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Contents

Sr. No.	Articles / Authors Name	Pg. No.
1	HRM Practices and Organisational Commitment: “A Comparative Analysis of Public and Private Sector Banks” <i>-J V Sudhir, Dr. Payal Garg</i>	1 - 5
2	The Impact of AI-Enabled Healthcare Systems on Patient Outcomes: A Comparative Study with Traditional Healthcare Models <i>-1 I Venu Gopal Reddy, 2 Dr. Darshan Arora 1Research Scholar, Research Supervisor</i>	7 - 11
3	IMAGES OF GURU NANAK IN MINIATURE PAINTINGS <i>-Mehtab Kaur, Dr Gurshaminder Singh Bajwa</i>	13 - 20
4	THE EFFECTIVENESS OF REMOTE WORK ON EMPLOYEE PERFORMANCE AND COMPANY CULTURE <i>-PREET BAJWA(research scholar)</i>	22 - 24
5	THE ROLE OF CENTRAL BANK POLICIES IN ECONOMIC RECOVERY POST COVID-19 <i>-RAMDULAR</i>	26 - 28

HRM Practices and Organisational Commitment: “A Comparative Analysis of Public and Private Sector Banks”

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ABSTRACT

This study focuses on organizational commitment in the context of employee loyalty and devotion to an organization. It explores the different dimensions of organizational commitment, including emotional, normative, and continuance aspects. The study aims to evaluate work satisfaction and HRM practices in public and private sector commercial banks, with a focus on the impact of leadership, “organizational culture, and employee involvement on commitment”. The research methodology involves surveys, interviews, and data analysis techniques. The study finds that private sector banks have higher levels of overall job satisfaction and better HRM practices compared to public sector banks. The study concludes by providing practical suggestions for improving employee happiness through effective HRM practices.

Keywords: *organizational commitment, emotional commitment, job satisfaction, HRM practices, performance management*

INTRODUCTION

Organizational commitment is a key factor in employee loyalty and devotion to an organization. It comprises three main elements: emotional, normative, and continuation aspects. Emotional commitment is a psychological bond, a sense of belonging, and active participation. Continuance commitment is linked to the expenses associated with quitting the company, while normative commitment is a sense of duty. Meyer and Allen (2007) categorize organizational commitment into emotional, continuity, and normative dimensions.

Organisational commitment refers to the degree of an employee's sense of duty and obligation towards the purpose of the organisation. Salancik (1997) defines commitment as a condition in which a person is obligated by their acts, and it is these actions that maintain their activities and engagement. “According to Allen and Meyer (1996)”, organisational Determination of engagement as a “psychological connection between the employee and their organisation that reduces the likelihood of the employee leaving the organisation on their own accord.” “According to North, Craft, and Neale (1996)”, commitment is defined as an employee's attitude of loyalty towards an organisation. It is a continuous process where individuals of the organisation demonstrate their care for the organization's “success and well-being”. “According to Porter et al. (1974)”, Organizational dedication is defined as having an unwavering dedication to the organization, accepting its goals, and being willing to work hard for it, all while expressing a desire to stay a member. The study aims to evaluate work satisfaction and HRM practices in “public and private sector commercial banks”, focusing on the impact of leadership, “organizational culture”, and employee involvement on commitment. Affective commitment leads to improved performance, while normative and continuous commitment follow. The study also discusses the findings on organizational commitment and its influence on employee retention, performance, and organizational effectiveness.

Objectives

1. To identify the key factors contributing to job satisfaction in public and private sector banks.
2. To determine the differences in HRM practices between public and private sector banks.

REVIEW OF LITERATURE

Organisational commitment is a strong sense of identity and active participation in an organization (Lumley, 2010), characterized by a deep belief in its aims and values (Mowday et al., 1982). It includes three elements: a strong inclination to stay, a readiness to work for the organization, and a belief in the organization's aims and values. It is influenced by emotional, norm-based, and ongoing aspects. Recent research has found a favourable association between organisational commitment and physical and psychological well-being, motivation, work satisfaction, and commitment (Meyer & Allen, 1997). However, there is no significant difference between gender, age, or empowerment. The link between empowerment and Organizational commitment is independent of external variables such as education level or length of service.

“Lamba and Choudhary (2013)” found that the implementation of HRM practices significantly impacts organisational commitment, giving organizations a competitive edge in the global market. Bhardwaj, Chouhan, and Meena (2014) found significant disparities in work contentment and dedication to the organization between engineers in the public and commercial sectors. Haq et al. (2014) found a strong positive association between support factors and commitment levels among bank executives in Pakistan. Denise et al. (2015) highlighted the importance of recruitment and selection in promoting commitment, suggesting that understanding relevant features can mitigate turnover and recruiting costs. Yousef (2016) found that individuals expressed significant contentment with their supervisors and colleagues, but reported a lack of happiness with compensation and opportunities for advancement. Their commitment was motivated by a strong desire to remain rather than a sense of duty. “Meyer et al. (2023) and Solinger, van Olffen, and Roe (2019)” highlighted the interconnectedness of commitment dimensions in different organizational settings, influencing employee retention, performance, and organizational effectiveness. Jain and Ansari (2022) and Lee and Chen (2021) highlighted the significance of leadership, organisational culture, and employee involvement in promoting various forms of commitment.

RESEARCH GAP

Existing studies on organisational commitment in India reveal a research gap in understanding specific HRM practices influencing commitment across different industries. Further investigation is needed to understand work satisfaction disparities among engineers, the level of dedication shown by bank executives, and the importance of recruitment and selection in promoting commitment, mitigating turnover, and recruiting costs.

RESEARCH METHODOLOGY

The study compares work satisfaction and HRM practices in public and private sector commercial banks using a cross-sectional research approach. The sample includes 200 from both sectors, with stratified random sampling. Data collection methods include surveys, interviews, and literature analysis.

