

EMPLOYEE AWARENESS ON GOLDEN HANDSHAKE SCHEME (GHS) AND ITS DIMENSIONS

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Abstract

Employers allow workers to leave early at their own discretion for a predetermined payout under the voluntary retirement system (VRS). Those who choose the plan will get a more lucrative bundle than a retiree would typically be entitled to. The procedure is referred to as the "Golden Handshake" because of its unique characteristic and the significant compensation earned upon retirement. The term "Golden Handshake" originally referred to an executive employment contract provision that offered the executive a sizeable severance compensation in the event of termination, reorganisation, or even planned retirement. This generally comes with an expedited stock options vesting period and might take the form of money, equity, or other perks. "Golden Handshakes" are often reserved for senior executives by big businesses. This shows that high-ranking executives are likely to get dismissed and that a corporation needs an outsider to come in at such a high level; golden handshakes are given to counterbalancing the risk of accepting the new job. However, this phrase was first used in India to describe all early retirement programmes This article has dealt with employee awareness on GHS and its dimensions.

Keywords: Golden Handshake, VRS, GHS-Awareness Scheme,

Introduction

Golden Handshake Scheme (GHS) on Employers

The "VRS" has a variety of effects on employers. Employers mostly succeeded in eliminating a sizable amount of surplus labour without suffering too much. The organisation announced "VRS" with a clear goal, following careful preparation and research. Here, an attempt is made to determine if the package assisted employers in achieving their intended purposes. Each organisation has a different set of VRS goals. Furthermore, it varies from stratum to stratum. However, the four headings below may be used to group the four main goals of the employers via "VRS."

- A reduction in personnel
- Reducing the proportion of labour costs in the overall cost structure
- Increasing Labour Productivity
- Increasing cost efficiency and competition

Review of Literature

In their essay, **Jharna Agrawal and Preeti Garg (2021)** highlight that the telecom sector is not only crucial for the economic growth of any nation, but also of strategic importance since it offers excellent communication channels for security forces. The Indian telecom industry has flourished and become the second largest in the world after China. The expense of BSNL and MTNL's attractive Voluntary Retirement Plan (VRS) is paid by the Government of India via financial assistance. BSNL and MTNL provide Voluntary Retirement to its workers aged 50 years and above. VRS will lower recurrent expenses, which might be a viable approach for future studies performed in Delhi; the primary objective of this research paper is to examine the influence of VRS on state-run telecom MTNL and the consequent enhancement of the performance of the organization's service providers.

Research Design

The research design outlines what the researcher will do to frame the hypothesis, its operational implications and the final data analysis. The purpose of this study is describing to “Golden Handshake Scheme is Boom or Boon in Bharat Sanchar Nigam Limited, Tamil Nadu”. The methodology adopted here is descriptive based on a preliminary discussion and pilot survey of the VRS employees of BSNL who had opted for VRS. Hence, the descriptive research design was considered appropriate to the present study in order to enrich the existing body of knowledge on the conditions and status of the employees, and they are work-life who opted for voluntary retirement in BSNL. Thus, the study chooses to adopt the descriptive research design.

Objective: To study the VRS optees opinion about GHS Schemes' Awareness, Benefits, Implementation Process and Organisational Support.

Sampling Technique

This study focuses on VRS-opted employees working in the Tamil Nadu circle of BSNL. So, the study chooses the multistage random sampling technique from the derived population; at the first level, 4 circle randomly selected Vellore (North), Coimbatore (West), Cuddalore (East) and Madurai (South), here total populations all put to gather 2546 employees are VRS eligible employees and 1877 employees are VRS opted employees. As per sample determination, 520 samples (VRS opted employees) are adequate in this study (i.e.), 10% of overall VRS opted employees, so the survey has derived each circle 130 samples are randomly selected, total of 520 samples are collected. The most critical requirement of probability random sampling is that everyone in defining the population has a known and equal chance of getting selected.

