can be done either internally by recruitment within the institute, or externally by recruiting people from outside.

2. **Training & Development:** Training is a learning process which involves the acquisition of knowledge, sharpening the available skills and transformation of attitudes and behaviors to enhance the performance of employees. It is short term procedure which develops a systematic and organized procedure to enhance the skills and knowledge of employee to perform their jobs.

   Development means learning opportunities intended to help employees to grow. Development is not mainly skills oriented; instead it provides the extensive knowledge and attitudes, which will be helpful to

employers in senior positions. Efforts towards development often depend on individual drive and aspiration. Development activities like those supplied by management development programs are generally depends on the willingness of participants. Development provides knowledge regarding management principles, business environment and human affairs of specific industry, investigation and the like is useful for the enhanced management of an organization. Development not only improves job performance rather also brings about the humanistic growth of the personality holistically.

3. **Performance Appraisal:** Performance appraisal is an instrument to measure the performance of the employees and the institution to check the progress of the employees as well as the educational institution towards the desired objectives. Performance appraisal helps to evaluate the performance of the employees and rate their contribution towards achieving the institutional goals. If performance appraisal's process is formal and properly organized, it helps employees to clearly understand their roles and responsibilities and provide direction to the individual's performance.

4. **Employee Welfare:** Basically welfare is nothing but the efforts made for anyone for a well being status and to help or facilitate one so that he/she can achieve his best performance as well as personal satisfaction. Educational institutions provide welfare services to their employees to keep their motivation levels high and also to provide better quality of work life. The employee welfare schemes can be classified into two groups' i.e. statutory and non-statutory. The statutory schemes are those that are compulsory to provide by an organization in compliance to the laws governing employee health and safety. The non-statutory schemes differ from institution to institution and from industry to industry because these are extra facilities provided by the management of the institute.

5. **Salary Administration:** Salary administration refers to the financial benefits that are given to employee for the jobs they have performed. In the educational institutes, fixing of salaries is a continuous exercise as position and posts keep changing due to growth and functional advancement. Wage and salary administration is established to implement sound policies of employee compensations and equitable wage and salary structure.

Employee Retention

Employee retention refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period). However, many consider employee retention as relating to the efforts by which employers attempt to retain employees in their workforce. In this sense, retention becomes the strategies rather than the outcome.

Succeeding with this effort requires businesses to think about things from employees' point of view. Of course, employees want to know they are being treated fairly and receiving the highest compensation possible. They also want to see that they are appreciated by their employers.

Small businesses can cultivate a positive workplace by developing engaging new hire orientation programs. Businesses can work on creating above-average compensation and benefits packages. Strategies need to be in place to ensure successful communication and to build teamwork among employees. Businesses that work toward these goals will likely experience higher employee retention rates than those that do not.

Role of Human Resource Practices in Employee Retention

HRM is an activity contained by an organization that focuses on recruitment, managing, and providing direction to the employees who work in the organization. Human Resource Management is the managerial function that deals with issue related to people such as appointment, performance management, organization growth, security, wellness, settlement, employee motivation, communication, administration, guidance and compensation etc. In easy words, HRM means hiring and utilizing people, developing their competencies, keeping and balancing their services in harmony with the profession and organizational requirement.

Human Resource Management is related with the efficient utilization of employees in accomplishing two important objectives within an organization. The first aim is to utilize the knowledge, skill and ability of faculties to achieve the organizational goals that are the ultimate endeavor of the institution. Beside this, the second aim of the organization is, try to make sure that every employee is committed and retained with the working atmosphere.

Human Resource is the most important factor that affect the operational performance of any organization. So, the employee retention needs rational human resource practices. In organizational behavior, employee retention refers to the ability of an organization to retain its employees. Many employee retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial costs involved in hiring and training new staff.

Employee retention is an important consideration for every organization. Employee retention is major factor of HRM policy for an effective organization. The employee retention built through well designed HR practices which can lead to job satisfaction and high performance of employees. Primarily rational HR practices increase the job satisfaction and employee retention and help them to achieve the objectives of the organization. The job satisfaction of personnel with well-designed HR practices produces the retention of employees towards the organization. In this viewpoint; HR functions as recruitment, selection, performance appraisal, training and development, salary administration and studying their relationships with employee retention have become very important. Monetary rewards are important but not enough to retain employees. Recognition, appreciation, praise, and positive feedback from superiors and collogues for a job well done is vital to generate job satisfaction and retention.

