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THE HUMAN RESOURCE

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“Leveraging AI for greater efficiency and productivity”

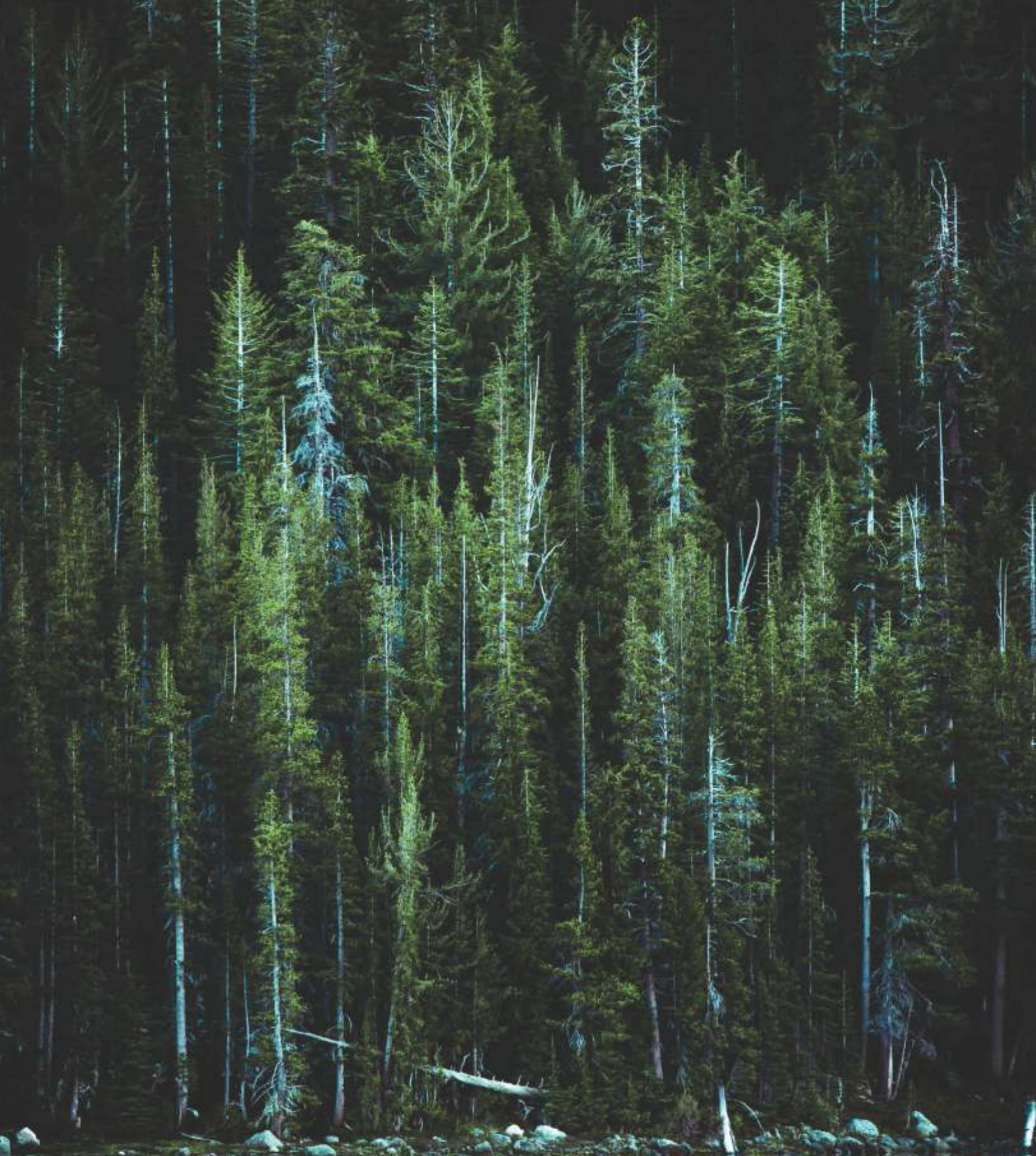


8 Ways Gen AI Enhances HR without replacing the Human touch



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Editorial Committee



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Co-Chairperson - Editorial Committee



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Member



Sri Vittal Rao
Mentor



CHAIRMAN'S MESSAGE

Dear Members of NIPM KC and HR fraternity,

Wishing you all Happy Ugadi, marking a fresh start and the arrival of colors of spring in thoughts and actions.

With great pleasure and enthusiasm, I welcome you all to the reading of this edition of NIPM KC Newsletter "The Human Resource".

As we continue to navigate a fast-evolving business landscape, one thing has become increasingly clear—**artificial intelligence (AI) is not just a technological trend; it is a transformative force** that is reshaping how we work, collaborate, and grow.

From an HR standpoint, the integration of AI presents us with a tremendous opportunity to **enhance employee experience, streamline operations, and empower our people** to focus on meaningful, high-impact work. Whether it's through intelligent recruitment platforms, personalized learning and development journeys, or data-driven workforce planning, AI is helping us become more agile and proactive in addressing the needs of our teams.

But while we embrace the efficiency and productivity that AI can bring, it's crucial we do so with a **people-first mindset**. Technology should never replace the human connection—it should **amplify it**. As we implement AI solutions across the organization, our goal remains the same: to **unlock human potential**, encourage innovation, and create an environment where our people thrive. The articles in this issue throwing light on the ways to enhance people performance and business excellence using AI tools, may of greater used for the readers to understand the people management perspective.

I encourage every one of you to engage with these tools, explore how they can support your roles, and continue sharing your insights. The future of work is not just being shaped by AI—it's being shaped by how we choose to use it.

Together, let's leverage AI not just to work smarter, but to lead with purpose and heart.

Warm Regards
Dinesh Athiyadi
Chairman – NIPM-KC



EDITORIAL MESSAGE

Dear Readers,

Artificial Intelligence (AI) is transforming the way businesses operate, enhancing efficiency, and driving productivity across industries. From automating routine tasks to providing deep insights through data analytics, AI enables organizations to make informed decisions, optimize resources, and improve overall performance.

In the field of Human Resource Management, AI-powered tools streamline recruitment, enhance employee engagement, and facilitate data-driven workforce planning. By embracing AI, HR professionals can focus on strategic initiatives, fostering innovation and growth within their organizations.

As we navigate this AI-driven era, continuous learning and adaptability are crucial. NIPM Karnataka Chapter remains committed to equipping its members with the latest knowledge and best practices to harness AI effectively. Let us explore, learn, and leverage AI to shape a more efficient and productive future.

We welcome feedback from our readers to nipmkc@gmail.com.

Happy reading!

With my kindest regards,
Dr. Leena S. Guruprasad
Chairperson – Editorial Committee



Transformation of Business Processes by Leveraging Artificial Intelligence in Improving Greater Efficiency and Productivity

Dr. Subramanya Manjunath

Former-Principal and Dean, SSIMS, Tumkur, Karnataka; Visiting Faculty: Christ University and Jain University, Bangalore; Advisor – HRM to Industries and Corporate Trainer.

Email : drmsblr@gmail.com

Introduction

The increasing trend in globalization and rapid progress in technology have not only transformed the way businesses operate but also the way people live, think, and work. While automation and robotization are old phenomena much earlier than globalization, the dawn of the 21st century has witnessed remarkable changes with a turnaround in technology not only in industries but also resulting in sectorial developments. Though the technological developments occurred in phases till the mid of the second decade of the present century, the technological growth and developments are rampant from the last decade, particularly with the advancements in Information and Communication Technology (ICT) and with the aid of Cloud Computing and Artificial Intelligence (AI) tools that make a high impact in all spheres of business and living conditions of the people as well. It is true that in every business, the management thrusts upon improving productivity with greater efficiency. It is pertinent to note that the landscape of business is changing with the increasing needs and demands of the customers that encompass the aspirations of the younger generation and present workforce. With this perspective, this article makes an attempt to showcase how AI as a tool is transforming business processes to cope with the customers and employees as well.

