DEVELOPMENT OF RESEARCH BASED WORKING MODEL FOR NEUROTYPICAL IN THE ERA OF AI INFLUENCING CONTACT MANAGEMENT INDUSTRY

Dr. Amit Phillora

Sr. Specialist at Amazon.com

Theme of the Article: : Artificial Intelligence

Research Objectives: This study aims to explore strategies to secure the jobs of neurodivergent employees within Contact Management (CM) industries, such as Business Process Outsourcing (BPOs) and Knowledge Process Outsourcing (KPOs).

BIO

MDr. Amit Phillora is driven by "Service Acumen, Operational Excellence, and Continuous Improvement." With expertise in project management methodologies, psychometric analysis, recruitment analysis, yield ratio techniques, and escalation management, he excels in deriving optimal value. Trained in recruitment analysis and psychometric testing, Dr. Phillora specialises in emotional intelligence and has worked extensively in neurodiversity, neuromarketing, and breast cancer. His leadership, analytical, problem-solving, and communication skills, combined with the ability to network with stakeholders at all levels, have delivered extraordinary results. Recognised with multiple awards, including Pillars of India and the UN 75 Peace Award, he is also a member of InSc.

Abstract

In 2024, Artificial Intelligence (AI) has increasingly taken over a significant portion of the workforce, leading to widespread job insecurity among employees. Major multinational corporations like Amazon, Google, and Microsoft have had to downsize, resulting in the loss of numerous jobs. This situation has created a heightened sense of anxiety, particularly among neurodivergent employees, such as those with autism spectrum disorder (ASD) and Attention Deficit Hyperactivity Disorder (ADHD). This study aims to explore strategies to secure the jobs of neurodivergent employees within Contact Management (CM) industries, such as Business Process Outsourcing (BPOs) and Knowledge Process Outsourcing (KPOs). Specifically, the research will investigate whether dry promotions—promotions without a corresponding increase in pay—serve as a positive motivational factor for neurotypical employees by providing a sense of job security or if they contribute to negative motivation. To achieve this, the study will employ various psychometric tests to assess the personality traits, IQ levels, and emotional stability of neurodivergent employees. Understanding their current mental health status will be crucial

in designing an AI-based recession strategy aimed at ensuring their job security in the evolving job market. This research hopes to contribute to the development of more inclusive workplace practices that support neurodivergent individuals in the face of AI-driven changes.

Keywords:

Artificial Intelligence (AI), Contact Management (CM), Neurodiversity, Dry Promotion, Neurotypical (NT) Population, Job Security

Introduction

To understand how to work with neurodivergent population specially with Autistic and ADHD Employees we will first have to understand D.E.I model.

Diversity is the combination of unique skills, experience, perspective, and cultural backgrounds that make us who we are and ultimately benefits our global customers. It's full range of visible and invisible identities, including but not limited to gender, race, status, race, ethnicity, nationality, physical and cognitive ability, sexual orientation, military status, education, age/generation, social class, language etc. individuals and groups are not one dimensional, and in fact are shaped in multiple and intersecting identities.

Equity is the fairness of access, opportunity, and advancement for all. Equity looks to identify and eliminate barriers that have prevented the full participation of some groups. It is also about ensuring that policies, practices, and systems provide all individuals access to the opportunities, resources, and recognition to be successful.

Inclusion is providing an environment where our employees feel valued, trusted, connected, and informed. It's about recognising a d valuing the different lived experiences of our teams and leveraging their unique competencies and perspectives, so that everyone may experience ownership and empowerment.

Understanding basics of Neurodiversity

Neurodiversity is an idea that people experience and interact with world in different ways, and that differences are not viewed as defects. Neurodiversity is a term representing individuals who cognitively process differently than what society considers normal.

As per World Health Organisation (WHO):

· **15 %** of humanity is living in disability.

· Less than 12% of this group are included in diversity programs.