Employee retention is directly related to their trust in the intent of the organization's HRM practices to keep skilled workforce and treat them impartially. Employee's development practices containing job enhancement shows positive outcomes in building employee's emotional attachment with the organization as a result of retention. Also various welfare schemes are viewed by personnel as a signal that the organization cares and supports its workforces, resulting in the development of strong employee retention. By this fact, it is possible to say that rational HR practice can develop commitment which leads to employee retention.

Relationship between Human Resource Practices and Employee Retention

Attracting and retaining key employees is always a challenge, but it has become more difficult due to the competition for skilled employees. The personnel feel that effective HR practices have a direct and positive relationship with employee retention. The organization scan successfully retain their key employees by offering high compensation.

The compensation and benefits given by organizations to its employees is a vital policy that helps organizational effectiveness. The workers hold the opinion that compensation / rewards contribute to improving an employee's loyalty and retention toward company. Research indicates that organizations are very capable and successful in employee retention. It is also providing a culture that is helping in retaining the employees at all levels.

Training and development is a process of

developing expertise in employees for the purpose of better performance. Training and development is important in improving the effectiveness and in retaining the key employees. Employees are loyal to the employer if the employer is committed and helpful for their long term career development. Employees come to the organization with certain needs, desires and skills and expect that they would be given an environment where they can utilize and enhance their abilities and satisfy many of their needs. Other HR practices like recruitment and selection and performance management are also playing major role in employee retention.

Conclusion

Human resource has always been an asset for the organizational and their retention plays an important role in the success of the organization. Present study shows the significant relationship between human resource practices and employee retention. Engaged employees can be the competitive advantage for the organization. Therefore, every organization should concentrate on implementing HR practice, so that the employees can become loyal towards their organization and can make the organization touch the heights of success. HR practices can create a feeling of responsibility and emotional attachment in the employees with organization. So to improve the employee's retention towards the organization the HR Professionals should focus on to improving the HRM practices and their qualities. And as the results of this research shows that the better working environment, career development opportunities and rewards are more important factors that affect the retention of employees with organization. These should be focused and improved

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SELFIE: A New Obsession

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Abstract :

Over a period of time, technological advancement has given us a new Addiction Disorder. Selfie is a photo of yourself that you take, typically with a Smartphone/ webcam. Smartphone has intruded our life so much that we cannot survive without it. The appeal of Selfie comes from how easy they are to create and share and the control it gives to the photographer. The term Selfie was officially coined by an oxford English Dictionary in 2003. American Psychiatric Association suggests that taking too many Selfies could indicate Mental Disorder. In this research, we are trying to find out the kind of people more inclined towards taking Selfie. We conducted a survey on the population age ranging from 12-40 years. This study included variables namely Obsession, Narcissism, Self image, Perfection, Need for Affiliation, Hyperactivity and Impulsivity, and Social Support. The variables mentioned above are helpful in explaining the Selfie tendency among the youth in Indian context. The study suggests that the Selfie tendency is quite prevalent in Indian youth and some variables like narcissism, hyperactivity are positively related with Selfie tendency, whereas self image has negative correlation with Selfie.

Key words - *Selfie tendency, narcissism, hyperactivity, self image*

I. Introduction

It is quite interesting to understand how something as trivial as taking selfies can tell so much about a person. Today, we all might have seen people taking selfies in places like a public park, parties, metro stations, and famous places like the Taj Mahal etc. It won't be shocking if many of us are among those people. So what drives these people to take pictures of their own, as if they haven't seen enough of themselves already? Does it imply anything important? Or is it one of those things which people do because they see others doing the same. These were the questions which came across our mind as we used to see people taking selfies. In fact, it is quite surprising to learn that the people who have low self esteem, are self-centered or are a bit of narcissist are most likely to be addicted to selfies. This is a very strong statement, however, based on facts and opinions of various psychologists and several of our own surveys that we conducted online. While we were going through our research, we came to know some very scary as well as sad facts, one being about how many deaths there have been because of selfies. India has topped in the list of total number of people who died while taking selfies. There have been 47 deaths all around the world and 14 just in India since the inception of this new picture taking style/technique. Deaths being the worst effect, others that follow are anxiety, inferiority complex and displeasure. Advancing technology (for example Smartphones) has intruded our daily life so much that we cannot survive without it. Over 1 million selfies are taken in a day (Style Caster). Many of today's generation's smartphones are equipped with high resolution camera, we call it the selfie camera. Though people were fond of taking photographs of their own and others since many decades, with selfie camera it has led to an extreme effect. It is coupled with posting the selfie photographs on social networking sites. Further, they keenly wait for comments of friends and others. This has led to a chain of reactions leading to a complex addiction disorder which we may easily call as Selfie addiction disorder. This is something we