The Concept and Framework of AI

In today's stringent competition and globalized economy, organizations continuously strive to achieve their business goals by improving the efficiency of the available resources and aim to satisfy the customer expectations through effectiveness in terms of quality, value, delivery,

and service. The fast-growing developments in technology have yielded organizations with greater benefits to cope with the continuous and ever-changing customer needs. From this perspective, AI as a technological tool simulates human learning, comprehension, ability with problem-solving, decision-making, and creativity, and fosters autonomy through computers and machines that can understand and respond to human language.

The key concepts of AI include 1) Machine Learning - which are algorithms that learn from data and can make predictions and decisions; 2) Deep Learning - uses artificial neural networks to process data and recognize patterns in images, text, sounds, and other data; 3) Neural Networks - refers to a set of algorithms that decodes an AI as layers of interconnected nodes that simulate the human brain and allow computers to recognize patterns; 4) Generative AI - creates new content, such as text, images, or sound, based on existing data, which are used in chatbots, image generators, and other tools; 5) Natural language processing - uses machine learning to allow computers to understand and communicate with human language.

Thus, AI aims to provide a comprehensive solution to understand and adapt to new situations, mimicking human intelligence to perform tasks like image recognition, natural language processing, and decision-making. Further, the framework of AI represents a collection of libraries and tools that enable users to design, train, and validate complex AI models with relative ease and efficiency. As there are many tools available, the main functionality of AI is to facilitate data preparation and manipulation, model training, optimization, and assessment, allowing users to focus on the unique aspects of their AI application.

Applications of AI for Sectorial Development – An Overview

In the contemporary business environment and fast-growing economy, applications of AI are of vital importance and can be applied across various sectors to drive development by optimizing processes, improving decision-making, boosting productivity, and enabling predictive analysis, particularly in areas like manufacturing, healthcare, agriculture, finance, logistics, and urban planning, allowing for more efficient resource allocation and faster innovation cycles. However, it is essential to ensure some of the factors for effective and optimal utilization of AI, such as access to quality data for training AI models, training the users with necessary AI skills, addressing potential biases in AI algorithms and ensuring responsible use of AI technology, and establishing clear guidelines for AI development and deployment to mitigate risks.

Some of the key aspects of AI which makes significant impact in sectors viz.,

- 1) **Manufacturing:** Predictive maintenance - where AI can analyze sensor data from machines to predict potential failures, preventing downtime and optimizing maintenance schedules; Quality control - Automated visual inspection systems using computer vision to detect defects in products, improving quality standards; Production optimization - AI algorithms can optimize production lines by adjusting parameters based on real-time data to maximize efficiency.
- 2) **Healthcare:** Medical diagnostics - AI-powered image analysis tools can assist doctors in accurately diagnosing diseases from medical scans like X-rays and MRIs; Personalized medicine - Analyzing patient data to develop personalized treatment plans and predict disease risks; Drug discovery - AI can accelerate drug development by identifying potential drug targets and simulating molecular interactions.
- 3) **Logistics and Supply Chain:** Route optimization - AI can calculate the most

efficient delivery routes, reducing transportation costs and improving delivery times; Inventory management - Predicting demand accurately to optimize inventory levels and prevent stockouts; Warehouse automation - Utilizing robotic systems powered by AI for picking and packing, improving warehouse efficiency.

- 4) **Finance:** Fraud detection - AI algorithms can identify fraudulent transactions in real-time, protecting consumers and businesses. Risk assessment - Analyzing customer data to assess creditworthiness and manage investment risks; Algorithmic trading- Automated trading systems using AI to execute trades based on market data analysis.
- 5) **Agriculture:** Precision farming - Using drones and satellite imagery to analyze crop health, identify areas needing targeted irrigation and fertilization, optimize resource usage; Pest and disease detection - Early detection of pests and diseases in crops through AI-powered image analysis, allowing for timely intervention; Weather forecasting- Accurate weather predictions to inform planting and harvesting decisions.
- 6) **Urban Planning:** Traffic management - Real-time traffic analysis using AI to optimize traffic light timings and improve traffic flow; Smart city development - Integrating various data sources to monitor energy consumption, pollution levels, and infrastructure needs for efficient city planning.

Role of AI in Transformation of Business Processes

The role of AI is important in today's business environment as it facilitates organizations to significantly improve operational efficiency, personalize customer experiences, make data-driven decisions, automate repetitive tasks, reduce costs, and gain a competitive edge by leveraging advanced data analysis to identify patterns and predict future trends, ultimately driving business growth and innovation.

The significance of AI in business includes 1) chatbots, which can handle customer inquiries and provide automated support. 2) Recommend products or services for customers based on their past behaviours; 3) Identify fraudulent transactions in real time; 4) Analyze sensor data to predict equipment failures and prevent downtime; 5) Analyze marketing trends to identify new business opportunities and 6) provide greater support for HR in the recruitment and selection process and related administrative activities.

Significance of AI in Improving Organizational Efficiency

In today's era of digitalization, as technology continues to drive business transformations, AI tools are in the forefront in making revolutionary changes to business processes. Though AI cannot replace humans, it has the capability of executing multiple tasks simultaneously, assisting human beings to avoid repetitive tasks, and providing solutions to complex problems.

Further, as the adoption of artificial intelligence (AI) in the workplace is becoming more visible, it is obvious that the integration of AI in the workplace is driving a transformative wave that is reshaping industries and changing the way businesses operate. To meet the aspirations of a younger workforce and the growing needs of customers, it is quite necessary and important for organizations to make the best use of the available resources to maximize efficiency and effectiveness. By integrating AI tools in business processes, it facilitates achieving a competitive advantage, which is the determining factor for the success of an organization.

Some of the ways that enhance organizational efficiency by integrating artificial intelligence (AI) in business processes are the following:

1. Automating routine tasks: AI-powered systems can handle repetitive tasks like data entry, customer service inquiries, and report

generation, allowing employees to focus on higher-value activities.

2. Data analysis and insights: AI can analyze vast amounts of data from various sources quickly to identify patterns, trends, and correlations, providing valuable insights for informed decision-making.
3. Predictive maintenance: In manufacturing, AI can predict potential equipment failures based on sensor data, allowing for preventative maintenance and minimizing downtime.
4. Supply chain optimization: AI can optimize inventory levels, predict demand fluctuations, and improve logistics planning for efficient supply chain management.
5. Customer service improvement: AI-powered chatbots and virtual assistants can handle basic customer queries 24/7, reducing wait times and improving customer experience.
6. Process optimization: AI can analyze workflows and identify bottlenecks, allowing for process improvement and streamlining operations.
7. Personalized experiences: AI can tailor products and services to individual customer needs based on their data, enhancing customer satisfaction.
8. Talent acquisition and development: AI can assist in candidate screening, matching skills with job requirements, and providing personalized training modules for new employees.

Thus, the adoption of AI tools yields manifold benefits, which enables employees at various levels to focus on more strategic and creative endeavours, leading to increased productivity and better decision-making across the organization.

The Way Forward

The rapidly growing technological advancements have compelled organizations to cope with the changing business needs and dramatically changed the landscape of business and the way people live and work. While organizations continuously strive to excel in business growth and sustain their competitive advantage with the changing times, the adoption of AI technological tools facilitates improvement in

employees towards greater efficiency and enhances organizational effectiveness. It is certain that as the workforce of today expects challenging jobs and looks forward to career advancement, AI aids them to come out of mundane activities and enables them to focus on strategic and challenging tasks that enable them to advance their career growth, which is beneficial both for organizations and employees as well.