When we discuss or talk about an individual then it referred as **Neuro-Divergent (ND) or Neuro-Typical (NT) or Atypical.**
Let's try to understand following different types of ND/NT who add to Neurodivergent populations:
· Autism
· Attention Deficit Hyperactivity Disorder (ADHD)
· Dyslexia
· Dysgraphia
· Other Learning Disorders

History about Hiring NT Workforce

Hiring Autistic candidates' movement was started in March 2013, when SAP, one of the global enterprise software and technical company announced its intention to have **1%** of its workforce to be composed of Autistic Employees by end of year 2020. That was one of the reasons why hiring of autistic candidates got increased in the US. Even though the hiring of autistic candidates got increased, however, **85%** of autistic populations still remained unemployed.

In **2019,** a group of employers with established autism hiring programs published the Autism@WorkPlaybook, in which they noted the most

critical factor for the success of an Autism@Work program was the ability to source talent.

It was observed and learnt that the traditional processes for recruiting autistic talent was not good and in addition to that the US **Vocational Rehabilitation System (VRS)** was not an open platform. The state VRS restricted employers from accessing the database and find NT candidates for hiring. This also restricted them to find and identify the type of disability the person might be having. It was further found that not every autistic or NT person was registered under VRS. Further being registered with State VR system, ⬚ give assurance that neu⬚ vergent/disabled grad⬚ would be to find enoug⬚ portunities for filing v⬚ positions. Therefore, the a⬚ cies looking for Neuro⬚ gent or autistic talents ⬚ be equipped with stron⬚ sources for finding out ⬚ identifying NT candidate⬚

In 2017, Marcia Scheiner. ⬚ ident and founder of Inte⬚ Autism Employment Ad⬚ developed guidelines c⬚ **An Employers Guide to Manage professionals on Autism Spectrum",** to address employers needs in supporting the existing autistic employees. This was the time when Autism@work programme was just launched, usually

with small pilot groups and employers needed guidance on creating a supportive and inclusive workplace for their autistic colleagues.

In **1998**, journalist and autism activist **Harvey Blume** introduced this concept in broader way when he wrote in *The Atlantic,* "ND may be every bit as crucial for human race as biodiversity is for life in general. Who can say what form of wiring prove best at any given moment?"

The Myth of Normal Brain

The Bell-Shaped Curve of a Normal Distribution
"Average, Standard & Normal"

Figure 1

are part of a concept we are apply every day – from height to IQ, blood pressure & even cloth size – to make sense of the world around us.
When we try to describe human traits, the normal distri-

bution predicts that about two thirds (68%) of the people in a sample will fall within the "average", range, with fewer people represented at the extremes.

Example

Random Sample Size = 1000
Average Score = 100
Expectancy for 680 People to have IQ Between = 85 – 115.

Fewer & fewer people will be represented as their IQ scores get further away from 100 in either direction.
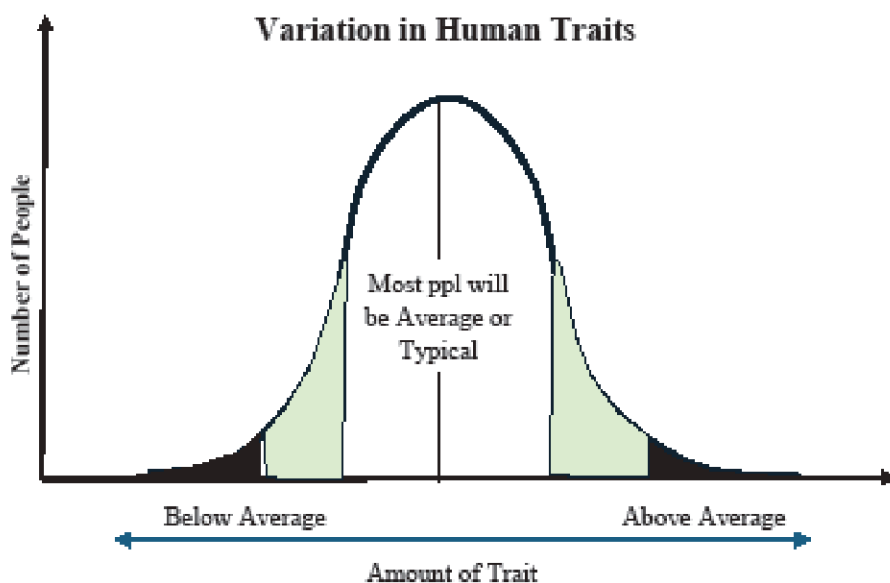Another example is of a women shoe store. If average shoe size is 7 then the shop would