should be worried about. Not only our generation wasting their precious time on this, also, and we say this from own experiences, we determine our own looks and personality on the basis of how good or bad the picture has come out to be. Despite the rapid growth of Research on social media little work has been done on self-photography (i.e. selfie) aspect of social media. The word selfie has been so popular in past that the Oxford dictionary named 'selfie' the 2013 Word of the Year.

The American Psychiatric Association (APA) has confirmed that taking 'selfies' is a mental disorder they have called it '**selfitis**' as this mental disorder is an inflammation of one's ego. The APA has defined it as: "obsessive compulsive desire to take photos of one's self and post them on social media as a way to make up for the lack of self-esteem and to fill a gap in intimacy". Doctors say that Selfitis is a form of obsessive compulsive disorder to take one's own pictures and post them on social media, and is broadly divided it into three types: **Borderline** (taking at least three pictures of self in a day but not posting them on social media), **Acute** (taking at least three photos of oneself every day and posting them on social media) and **Chronic severe** (taking at least six photos of self every day and posting them on social media). Selfitis is a kind of addiction if a person unable to post photos exhibity withdrawal symptoms. Addiction to selfies has been seen in ages ranging from 12-40 years, but is most prevalent in youth, especially in teenagers as in their age they seek identity and are concerned about their self-image. There are different kinds of selfies, which may or may not include other people. The researchers examined three kinds—solo selfies; selfies with a romantic partner; and selfies in a group.

II. Literature Review

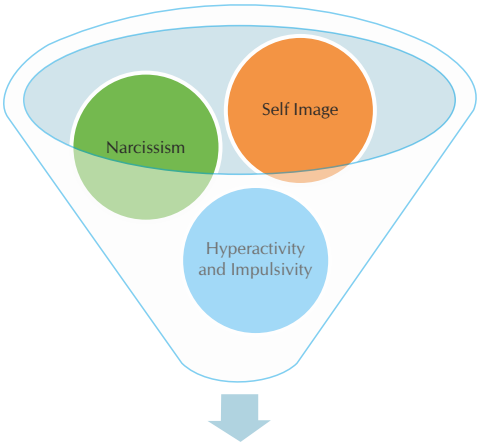
There is still a scope of studies to explore more about the Selfitis. There are some personality factors that people possess who are more inclined towards taking selfies. After analyzing the available literature, it has been stipulated that there are seven personality factors Obsession, Narcissism, Social Support, Self-Image, Need for affiliation, Hyperactivity and Impulsivity, and Perfection.

Those who post selfies are narcissistic (e.g., Martino, 2014). Repeated attempts to achieve 'the perfect selfie' can perpetuate obsession and perfection; meanwhile, the absence of feedback, specifically positive feedback, on a selfie has been proposed as potentially dangerous for one's self image and self-esteem. A 2013 study of Facebook users found that posting photos of oneself correlates with lower levels of social support and high level of need for affiliation. Too much selfie-posting can be related to hyperactivity and Impulsivity.

However, there are some positive aspects of taking selfie as it is a kind of self-exploration, allow to be more genuine and can lift up one's self-esteem (Rutledge, 2013). It is also a means of communication (Wortham, 2013).

Within the popular press, narcissism and self-esteem and hyperactivity have frequently been proposed as important considerations in the rise of a selfie culture (e.g., Martino, 2014; Walker, 2013).

III. Personality Factors: The Trinity



Personality Factors- *The Trinity*

I. Narcissism

Individuals with narcissistic tendencies may be more apt than others to post selfies on social media. Narcissism is characterized, in part, by a grandiose self-presentation that is motivated by the need to regulate self-esteem (Morf & Rhodewalt, 2001). Narcissism is fairly harmless, described as, "extreme selfishness, with a grandiose view of one's own talents and a craving for admiration, as characterizing a personality type." From a psychoanalysis point of view, it's much more critical: "self-centeredness arising from failure to distinguish the self from external objects, either in very young babies or as a feature of mental disorder."

