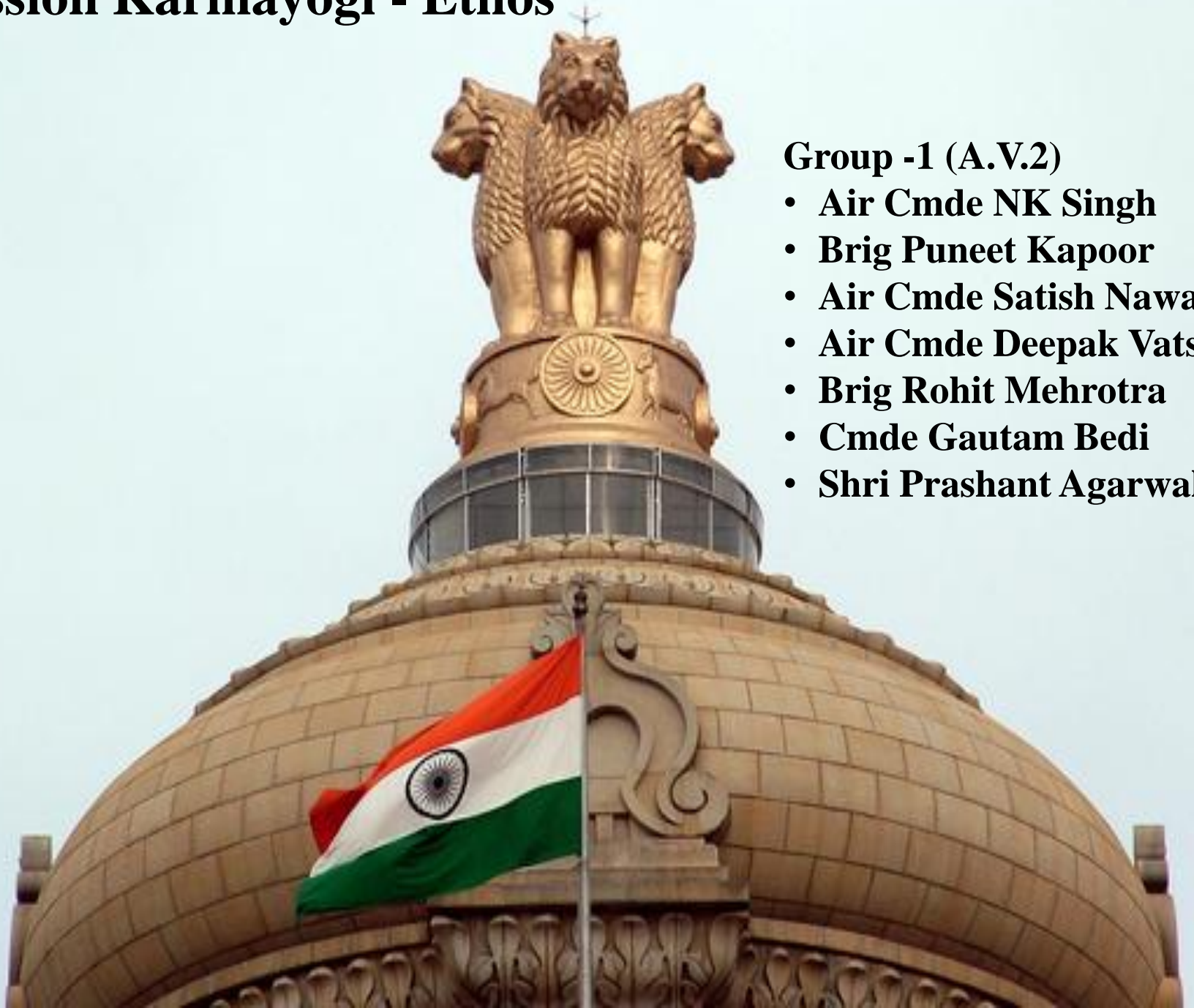


Mission Karmayogi - Ethos



Group -1 (A.V.2)