more like to keep more styles for shoe sizes ranging from size 5 to 9 and not of size 11 or above as rare large feet people would they get for selling and would know if larger feet come to their shop. In similar way

its next to impossible to plot the complexity and variety of human cognitive & processing styles, yet in many ways society assumes that there is a standard or "typical" way of thinking & tends to accommodate the people who fall into that camp. Whereas there is no way of "normal" thinking, most of the people assume that others process information the same way they ever think of it at all. Due to this these brains work differently and can have significant barriers as well.

Neurodiversity

Judy Singer, Australian Sociologist & autism rights coined the word neurodiversity, which was a combination of neurological & diversity terms. It helped in articulating the needs of the autistic people and also helping them not to get labelled under disability but has now been seen as people who had different neurology

(**Neurodiversity** is a framework for understanding human brain function that recognizes the diversity of human cognition as a biological fact. The neurodiversity paradigm argues that diversity in human cognition is normal and that some conditions classified as mental disorders are differences and disabilities that are not necessarily pathological.)[1]

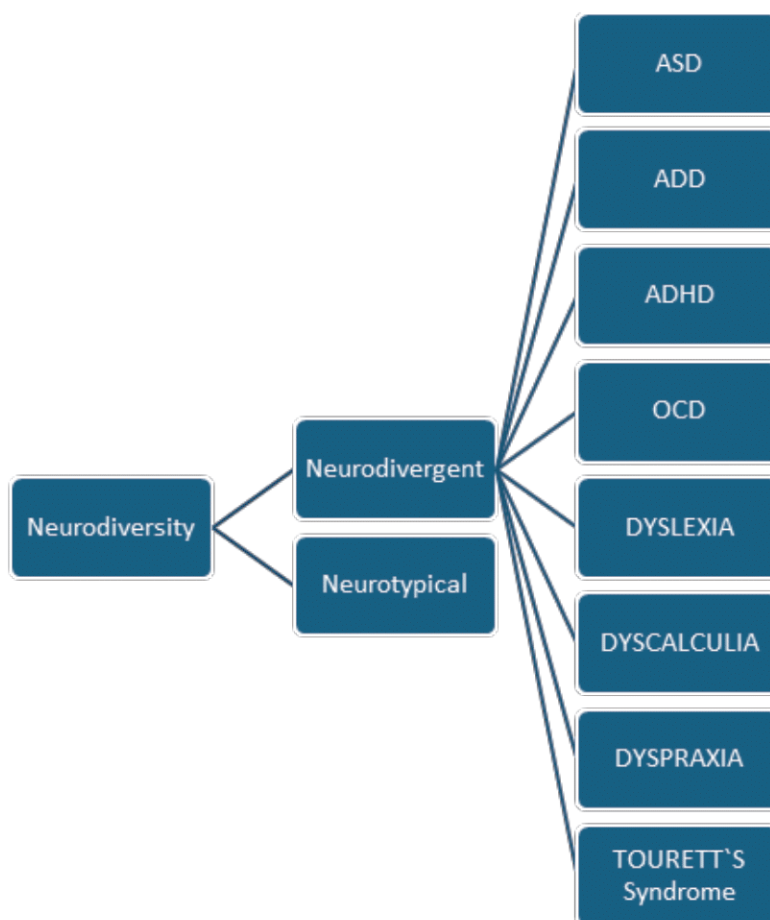1(https://en.wikipedia.org/wiki/Neurodiversity)

Figure 2

The language of Neurominorities

In the context of work environment, there are few basic rules that can be applied to ensure the correct usage of the neurodivergent terminologies to communicate with Neurominorities or ND or NT workforce.
1.   ND, on standalone basis, is an idea that there is a biological difference in all human minds. It's not the characteristics of one individual.
2.   Neurodivergent refers to neurological variations of a group, however some researchers advocate and uses the term for Neurodivergent individuals.