Secondary data includes internal reports and HR records. Data analysis techniques include descriptive, inferential, and correlation analysis. Multiple regression analysis will determine HRM practices impacting work satisfaction. A qualitative analysis will uncover recurrent patterns and insights. Ethical considerations include informed consent, privacy, confidentiality, and compliance with protocols. The study aims to provide practical suggestions for improving employee happiness through effective HRM practices.

DISCUSSION AND ANALYSIS

Table 1: Job Satisfaction Levels and HRM Practices in “Public and Private Sector Banks”

Category	“Public Sector Banks”	“Private Sector Banks”	Total Respondents
Total Respondents	100	100	200
Overall Job Satisfaction			
Highly Satisfied	25	45	70
Satisfied	40	35	75
Neutral	20	15	35
Dissatisfied	10	5	15
Highly Dissatisfied	5	0	5
Key Factors Contributing to Job Satisfaction			
Competitive Salaries	15	60	75
Performance-Based Bonuses	10	55	65
Career Development	20	50	70
Job Security	70	30	100
Work-Life Balance	65	40	105
Employee Benefits	75	25	100
Modern Work Environment	20	50	70
HRM Practices			
Recruitment and Selection			
Rigorous/Dynamic	10	70	80
Standardized/Traditional	90	30	120
Training and Development			

Regular/Frequent	30	65	95
Less Frequent	70	35	105
Performance Management			
Robust/Appraisals	20	75	95
Traditional	80	25	105
Employee Engagement			
High	25	70	95
Low	75	30	105

The study analysed employee job satisfaction in both banks in the “public and private sectors”. It was shown that generally satisfaction with work ratings of lenders in the private sector were higher, with 45% of respondents reporting satisfaction. Public sector banks had lower job satisfaction, with 25% expressing great satisfaction and 40% expressing satisfaction. The success of private and public sector banks can be attributed to their superior human resource management methods and contemporary work environment. Factors influencing job satisfaction include competitive remuneration, performance-based incentives, job security, work-life balance, and financial incentives. Private sector banks excel in offering financial incentives and career advancement prospects, while public sector banks provide stability and a balanced work-life. Private sector banks also had more regular training and development programs, while public sector banks had less frequent updates. Performance management systems in private sector banks were more effective, with 75% having an objective system for evaluation and compensation. Employee engagement was high in private sector banks, but public sector banks had a lack of engagement initiatives.

Conclusion

To enhance HRM practices and work satisfaction, public sector banks should focus on hiring and choosing, advancement and learning, managing sales, fostering workplace and benefit packages and salaries, organizational culture, and HRM practice evaluation. By targeting specific areas for improvement, both industries can achieve elevated levels of employee contentment, resulting in increased organizational dedication and overall effectiveness.

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The Impact of AI-Enabled Healthcare Systems on Patient Outcomes: A Comparative Study with Traditional Healthcare

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ABSTRACT

The integration of Artificial Intelligence (AI) in healthcare has transformed patient care by enhancing diagnosis accuracy, treatment efficiency, and overall patient satisfaction. This study compares AI-enabled healthcare systems with traditional models, analyzing data from 350 respondents, including patients, doctors, and healthcare administrators. Findings indicate that AI-driven healthcare significantly improves diagnostic precision, with 45% reporting high accuracy compared to 20% in traditional models. Additionally, AI enhances treatment efficiency, with 50% of patients experiencing faster recovery, while only 15% reported the same in traditional settings. Patient satisfaction is also higher in AI-assisted care, with 55% being highly satisfied, compared to 15% in traditional models. Despite these advantages, concerns regarding data privacy, ethical considerations, and integration challenges persist. Addressing these issues is crucial for AI's widespread adoption in healthcare. The study suggests a hybrid approach, combining AI capabilities with human expertise, for optimal patient outcomes.

Keywords: AI in Healthcare, Patient Outcomes, Healthcare Efficiency

2. Introduction

Artificial Intelligence is being integrated into healthcare which is changing patient care, diagnostics and treatment. The healthcare systems powered by AI are enabled with machine learning, predictive analytics, and automation to improve clinical decision making, reduce errors, and ultimately improve the overall health of the patients. These advanced systems can pull in vast amounts of medical data to analyze it and recommend personal treatment, early detection of the disease and work flow in the hospital.

However, while traditional healthcare models do function well, they heavily depend upon manual processes, physician experience, and fixed treatment protocols, which can stall progress, make things inefficient and prone to the errors of human beings. On the contrary, AI enabled systems provide real time data analysis, predictive risk assessments, precision medicine solutions, making healthcare as efficient as efficient as possible and making the patients happy.

The purpose of this study is to analyze how well AI-driven healthcare models work better than conventional methods in diagnosing the illness, treating it effectively and improving the patients' outcomes. In this research, data from institutions of healthcare which have implemented AI technology in their systems and the usual hospitals was analyzed to illustrate advantages, contingencies and future possibility of AI in the healthcare. Policymakers, healthcare professionals and patients need to understand these differences to find out the right ways of doing would be for today's medical care as well as for the ethical and implementations of the AI for the healthcare systems.

3. Objectives

1. To analyze and compare patient outcomes in AI-enabled healthcare systems versus traditional healthcare models, focusing on diagnosis accuracy, treatment efficiency, and patient recovery rates.
2. To evaluate the challenges, ethical considerations, and limitations associated with AI implementation in healthcare compared to conventional medical practices.

4. Literature review

With the study of integrating Artificial Intelligence (AI) in healthcare, there has been widespread study of the possibility of increasing the patient outcomes by way of improved diagnostics, personalized treatment and operational efficiency. However, AI is able to both process large amounts of dataset and identify patterns, which does have clinical decision making with greater precision than traditional healthcare models (Topol, 2019). Machine learning algorithms and deep learning networks are shown to be superior to other methods at detecting diseases like cancer and cardiovascular disease (Esteva et al., 2017).