Structural Equation Modeling (SEM) in VRS Employees' Opinion about GHS Scheme

The Structural Equation Modeling (SEM) is applying through Analysis of Movement of Structure (AMOS) software, aim of this analysis to find out the VRS Employees' Opinion about GHS Scheme. In this study the VRS Employees' Opinion about GHS Scheme has focuses into four aspects of dimensions like, 1. Awareness of the GHS Scheme, 2. Awareness about Benefits of the Scheme, 3. Awareness about Implementation Process of the Scheme, and 4. Organizational Support of the Scheme. Finally, the study finds out which dimension has highly influence to GHS Scheme

The Structural Equation Modeling (SEM) analysis graph designed, as the GHS Scheme's independent dimensions in 1. Awareness of the GHS Scheme, 2. Awareness about Benefits of the Scheme, 3. Awareness about Implementation Process of the Scheme, and 4. Organizational Support of the Scheme influences in dependent dimension of GHS Scheme.

Hypotheses

Ho: There is no significant relationship between the Employees' Awareness and GHS scheme

Ho: There is no significant relationship between the Employees' Awareness about scheme Benefits and GHS scheme

Ho: There is no significant relationship between the Employees' Awareness about Scheme Implementation Process and GHS scheme

Ho: There is no significant relationship between the Organizational Support and GHS scheme

Confirmatory Factor Analysis (CFA)

This study has used AMOS software version 23. The Confirmatory Factor Analysis (CFA) is found through an exploratory factor analysis (EFA), it is done by using SPSS 25 to extract the prime variables of the constructs. In this study employed the, Factor analysis, Path analysis and Multiple Regression analysis to reduce the variables and conformed the prime independent variables of GHS Scheme dimensions, the extracted prime variables as follow.

The results of the covariance structural analysis that is performed based on the CFA model. It shows that the ratio for Chi-square (χ^2) at p 0.05 is .000 is significant (Hu and Bentler, 1999), RMSEA: 0.079, (< 0.08 good fit. Dilalla, 2000;) CFI: 0.864, TLI: 0.811 and NFI: 0.832, (0-No fit) -1-Perfect fit, Hu and Bentler, 1999)) PNFI is 0.783 and PCFI is 0.765(> 0.60 good fit, Hair et al., 2007), therefore, the measures are more than the necessary threshold values hence the measurement model indicates a good model fit. All the attributes are loaded significantly on the latent constructs. Therefore, the study can conclude that the model is sufficient. Hence, items in the model are reliable indicators of hypothesized constructs and proceed for testing structural relationships.

Independent Dimensions	Variables Abbreviation	Construct
Employees' Awareness of the GHS Scheme (EAS)	EAS-8	The provisions of the scheme have been explained to us
	EAS-5	I agree with the scheme and the rules and regulations of the scheme
	EAS-1	I am well aware of this GHS (VRS) scheme
Awareness about Benefits of the Scheme (ABS)	ABS-1	I am well aware of the benefits of this scheme
	ABS-2	I know whom this scheme is best for
	ABS-4	I think this scheme is beneficial for the employees
Awareness about Implementation Process of the Scheme (AIP)	AIP-1	I know the practical procedures of the scheme
	AIP-2	I also know the methods by which this scheme is implemented
	AIP-3	I am satisfied with the functioning of the scheme
Awareness about Organizational Support of the Scheme (AOS)	AOS-4	This scheme is a boon to my company
	AOS-1	My company is handling this scheme very well
	AOS-5	My company is handling the disadvantages of this scheme very well

Fig. No. 1 Structural Equation Modeling (SEM) in VRS Employees' Opinion about GHS Scheme