3.   Autistic and Neurodiverse or Neurodivergent are not interchangeable terms.:
a.   An autistic individual is neurodivergent, but a Neurodivergent individual may or may not have autism.
b.   The term Neurotypical (NT) refers to someone who is not neurodivergent. However, a person who is not autistic is not necessarily neurotypical as they may be neurodivergent in another way.

Why Should we hire Autistic Talent?

A Recruiter, hiring manager or Diversity and Inclusion professional is said to be successful

when he or she can hire and retain talents in their companies.

In the US, at the beginning of year 2020 the labour force recorded was 164 million, it was assumed that to fill any vacancy by hiring talent is an easy fix. Soon when covid 19, pandemic hit all of us, the unemployment rate in the US itself got jumped to 3.5%. Still employers adjusted and resumed hiring and finding right talent for their works, hiring became tougher and difficult in comparison to the past. However, a large number of talents got noticed in autistic community.

[2]Let's understand that statistical data: Secondary Data

The Neurodivergent Job Candidate, Recruiting Autistic Professional by Marcia Schener and Joan Bogden, Chapter [2]

In the US, one in every **54, 8 years old** is diagnosed with **autism spectrum** disorder (ASD): That is **1.85 %** of Children population have ASD condition, whereas **5.4** million adults are estimated to be autistic. The employment condition of approximately **2.2%** of Autistic population is not that good in comparison to other disable populations. By the time they hit their **20s, only 58%** of these autistic population will have some form of earning income in comparison to **other intellectual disable (74%), & 94%** for those having learning disabilities. **35%** of Autistic students who attended college are in bad economic status in comparison to their peer autistic people who never attended college. That's how **85%** of autistic population land into unemployment and under empowerment situations. Which makes a good number of autistic population available for employment.

What benefits do recruiters get by hiring a neurodivergent?

▢ Business Benefits
▢ Better Talent: A NT think different and have very creative way of problem solving.
▢ Increased productivity

▢ Lower Turnover
▢ Employee Engagement
▢ Brand Recognition
▢ **[3]Tax Credits:** Government programs targeted at encouraging employers to hire people with disabilities provide tax credits to small and large businesses at the federal and state levels. there is a concept of Disability Access Credit (DAC): which means that enterprises at federal levels who have earnings of $ 1 million or have ≥30 employees might be eligible for DAC. The amount can range between $ 250 to $ 10,000. All employers are eligible for Workforce Opportunity Tax Credit, which ranges from $1,100 to $ 9,600 per employee, which again depends on hiring of employee and length of employment.
▢ Economic[4] Benefits

Social Security Disability Income (SSDI) Vs Supplemental Security Income (SSI)

Federal Financial Support Programs for individuals with disabilities

SSDI	SSI
Work History (based on ss earning record)	No work history
$1,258/month (2020 average)	Up to $783/month (2020)
Cannot continue same level of work as previously for a year	Not able to work at SGA level(<$1,260/Month)
	Nutrition: SNAP @127/Month

[3] Internal revenue services, "Tax benefits for business who have employee with disabilities, March 2020.

