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- ❖ **Act East Policy and Indo-Myanmar Border Trade in Arunachal**
- ❖ **Food Security in GCC Countries**
- ❖ **Houthi Attacks in the Red Sea: Implications for India**
- ❖ **National Education Policy 2020 and Higher Education**
- ❖ **Changing Dimensions of Legal Education**
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INSIDE

Editorial	
Bharat Ratna to Karpuri Thakur	5
<i>B.K.</i>	
India Caucus as an Interest Group in	
India-USA Relations	7
<i>Aparna Tripathi</i>	
Act East Policy and Indo-Myanmar Border	
Trade in Arunachal Pradesh	11
<i>Dr. Anand Aran</i>	
Food Security in GCC Countries	16
<i>Dr. Savita Singh</i>	
Houthi Attacks in the Red Sea:	20
<i>Honey Raj</i>	
Women's Reservation Bill: Participation.....	23
<i>Garima Lal</i>	
Impact of Globalisation on Women.....	27
<i>Rima Das & Chiranjeev Biswas</i>	
Mahatma Phule: India's Pioneer of Women's.....	30
<i>Dr. Avinash Digambar Fulzele</i>	
Outcome Based Learning: Changing.....	33
<i>Dr. Taniya Malik</i>	
Traditional Vocational Skills (<i>Lok Vidyas</i>)	
in Jammu & Kashmir	37
<i>Prof. Asit K. Mantry & Sanjay Kumar</i>	
Environmental Scanning of Perishable.....	41
<i>B. Dhiviavalli & Dr. S. Mohan</i>	
Cosmetic Advertising: Unveiling Its Power.....	43
<i>Mrs. V. Anbukkarasi & Dr. S. Soundaranayaki</i>	
Evolving Nature of Psychological Contract:.....	45
<i>Priyanka M. Jha & Dr. Kalpesh P. Prajapati</i>	
National Education Policy 2020.....	48
<i>Dr. Prasanta Debnath</i>	
Exploration of Loss, Grief and Healing in Anita.....	52
<i>Mrs. Athira Jayan & Dr. J. Albert Vincent Paulraj</i>	
Effects of Bromelain on the Fingerprints.....	55
<i>Asma Dadibai & Prof. R. N. Mangoli</i>	
Exploring Pilgrim Anticipations: Understanding...57	
<i>Mrs. P. Revathi & Dr. G. Ravi Selvam</i>	

Evolving Nature of Psychological Contract: A Critical Investigation of Human Resources Management

Priyanka M. Jha* Dr.Kalpesh P. Prajapati**

[The idea of a psychological contract is not new anymore. However, during the past ten years, workplaces all around the world have seen numerous changes. This paper attempts to concentrate on the several issues that businesses are dealing to uphold the psychological contracts with their staff. This study also provides insight into the ways in which different organisations are addressing these issues. The literature review approach, which is based on publicly available research publications, is utilised in this work.]

The idea of a psychological contract is not at all novel. These represent the mutual expectations between the parties to an employment arrangement. These parties comprise the employer and employee, in their respective roles. They are often unnoticed, assumed, and occasionally unsaid since they are not official and documented (Schalk & Freese, October 2013). According to Rousseau (2004), there are two primary types of employment contracts: transactional and relational. The official written contract, which outlines the employer's expectations, is the subject of the first. The second is a list of goals that the employer and employee must meet. Due to increased employee exposure to technology and the proliferation of globalisation, the employer-employee relationship, as represented in the psychological contract, has undergone significant change and complexity (www.businessballs.com). The 1980s saw the beginning of these changes. Studies show that psychological contract violations can occur years after an employee first starts working there (Towler, 2020). Many expectations exist in the link between job responsibility and compensation, according to the psychological contract (The psychological contract: the ties that bind companies and employees, 2011).

According to research, psychological contracts may be divided into a variety of categories, including relational, transactional, and balanced contracts. A transactional contract is a type of agreement that specifies the parameters of a trade in terms of money (for example, employees may expect a bonus when they have achieved more than their expected target)(Uma & Ringim, May, 2015). An employee and an organization's connection is defined by their relational contract. This is often built on non-financial and socioemotional elements based on corporate commitment and trust. A more recent development is the balanced psychological contract, (Uma & Ringim, May, 2015) which combines the transactional

contract's performance requirement and renegotiation with the relational agreement's open-ended time period and mutual care.

Methods

The technique employed in this work is a broad literature review, which provides an evaluation of the recent and current literature and covers diverse issues in differing levels of completeness and comprehensiveness (Salima, April, 2020). This approach is based on the classification of (Booth, July 2009). This study addresses the reasons for the changes in Psychological Contracts in recent years. Through a survey of the literature, this research attempts to investigate the many facets of psychological contracts across time. The publications under study were released during the previous ten years.