AI related healthcare systems improve patient engagement and monitoring with the help of predictive analytics and real time interventions especially in chronic disease management (Shaban-Nejad et al. 2018). Studies also show that AI applications improve hospital workflows with the aim of cutting patient waiting time and making more optimal resource allocation (Jiang et al., 2017). Problem areas, however, such as data privacy, algorithmic bias, and ethics surrounding the use of AI in healthcare such as Morley et al. (2020) have been brought to light in the adoption of this technology in healthcare.

On the other hand, the conventional healthcare models are heavily derived from physician expertise and standardized protocols, although these are useful but can be time consuming and prone to human errors (Obermeyer & Emanuel, 2016). AI should not supplant rather than complement human decision making to provide ethical and contextually correct care (Rahimi et al., 2018).

This research extends the prior work by comparing the effectiveness and solving the ethical and implementation challenges of AI-enabled healthcare model versus the traditional healthcare model.

5. Research Methodology

This research employs a quantitative method to compare the effects of AI-integrated healthcare systems and conventional healthcare systems on patient outcomes. Primary data will be gathered through a structured questionnaire from 350 patients, physicians, and healthcare administrators from AI-integrated and conventional hospitals. The sample will be drawn through stratified random sampling to provide representation from various healthcare settings.

The questionnaire will be composed of close-ended questions on the accuracy of diagnosis, efficiency of treatment, patient recovery rate, and satisfaction levels. Data will be analyzed with pie charts to visually display significant findings on patient experience, success of treatment, and efficiency in healthcare. Data gathered will be analyzed with statistical software to establish patterns, trends, and relationships between AI implementation and enhanced healthcare outcomes. Challenges of AI implementation,

including ethical considerations and operational concerns, will be explored. Validity and reliability will be ensured by adhering to ethical considerations, preserving patient confidentiality, and informed consent. Through comparative analysis, this research will provide information on the effectiveness of AI-based healthcare, leading to evidence-based decision-making in the medical practice. Findings will aid healthcare policymakers in optimizing AI implementation for enhanced patient care.

6. Discussion and Results

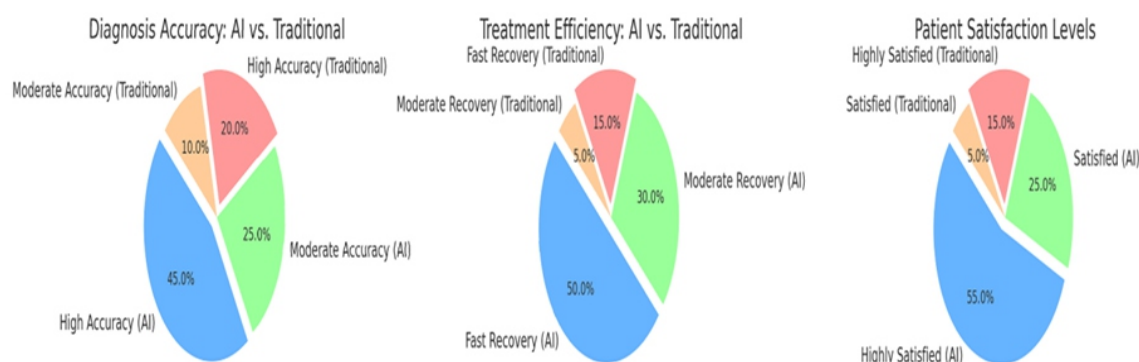


Fig 1: Comparative Analysis of AI-Enabled Healthcare vs. Traditional Healthcare Models

The research compared healthcare models based on artificial intelligence to traditional healthcare systems according to the patients' outcomes through the precision in diagnosis, treatment effectiveness, and patient satisfaction. The survey was conducted with the help of 350 patients, physicians, and healthcare managers that offered the ability to ascertain whether AI-driven care was superior.

6.1 Diagnosis Accuracy

The initial pie chart indicates that AI-based healthcare systems are significantly more accurate in diagnosis than conventional models. Nearly 45% of the respondents indicated high diagnostic accuracy in AI-based healthcare, while only 20% had the same with conventional systems. AI-based algorithms, especially in radiology and pathology, have the capability to identify patterns that may be overlooked by human experts, resulting in earlier disease detection and better prognosis. A moderate accuracy was, however, indicated in 25% of AI cases, which reflects scope for improvement in training and validation of AI models.

6.2 Treatment Efficiency

The second pie chart shows treatment efficiency, where 50% of AI-aided healthcare patients recovered earlier than 15% of traditional healthcare patients. AI optimizes treatment planning by integrating patient history, genetic markers, and real-time data to facilitate more personalized and effective interventions. Traditional healthcare, as efficient as it is, relies on standardized procedures that do not take into account differences in treatment response in individuals. AI also maximizes resource planning, reducing hospital congestion and waiting times.

6.3 Patient Satisfaction

Patient satisfaction levels, as indicated in the third pie chart, reflect strong preference for AI based healthcare. Around 55% of patients were extremely satisfied with AI-based systems as opposed to only 15% for traditional models. The reasons for satisfaction are faster diagnosis, reduced waiting time, and personalized recommendations for treatment. However, some fears are present, such as dependence on AI recommendations and security threats, which need to be addressed to achieve universal adoption.

The research indicates that AI-powered healthcare systems are more accurate, efficient, and patient-satisfaction-oriented than conventional healthcare systems. Yet, difficulties such as ethical concerns, data protection, and integration with current healthcare systems have to be addressed in order to unlock the full potential of AI. Future research studies need to study hybrid models combining the advantages of AI with human intelligence to realize the optimum patient outcomes.