Recent study indicated that self-reported frequency of selfie posts on social networking sites was significantly correlated with self-reported narcissism among adult males (Fox & Rooney, 2015).

In a study researchers examined these different facets of narcissism to see which ones were most correlated with *selfie*-posting. Participants' total narcissism scores, and measures of all of the narcissism subscales were considered vanity (concern about appearance and a tendency to admire your own physical appearance), leadership (believing that you should have authority over other people, and being willing to exploit others if necessary), admiration demand (exhibitionism, feeling entitled to special status or privileges, and feeling superior to others). Except for Self-Sufficiency (thinking you can do things on your own and don't need other people) were positively correlated with *selfie*-posting for men. For women, a different picture emerged: only the Admiration Demand subscale predicted *selfie*-posting. *(Gwendolyn Seidman, 2015)*.

According to a Ohio State University study, men who posted more photos of themselves online scored higher in measures of narcissism and psychopathy. The researchers found that posting more photos was correlated with both narcissism and psychopathy. Editing photos, however, was only associated with narcissism, and not psychopathy. Narcissism measures inflated self-image (often motivated by underlying insecurity).

Through Social media, narcissistic persons get outlet to present themselves and to get feedback from others. Narcissism is related to spending good amount of time on editing photos of themselves and selection of photograph which are physically attractive (Kapidzic, 2013). Those scoring high on narcissism tend to post a higher quantity (Bergman et al., 2011) and more revealing (DeWall, Buffardi, Bonser, & Campbell, 2011) photos of themselves.

Interestingly, Buffardi and Campbell (2008) reported that narcissism was not related to posting self-promoting or provocative pictures in general.

Narcissism is related to posting profile picture, which is self-promoting. Consistent with this line of research, similar association has been seen with posts of *selfies* which are inherently self-focused.

ii. Self Image / Self Esteem

Self-esteem is conceptualized as one's positive and negative evaluations of himself or herself and, relatedly, one's approval or disapproval of the self (Coopersmith, 1967; Rosenberg, 1965). It is believed that social media could enhance self-esteem, as individuals self-select how they present themselves and because they may receive social support or positive social feedback which they want. On the other hand, social media may foster low self-esteem through the inherent opportunity to compare oneself to others and the possibility that one may receive negative, or no, social feedback. Specific to posting pictures on social media, Tazghini and Siedlecki (2013) report that individuals with lower self-esteem are more likely to remove unflattering pictures of them and are less likely to report sharing photos on Facebook as a positive feature than those with higher self-esteem.

Current research illustrates that the link between self-esteem and social media behavior is unclear. However, posting *selfies* may be reflective of low self-esteem or may enhance self-esteem; as such photos typically emphasize one's ideal, controlled image.

The habit of constantly taking pictures of yourself and posting them online could be a sign

of low self-esteem and lack of confidence, a psychologist said.

Growing up in the 'i-generation', many adolescents and young adults have fallen into the pattern of taking dozens of *selfies* every day and posting them on social media sites such as Facebook and Instagram, with the expectation of receiving praising comments and a high number of likes.

"More control equals more confidence and higher [self-] esteem. This sense of control can be seen in pictures where the person smiles more, and then posts the best version of themselves to the social platform.

According to new research from personal care brand Dove, one in four girls in the UK have deleted a photo if it did not get enough likes and eight out of ten women encounter negativity on social media that impacts their self-esteem.

The approval, recognition and appreciation that people get from posting pictures and getting 'likes' on their *selfies* can feed into a person being more self-absorbed. Some tend to derive their self-esteem from the recognition and validation they get from their online network.

iii. Hyperactivity and Impulsivity

Hyperactivity refers to excessive motor activity, may manifest as inner feelings of extreme restlessness and wearing others out with their activity.

Individuals with impulsive tendencies can be reckless and appear impatient, and are often disinherited in social situations. They may find it difficult to wait for their turn, intruding on or interrupting others' activities or blurting out answers to a question before it has been completed.