Variables Influencing Psychological Contract

Despite the fact that workplaces have undergone significant change in recent years, research indicates that these changes have also had an impact on psychological contracts. A few of the variables may be summed up as follows:

- a. *From work team to virtual team:* The locations of the workplaces have changed. Virtual teams have taken the place of the actual work teams.
- b. *Working from home instead of an office:* This has grown more common, especially since COVID-19 (Ryton & Yalabik, 2014).
- c. *From line management to matrix management:* Organisational structures have also evolved from simple to more complex forms. Consequently, it becomes challenging to manage employees' psychological contracts.
- d. *Outsourcing instead of in-house services:* Outsourcing is another development that has altered workplaces. These days, companies don't hesitate to outsource their work (Ryton & Yalabik, 2014).
- e. *Permanent to temporary:* Some workers at the new locations no longer show much interest in permanent positions. They seek progress in a little amount of time.

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- f. **On-site vs online services:** Another crucial consideration. Organisations are shifting from offline to online work.
- g. **From low awareness to high awareness:** Workers are no longer uneducated. Conscious workers are aware of their rights at work (Towler, 2020).
- h. **Employees isolated to employees connected:** As a result of speedier communication, employees are now more bonded than they were in the past.
- i. **Transactional leadership:** A supervisor may lean more towards this style of leadership at times. Employee dedication and confidence may be impacted by this. (Towler, 2020)
- j. **The employee's past:** Research has indicated that an individual's change history and the frequency of changes can have either a favourable or negative impact on the psychological contract (Schalk & Freese, October 2013).
- k. **Generational shift:** When younger generations join the workforce and older generations retire, it can be difficult for organisations to uphold psychological contracts (Booth, July 2009)
- l. **Bullying at work:** Research indicates that bullying at work negatively affects psychological contracts, and this effect has been amplified on online platforms. (Rai & Agarwal, 2017)
- m. **Diversity:** For every company, managing diversity is crucial. According to Juan Carrion, professor at ESIC business school,

"Many companies, along with those managers who have a particularly short-term focus, don't think very much about the importance of the psychological contract. What's more, many think that people have to come in standard sizes (The psychological contract: the ties that bind companies and employees, 2011)

Thus, it is clear that due to above mentioned factors, the workplaces are not same anymore and there is dramatic change in relation between employee and employer (www.businessballs.com). The challenges are many more, these are just few to be listed.

Given the data that suggests how an employee perceives the psychological contract affects their behavior and attitudes; it is not surprise that there has been a rise in interest in the idea among scholars and practitioners over the past several years (Sharpe). A large portion of this rekindled interest occurred at the same time as organizations were under pressure to change as a result of some substantial economic, political, and social developments (Sharpe). According to Anderson and Schalk, one of the main motivations for psychological contract research as a way of analyzing changes in employment relations has been adjustments in the balance

of the reciprocal agreement between employers and employees (as a result of widespread change) (Sharpe).

Finding out how altering working habits affect the psychological contract has been the goal of many researchers. This is so, since it explains why many organisations are presently having issues with the employment relationship (Chinyere & Chiemela, 2014). According to some academics, if we can comprehend how the psychological contract shifts, it opens the door to controlling it through successful Human Resource (HR) initiatives. This feeling in employees may lead to unhealthy work dynamics. Employees may feel they will be harassed or discriminated (Chinyere & Chiemela, 2014). Workplace monitoring can be defined as a method through which organizations monitor the activities of employees or gather data about their employees by using tools and devices of Information Technology (Chinyere & Chiemela, 2014). Employee monitoring is in line with knowledge management, so organizations should create a transparent environment as well as, an accountable environment. Workplace surveillance is same as electronic monitoring (Chinyere & Chiemela, 2014).

Suggestions for Dealing with Evolving Psychological Contracts

To deal with the above mentioned changes the employers have to come with solutions. Few recommendations researchers have come across through studies. Employers need to find ways to adapt to the aforementioned developments. Few suggestions have been found by researchers via their investigation.

- a. **Training and development:** In the past, this was seen as a significant component of employer control. This is no longer the case. By utilising technology and learning from many sources, employees may improve themselves on their own. The maintenance of a favourable psychological contract can be aided by Training & Development (www.businessballs.com).
- b. **Picking staff:** It's critical to choose employees carefully. Ucero states, "[Firms] have to be cautious about important components, such as procedures for hiring staff and assessing their abilities and performance. Otherwise, businesses sometimes make unfulfilled promises later on." (The psychological contract: the ties that bind companies and employees, 2011)
- c. **Leaders:** By adopting an unconventional approach, leaders may benefit organisations. They may contribute to the improvement of staff reputation and relationships (www.businessballs.com).
- d. **Performance management system:** The majority of businesses conduct yearly staff evaluations. According to incentives and shifts in agreement, this evaluation may lead to revisions in the psychological contract (Towler, 2020).