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URL: <https://www.google.com/>

Dr. M.S. – A Brief

Dr. Subramanya Manjunath holds a Ph.D. in Business Administration from the University of Mysore. M.Sc. in Statistics from Bangalore University, followed by a PGDM in HRM from NIPM and a Diploma in T&D from ISTD. Has been awarded gold medals from NIPM during 1990's for scholastic achievements. He has more than 40 years of experience in Organizational Behaviour and Human Resources with a blend of Industries, Institutions, Research, and Training, and has published more than forty research papers. He has worked in public and private sector companies, held senior positions in HRM, and was the former Principal and Dean of SSIMS in Tumkur, Karnataka. He has also served as visiting faculty and as a member of the board of examiners at Christ University and Jain University, Bangalore.

Author Affiliation:

- Former Principal and Dean, SSIMS, Tumkur, Karnataka
- Served as visiting Faculty: Christ University and Jain University, Bangalore.
- Held position as Sr. General Manager-HRM in Corporates.
- As Advisor – HRM to Industries and Corporate Trainer.
- Gold Medalist from NIPM during early 90's.
- Received Scholastic Award for securing Ph.D from NIPM.
- Life Member NIPM (L-16482)
- Email id: drmsblr@gmail.com
- Mobile No: 7259634272

Communication Address :

No.282, 2nd Cross, 2nd Block
3rd Phase, BSK 3rd Stage, Bangalore-85.



Leveraging AI for Greater Efficiency and Productivity

Sushitha S

Faculty, MCA, Nagarjuna School of Computer Applications, Bangalore

Email : bhatsushitha@gmail.com

Artificial Intelligence (AI) is rapidly reshaping the landscape of modern work by enhancing how tasks are performed, decisions are made, and resources are utilized. This article explores into the theoretical foundation and practical consequences of using AI to increase efficiency and production across industries. AI helps firms optimize operations, save costs, and innovate more efficiently by automating regular tasks, expediting data analysis, and supplementing human talents. The article also examines important issues such as ethical considerations, workforce adaption, and implementation difficulties, providing strategic insights for successful AI integration.

Introduction

In today's fast-paced, technology-driven world, organisations across all sectors are under increasing pressure to do more with less, delivering higher productivity, better quality, and improved services while optimising resources. Artificial intelligence (AI) has emerged as a game changer in this effort, providing novel solutions to long-standing bottlenecks in business operations, transportation, customer service, and decision-making^[1]. By resembling human intellect and learning from data, AI systems can process information at higher speeds, automate routine jobs, and find previously unknown insights^[2].

As AI technologies improve and become more accessible, their incorporation into daily workflows is redefining productivity and efficiency in the modern day^{[3][4]}. AI is no longer limited to tech giants or specialist industries, but is now being utilized by small enterprises, governments, and individuals alike^{[5][6]}. This article aims to investigate the theoretical foundations of AI's impact on efficiency and productivity, looking at both the physical benefits and the strategic concerns required to apply AI efficiently and ethically.

The Importance of AI for Efficiency and Productivity

AI refers to systems or machines that accomplish tasks using human intellect and may iteratively improve themselves based on the data they collect. AI technologies, which range from machine learning algorithms and natural language

processing to robotics and computer vision, are changing the way people work. Here, Efficiency refers to the ability to complete a task with a small expenditure of time and resources, whereas productivity is the measure of output per unit of input. AI improves both by allowing systems to perform faster, with fewer errors, and to continuously improve over time.

Artificial intelligence is extremely important in increasing efficiency and productivity since it fundamentally alters how jobs are completed and decisions are made. Many operations in traditional workflows are time-consuming, subject to human mistake, and restricted by cognitive and physical constraints. AI reduces many of these restrictions by automating repetitive operations, processing vast amounts of data in real time, and continuously learning to enhance performance. AI-powered systems, for instance, can process complicated financial data with high accuracy, respond quickly to customer service requests, and manage supply chains by anticipating demand and cutting expenditure. This leads to faster outputs, cheaper operational expenses, and improved quality.

Furthermore, AI improves productivity not only by making work faster, but also by enabling smarter work. It allows staff to focus on creative, strategic, and high-impact activities by eliminating overloading and administrative constraints. AI-powered solutions such as smart assistants, predictive analytics platforms, and intelligent scheduling systems help people make more informed decisions and manage their time more effectively. In a broader perspective, AI helps firms

Leveraging AI for Greater Efficiency and Productivity

become more agile and competitive, allowing them to respond rapidly to market changes and grow operations efficiently. In summary, AI is more than simply an automation tool; it is a strategic asset for creating a more resilient, productive, and future-ready enterprise.

Key Areas Where AI Enhances Efficiency and Productivity

- **Data Analysis and Decision Making**

Large datasets can be processed and analyzed by AI systems at speeds that are impossible for humans to accomplish. AI facilitates quicker, better-informed decision-making for businesses by seeing patterns and forecasting trends.

- **Customer Service and Personalization**

AI chatbots and virtual assistants offer immediate, round-the-clock customer service, effectively answering questions and addressing problems. Furthermore, AI algorithms customize information and recommendations based on user preferences, improving user engagement and experience.

- **Automating Repeated Activities**

Robotic process automation (RPA) and other AI-powered automation systems may manage repetitive, rule-based processes like scheduling, data entry, and invoicing. This not only reduces human error but also frees up staff members to concentrate on more innovative and strategic work.

- **Human-AI Collaboration**

Tools like writing aids, code copilots, and AI-powered design assistants improve human creativity and problem-solving skills. AI enhances human workers' skills rather than replaces them, boosting output.

Challenges and Considerations

Despite its potential, AI implementation poses several challenges:

1. **Data Security and Privacy:** Using massive

datasets raises questions regarding data misuse and privacy.

2. **Workforce Displacement:** Automation may lead to job displacement, necessitating reskilling and workforce transition plans.
3. **Infrastructure and Costs:** Putting AI solutions into practice requires a large financial and human investment.
4. **Honesty and Bias:** AI models have the potential to produce unfair results by reinforcing biases found in training data.

Methods of AI adoption

Techniques for Strategic AI Adoption are:

1. **Begin with specific goals:** Determine which productivity or efficiency objectives AI can help with.
2. **Adopt Scalable Solutions:** Start with pilot programs and expand on applications that are successful.
3. **Ensure Ethical Use:** Set up governance structures to handle AI ethics, transparency, and accountability.
4. **Engage in Skills and Training:** Provide teams with the necessary abilities to work with AI systems.

Future Outcomes

As AI technology progresses, its integration with future disciplines such as the Internet of Things (IoT), 5G, and quantum computing will only increase its significance. Future workplaces will increasingly rely on intelligent systems to dynamically allocate resources, personalize workflows, and support continuous learning, driving exponential gains in efficiency and productivity.

Conclusion

AI has the potential to significantly improve efficiency and production across a wide range of industries. AI reshapes value creation by intelligently automating tasks, complementing human decision-making, and enabling new ways of working. However, attaining its full potential necessitates careful execution, ethical oversight, and a dedication to lifelong learning. Organizations that properly use AI will not only flourish in the digital age, but will also pave the road for a more intelligent, productive future.

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"There is only so far one can take the usage of AI in HR. It is much easier to raise a concern or discuss an issue with an HR professional whom you know and have built a relationship with. It is important the human face of HR doesn't get lost"

David Collings, Professor of
HRM, Dublin City University

Adoption of AI in Indian Organisations: An HR Perspective



Author¹
¹Sharath Natesh
Asst. Professor,
Nagarjuna Degree College
Yelahanka, Bangalore – 64

Author²
²Dr. Harish Babu S
Principal, Nagarjuna Degree College
& Director, Management Studies, NGI

Abstract

Artificial Intelligence (AI) is revolutionizing the Human Resource Management (HRM) landscape by enhancing operational efficiency and driving productivity. From recruitment to employee engagement, AI tools enable HR professionals to make data-driven decisions, automate repetitive tasks, and enhance employee experiences. This paper explores the conceptual foundations of integrating AI in HR functions, examines the potential benefits and challenges, and outlines future research directions. Real-world examples from Indian companies are presented to illustrate practical applications.