[4] The Neurodivergent Job Candidate, Recruiting Autistic Professional by Marcia Schener and Joan Bogden, Chapter 2, pg. 22

| May also be eligible for SSI | Medicaid: $3,000(Adult) to $20,000+(disabled) |

For Every 1% of Autistic adult employed
$222,000 (SSI, SNAP, and Medicaid) x (1% autistic adults)54,000 = $1.2B
SNAP = Supplemental Nutrition Assistance Program

☐ Societal Benefits: J.K.Y Lai, E Rhee and Nicholas found that employment plays an important role in Mental health of people. It helps in issues related to suicide, depression and Anxiety happening due to unemployment. Studies shows that unemployed people get 30% more negative emotional experience in comparison to a normal employed person, Autistic people are depended on their family for financial and other needs and live with aging parents. Financial independence helps them gaining self-esteem and confidence to live independently.

[5]**History of Disability & Neurodiversity Hiring Initiatives: Timeline of Disability hiring programs**

[5] The Neurodivergent Job Candidate, Recruiting Autistic Professional by Marcia Schener and Joan Bogden, Chapter 3, Pg 28

☐ **Highlight Unique Skills:** If it's decided to disclose the Autism diagnosis, identify the unique skills that the person is bringing in with themselves. For example, mention, the ability to problem solving techniques blended with creative mind.
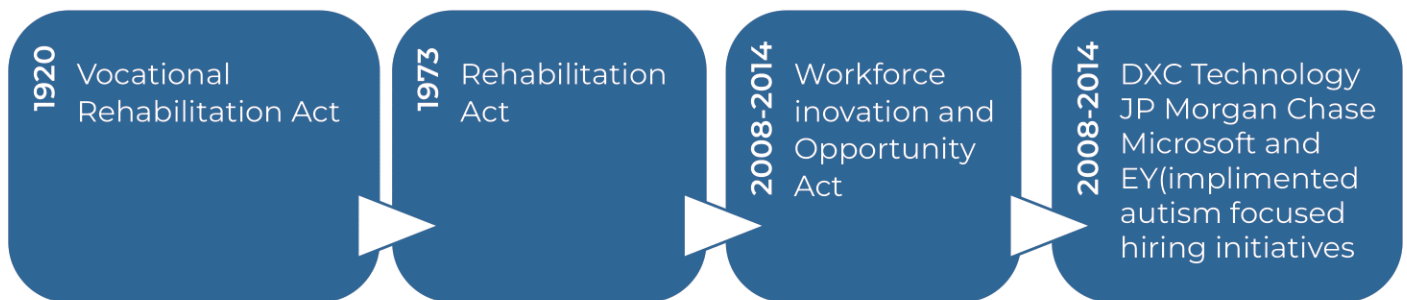
☐ **Practice interview**

| 1920 | Vocational Rehabilitation Act | 1973 | Rehabilitation Act | 2008-2014 | Workforce inovation and Opportunity Act | 2008-2014 | DXC Technology JP Morgan Chase Microsoft and EY(implimented autism focused hiring initiatives |

Figure 3

Let's try to understand how an Autistic Jobseeker is different from us Normal.
Most hiring managers look for following qualities for their candidates:
- Strong Communication Skills,
- A "can-do" or Positive Attitude,
- Self – Awareness,
- Teamwork focus.

When interviewing the Autistic or NT candidate, it's important to create inclusive and supportive environment. There are guidelines which needs to be considered while interviewing NT candidate, few of them are listed below:

- **Disclosure of Autism or Neurodiversity:** As a recruiter you must disclose to the candidate will be checked for Autism and other Learning Disabilities tests, during the job interview. It's your personal decision based on your needs and comfort level. Please note that, Under the **Americans with Disabilities Act (ADA),** you only need to disclose a disability when requesting accommodations for the application or interview process.

Questions: Prepare for common interview questions. Some examples include:
o Tell me about yourself.
o What are your strengths and weaknesses?
o Describe a problem you've solved in the past.
o What is your dream job?
o How do you work in a team?
o What type of work environment do you thrive in?