7. Conclusion

The report emphasizes the large benefits of AI-based healthcare models compared to classical models with regards to the precision of diagnosis, efficacy of treatments, and level of patient satisfaction. AI-led tools support timely detection of the disease, customization of treatment processes, and enhancement of the distribution of hospital resources, which increases the outcome value of the patients. The research suggests that AI-based healthcare guarantees improved diagnostic efficacy (45% vs. 20%), speedier rates of recovery (50% vs. 15%), and higher satisfaction levels (55% vs. 15%) compared to traditional healthcare systems.

But even with these benefits, there are challenges, such as ethical issues, compromising data privacy, and seamless integration with current medical systems. These will have to be overcome to ensure the successful and ethical application of AI in medicine. Future studies need to investigate hybrid models that combine AI potential with human experience to gain the most benefits while preventing harm. Policymakers and healthcare systems will have to work together to establish guidelines that ensure effective and ethical application of AI in patient care.

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IMAGES OF GURU NANAK IN MINIATURE PAINTINGS

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ABSTRACT

Miniature art traditions thrived and prevailed during the early tenth century. These paintings have incorporated different styles infused with minor details in portraying cultural traditions from hill areas. The colours schemata adopted religious figures to examine the composition in totality with relevant context in the background. The paper brings into limelight religious representation of Guru Nanak dev ji as painted by various artists providing essence of Sikh religious thought process and its philosophical underpinnings.

Keywords: Miniature Paintings, Images, Guru Nanak dev ji, Travelogues, Colours and Pigments

INTRODUCTION

Miniature Paintings were initially made on palm leaves, exceptional organic colours and pigments were additionally employed to preserve palm leaf paintings during 14th century. The sumptuous handiwork tangled in intensifying a miniature painting was extremely substantial. Individuals started evolving manuscripts to preserve precious information on palm leaves. The miniature paintings prospered throughout the Mughal period. It also got its outstanding acknowledgment when illustrators, scholars, historians and Art enthusiasts went to describe its styles, techniques, themes and importance.

The utmost indispensable chunk of Himalayan art is Kangra School of paintings. These were supported by the Rajput rulers between the 17th and 19th centuries. The foremost centre of Pahari school of paintings were Guler, Basohli, Chamba, Nurpur, Bilaspur and Kangra. These eventually stretched towards Mandi, Suket, Kullu, Arki, Nalagarh and Tehri Garhwal, and were collectively known as Pahari painting. The Kangra miniature paintings owe its origin to Guler, a tiny hill region situated near Himachal Pradesh in the early 18th century.

During the sovereignty of Maharaja Dalip Singh, a Kashmiri family who was conversant with the method of Mughal painting underwent this style that came to be associated with Guler school. Afterward, the local artists were stimulated by the groundbreaking style of paintings and started following it.

The traditional definitive version of love and depiction of kings and queens were substituted by the prospects presenting nature and love accounts of Radha and Krishna. Maharaja Sansar Chand, appropriated boundless curiosity in painting Lord Krishna. Bhuri Singh Museum in Chamba has hefty assortment of the Pahari miniatures. This transitory description of historicity of minatures is significant to trace how it was auxiliary adopted in Punjab plains going back to the times of Guru Nanak Dev Ji the first Guru of Sikhs.

The advent of Sikhism goes back to five hundred years with the lineage of Guru Nanak in the historical setting of Punjab. This sense of identity consolidated a signal of new awakening. In 1699, the tenth Guru of the Sikhs (Guru Gobind Singh ji) baptized five Sikhs and considered Guru Granth Sahib (Holy Sikh

Granth) as the everlasting guide and teacher. The rule of Sikh ruler Maharaja Ranjit Singh in the earlier nineteenth century united the people of Punjab in one strong nation and was followed by his successors (1799-1849). Ranjit Singh had power over the trans-Sutlej area and the area underneath his Sikh chiefs came to be known as Cis-Sutlej. He expanded his dominion in both plains and the hills, up to the provinces of Multan, Kashmir and Peshawar and stop invasions from the northwest, especially across the Hindu Kush Mountains.

Up to the second quarter of the nineteenth century, no painting that was actually Sikh lasted but in the eighteenth century murals of low-grade value were commonly seen in Punjab plains. Miniature paintings proficient during Mughal time deteriorated and artists started painting for local princesses and their courts in Punjab hills. The paintings revolved around the subjects like Hindi and Sanskrit poetry and Hindu religious texts. Moreover, Janam Sakhis were subjectively organized in assorted chronological order about the voyages of Guru Nanak Dev. The most popular 40 Janam Sakhis are known as Puratan Janam Sakhis and Bala Janam Sakhis tradition. These Janam Sakhis had different sequential order and some had elongated tradition and they were associated with different name such as 'Puratan Janam Sakhis', 'Mehtarban's Sachkhand Pothis' are recounted along with religious messages of Gurus in Punjabi language. Formalized pictures of the Sikhs in Guler and other hilly areas before the arrival of Maharaja Ranjit Singh were manifest during 19th century.

The original specimen of Janam Sakhis of 1658 were with P.N. Kapur of Delhi; it embraces tale of 'Bhai Bala's Janam Sakhis which was written by Gorakhdas. It lists 267 folios out of which 29 are painted illustrations. In Patiala archives lies Adi Granth's specimen illustrated in Quranic language and most notably it contains 'Mul-Mantra' hand written by Guru Tegh Bahadur in 1666. The Patiala family of Bagarhian also possesses Janam Sakhis of 1724 containing 44 illustrations, which were named as Bala Janam Sakhis.¹ The main centre of painting was Kangra in 1800, during that time Sikhs gradually started interfering in hill affairs. The gradual expansion of Ranjit Singh and control over Pahari states like Kota, Guler, Kangra etc. was accompanied by cultural contacts with these Pahari states. These hill states were given same privileges as they were enjoying earlier. Dessa Singh, the governor of Guler brought the Guler painters to the Lahore court. Similarly, Sher Singh son of Ranjit Singh who was appointed governor of Kangra had keen interest in painting and provided patronage to Kangra painters.