Key Words: Artificial Intelligence, Human Resources, AI in HR, Ethical AI

1. Introduction

In an era of digital transformation, Artificial Intelligence (AI) has emerged as a disruptive force reshaping business functions, particularly Human Resource Management (HRM). With increasing data complexity and the need for agile workforce management, AI-driven tools are being adopted to enhance efficiency and productivity. This paper provides a conceptual overview of how AI is leveraged in HR and evaluates its implications, with a focus on real-time examples from Indian organizations.

ways in which artificial intelligence (AI) might influence the effectiveness and fairness of human resource (HR) decision-making, diving into the nuances of this ever-evolving relationship (Ande & Khair, 2019).

Dr. Shweta Kulshrestha (2023): AI's role in enhancing organizational efficiency is multifaceted, impacting a range of HR functions. It is crucial to recognize that these enhancements are reflected in changes in key performance indicators (KPIs), underscoring the profound shifts that AI adoption can bring to an organization's strategic alignment and cost-effectiveness.

2. Review of Literature –

Md Abul Khair, Ravikiran Mahadasa, Ferdouse Ara Tuli, Janaki Rama Phanendra Kumar Ande (2020): In the modern landscape of human resources (HR), the incorporation of artificial intelligence (AI) has emerged as a revolutionary force, changing established paradigms of decision-making processes. This is a significant development. While integrating artificial intelligence technology with human resource management practices can improve efficiency and justice, it raises substantial concerns about the limits of human judgment and the ethical considerations that should be considered. The purpose of this article is to investigate the myriad

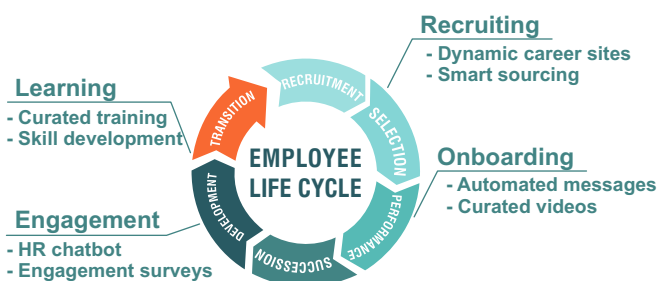
Ernest Jebolise Chukwuka (Ph.D.) and Kashiari Esther Dibie (Ph.D.) (2024): Human capital management is changing as a result of artificial intelligence. Organizations may improve HR procedures, streamline decision-making, and increase output by incorporating AI technologies. But a solid base of human capital is necessary for AI in HR to succeed. For nations to fulfill the needs of AI work and guarantee a competent labor force going forward, STEM (science, technology, engineering, or mathematics) education must be given top priority. Organizations and nations may successfully traverse the rapidly evolving technological landscape and prosper in the AI-driven HR future by embracing AI and investing in human capital.

Nupur Veshne and Jyoti Jamnani (2024):

AI systems have the ability to rapidly screen the job applications and map the most suitable applicants with the available openings, shorten the hiring process by bringing the fresh talent to faster to the organization. AI powered chatbots and virtual assistants help the companies to manage the onboarding process of new employees without any delays by making the information of company policies, training materials, available to them faster.

Umasankar Murugesan, Padmavathy Subramanian, Shefali Srivastava, Ashish Dwivedi: Carrying out AI in HRM gives numerous benefits to the HR department and employees. However, those advantages accompany a few network safety dangers and lawful concerns. Assembling more worker information implies expanded protection concerns, and more gadgets accompany more noteworthy prospects of network safety assaults. Before executing AI for HR the board, organizations need to ensure that their workers' information is not undermined. Associations likewise need to fabricate information-driven security to screen information itself and not simply organization to limit network protection dangers.

Where does AI fit into HR?



Source: Rama Krishna (2023).

Artificial Intelligence (AI) Impact on Human Resources (HR)

3.1 Recruitment and Talent Acquisition

AI algorithms are increasingly used to screen resumes, match candidates with job descriptions, and reduce time-to-hire. Tools such as chatbots can handle candidate queries 24/7, creating a seamless candidate experience (Upadhyay & Khandelwal, 2018).

Example: Tata Consultancy Services (TCS) employs TCS iON Recruit, a proprietary AI-driven platform that uses machine learning and natural language processing to automate the hiring process, lessen human bias, and enhance candidate-job match.

Example: Infosys drastically cuts down on the time it takes to hire new employees by using AI to evaluate resumes, determine a candidate's suitability, and expedite interview scheduling (Infosys, 2023).

3.2 Onboarding and Training

AI-powered learning platforms adapt to employee learning styles and suggest personalized training modules. Virtual assistants guide new hires through onboarding processes, increasing engagement and reducing the workload on HR staff (Bersin, 2019).

Example: Through its digital platform, Reliance Industries incorporates AI into employee onboarding to guarantee a seamless and engaging joining process. AI-powered learning resources also support ongoing skill improvement.

Example: Wipro uses its AI platform HOLMES to provide intelligent onboarding training and support, assisting new hires in settling into their positions as soon as possible.

3.3 Performance Management

AI can track performance metrics in real time and provide insights into employee productivity patterns. This allows managers to give timely feedback and helps in succession planning (Sharma & Sharma, 2020).

Example: Tech Mahindra tracks productivity metrics, staff engagement levels, and performance indicators using AI-based analytics to make real-time interventions and guarantee goal alignment.

Leveraging AI for Greater Efficiency and Productivity

3.4 Employee Engagement and Retention

Sentiment analysis and predictive analytics help HR teams gauge employee morale and predict attrition risks. AI tools offer continuous listening mechanisms to capture feedback and improve workplace culture (Huang & Rust, 2021).

Example: Through surveys and feedback systems, HDFC Bank employs AI to assess employee attitude, allowing for proactive engagement tactics.

Example: Mahindra Group uses artificial intelligence (AI) to track employee happiness and spot possible attrition concerns, enabling prompt talent retention initiatives.

4. Benefits of AI in HR

- **Efficiency Gains:** The amount of manual labour is decreased by automating administrative processes like payroll and leave administration.
- **Data-Driven Decisions:** AI makes it possible to use analytics to make objective decisions.
- **Personalization:** Customized employee experiences increase retention and better employee satisfaction.

5. Challenges and Ethical Considerations

While AI offers immense potential, challenges include:

- **Bias and Fairness:** AI models can inherit biases from historical data (Raghavan et al., 2020).
- **Data Privacy:** Strict data protection procedures are necessary when handling sensitive employee data.
- **Job Displacement Fears:** AI may cause HR staff feel anxious about job redundancy

6. Future Research Prospect

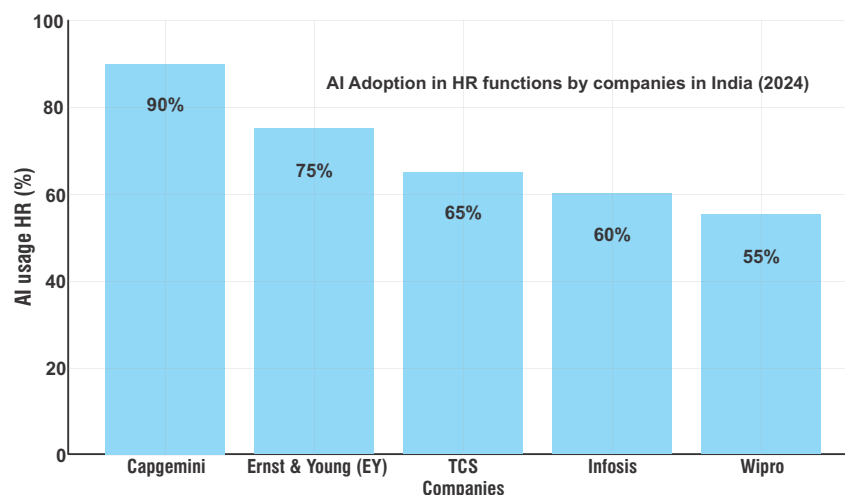
Future research can explore:

- The long-term effects of AI on corporate culture.
- Using explainable AI (XAI) in HR to increase transparency.
- Creation of ethical AI frameworks tailored to Human Resources tasks.