- **Air Cmde NK Singh**
- **Brig Puneet Kapoor**
- **Air Cmde Satish Nawathe**
- **Air Cmde Deepak Vats**
- **Brig Rohit Mehrotra**
- **Cmde Gautam Bedi**
- **Shri Prashant Agarwal**

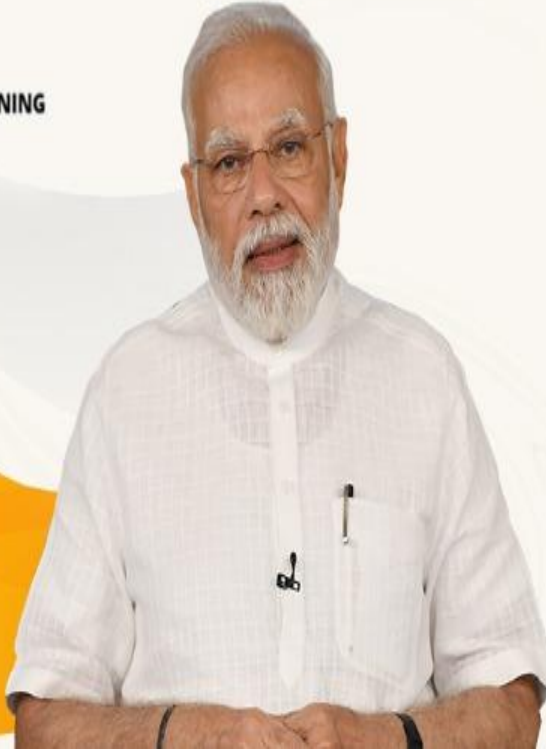
Mission Karmayogi

कर्मयोगी अभियान



कार्मिक एवं प्रशिक्षण विभाग
DEPARTMENT OF
PERSONNEL & TRAINING

सत्यमेव जयते



कर्मयोगी भारत
— लोकहितं मम करणीयम् —

KARMAYOGI BHARAT

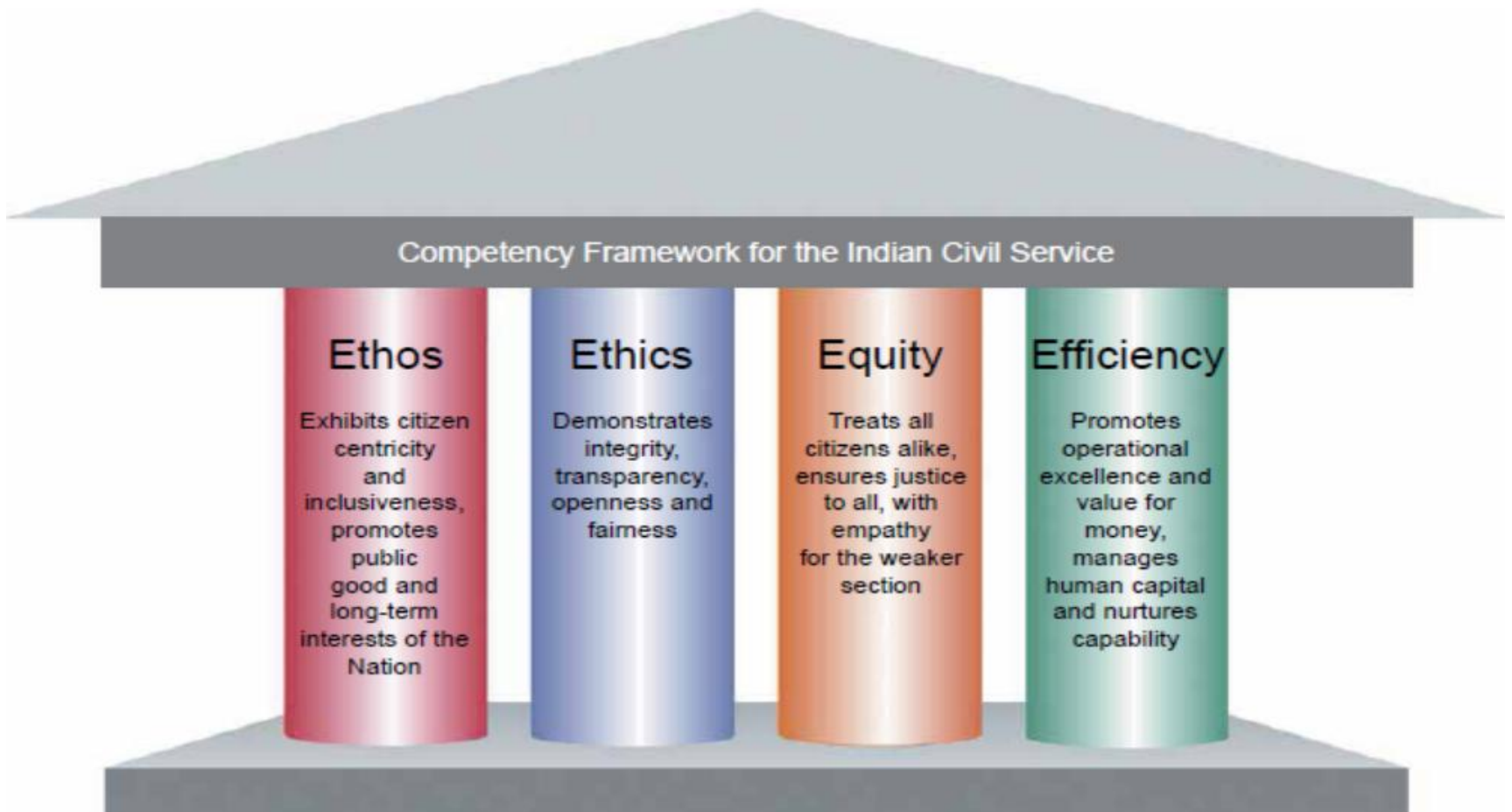
National Program for Civil Services
Capacity Building

Mission Karmayogi

- Six Pillars of Msn Karmayogi
 - Competency Framework
- Rule based to Role based HR Management
- Right person for right Job
- Life long learning

Mission Karmayogi

- A new competency framework for civil services; designed and divided in four sections: **(i) Ethos**, **(ii) Ethics**, **(iii) Equity** and **(iv) Efficiency**



Principles of Karmayogi

- Mission Karmayogi aims to prepare the Indian Civil Servant for the future by making him more:
 - Creative & Constructive
 - Imaginative & Innovative
 - Proactive, Professional & Progressive
 - Energetic & Enabling
 - Transparent & Technology-enabled

Mission Karmayogi - Ethos

- Ethos has been further subdivided into :
 - (a) People First
 - (b) Strategic Thinking
 - (c) Organizational Awareness
 - (d) Commitment to the Organization
 - (e) Leading Others

48th APPPA - Organisational
Commitment

ORGANISATIONAL COMMITMENT

Organisational commitment is defined as the relative strength of an individual's identification with & involvement in a particular organisation.

-Aligns behaviours and interests with the needs and goals of the organisation.

There are three types of commitment:

- Affective**
- Continuance**
- Normative**

TYPES OF ORGANISATIONAL COMMITMENT

- **Affective Commitment** – a desire to remain a member of the organisation due to an *emotional attachment* to and involvement with the organisation.
 - You stay because you want to.
 - Characterised by strong belief in/ acceptance of org goal and values.
 - Willingness to exert effort on behalf of organisation.
- Research shows that people with affective commitment engage in more interpersonal and organisational citizenship behaviours such as helping, sportsmanship and boosterism

TYPES OF ORGANISATIONAL COMMITMENT

- Continuance Commitment – a desire on part of an employee to remain a member of the organisation because of an awareness of the cost of leaving.
 - You stay because you need to
- Continuance commitment is increased by the investment an employee has in an organisation as well as lack of employment alternatives.