- e. **Role of Managers:** By raising staff knowledge, they can have a significant impact on reducing psychological breaches. They can also provide managers with guidance on the best ways to manage their workforces (Towler, 2020).
- f. **Change management:** Employers may retain their workforce by providing a thoughtful and helpful road map for the successful implementation of changes. Equitable acknowledgment is also very essential (Singhal).
- g. **Establishing balance:** Mesoneros, the Adecco Foundation's general manager, states that
"it is imperative to strike a balance between your monetary compensation and the psychological benefits of your work."
 Workers may get demotivated and have low expectations when they receive unjust economic recompense. Additionally, when workers don't put in the necessary effort for the organisation, negative outcomes may arise that directly affect output (Tomprou & Nikolaou, August 2011)
- h. **Ability to update skills:** According to a research, having the chance to update skills is equally crucial for a positive psychological contract (Agarwal & Bhargava, October 2009).
- i. **Strategic dialogue:** A strategically focused conversation between an employer and employee can reduce investment costs and associated risks (Inkson & King, 2011).
- j. **HRM interventions:** The HR department is crucial in fostering positive feelings among staff members (Tomprou & Nikolaou, August 2011).
- k. **Managing expatriates:** Given the increasing variety of today's workplaces, it is important to take these effects into account (O'Donohue, Hutchings, & Hansen, 2018).
- l. **Work engagement:** Research indicates that this is how the psychological contract is supposedly fulfilled (Deihl & Hakanen, January 2010).
- m. **Job satisfaction:** There is a mediating relationship between psychological contract violations and job satisfaction. Consequently, it's critical to sustain job satisfaction (Ryton & Yalabik, 2014).

Thus, it is clear from the above suggestions that there many ways by which organisations can avert psychological contract breach of employees.

Future Repercussions and Conclusion

The workplaces of the future pose a challenge to companies and employees alike. The psychological contract is always being reshaped by workplace developments. Both businesses and employees are impacted by these shifts in terms of risk and opportunity

(www.businessballs.com). Future research should take into account elements such as the trade relationship's setting, employer representatives, and their function as a communication link (Diehl, A, & Coyle-Shapiro, January 2011).

Psychological contracts are a crucial procedure for experts and practitioners in management (Towler, 2020). They are a component of several human resource procedures, which explains why. Psychological contracts that are broken result in disputes, deception, missed opportunities, and costly turnover (Singhal) Therefore, the parties suffer from such breaches. Moreover, this is only a review of the literature; if case studies are used as the basis for research, many fascinating results might be found also more details may follow from this research (Schalk & Freese, October 2013).

In summary, psychological contracts, which are a sort of agreement between the employer and employees, are an essential component of workplace dynamics (Towler, 2020). It is a list of commitments and requirements for the employer and employee. Therefore, management professionals need to be careful while choosing, developing, and retaining employees (Towler, 2020). Organisations must exercise greater caution when addressing the psychological contracts of various generations and their fulfilment inside the organisation (Lub, Bal, Blomme, & Schalk).

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National Education Policy 2020 and Higher Education

Dr. Prasanta Debnath*

[Education is the main pillar for promoting growth of a country. Global standard of education can maximize rich talent of a country for the betterment of- nation, society, individual and lastly world. India is moving towards developed nation; right now India is fifth largest economy in the world which is expected to be largest economy of the world very soon. It is much essential for a nation to take up with huge measures to meet with changes and challenges with technological advances and social changes. Technological changes like big- data, Artificial Intelligence, robotic technology etc. It is expected that many jobs will be taken over by machine in coming days as skilled labour will be needed. Social challenges like pollution, population, depletion of natural resources, and pandemic all this will change the landscape of employment. Skilled human resources will be needed for management related to shortage of electricity, food, natural calamity, pandemic, development of vaccine etc. To bridge the gap between present education system and what is needed, massive reforms needed to provide with high quality education from childhood to higher education. New education policy aims to provide a global standard education system with equally access by all citizens capable to meet with all challenges of coming future.]

World is going through rapid changes in educational area owing to diversified changes in the society and technology. These changes can be handling by changing educational learning system. Today Indian universities are not listed in top institutions in the world. Therefore it was long expectation that government should take some measure to improve education and learning system. Keeping view of developing the nation government has taken step to change previous education policy. In

the year 2017 Ministry of Human Resource Development (MHRD) under the chairmanship of K.K. Kasturirangan constitute a committee to draft new education policy,¹ which has approved by the Indian Union Cabinet on dated 29th of July 2020. The new education policy has replaced our old National Education Policy of 1986. The vision of the policy is 'National Educating Policy 2020 envisions an Indian-Centric education system that contributes directly to transforming our national substantially into an equitable and vibrant knowledge society by providing high- quality education to all'.¹ New policy aims to

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