The artists of Guler lost interest in Rajput subjects and started experimenting with the Sikh subjects examples of this can be seen in series of pictures portraying the ten Sikh gurus, besides portraits of Amar Singh Dhaliwal and Desa Singh Majithia (1768-1832), an army general and the Sikh administrator belonging to Kanhaiya Misl were done here. Most of the Sikh paintings were realistic portraits and did not have aesthetics sensibility. This was provided by the hill-painters of Rajput tradition who took over mystic symbolism and romanticism. This tradition of painting flourished for a short while in the Sikh court presenting formalistic patterns in which figures, trees, and atmosphere were presented in traditional colour schemes. The portraits were in great demand among the Sikh noble families. However, the perfection lacked in comparison to Mughal or Kangra schools.

In Ranjit Singh's court, there is a mention of the name of Parkhu, a Pahari painter along with it; there is a reference of Jeevan Ram and Hasan-al-din from Delhi. These Pahari artists as well as European painters made Maharaja Ranjit Singh's portraits. Jeevan Ram had some of the portraits of Ranjit Singh in the Sikh courts in 1832 during the visit of Governor General William Bentinck.

The Jodhpur painters who settled down in Punjab depicted the portraits of Ranjit Singh on horses. Fresco work in Kangra and Jodhpur styles was carried out by painters in the temple known as “Bhandarian-da-Mandar” near Batala during the time of Maharaja Ranjit Singh. Maharaja Ranjit Singh commissioned Muslim Mohraqqash from Faizabad, Chaniot that now falls in Pakistan to decorate the fort of Amritsar.

Analysis of Paintings

1. Guru Nanak Seated in meditation, Opaque water colours on paper, Pahari, second quarter of the 18th century. Size 18 X11.2 cm, Government Museum and Art Gallery Chandigarh.

This painting portrays Guru Nanak in all together a different manner where a saintly figure is shown who is sitting cross leg with lean body figure in stage of trance wearing a lower garment orange in colour. The upper body is also covered with transparent textile which is white in colour. The saintly figure is wearing a mala which is hanging in his neck. In his right hand he is wearing a rosary. He is also holding a text in his right hand. On the right side of the painting in front of the figure there is vessel. The background of the painting is depicted in green. On the forehead of Guru, yellow colour tilak is seen. He is wearing a headgear of red colour. The face is elongated with moth aces and flowing beard. In the left lobe of the ear there is a white ring. On the left hand there is a metal bracelet. The eye balls in the eyes are centrally placed which vividly depicts that Guru Nanak is in a blissful state of meditation. The painting vividly portrays state of bliss and moving away from material comforts of the society. The painting convey spirituality and oneness with supreme entity.

2. Guru Nanak with Siddhas at Achal Batala. Sikh and Pahari Mix Style Punjab, circa A.D.1800, Paper,18.5X15.5cm, Collection:National Museum New Delhi.

This painting outlays the depiction of Guru Nanak along with distinguished gathering of followers who are engaged in conversation with Guru Nanak. Guru Nanak is sitting on a white cloth on his knees. The figurely saint is wearing a white colour dress which signifies pureness. He is wearing a cap which resembles a crown. Golden weaving is done on the cap. The figure of Guru Nanak is well composed with full body proportion, having thick foliage of beard and mostaches. On the forehead there is e red tilak and the face is having a sense of serenity and blissfulness. However there is no halo effect as it is seen in other Guru Nanak Paintings. He is accompanied by his two important deciples Bala and Mardana. Mardana is sitting next to Guru Nanak on left side wearing a maroon dress. His headgear resembles muslim turban. In this painting Mardana musical instrument Rabab is vividly represented in minute details.

Bala is shown behind Guru Nanak with a chor in his hand. The devotees are shown in varied colours interacting with each other all seems to be belonging to one homogeneous community as there turbans style of dress and tilak on their foreheads along with pierced ears with circular ornaments. They are sitting on a higher mound having green forest at the back. The painting also vividly represents some stories from Janam Sakhies. The significance lies in homogenous composition of followers who are listening to discourse and promoting synthesis of little traditions as mark of association with immediate persona of Guru Nanak devji.

3. Guru Nanak with Bhai Bala and Mardana, The first folio of Janam Sakhi, Punjab, end of 18th century, Paper, National Museum, New Delhi.

This image depicts a rich, illustrative folio from Janam Sakhi capturing a movement from life of Guru Nanak along with Bhai Bala And Mardana. This folio dated to the end of 18th century, is part of the collection of National Museum New Delhi and exemplifies the artistic excellence of the Sikh Punjab from this era. This painting features intricate details and a harmonious colour palate, typical of sikh manuscript art. The central figure of Guru Nanak exudes calm and authority, a common depiction that emphasizes his spiritual significance. The face is one and a half chasma, bold eyes, grey bearded and different head gear having peacock feather on the top. The sitting posture is different as left leg is uplifted. Bhai Bala and Mardana are portrayed in respectful postures, under scoring themes of devotion and companionship. Compared to other 18th and 19th century images of Guru Nanak, this folio is distinguished by its meticulous script and ornate borders, which eloquently convey the profound reverence for the Guru's teachings. While many contemporaneous art works, especially those influenced by the opulence of Mughal miniature, often feature lavish use of gold leaf and intricate floral motifs, this piece embraces a more restrained yet harmonious aesthetics. The balanced composition and refined colour palatte focus the viewers' attention on the spiritual narrative, enhancing its devotion essence. The delicate interplay of fine lines and vibrant hues in this folio showcases the artisans' remarkable skill, emphasizing the sacred nature of the text and imagery. This refined balance creates a visually intimate and contemplative experience, inviting deeper reflection on the spiritual narrative.

4. Guru Nanak with Gorakh Nath. A folio of Janam Sakhi, Sikh-Pahari mix style, Punjab, circa.D.1800, Paper, 18X15.5cm. Collection: National Museum New Delhi.