Individuals who often interrupt and intrude, face trouble waiting to upload one's *selfie* and takes *selfie* excessively with high level of anxiety and restlessness. Research suggest that person with high level of hyperactivity and impulsivity are more incline towards taking *selfie.*

IV. Current study and hypothesis

The purpose of the present study is to offer initial empirical examination of personality factors which are more inclined towards taking *selfie*. In this study, an effort is made to explore how the tendency of taking selfies is related to other personality factors. It was hypothesized that the number of *selfies* posted, the proportion of total posts that were *selfies*, and the frequency of *selfie* taken would be positively correlated with dimensions of narcissism, hyperactivity and impulsivity. It will be negatively correlated with self-image.

V. Method

Participants

Participants were 50 students from a government school of Haryana (22 males, 28 females) who ranged in age 12 to 18 (M= 14.66, SD= 6.49), Regarding educational qualification, 50 participants were matric pass , all of them belong to urban area . To participate, individuals were required to have interest in taking *selfies.* Participants were randomly selected. Students from any academic stream were allowed to participate.

Measures

Rosenberg Self-Esteem Scale (RSES; Rosenberg, 1965).

The RSES is a widely used 10-item scale assessing global self-esteem (e.g., "Overall, I am satisfied with myself").

Responses are made on a 4-point scale from strongly disagree to strongly agree.

It is a 10-item scale that measures global self-worth by measuring both positive and negative feelings about the self. The scale is believed to be uni-dimensional. All items are answered using a 5-point Likert scale format ranging from strongly agree to strongly disagree. The items of the scale were blended in terms of *selfie*.

Narcissistic Personality Inventory (NPI; Raskin & Terry, 1988).

The NPI is a 40-item forced choice inventory that assesses non pathological narcissism (Miller & Campbell, 2012)

Assessing achievement, affiliation, and power motives all at once: The Multi-Motive Grid (MMG) (H.-D. Schmalt, K. Sokolowski & T. Langens)

Reliability data show that the internal consistency and retest reliability of the MMG scales satisfy traditional standards. External validity of the MMG has been established in all 3 motive domains

The Affiliative Tendency (or Affiliation, Sociability) Test & Software

The Affiliative Tendency Scale is a measure of individual differences in affiliation, friendliness, or sociability. The version being used (Mehrabian, 1994b) was developed by Mehrabian (1976). It contains 26 items and subjects report the degree of their agreement or disagreement with each item using a 9-point agreement-disagreement scale.

YALE-BROWN OBSESSIVE COMPULSIVE SCALE (Y-BOCS) (by Wayne K. Goodman)

This self-rating scale is designed to assess the severity and type of symptoms in patients with OCD

Perfectionistic Self-Presentation Scale (Hewitt, P. L., Flett, G. L., Sherry, S. B., Habke, M., Parkin, M., et al. (2003))

A measure of the interpersonal expression of perfectionist behavior including perfectionist self-promotion, no display of imperfection, and non-disclosure of imperfection.

Selfie coding. (M=14.66,SD=6.49) Ratings on self-report measures participants were asked about :

S.No	STATEMENTS
1	Do you have smart phone
2	How many times in a day you take selfie
3	Do you post selfie after taking it
4	How much time you spend a day taking selfie
5	How much time you spend per selfie
7	You prefer taking selfie in group, solo, or with partner
8	Last week how many selfie have you taken
9	Week how many selfie you posted

The questionnaire was administered 50 students of a government school.

Students were selected randomly. They were initially asked about their liking for selfie. Participants completed questionnaire offline and online, via the secure survey website. In the questionnaire, participants were asked about their demographic details.