7. Conclusion

AI has the potential to revolutionize HR by improving decision-making, streamlining procedures, and customizing employee experiences. But implementing it requires careful consideration, striking a balance between effectiveness, ethics, and the welfare of employees. The experiences of Indian businesses show that integrating AI into HR is not merely a utopia but is actually revolutionizing the way businesses handle their employees.

Here is a chart depicting the use of AI by various organisations to automate HR Functions using AI



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DOCTRINE OF ESTOPPEL



K. VITTALA RAO, Management Consultant, Bangalore.
Email : vittalarao@gmail.com

Estoppel is a legal principle that prevents someone from arguing or asserting a right that contradicts what they previously agreed to or said. Put simply, estoppel prevents one person from contradicting an action or statement from the past. Estoppel ensures that a person stays true to their word and does not unfairly damage someone else. So, if person 'A' must adhere to their word if they make a promise to person 'B' and later rescind it.

In various Corporates, we come across situations, may be Finance, Marketing, Supply-chain, and as well as in HR. Enforcement of contractual terms of an employee, litigations before labour adjudications, long term wage agreements, even in domestic enquiries. The intention behind this article is to enlighten all employees holding responsible positions in all disciplines in the Corporate, since, many times, may go unnoticed.

It has already been noted that under the “**The Bharatiya Sakshya Adhiniyam, 2023**” [Evidence Act], hereinafter referred to as **Act**, there are certain facts which need not be proved and there are some facts which cannot be proved because the Act, would not allow evidence of such facts. **An estoppel is a principle, whereby a party is precluded from denying the existence of some state of facts which has formerly admitted. The foundation of the doctrine is that a person cannot approbate and reprobate at the same time;**

Under The Bharatiya Sakshya Adhiniyam, 2023 , sections 121 to 123 based on the principle what is called "doctrine of estoppel".

Sec.121. Estoppel.-

When one person has, by his declaration, act or omission, intentionally caused or permitted another person to believe a thing to be true and to act upon such belief, neither he nor his representative shall be allowed, in any suit or proceeding between himself and such person or his representative, to deny the truth of that thing.

Illustration

A intentionally and falsely leads B to believe that certain land belongs to A, and thereby induces B to buy and pay for it.

The land afterwards becomes the property of A, and A seeks to set aside the sale on the ground that, at the time of the sale, he had no title. He must not be allowed to prove his want of title.



DOCTRINE OF ESTOPPEL

Section 121 lays down that when one person has, either in word or by conduct, intentionally caused a person to believe to a thing to be true and to act upon such belief or to alter his position, neither he nor his representative in any suit or proceeding will be allowed to say that the representation was false. Estoppel is a principle of law by which a person is held bound by the representation, made by him or arising out of his conduct.

Another illustration;

Mr. X was selected based on his personal profile for the position of a GM in Y Company. Mr. X had declared that he possessed the experience and managerial skills having worked in three highly reputed organizations. Along with the profile he had enclosed service certificates as well accordingly, contract of service was executed between Mr. X & Y Company.. Importantly, the terms like, if at any time, while the company reserves its right upon pre-employment verification, if indicates that Mr. X has produced false documents and withheld all information with an intention of personal gains, the contract will be terminated and Mr. X is required to pay penalty compensation equivalent to three months package to Y company. Pre employments showed complete negativity and were found to be false. Accordingly, upon the termination, he failed to pay penal damages as accepted by him. He expressed his innocence and to pardon him against the claim of damages. The Y company filed a civil suit against him for recovery of penal damages. Now, here, the doctrine of estoppel under the Evidence Act comes into picture. His defensive evidences are not admissible.

We come across similar situations, like, in the domestic enquiry, enforcement of contractual obligations, like, intellectual property, protection of trade secrets, innovations, non-disclosure, non-competence, long term wage agreements etc.

Hence this Doctrine which is a powerful tool in safe guarding the business interests of any company.

The main ingredients of estoppel as defined in section 121 i.e., estoppel bucket are:

- (1) There must be some representation,
- (2) The representation must be made with the intention to be acted upon,
- (3) The representation must have been acted upon.

What are the essential conditions for the applicability of section 121 of the Evidence Act?

- i) There must have been a representation by a person to another person, which may be in any form - a declaration or an act or an omission.
- ii) Such representation must have been of the existence of a fact, and not of future promises or intention.
- iii) The representation must have been meant to have been relied upon.
- iv) There must have been belief on the part of the other party in its truth.
- v) There must have been some action on the faith of that declaration, act or omission. In other words, such declaration, etc., must have actually caused the other person to act on the faith of it and to alter his position to his prejudice or detriment.
- vi) The misrepresentation or conduct or omission must have been the proximate cause of leading the other party to act to his prejudice.
- vii) The person claiming the benefit of an estoppel must show that he was not aware of the true state of things. There can be no estoppel if such a person was aware of the true state of affairs or if he had means of such knowledge.
- viii) Only the person to whom the representation was made or for whom it was designed, can avail of the doctrine. The burden of proving estoppel lies on such person.



DOCTRINE OF ESTOPPEL

The above are the essential ingredients as per the judicial pronouncement by Hon'ble Supreme Court, **Chhaganlal Keshavlal Mehta v. Patel Narandas Haribhai**, : (1982) 1 SCC 223: AIR 1982 SC 121: 1982.

There are three types of "Estoppel"

1. Promissory Estoppel

What is promissory estoppel?

"Where one party has, by his words or conduct, made to the other a promise or assurance which was intended to affect the legal relations between them and to be acted on accordingly, then, once the other party has taken him at his word and acted on it, the party who gave the promise or assurance cannot afterwards be allowed to revert to the previous legal relationship as if no such promise or assurance had been made by him, but he must accept their legal relations subject to the qualification which he himself has so introduced, even though it is not supported in point of law by any consideration, but only by his word."

2. Estoppel of tenant; and of licensee of person in possession. -

No tenant of immovable property, or person claiming through such tenant, shall, during the continuance of the tenancy, be permitted to deny that the landlord of such tenant had, at the beginning of the tenancy, a title to such immovable property; and no person who came upon any immovable property by the licence of the person in possession thereof, shall be permitted to deny that such person had a title to such possession at the time when such licence was given.

"A tenant may not dispute the right of his landlord saying that he had nothing in the property". The section provides that a person who comes into an immovable property taking possession from a person whom he accepts as the landlord, is not permitted to say as against his landlord that he had no title to the property at the commencement of the tenancy".

In Supreme Court verdict in Rita Lal v. Raj Kumar Singh, MANU/SC/0813/2002 : AIR 2002 SC 3341: 2002 AIR SCW 3887

The rent note was proved to be signed by tenant. Tenant admitted the title of landlord in his disposition made on oath in earlier judicial proceeding of plea of tenant denying the title of landlord in eviction suit raised for seeking leave to defend does not amount to raising triable issue as he was estopped from raising the same. Tenant would not be entitled to permission to defend.