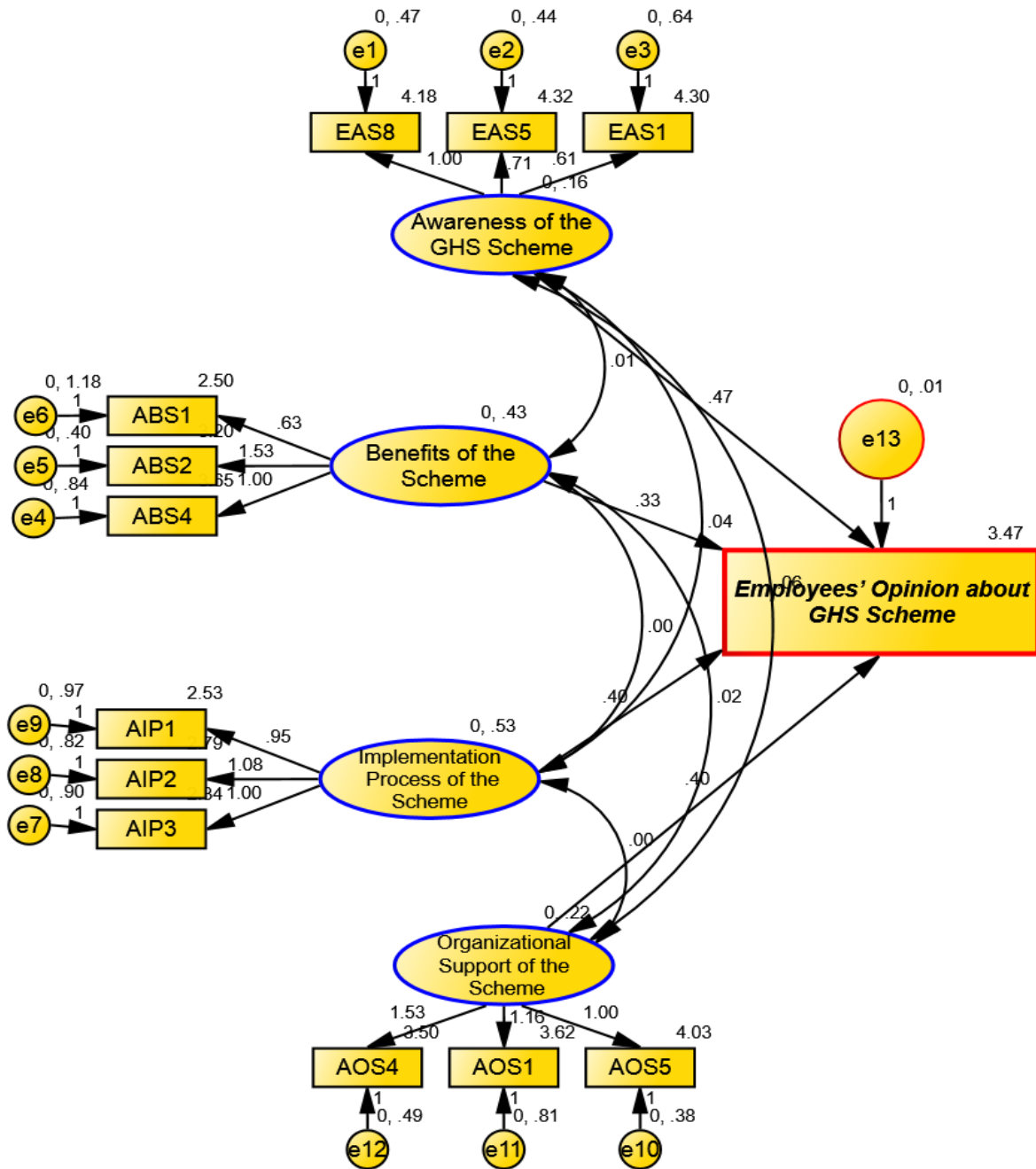


Table No.1 Regression Weights for VRS Employees' Opinion about GHS Scheme

Regression Weights	Estimate	S.E.	C.R.	P- value
EAS-8 <---Employees' Awareness of the GHS Scheme	1.000			
EAS-5 <---Employees' Awareness of the GHS Scheme	0.710	0.130	5.483	0.000
EAS-1 <---Employees' Awareness of the GHS Scheme	0.608	0.0137	4.441	0.000
ABS-4 <---Awareness about Benefits of the Scheme	1.000			
ABS-2 <---Awareness about Benefits of the Scheme	1.525	0.151	10.068	0.000
ABS-1 <---Awareness about Benefits of the Scheme	0.625	0.093	6.701	0.000
AIP-3 <---Awareness about Implementation Process of the Scheme	1.000			
AIP-2 <---Awareness about Implementation Process of the Scheme	1.082	0.102	10.657	0.000
AIP-1 <---Awareness about Implementation Process of the Scheme	0.951	0.097	9.789	0.000
AOS-5<---Awareness about Organizational Support of the Scheme	1.000			
AOS-1<---Awareness about Organizational Support of the Scheme	1.164	0.135	8.647	0.000
AOS-4 <--- Awareness about Organizational Support of the Scheme	1.533	0.152	10.075	0.000
Employees' Opinion about GHS Scheme <--- Employees' Awareness of the GHS Scheme	0.474	0.108	4.372	0.000
Employees' Opinion about GHS Scheme <--- Awareness about Benefits of the Scheme	0.333	0.037	8.955	0.000
Employees' Opinion about GHS Scheme <--- Awareness about Implementation Process of the Scheme	0.402	0.040	10.082	0.000
Employees' Opinion about GHS Scheme <--- Awareness about Organizational Support of the Scheme	0.401	0.059	6.747	0.000