Communication Guidelines:

o *Always be direct and upfront*

o **Be calm and patient and give adequate time for responding back to your question, don't rush for answers.**
o **Encourage comfort and openness and support flexibility.**
o **Be open for alternative interview modes or venue**
o **Be observative and understand their body language and nonverbal cue.**
o **If something is not clear or in doubt, stop and ask for clarification**
o **Provide writing surface if required.**

☐ **Seek Advice:** Talk to professionals who know the individual well to determine the best interview approach. Consider interviewing in a familiar place with a familiar person present.

[6]To understand more about hiring Autistic Candidates, Wales Autism Research Centre have designed Guidelines for hiring Autistic Individuals by Ben Winn.

Let's try to understand differences in Neurotypical Thinking
Understand that disability and Disorder are not the same thing there is a difference between the two. Based on, "medical model" autism spectrum disorder (AS**D) is considered as Neurodevelopmental disorder. Clinical Psychologist or Psychiatrist use Diagnostic & Statistical Manual of** Mental Disorders (DSM) as a reference to study mental disorders and classify them. We should be able to distinguish between development disorders like autism and psychiatric disorders. As a recruiter or hiring manager you must know that ASD is not a Mental illness, and it falls under the category of development disorder.

There is a difference between developmental disorder and psychiatric disorder. Developmental disorders are lifelong and cognitive based conditions that affects persons social interactions, and their challenges may vary as per the different life stages of their lives.

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[6][Guidelines-for-interviewing-by-Beverley-Winn-et-al.pdf (autistica.org.uk)](autistica.org.uk)

Whereas Psychiatric disorders are more of emotional based and not cognitive based conditions.

Disability is a legal term that the Americans with Disability Act 1990 (ADA) use to determine eligibility for accommodations at workplace. As per ADA, disability can be metal or physical which creates hinderance performing daily tasks, social engagement. Invisible disability like Autism, bipolar disorder, multiple sclerosis, diabetes, epiclesis etc are not obvious, so at the time of hiring employer may ask for medical documentations, so that disable employee can special accommodations at workplace.

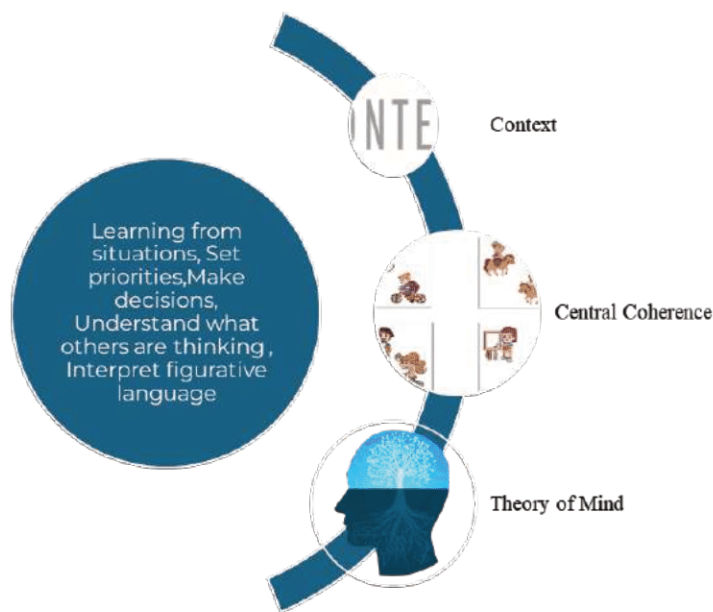[7]**Components of Bigger Picture**

Figure 4

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[7] The Neurodivergent Job Candidate, Recruiting Autistic Professional by Marcia Schener and Joan Bogden, Chapter 5, Pg 49, 52

Executive Functioning Skills (EFS) are set of cognitive skills that help us in getting our things done and regulates our behaviour. It also helps us in accomplishing our goals.

[8]Figure: EF

[8] www.advatageslearningcenter.com

[9] The Neurodivergent Job Candidate, Recruiting Autistic Professional by Marcia Schener and Joan Bogden, Chapter 5, Pg 49, 52,63,64

Remain Flexible	Regulate Emotions
· Transition between tasks. · Coping with changes in routine.	· Ability to manage, regulate emotions and frustrations. · Think before speaking.