In the case of **S.K. Sharma v Mahesh Kumar Verma AIR 2002 SC 3294**, the respondent, a railway servant, was estopped from challenging the railway administration's title over the premises allocated to him as an official residence as long as he remained in possession, pursuant to Section 122 of the Evidence Act.

Sec 123. Estoppel of acceptor of bill of exchange, bailee or licensee. -

No acceptor of a bill of exchange shall be permitted to deny that the drawer had authority to draw such bill or to endorse it; nor shall any Bailee or licensee be permitted to deny that his bailor or licensor had, at the time when the bailment or license commenced, authority to make such bailment or grant such licence. Examples: Bank currency note, Bank draft, promissory note, note between seller and a buyer etc.



DOCTRINE OF ESTOPPEL

Now let us examine the difference between “Estoppel & Res judicata”

1. This prevents a person from saying one thing at one time and retreating from it another time	1. Res judicata prevents the jurisdiction on the subject-matter already decided by competent Court on same issue, between same parties
2. This is rule of equity.	2. This is the rule of legal procedure.
3. This is based on rule of equity, justice and good consciences	3. This is based on public policy, -statutes
4. This originates from representation or conduct of the party.	4. This originates from decision of a court
5. This prevents a person to rebut what has been represented by him	5. This prevents the court to hear a case which has already been decided by court of competent jurisdiction
6. This shuts the mouth of parties.	6. This shuts (prevents) jurisdiction of Court.
7. Rule of Estoppel is laid down under section 115 of Evidence Act, 1872. 8. This can be inferred from the conduct of the parties.	7. The rule regarding res judicata is laid down under section 11 of C.P.C. 1908. This is claimed on basis of previous decision of competent court.

Here, we can also examine the difference between “Estoppel & Waiver.”

1. Estoppel is a rule of evidence and does not form basis for instituting a suit	1. Waiver originates from contractual relationship and may give birth to occur of action
2. The knowledge of reality or truth is not a factor or essential condition for claiming estoppel	2. In case of waiver real facts or truth is known to both the parties
3. In some circumstances the acquiescence amounts to estoppel	3. In case of waiver same act or conduct is necessary together with acquiescence
4. Estoppel is used as defence and not cause for bringing a suit	4. Waiver may be cause to give rise a right

Courtesy: Manupatra.





Principles of Natural Justice A Universal Principle



K. VITTALA RAO, Management Consultant, Bangalore.
Email : vittalarao@gmail.com

Natural justice simply means 'what is just and what is unjust, what is right and what is wrong'. Principles of natural justice is also called common sense justice and whenever the term 'common sense' is used in law it doesn't mean opinion of all persons of the society, but it means ,opinion of the prudent persons. The importance of Principles of Natural Justice in judicial proceedings, quasi-judicial proceedings, opportunities of seeking explanations before the start of any proceedings and also focuses on the consequences of violation of Principles of natural justice by the adjudicating authorities.

Principles of Natural Justice: (PNJ), derived from the expression “**Jus Natural**” of the Roman Law, does not have force of law as they may or may not form part of statute but they are necessarily to be followed

When the historic document was made at Runnymede in 1215, the first statutory recognition of this principle found its way into the -**Magna Carta**. Magna Carta provided the foundation for individual rights in Anglo-American jurisprudence

“**The Gita**” as a great source of natural law principles. As a whole, teachings of “The Gita” only shows the importance of conscience which controls the reasons of human mind in order to achieve the highest end.

Gita has spoken in great amount on inner self. It states that inner-self is above than any human mind, his desire or likes or dislikes. It treats King or beggar, rich or poor, in-fact, every living organism as originated from one supreme. So, if any man-made law is in tendon with the principle of one's inner self that law would be equally applicable to all, whether President or any Clerk, Hindus or Muslims or of any other rank, post, class, creed or religion.

In the **Constitution of India**, nowhere is the expression 'Natural Justice' used. However, the golden thread of natural justice sagaciously passed through the body of Indian constitution. Preamble of the constitution includes the words, '**Justice Social, Economic and political**' liberty of thought, speech, expression, belief and worship, and equality of status and of opportunity, which not only ensures fairness in social and economic activities of the people but also, acts as a shield to individuals liberty against the arbitrary action which is the basis for the principle of Natural Justice. Apart from the preamble, **Art 14** ensures equality before law and equal protection of law. **Art 14** which strikes at the root of arbitrariness and **Art 21** guarantees right to life and liberty. **Art 22** guarantees natural justice and provision of fair hearing to the arrested person. Directive principles of state Policy specially **Art 39-A** takes care of the social, economic, and the politically backward sections of people and to accomplish this object i.e. this part ensures free legal aid to indigent or disabled persons, and **Art 311** of the constitution ensures constitutional protection to civil servants. Furthermore, **Art 32, 226, and 136** provides constitutional remedies in cases where there is a violation of any of the fundamental rights including principles of natural justice.

Common law System: According to the Bible, when Adam & Eve ate the fruit of knowledge, which was forbidden by God, the latter did not pass sentence on Adam before he was called upon to defend himself. Same was repeated in case of Eve. **It shows that even though god knew, both of them were guilty of eating forbidden fruit, yet he provided them the opportunity for defending themselves.**



The evolution of the hearing rule came into view in many cases. **Chief Justice Coke**, who played a leading role in its exposition and the development of the remedy of mandamus where it had been breached, inferred it from the provision of the **Magna Carta**. **Magna Carta provided the foundation for individual rights in Anglo-American jurisprudence as back as 1216.**

Principles of Natural Justice:

1 Nemo debet esse iudex in propria causa or rule against bias means 'when there is dispute between two parties judge shall always be the impartial third party'. It means that the judge shall not be a relative, a friend, an enemy, or otherwise related to the subject matter of the litigation. The word 'bias' literally mean 'anything which tends or may be regarded as tending to cause such a person to decide a case otherwise on evidence'.

Audi alteram partem or rule of fair hearing is considered to be the first principle of civilized nations. This principle infers that 'person, against whom any action affecting his rights is to be taken, should be given reasonable opportunity to defend himself.

It is very important to note that hearing means 'fair hearing' it must not be matter of mere formality. Accordingly, 'fair hearing' includes, (i) Notice (ii) Hearing (iii) Cross examination (iv) Legal representation (v) Receiving evidence in the presence of the concerned party (vi) One who decides must hear, etc.

Reasoned Decisions or speaking orders:

This is the recent addition to the principles of natural justice. It means, as judges shall act according to the rule of law they are duty bound to explain why and on what reasons he/she decided the matter in that particular way. Along with being impartial, and observant of 'fair hearing' the judge must also provide reasons for his decisions for the simple reason that, reasons are the link between the order and the mind of the maker. Decision without reasons violates **Article 14 & 21.**

In India the principle is prevalent from the ancient times. We find it Invoked in Kautilya's Arthashastra. In this context, the judgment of the

Hon'ble Supreme Court In the case of **Mohinder Singh Gill v. Chief Election Commissioner**, AIR 1978 SC 851, may be usefully quoted: **"Indeed, natural justice is a pervasive facet of secular law where a spiritual touch enlivens legislation, administration and adjudication, to make fairness a creed of life. Indeed from the legendary days of Adam-& Eve and of Kautilya's Arthashastra-the rule of law has had this stamp of natural justice, which makes it social justice.**

The first principle is that **'No man shall be a judge in his own cause'** i.e. to say, the deciding authority must be impartial and without bias. It implies that no man can act as a judge for a cause in which he himself has some Interest, may be pecuniary or otherwise. Pecuniary interest affords the strongest proof against impartiality. The emphasis is on the objectivity in dealing with and deciding a matter. **Justice Gajendragadkar**, as then he was, observed in a case reported in **AIR 1965 SC 1061, M/s Builders Supply Corporation v. The Union of India and others**, "it is obvious that pecuniary interest, howsoever small it may be, a subject matter of the proceedings, would wholly disqualify a member from acting as a judge". In one of the selections, which was held for the post of Chief Conservator of Forest, one of the members of the Board was himself a candidate for the post. The whole process of selection was held to be vitiated as the member would be a judge in his own cause. **(1970 SLR 134 (Mysore) V.N.Nadgir v. Union of India.)**

In another case reported in **AIR 1957 SC 425 Manak Lal v. Prem Chand**, where a committee was constituted to enquire into the complaint made against an Advocate, the Chairman of the Committee was one who had once appeared earlier as counsel for the complainant. Constitution of such a committee was held to be bad.