This painting truly depicts the supreme spirit whose prays and adoration is being exemplified by Guru Nanak while reaching out to Gorakh Nath. Gorakh Nath is being accompanied by followers from Nath traditions. The painting can be perceived with minute details to understand the inner quest of saintly figures who are sitting on white cloth engaged in discursively manner to understand the journey of disenchantment to understand the complete truth. In the Painting Bala and Mardana are shown. Bala is shown holding traditional fan (chor) whereas Mardana is trying to engage one of the disciples in a melodious encounter where white birds are shown sitting next to them. In the background of the painting mountains and trees are shown. The colours in the sky represents sunset. The composition seems to be well balanced and deals visually with all the subjects addressed in the painting. The painting weaves a narrative with minute details. The style of the painting is pahari. The painting figures are shown sternly in a stiff manner.

5. Guru Nanak dressed in an inscribed robe, Water colour on machine made paper, 1870-75(36X28.6) Government Museum and Art Gallery Chandigarh.

The painting portrays Guru Nanak wearing an inscribed robe, which is light orange in colour. He lean against a large red coloured bolster and holds a rosary in his right hand. His robe is multi-textured and coloured. The inscription on his robe are written in form of calligraphy in Arabic character having verses from the Quran. The head is little tilted towards right, with grey beard. In this painting the headgear is resembling muslim cap with lot of motifs on it. The sitting is on the terrace with trees seen from behind, featuring a minimalistic landscape subdued colour palette that provides continuity to the thought process of the painting. Guru is seated in a contemplative posture, his legs crossed in a meditative stance. His face excudes serenity and wisdom, framed by a full white beard and a calm expression. The artist has

emphasized the spiritual aura of Guru Nanak by painting a subtle halo around his head. The robe worn by Guru Nanak is the focal point of the painting. The overall composition is balanced and harmonious where guru nanak is placed in the centre for immediate attention.

6. Guru Nanak with Bala, Mardana, Lakshmi Das and Sri Chand by Kalian Singh Naqqash, Amritsar, late 19th century, Opaque water colours on paper, 41X31 cm. Government Museum and Art Gallery Chandigarh.

The painting portrays the versatility and introduces the narrative in the painting. The work has been detailed out in a profound manner where the centre of the subject is Guru Nanak who is depicted in a very poised and elegant manner is surrounded by his accompanist Bhai Bala and Bhai Mardana along with his two sons Lakshmi Das and Sri Chand. The painting has a flow and there is expensive use of colour scheme which highlights the prespective and gives précised shape to this artistic work. The work is in complete harmony with idioms drawn from mystic tradition which provide visual balance by focusing on iconography with halo effect given to the frame of Guru Nanak with a hue of yellow golden attire supported by a turban of same colour with a overflowing robe of rust iron shade sitting on a carpet of light grey shade. Guru Nanak engrossed in thoughts, sitting in meditation on a small carpet sprawling on a terrace and a tree is expanding behind him. His left leg is tucked under the robe and right leg carried over the left knee. The stylization of head dress of all the figures are differently done.

7. Guru Nanak with disciples and attendant. Painted leaf from Manuscript, Opaque water on paper, Kashmir/Punjab; first quarter of the 19th century. 11.3X17.8cm, Government Museum and Art Gallery Chandigarh.

The Kashmiri artist working under the Sikh leaders portrays the image of Guru Nanak using rich and vivid colour palatte like deep blues, gold, reds, mauve-purple and greens creating a striking contrast. The stylization in the painting is differently done compared to other schools. The mountains and the trees are good example of it. The image of Guru Nanak is centrally placed, fair complexion, one and a half chasma faced and a halo, suggesting a spiritual presence. The headdress is again differently painted as dome like structure. The other figures are shown in half chasma faces. The work celebrates the essence of spirituality and calmness, which was associated with cultural nuances of Punjabi society with the emergence of saintly figures like Guru Nanak. In this composition lines have been used to create a folio of the painting as a miniature. The surroundings are visually presented. The artist has amalgamated the colours of the background in relation to the subjects presented in the painting. The focus of the painting is interlinking the attendant's with the spiritual master by focusing on symbolic dialogue.

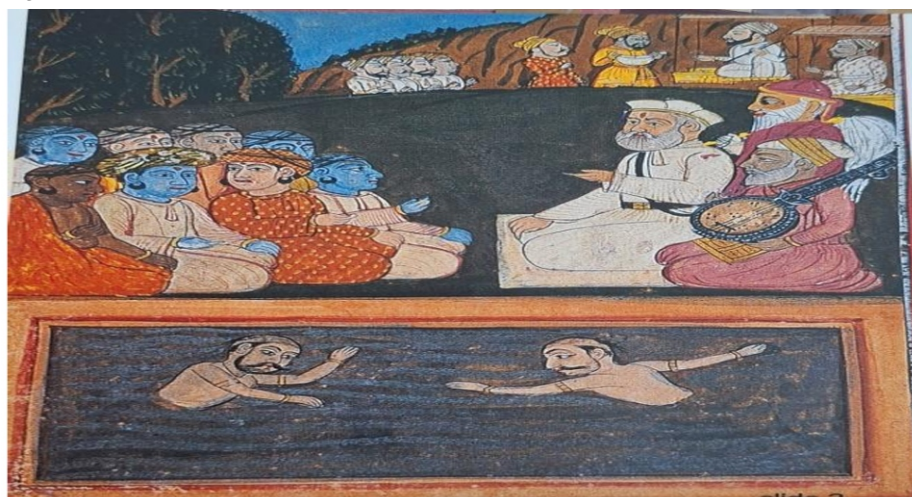
Conclusion

The works which have been analysed above provide us with different episodes related to life of Guru Nanak Dev ji the first Guru of Sikhs. The scenes have been created with different sketches and different robes of guru who is shown accompanied by his disciples Bhai Bala and Bhai Mardana in most of the paintings. These paintings not only convey the ideas but also convey the images actively associated with surrounding elements be it nature or human beings. These images also convey different styles used by painters to portray the illustrations, the colours convey harmony sense of gentleness and constructing the gaze which evokes spirituality and sense of oneness as practiced by Guru Nanak. These paintings hence convey the spiritual essence of Sikhism in a humanely manner. The paintings have been created in an