Figure 5

Executive Functioning Skills (EFS) are set of cognitive skills that help us in getting our things done and regulates our behaviour. It also helps us in accomplishing our goals.

[8]Figure: EF

[9]**Let's Tabulate and try to Understand it better**

Table: 2

Screening Techniques for Atypical Resumes

Standard Resume: "Vertical Review Process"

"Horizontal" Review: Review Process for Atypical Resume

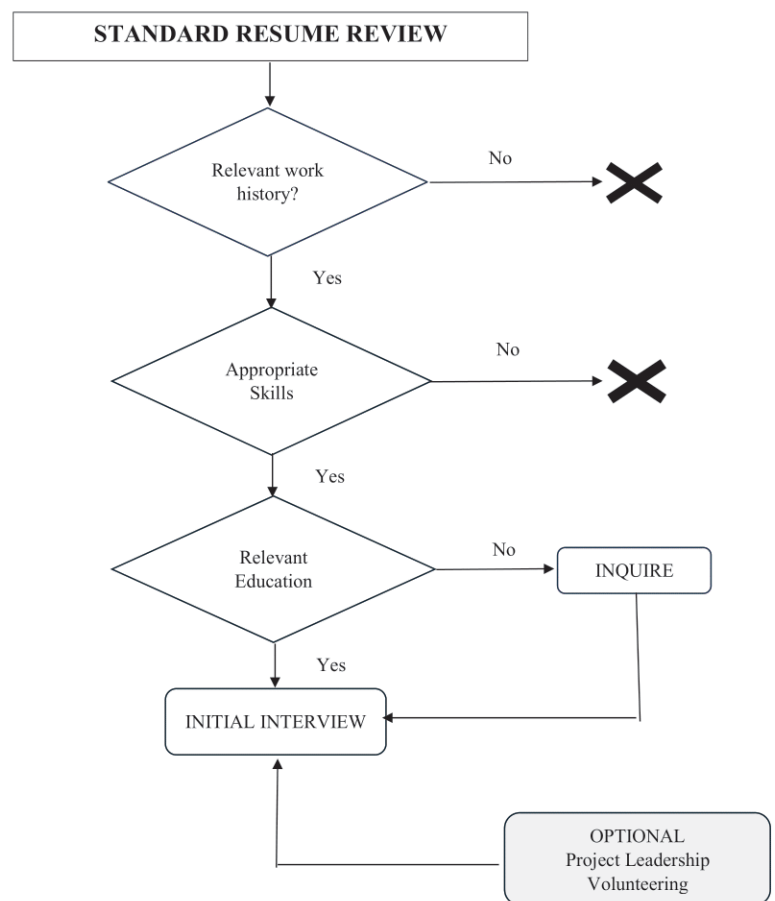| Plan	Manage Time
· Organise thoughts and materials · Priority	· Estimate and allocate time needed · Get started · Adjust processing speeds.
Focus	**Working Memory**
· Follow through and complete tasks. · Avoid distractions and shift attentions.	· Remember Details · Draw on past learnings