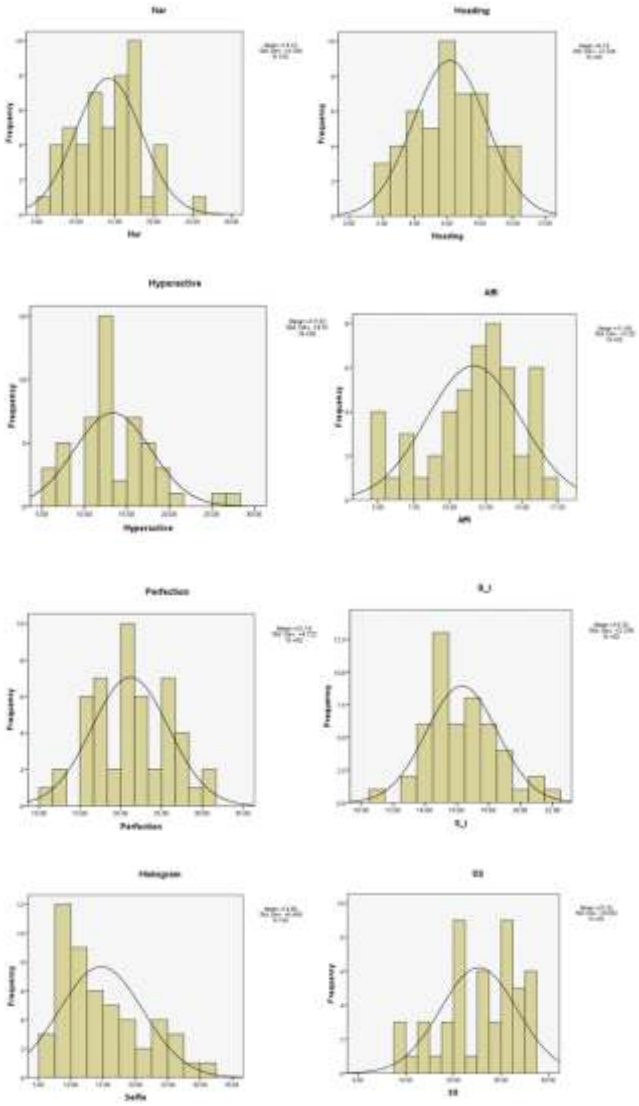
There were 10 questions related to selfie. 6 statements of obsession, 5 statements of Narcissism, 6 statements of self-image, 6 statements of perfection, 2 statements of hoarding, 5 statements of hyperactivity and impulsivity, 4 statements for need for affiliation. Responses are made on a 5-point scale ranging from strongly agree to strongly disagree to assess if they have selfie tendency. 6 statements of social support were also asked to measure the perception and actuality that one is cared for and has assistance available from other people.

VI. Result

Table 1 Descriptive statistics for main variable of interest.

Sr No.	Variable	Mean	SD
1	Selfie	14.6	6.49
2	Need for Affiliation	11.6	3.28
3	Hyperactive	13.3	4.51
4	Self Image	16.3	2.2
5	Perfection	21.1	4.7
6	Obsession	17.2	4.4
7	Hoarding	6.1	2.24
8	Narcissism	14.1	4.24
9	Networking	2.6	1.5
10	SS	25.3	8.03

We have represented our numerical data graphically with the help of histogram. Probability distribution of continuous (quantitative variable). As we can see, the graph of selfie, narcissism and hyperactivity is positively skewed indicating over- evaluation; the graph for social support is negatively skewed (India being a *collectivistic country*, even then people have less social support) whereas affiliation, self-image, perfection, obsession and hoarding are normally distributed.



In Table 3 statistics, the Pearson product-moment correlation coefficient (sometimes referred to as the PPMCC or PCC or Pearson's r) is a measure of the linear correlation between two variables X and Y. correlation is significant at the 0.01 level (2-tailed) and correlation is significant at the 0.05 level (2-tailed). If we look at Table 3 hyperactivity and narcissism are positively correlated with selfie at 0.01 level.

	Selfie	Affi	Hyperactive	Self Image	Perfection	Obs	Hoading	Nar	Networking	SS
Selfie	1									
Affi	0.13	1								
Hyperactive	0.41**	0.32*	1							
Self Image	-0.006	0.37*	0.40**	1						
Perfection	0.17	-0.04	0.10	0.22	1					
Obs	0.12	0.21	0.25	0.24	0.43**	1				
Hoading	0.24	0.44**	0.16	0.37*	0.17	0.14	1			
Nar	0.48**	0.44**	0.31*	0.35*	0.26	0.20	0.28*	1		
Networking	0.21	0.62**	0.19	0.28*	0.02	0.10	0.35*	0.47**	1	
SS	0.09	0.25	0.06	0.003	-0.07	0.13	-0.12	0.26	0.13	1

** Indicates significance at 0.01 Level
* indicates significance at 0.5 Level

Descriptive statistics for the main study variables are shown in Table 1. From Table 4, we can see that Model 1 is a predictor of narcissism, Model 2 is a predictor of 2 variables that is narcissism and hyperactivity, Model 3 is a predictor of narcissism, hyperactivity and self-image. Independent variable is narcissism, hyperactivity, self–image whereas dependent variable is *selfie.* For ANOVA the estimate of numerator is larger than the denominator that is why the F ratio is much larger than 1.00.The null hypothesis of equality of population mean is rejected in these 3 models because the calculated value of F is larger than the expected though random sampling if the hypothesis is true. As F exceeds the critical value of F, we can conclude that these 3 variables have significant effect on *selfie* tendency.