Note:0.000 is 1% α -significant level

Figure 4.2.6(a) shows Structural Equation Modeling (SEM) analysis graph designed, as the GHS Scheme's independent dimensions in 1. Awareness of the GHS Scheme, 2. Awareness about Benefits of the Scheme, 3. Awareness about Implementation Process of the Scheme, and 4. Organizational Support of the Scheme influences in dependent dimension of GHS Scheme.

The first dimension of Employees' Awareness of the GHS Scheme has three prime variables; among them all are significant at 1% level in Awareness of the GHS Scheme. The significant variables are comparing with estimate values; first leading variable is 'The provisions of the scheme have been explained to us' (EAS-8) and second leading variable is 'I agree with the scheme and the rules and regulations of the scheme' (EAS-5), the estimate values are 1.000, and 0.710 respectively.

The next dimension of Employees' Awareness about Benefits of the scheme has three prime variables; among them all are significant at 1% level in Awareness of the GHS Scheme. The significant variables are comparing with estimate values; first leading variable is 'I know whom this scheme is best for'

(ABS-2) and second leading variable is ‘I think this scheme is beneficial for the employees’ (ABS-4), the estimate values are 1.525, and 1.000 respectively.

The next dimension of Employees’ Awareness about Implementation Process of the scheme has three prime variables; among them all are significant at 1% level in Awareness of the GHS Scheme. The significant variables are comparing with estimate values; first leading variable is ‘I also know the methods by which this scheme is implemented’ (AIP-2), and second leading variable is ‘I am satisfied with the functioning of the scheme’ (AIP-3), the estimate values are 1.082, and 1.000 respectively.

The next dimension of Awareness about Organizational Support of the Scheme has three prime variables; among them all are significant at 1% level in Awareness about Organizational Support. The significant variables are comparing with estimate values; first leading variable is ‘This scheme is a boon to my company’ (AOS-4) and second leading variable is ‘My company is handling this scheme very well’ (AOS-1), the estimate values are 1.533, and 1.164 respectively.

Finally, the research finds out the independent dimensions in Awareness of the GHS Scheme, Awareness about Benefits of the Scheme, Awareness about Implementation Process of the Scheme, and Organizational Support of the Scheme influences in dependent dimension of GHS Scheme.

The results exhibited that the dimension of Employees’ Awareness of the GHS Scheme has significant influence on GHS Scheme, as the standardised direct effect of the dimension on GHS Scheme is 0.474(p value is significant at 0.05%). Therefore, the Null Hypothesis (Ho-2.1) is rejected and concludes that Awareness of the GHS Scheme has positive influence on GHS Scheme.

Then next, results exhibited that the dimension of Awareness about Benefits of the Scheme has significant influence on GHS Scheme, as the standardised direct effect of the dimension on GHS Scheme is 0.333(p value is significant at 0.05%). Therefore, the Null Hypothesis (Ho-2.2) is rejected and concludes that Awareness about Benefits of the Scheme has positive influence on GHS Scheme.

Then next, results exhibited that the dimension of Awareness about Implementation Process of the Scheme has significant influence on GHS Scheme, as the standardised direct effect of the dimension on GHS Scheme is 0.402(p value is significant at 0.05%). Therefore, the Null Hypothesis (Ho-2.3) is rejected and concludes that Awareness about Implementation Process of the Scheme has positive influence on GHS Scheme.

Then next, results exhibited that the dimension of Awareness about Organizational Support of the Scheme has significant influence on GHS Scheme, as the standardised direct effect of the dimension on GHS Scheme is 0.401(p value is significant at 0.05%). Therefore, the Null Hypothesis (Ho-2.4) is rejected and concludes that Awareness about Organizational Support of the Scheme has positive influence on GHS Scheme.