The next principle is **audi alteram partem**, i.e. no man should be condemned unheard or that both the sides must be heard before passing any order.



De Smith, in his Judicial Review of Administrative Action (1980), at page 161, observed, **"Where a statute authorises interference with properties or other rights and is silent on the question of hearing, the courts would apply rule of universal application and founded on plainest principles of natural justice."** In one of the cases, reported in (1863) 14 GB (NS). 180 **Cooper v. Sandworth Board of Works**, it was observed, ".....**Although there is no positive word In the statute requiring that the party shall be heard, yet justice of common law would supply the omission of Legislature."**

In the case of **Smt. Maneka Gandhi v. Union of India and another**, AIR 1978 SC 597, it has been observed that even where there is no specific provision for showing cause, yet in a proposed action which affects the rights of an individual it is the duty of the authority to give reasonable opportunity to be heard.

The other aspect of the matter is that the party, against whom an order is passed, in fair play, must know the reasons of passing the order. It has a right to know the reasons. In **Maneka Gandhi's** case, it has been held that withholding of reasons for impounding the passport of the petitioner was violative of the principles of natural justice. The orders against which appeals are provided must be speaking orders.

Another Principle recently pronounced **Rash Lal Yadav Vs State of Bihar. Supreme Court-1994**, it has insisted on **"Procedural Reasonableness"** an important criteria, as one of the Principles of Natural justice.

It emphasises there should be not be any procedural lapses. Like, appointment of an Enquiry Officer/ Management representative, vague narration of allegations, leading questions by the EO, refusal to grant adjournments, relevant documents not furnished/refused, no speaking orders on any submissions during the enquiry for any submissions be either party, EO not appreciating the evidence before any conclusions, bias on the part of the EO, time, recording of statements of evidences in absence of one of the parties, date & time of incidence not mentioned in the SC Notice / Charge sheet, contradictions, the venue of the Enquiry being far away & refusal to pay conveyance charges, like this many more.

Cross Examination

1. The right to fair hearing involves the right of the affected party to cross-examine the makers of statements. Refusal to allow cross-examination of witnesses, non-supply of documents submitted by either party, violates the Principles.

The Managerial effectiveness like, proper advises/counselling/ one to talks and not **taking preventive or transformational steps at the initial stages** before accusing a person, has reflected in number of cases, meaning lapses on the part of management.

Right of Legal Representation

1. Fair hearing also involves right of the legal representation during enquiry. Here the rule is that when one of the parties is represented by counsel, or at least legally trained persons, the right of the other side to be represented by counsel is not to be denied. A.K. Roy AIR 1982 SC 710).
2. Similarly, the department has the right to have assistance of its own officers even though they may be the investigating officers in the conduct of the adjudicating proceedings (**Sanghi Textile Processors vs. Commissioner 1991(55) E.L.T. 151 A.P.). But not as EO.**

"Artificial intelligence is not a substitute for human intelligence; it is a tool to amplify human creativity and ingenuity"

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IMPORTANT JUDICIAL PRONOUNCEMENTS

Compiled by: **K. VITTALA RAO**, Management Consultant, Bangalore.
Email : vittalarao@gmail.com

Adjudication

When cause of action arose out of a contract of employment with a private employer, recourse to proceedings under Article 32 would not lie. Employees cannot approach the supreme court under Article 32 seeking recourse against termination of his services.

Zahid Showkai VS Joint Secretary, Prime Minister's office & others. 2024 LLR 1303 [Supreme Court]

Tribunal cannot summon the principal employer in the dispute between contract labour & contractor when the principal employer was not made party in the conciliation meetings.

Indian Oil Corp VS Central Government Industrial Tribunal 2023 1088 [Orissa HC]

Any party cannot be permitted to go beyond his admission. Tribunal is not free to enlarge the scope of the dispute referred and to confine to the points specifically mentioned and incidental there to.

Gujarat Kamgar Panchayat VS Industrial Tribunal 2024 LLR 1081 [Guj.HC]

When there is no breach of settlement or agreement criminal complaint under Sec.29 is not maintainable. Sec. 29 stipulates when any person commits a breach of any terms or conditions of any settlement binding on such person. But, there is condition precedent under Sec.34(1) for filing a complaint under Sec.34(2), enclosing a copy of such settlement. Here, the authority did not apply his mind and defeat the purpose and intent of Sec.34(2) and hence this complaint under Sec.29 is not maintainable.

Yugal sikri VS State of UP 2024 LLR 1063 [S.C]

Despite posts available, in the absence of any unfair labour practice, labour court would not direct for regularisation of workers only because he continued as daily wager for number of years.

Madhu Lahana VS F.D.C.M.L Ltd 2024 [182]FLR 780 [Bom.HC]

Contract Worker

When the contract agreement is for construction of road and not a contract for supply of labour, principal employer would not be liable to pay wages to such contract labour engaged by the contractor without determining the liability of the contractor.

Maqsood Ahmed Khan VS PMGSY Executive Engineer 2024 LLR 1087 [J & K HC]



IMPORTANT JUDICIAL PRONOUNCEMENTS

Terminations & Fixed Term Employments

Dismissal of contractual employee based on misconducts would be illegal if done without enquiry. As per service conditions or a clause in the letter of appointment “persons working on contract basis can be terminated with one month notice if found sufficient”

.....But where the form of the order is merely a camouflage for misconduct it is always open to the court to go behind the form and ascertain true character of the order.....

Swati Priyadarshini VS State of MP 2024 LLR 1066 [SC]

Dismissal justified for the misconduct of misappropriation of money and committing fraud. Misplaced sympathy cannot be permitted to be invoked by the Tribunal in such like cases.

Salem district Consumer CO-Op bank Ltd VS Labour Court 2024 LLR 1119 [Mad.HC].

Worker appointed on Fixed term through contractor are not entitled for the reinstatement on expiry of contract period.

M/S Aisin NTTF Ltd VS Workmen of Aisian NTTF 2024 LLR 1102 [Kar.HC]

A workman cannot challenge his termination before the Civil Court and the labour Court parallel and simultaneously. An employee discharging managerial functions is not a workman under Sec.2[s] of the ID Act. And hence not entitled raise an industrial dispute. If an employee had procured admission in higher education by submitting false & fake certificates, he will have to face criminal prosecution on complaint.

Ahmedabd District Milk Producers Union Ltd VS Kritikumar 2024 LLR 1107 [Guj.HC]

Workman had indulged in criminal activity of taking bribe and the currency notes were found in his possession which have admitted by the workman in the domestic enquiry. Hence, there is no compensation and reinstatement.

Bhavanagar District Panchayat VS Rajendra B. Gohil. 2024 LLR 1308. [Guj.HC]

Even if the services of a casual employee working for a reasonable period of time is to be terminated on account of misconduct, the same has to be preceded by a proper enquiry which has to afford adequate opportunity of hearing.

Sk, Abdul Ahad Ali VS State of West Bengal. 2024 LLR 1311 [Cal.HC].