TABLE 4 -ANOVA[d]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	488.582	1	488.582	14.837	.000[a]
	Residual	1580.638	48	32.930		
	Total	2069.220	49			
2	Regression	644.577	2	322.288	10.633	.000[b]
	Residual	1424.643	47	30.312		
	Total	2069.220	49			
3	Regression	830.017	3	276.672	10.270	.000[c]
	Residual	1239.203	46	26.939		
	Total	2069.220	49			

a. Predictors: (Constant), Nar
b. Predictors: (Constant), Nar, Hyperactive
c. Predictors: (Constant), Nar, Hyperactive, S_I
d. Dependent Variable: Selfie

In Table 5, We label the standardized regression coefficients as "Beta" while the unstandardized coefficients are labeled "B".The beta coefficients can be negative or positive, and have a t-value, and significance of that t-value associated with it. The “beta”(Standardized coefficients) and “B” (Unstandardized coefficient) have negative value for self-image which means the independent variable (self-image) and dependent variable (selfie tendency) are negatively correlated and other variables like hyperactivity and narcissism are positively associated. The value of t has been calculated where value of t obtained falls in the region of rejection. It is so different from the value stated in null hypothesis that we conclude that it has low probability of occurring by chance if null hypothesis is true. Thus, we reject the null hypothesis. The research

conclusion is that narcissism, hyperactivity and self-image personality factors have significant effect on Selfie tendency.

TABLE 5-Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.125	2.853		1.446	.155
	Nar	.744	.193	.486	3.852	.000
2	(Constant)	.517	3.166		.163	.871
	Nar	.608	.195	.397	3.119	.003
	Hyperactive	.416	.183	.289	2.269	.028
3	(Constant)	12.633	5.498		2.298	.026
	Nar	.737	.190	.481	3.876	.000
	Hyperactive	.578	.184	.401	3.150	.003
	S_I	-.987	.376	.340 -	-2.624	.012

In Table 6, A Model Summary is shown where Model 1 indicates narcissism with 22% significance, Model 2 indicates narcissism and hyperactivity with 28.2% significance, Model3 indicates narcissism, hyperactivity and self-image with 36.2% significance .In all of these 3 models the results are significant at 0.00 level, Model 3 indicating the best results as it is combining 3 variable together.

TABLE 6-Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.486[a]	.236	.220	5.73846
2	.558[b]	.312	.282	5.50559
3	.633[c]	.401	.362	5.19030

a. Predictors: (Constant), Nar

b. Predictors: (Constant), Nar, Hyperactive

c. Predictors: (Constant), Nar, Hyperactive, S_I

VII. Discussion

The present study represents empirical investigation of the association between the different personality factors and their association with *selfie* tendency. First, the results indicate that, despite individual variability posting selfies was a fairly common occurrence. Second, the personality factors like Obsession, Perfection, Need for Affiliation, Social Support lack association with overall *selfie* tendency but other construct are predictive of this specific, and relatively new, behavior such as narcissism, hyperactivity and impulsivity, self-image. Vulnerable narcissism was correlated with posting selfies, that is, a relatively high proportion were oriented towards highlighting their grandiose self that is motivated by the need to regulate self-esteem. Posting selfies may be reflective of low self-esteem or may enhance self-esteem; as such photos typically emphasize one's ideal, controlled image. Taking *selfie* excessively with high level of anxiety and restlessness suggests that persons with high level of hyperactivity and impulsivity are more inclined towards taking *selfie.* Demographic factors, such as age, are also likely factors in social media behavior because of generational differences in experience with, and exposure to, social media. Given the focus on school students in this study, generational differences in posts of selfies could not be adequately explored. Moreover, the roles of gender, race/ethnicity, and culture in social media behavior, including the display of selfies, should be considered in more diverse samples.

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