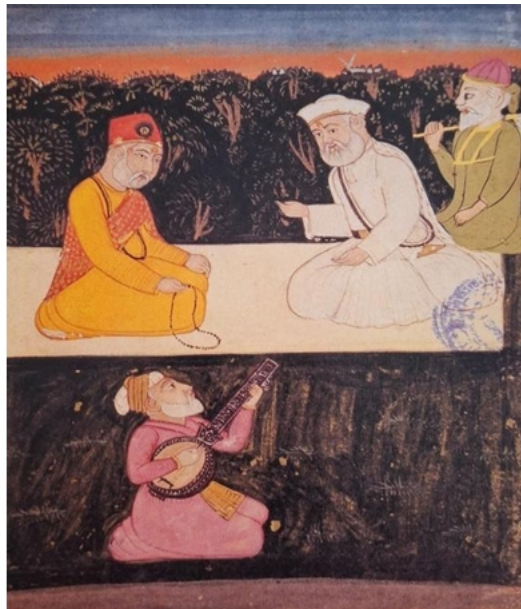
outside environment which covers the ecology in righteous sense covering trees, water, rocks, hills etc. Apart from that, humanly built structures also provide background to the image of Guru Nanak who is mostly seen in a sitting posture addressing his followers. The artist mostly uses polychromatic colour scheme. The paintings symbolizes deep sense of dedication and inner strength of the central figure which is Guru Nanak. The illustrations are sharply created with divisive line formation which uses amalgamation of elements drawn from various journeys undertaken by Guru Nanak. The images revolve around community participation and its perception of Sikh theology which is vital to understand the unique positioning of follower and master. The drapery and turban styles are objectified in number of ways confining to different cultural traditions and perspective of an artist as per their cultural milieu. The uniqueness of these paintings lie in that it synchronizes flow of thought along with nature construction vividly transfigured through facial representations, hand movements, body configurations and postures of subjects visualized by artists at large.



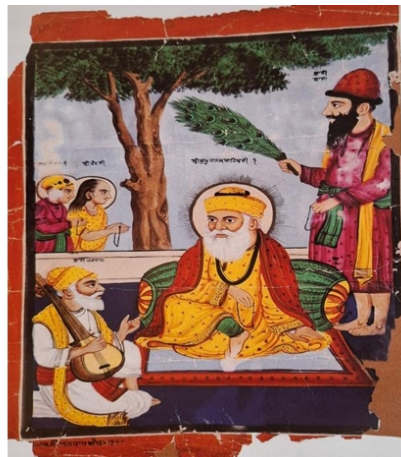
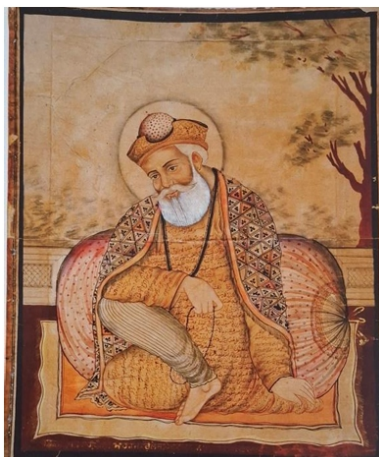
Source: B.N.Goswamy and Caron Smith,2006,I see no Strangers Early Sikh Art and Devotion, Mapin Publishing,p.125



•Source: Dr. Daljeet, 2004, The Sikh Heritage A Search for Totality, Prakash Book Depot, New Delhi, p129



Source: Dr. Daljeet, 2004, The Sikh Heritage A Search for Totality, Prakash Book Depot, New Delhi, p117 & 118



Source : B.N.Goswamy and Caron Smith,2006,I see no Strangers Early Sikh Art and Devotion,Mapin Publishing,Ahmedabad,p.103



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THE EFFECTIVENESS OF REMOTE WORK ON EMPLOYEE PERFORMANCE AND COMPANY CULTURE

PREET BAJWA(research scholar)

ABSTRACT

This paper explores the impact of remote work on employee performance and company culture, particularly in light of the COVID-19 pandemic, which has accelerated the adoption of remote work practices worldwide. The study examines the benefits and challenges of remote work, the influence on productivity, employee satisfaction, and the strategies organizations use to maintain a cohesive company culture.

Introduction

The concept of remote work has transformed significantly over the past few decades, gaining unprecedented momentum during the COVID-19 pandemic. This paper seeks to understand how remote work affects employee performance and company culture. Key questions include: How does remote work influence productivity? What are the challenges and benefits of remote work from the employees' perspective? How do organizations sustain their culture in a remote environment?

Literature Review

Remote Work and Employee Performance:

Gajendran, R. S., & Harrison, D. A. (2007). "The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences." *Journal of Applied Psychology*, 92(6), 1524.

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Remote Work and Company Culture:

Raghuram, S., Tuertscher, P., & Garud, R. (2010). "Research note—mapping the field of virtual work: A cocitation analysis." *Information Systems Research*, 21(4), 983-999.

O'Neill, T. A., Hambley, L. A., Greidanus, N. S., MacDonnell, R., & Kline, T. J. (2009). "Predicting teleworker success: An exploration of personality, motivational, situational, and job characteristics." *New Technology, Work and Employment*, 24(2), 144-162.

Methodology

The study employs a mixed-methods approach, combining quantitative surveys and qualitative interviews. The survey targets employees from various industries who have experienced remote work, focusing on productivity, job satisfaction, and perceived challenges. Interviews with HR managers and team leaders provide insights into strategies used to maintain company culture.