Domestic Enquiry

An employer not to hold an enquiry in misconduct resulting in “loss of confidence”

Delhi State Civil Supply Corp. Ltd VS Sh. Badan Singh 2019 LLR 1189 [Del.HC]

Enquiry is fair and proper if the workman was given due and proper opportunity to submit his defence. If the workman was an incorrigible employee having suffered major/minor punishments on 52 occasions for commission of various misconducts of embezzlements and misbehaviour with seniors, and even during the departmental proceedings, the penalty of dismissal cannot be taken as disproportionate.

Sumer Singh VS Industrial Tribunal 2024 LLR 1325 [P&H.HC]



Workmen

An Assistant Manager, who possesses BE and MBA is not a workman under Sec.2[s] of the ID Act

Ahmedabad District Milk Producers Union Ltd VS Labour Court 2024 LLR 1107 [Guj.HC]

An employee cannot be held as a workman merely on the basis of her not having power to appoint, dismiss or hold enquiry.

Rita Sachdeva VS Secretary Labour 2024 [182]FLR 802 [Del.HC]

Whether or not an employee is a “workman” under Sec 2[s] of the ID Act, is required to be determined with reference to his principal nature of duties and functions and no merely the designation. Employee" admission is that there were senior officers to supervise and control his work though he was supervising the work of two juniors.

Hence, there would be no violation of procedure on the part of the management.

Lenin Kumar Ray VS Express publications [Madhurai] Ltd. 2024 LLR 1299 [S.C]

Payment of Gratuity Act

Non rendering uninterrupted service due to accident in factory would not amount to break in service. Five years continuous would not be necessary in case of termination due to death or disablement.

Dalhousie Jute Co VS State of West Bengal. 2024 [182] FLR 796[Cal.HC]

Forfeiture of gratuity or recovery from gratuity can only be ordered if the services of the employee have been terminated or any act of wilful omission or negligence causing any damage or loss to the employer. Termination from services before ordering recovery from gratuity is imperative. Even when the employee had himself admitted to having committed misappropriation, such amount cannot be recovered from his gratuity. It means that detailed procedure stipulated under the Act must be strictly followed.

Sukhinanad Saket VS State of MP. 2024 LLR 1313 [MP.HC]

There is nothing under the Payment of Gratuity Act which excludes daily wagers services from being taken into consideration for calculating continuous service. When an employee was initially employed on daily wages and was later regularised, the period where he worked on daily wages, the period employed on daily wages for calculating continuous service.

UP Forest Corporation VS Appellate Authority –payment of gratuity. 2024 LLR 1333 [All.HC].

Transfer

In the absence of any provision pertaining to transfer of a workman, notice of change in service conditions will be imperative.

Chennai Port & dock workers Unionn VS Union of India 2002 94 FLR 1072 [Mad.HC]



Other Relevant Applicable Laws & Judicial Pronouncements

Though the award of back wages is not automatic but when the fault lies with the employer, full back wages can be awarded.

Cargo Motors Ltd VS Kritikant Shivajirav 2023 LLR 1073 [Guj.HC]

Under BOCW Act, cess is not payable on supply of material and consultancy services.

State of Jharkhand VS Flowmore Limited 2023 LLR 1097 [Jhar. HC]

When the government granted the closure permission, union cannot be allowed to raise the dispute of re-opening the factory and reinstating the workers after 22 years of closure.

KEMPF Employees Union VS KEMPF India Ltd 2024 LLR 1090 [Mad.HC].

After privatisation of Air India it will not be a “State”, so High Court will have no jurisdiction under article 226 of the Constitution.

R, S. Madireddy VS Union Of India 2024 182 FLR 732 [Sup. Court]

When the employee was transferred from UP to Karnataka and terminated there, Karnataka Court would have jurisdiction and not the UP Court.

Vinod Kumar Singh VS State of UP. 2024 LLR 1096 [All.HC].

When at the time of passing termination order from HO, Chandigarh, the employee was transferred and was posted at Tirupur [TN] and order was dispatched from Chandigarh, Labour Court at Chandigarh would have jurisdiction to adjudicate the dispute.

M/S Groz Beckert Asia Pvt Ltd VS Upinder Kumar 2024 [182] FLR 721 [P & H HC]

Termination of probationer would be illegal when the employee was pregnant and employer deprived her of maternity benefit.

Loreto Covent VS Ms Sharu Gupta 2024 LLR 1113 [HP.HC]

Strike is a mode to express grievances which is permissible. However, if there is interference or disturbances to the functioning of the factory by striking workers, police will be forced against such workers.

BMW India Pvt Ltd VS Dy Supt. Of police, 2024 LLR 1100 [Mad.HC]

Dismissal for unauthorised absence of one & half years after fair & proper enquiry would be legal and justified.

INTUC Amarambalan Mandalam Committee VS Labour Court 2024 [LLR 1078 [Ker.HC]

Refusal by a driver to work on weekly off on emergent duty will justify his dismissal.

Mohan Singh VS Jaipur Metals & Electrical Ltd., 1996 LLR 448 [Raj.HC]

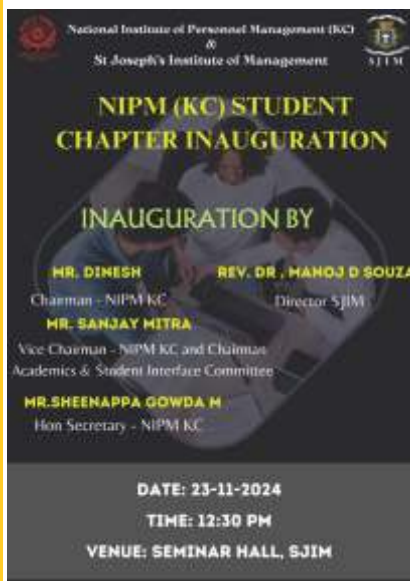
Any personal information of an individual employee, disclosure of which to any public interest is exempted under RTI Act. Matters between employee and employer are governed by the service rules which fall under the expression “personal information, the disclosure of which has no relationship to any public activity or public interest.

Ryan International School VS Central Information Commissioner. 2024 LLR 1304 [Del.HC]

NIPM Activities November 2024 - March 2025



**Lecture Session on "Managing Stress in a Business World"
on 20th November, 2024 at St. Joseph's Institute of Management, Bengaluru**



**Inauguration Of NIPM (KC) Student Chapter
Held on 23rd November, 2024 at St. Joseph Institute of Management, Bengaluru**



"Fostering Industrial Harmony & Strengthening Business "
on 21st February, 2025 at Hotel Radisson Blue, Atria, Palace Road, Bengaluru



Industrial Health & Safety Seminar
Held on 25th February, 2025 at SS&SS Training Room, Bommasandra Corporate Office, Bengaluru



Lecture Session on "Navigation Conflict : Turning Disputes into Solutions" on 15th March, 2025 at St. Joseph's Institute of Management, Bengaluru



Training Program "HR for People Managers" Held on 22nd March 2025 at DIA Centre, Doddaballapur Industries Association , Bengaluru



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OHP, TV/CR, Copier, Telephone and Email

RENTAL CHARGES

<i>Full day (week days)</i>	<i>Rs. 3500/-</i>
<i>Half Day</i>	<i>Rs. 2000/-</i>
<i>Holidays</i>	<i>Rs. 4000/-</i>
<i>Holidays Half Day</i>	<i>Rs. 2500/-</i>



For booking please contact : Mr. Srinivasa K., Office Co-Ordinator
C-209, 2nd Floor, Blue Cross Chamber, No. 11, Infantry Road Cross, Bengaluru 560 001
Ph : 080 2559 1481 Mob : 73376 13577 Email : nipmkc@gmail.com

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