TYPES OF ORGANISATIONAL COMMITMENT

- Normative Commitment – a desire on part of an employee to remain a member of the organisation because of a feeling of obligation.
 - You stay because you ought to
- Two ways to build a sense of obligation-based commitment among employees:
 - ✓ Create a feeling that employee is in organisation's debt.
 - ✓ Become a charitable organisation.

ANTECEDENTS OF ORGANISATIONAL COMMITMENT

➤ **Organisational mechanisms**

- Socialization
- Logos, insignias, programs for family members
- Newsletters
- Reward systems

➤ **Individual characteristics**

- Age
- Job level
- Stress

ANTECEDENTS OF ORGANISATIONAL COMMITMENT

➤ **Social factors**

- Coworker relationships
- Participation and social interaction
- Role variables
- Supervisory relationships

LEVELS OF COMMITMENT









Level 1: Aligns Self with the Organisation	<ul style="list-style-type: none">• Understands the rules and procedures in the organisation• Respects and follows the rules and other norms of working• Understands Civil Services values and acts accordingly• Executes work according to expectations
Level 2: Promotes Organisational Objectives	<ul style="list-style-type: none">• Respects and accepts organisational priorities and sets own accordingly• Expresses pride, pleasure about being part of this organisation• Promotes and/or defends the organisation's credibility and visibility with outsiders• Bargains and create goodwill for the organisation• Pursues work with passion and dedication
Level 3: Supports the Organisation	<ul style="list-style-type: none">• Makes choices and sets priorities to fit with the organisation's goals• Collaborates with others to achieve larger organisational objectives• Suggests improvements in process and systems to promote the organisation's effectiveness• Strives to deliver at high standards to external and internal stakeholders
Level 4: Puts the Organisation First	<ul style="list-style-type: none">• Puts organisational needs first even in trying circumstances• Stands by decisions that benefit the larger organisation even if they are unpopular or undercut the unit's short-term good• Acts as per the Civil Services Values even under trying circumstances
Level 5: Encourages Others in Putting the Organisation First	<ul style="list-style-type: none">• Nurtures the culture of commitment to the organisation• Acts as a role model• Supports colleagues in making difficult decisions• Is able to elicit commitment to the cause of the organisation from others (within and across own organisation)• Is able to make difficult decisions and stands by such decisions made by colleagues for the larger benefit of the organisation

CONCLUSION

Ethos: Ancient Indian Teaching

- Atmano Mokshartham, Jagat hitaya cha
- Archet dana manabhyam
- Paraspar Devo Bhava
- Yadishi bhavana yasya siddhi bhavati tadrishi
- Parasparam bhavayantah shreyah param
bhavapsyathah
- Atmana Vindyate Viryam
- Yogah karmashu Kaushalam, Samatvam yoga uchyate
- Yad acharati shreshthah tad anusarati janah, sa yat
pramanam karute lokastat anuvartate

Transformed Civil Services

Produce results 	Produce performers
Organize men, materials, machines and money 	Mobilize men and sound out other readiness
Plan, set goals, prepare schedules, checklists 	Obtain agreement and commitment on means and ends
Motivate, praise, reprimand, punish, push people 	Inspire, empower, celebrate success, mourn failure, draw people
Check, control, report at the command post 	Set personal examples: be visible, accessible and always on the move
Coordinate, requisition, convene meetings 	Facilitate, show ways to overcome obstacles, take part in informal gatherings
Instruct, issue notices, order, demand compliance 	Make queries, sound out ideas, encourage suggestions
Manage others: I-centered 	Manage yourself. Other centered, not egoistic



JAI HIND