Table No.2 Covariance for VRS Employees’ Opinion about GHS Scheme Dimensions

Covariance	Estimate	S.E.	C.R.	P- value
Employees’ Awareness of the GHS Scheme<-->Awareness about Benefits of the Scheme	0.013	0.021	0.607	0.544
Employees’ Awareness of the GHS Scheme<-->Awareness about Implementation Process of the Scheme	0.037	0.026	1.451	0.147
Awareness about Organizational Support of the Scheme<-->Employees’ Awareness of the GHS Scheme	0.060	0.017	3.439	0.000
Awareness about Benefits of the Scheme<-->Awareness about Implementation Process of the Scheme	-0.003	0.030	-0.084	0.933
Awareness about Organizational Support of the Scheme<-->Awareness about Benefits of the Scheme	0.024	0.019	1.238	0.216
Awareness about Organizational Support of the Scheme<-->Awareness about Implementation Process of the Scheme	0.000	0.023	0.010	0.992

The above table interprets covariance relationship of VRS Employees' Opinion about GHS Scheme Dimensions, the relationship dimension of Awareness about Organizational Support of the Scheme<-->Employees' Awareness of the GHS Scheme has significant at 1% level, remaining relationships are not significant.

Findings of the study

Finally, the analysis concludes, impacts of Employees' Opinion about GHS Scheme first leading dimension is 'Employees' Awareness of the GHS Scheme', the impact value is 0.474. Second leading dimension is 'Awareness about Implementation Process of the Scheme'; the impact value is 0.402. Thilaka and Janaki Sivasankaran (2020) suggested the introduction of a likelihood of acceptance of a request for a voluntary retirement programme to limit massive voluntary turnover. In this paper, a method for determining the optimal time to withdraw a voluntary retirement scheme is presented, taking into account the probability of accepting a retirement request, the cost of announcing the scheme, and the cost to the organisation of making one-time special payments to those who retire during the time period.

Third leading dimension is 'Awareness about Organizational Support of the Scheme' the impact value is 0.401. Fourth and final dimension is 'Awareness about Benefits of the Scheme'; the impact value is 0.333.

Suggestions

In general, the VRS- Golden Hand Shake (GHS) system has consistently benefited all businesses and workers. This study investigates whether the GHS system is a boom or a boon for Bharat Sanchar Nigam Limited. Through a survey, the research examines the workers' perceptions of the BSNL-GHS scheme's precise nature. According to the research findings, employee benefits (Boon) have a more significant impact on the GHS scheme than corporate benefits (Boom). Based on the research's results, the study makes recommendations and suggestions to industry authorities for improving organisation and employee benefits.

1. The report advises that the company take responsibility for creating GHS Scheme awareness among its personnel.
2. The authorities must provide prospective workers with a comprehensive explanation of the scheme's advantages and disadvantages, employee perks, and legal restrictions.
3. The authorities must establish that the workers are informed of the future advantages of this programme and who will get those benefits. It should set target points for a definite period and analyse them to gain market trends.
4. The authorities must describe the scheme's implementation process, including the scheme's operation and operational efficiency because 11.2 per cent of the employees are well aware of the GHS (VRS) scheme.
5. The organisation must support the scheme initiative and be prepared to address any potential downsides of this plan.

Conclusion

From the SEM analysis, the study concludes Employees' Opinion about Awareness, Benefits, Implementation Process and Organisation support about the GHS scheme; regarding the result, the first leading dimension is '*Employees' Awareness of the GHS Scheme*', which means employees know the provisions & rules of GHS. They agree and accept & well aware of GHS Scheme. The second leading dimension is '*Awareness about the Implementation Process of the Scheme*', which means VRS Employees are well known for the methods by which this GHS scheme is implemented. They know the practical procedures of the scheme. The third leading dimension is '*Awareness about Organisational Support of the Scheme*' because they feel their company handles this scheme very well. The fourth and final dimension is '*Awareness about Benefits of the*

Scheme', which means VRS Employees are well aware of the scheme's benefits, and they think this scheme benefits the employees.

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