Sample Size and Demographics:

Surveys: 300 employees across multiple industries.

Interviews: 15 HR managers and team leaders from different organizations.

Results

Employee Performance:

Productivity: A majority of respondents reported increased productivity due to fewer distractions and flexible working hours.

Job Satisfaction: High levels of job satisfaction were noted, linked to better work-life balance.

Challenges:

Isolation: Feelings of isolation were common, particularly among employees who valued social interaction at the workplace.

Communication: Effective communication was often cited as a challenge, with many organizations implementing new tools and practices to facilitate virtual collaboration.

Company Culture: Sustaining Culture: HR managers highlighted the use of virtual team-building activities, regular check-ins, and transparent communication as key strategies.

Inclusion and Diversity: Remote work was seen to improve inclusivity, offering opportunities for those who might face barriers in a traditional office setup.

Discussion

The findings indicate that remote work can enhance productivity and job satisfaction if supported by robust communication strategies and efforts to maintain company culture. However, challenges such as isolation and communication barriers need to be addressed proactively.

Implications for Managers:

Implementing Best Practices: Organizations should develop clear remote work policies, provide necessary tools and training, and foster an inclusive environment.

Employee Well-being: Regular mental health check-ins and promoting work-life balance are crucial.

Conclusion

Remote work presents both opportunities and challenges for employee performance and company culture. By understanding and addressing these factors, organizations can create effective remote work environments that support productivity and maintain a strong, cohesive culture.

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Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2015). "Does working from home work? Evidence from a Chinese experiment." *The Quarterly Journal of Economics*, 130(1), 165-218.

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THE ROLE OF CENTRAL BANK POLICIES IN ECONOMIC RECOVERY POSTCOVID-19

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ABSTRACT

This paper examines the role of central bank policies in facilitating economic recovery following the COVID-19 pandemic. It explores the measures implemented by central banks, such as quantitative easing, interest rate adjustments, and forward guidance, and assesses their effectiveness in stabilizing economies and promoting growth. The study also compares these policies to those used in previous economic crises to highlight lessons learned and future implications.

Introduction

The COVID-19 pandemic precipitated an unprecedented global economic downturn, prompting swift and substantial intervention by central banks worldwide. This paper investigates the various policies employed by central banks to mitigate the economic impact of the pandemic and support recovery efforts. Key questions include: How effective have these policies been in stabilizing economies? What are the short-term and long-term impacts of these interventions? How do these policies compare to those used during previous crises?

Literature Review

Central Bank Policies During Economic Crises:

Mishkin, F. S. (2009). "Is Monetary Policy Effective during Financial Crises?" *American Economic Review*, 99(2), 573-577.

Bernanke, B. S., & Blinder, A. S. (1992). "The Federal Funds Rate and the Channels of Monetary Transmission." *American Economic Review*, 82(4), 901-921.

Quantitative Easing and Its Effects:

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Interest Rate Adjustments and Economic Recovery:

Taylor, J. B. (1993). "Discretion versus Policy Rules in Practice." *Carnegie-Rochester Conference Series on Public Policy*, 39, 195-214.

Eggertsson, G. B., & Woodford, M. (2003). "The Zero Bound on Interest Rates and Optimal Monetary Policy." *Brookings Papers on Economic Activity*, 2003(1), 139-211.

Methodology

This study utilizes a mixed-methods approach, combining quantitative analysis of economic indicators and qualitative assessment through expert interviews. The quantitative analysis examines GDP growth rates, unemployment rates, inflation rates, and financial market stability pre- and post-implementation of central bank policies. Interviews with economists and central bank officials provide insights into the decision-making processes and perceived effectiveness of these policies.

Sample Size and Data Sources:

Quantitative Analysis: Economic data from the International Monetary Fund (IMF), World Bank, and national central banks.

Qualitative Assessment: Interviews with 10 economists and central bank officials from major economies (e.g., Federal Reserve, European Central Bank, Bank of Japan).

Results

Quantitative Analysis:

GDP Growth: Central bank policies, particularly quantitative easing and interest rate cuts, contributed to stabilizing GDP growth rates, with notable improvements in Q3 and Q4 of 2020.

Unemployment Rates: Policies aimed at providing liquidity and supporting businesses helped mitigate sharp increases in unemployment, though recovery rates varied by country.

Inflation Rates: While inflation remained low during the early stages of the pandemic, some economies experienced upward pressure on prices as recovery efforts intensified.

Qualitative Assessment:

Effectiveness of Policies: Interviewees generally agreed that central bank interventions were crucial in preventing a deeper economic crisis. Quantitative easing was highlighted as particularly effective in maintaining market liquidity and confidence.

Challenges and Limitations: Several experts noted challenges such as the potential for long-term debt accumulation and the difficulty of unwinding large-scale asset purchases without disrupting financial markets.

Discussion

The findings indicate that central bank policies played a critical role in supporting economic recovery post-COVID-19. Quantitative easing and interest rate cuts were effective in stabilizing economies and restoring confidence. However, the long-term implications of these policies, including potential inflationary pressures and increased debt levels, require careful management.

Comparison to Previous Crises:

2008 Financial Crisis: The response to COVID-19 was more rapid and extensive compared to the 2008 financial crisis, reflecting lessons learned and the need for swift action.

Future Implications: Policymakers should consider the long-term sustainability of current measures and explore strategies for gradual normalization to avoid potential economic imbalances.

Conclusion

Central bank policies have been instrumental in facilitating economic recovery post-COVID 19. While these interventions have been largely successful in stabilizing economies and promoting growth, ongoing vigilance and strategic planning are essential to address potential long-term challenges. Future research should focus on the effectiveness of specific policy measures in different economic contexts and the development of frameworks for managing post-crisis economic transitions.

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