Figure 7
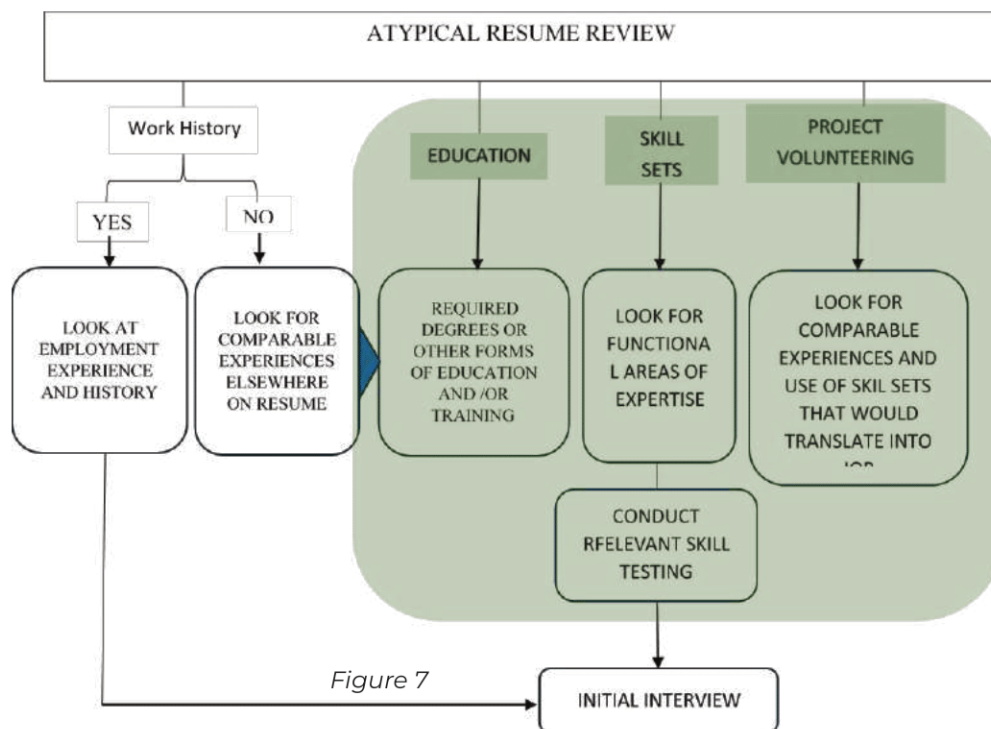
A survey of 2,000 hiring managers conducted in 2018 confirms the impact of 1st impressions Following behavior was observed in interviewers:

- 33% knew if they would hire a candidate or reject within 90 seconds of meeting them.
- 65% did not hire a candidate who had poor eye contact with them,
- 50% won't consider the candidate's dress sense, their body language or their odor or the way they opened or closed doors or the way they walked in.
- 40% felt that if a person is not wearing a smile on their face, then it's a good reason to not hire that applicant.
- 40% would reject an applicant based on the quality of their voice and overall confidence.

Like any candidate an NT must undergo **Interview funnel** and candidates need to pass through each level to avoid rejection and get recruited.

INTERVIEW FUNNEL FOR JOB APPLICANTS

[10] Twin Group."8 Surprising Statistics about interview". Twin Employment &Training, March 2018(https://www.twinemployment.com/uk/blog/8-surprising-statistics-about-interviews/)

After a rigorous hiring process, when the hiring manager shortlists the selected candidates then they pitch an offer to the selected candidates, now it's up to them to accept the offer or leave the job opportunity offered to them. For that it's important to understand what Offer Acceptance Rate (OAR) is.

OAR = (Number of offers Accepted /Number of offers) X100

There are many reasons due to which a shortlisted candidate can turn down a job offer. according to a job seeking site called glassdoor.com, top 3 reason for declining a job opportunity are:

- Better salary, perks & benefits.
- Poor recruiting/interviewing experience, experienced by job applicant.
- Poor or Negative image of employer.

Passing all gates when a Candidate enters inside an Organisation, then it becomes important for the Organisation to improve the retention ratios as recruitment and selection with training is a very expensive and tiring process.

Employee Retention Rate = [(Total # of Employees – # of Employees who left)/Total of # Employees)]

Job Offer

Figure 8

- As per World Institutes '2020 report, in 2019 major reason for increased attrition rates in companies were:
-
- 20% People left because there was no Career Growth and poor Career Development in their existence companies.
- Over Workload and poor increments resulted in poor work life balance, due to which 12% of the workforce left their existing companies and switched to different companies which provided better working environment and opportunities to balance personal and professional lives of employees.
- Toxic work culture and bad managers created a situation which let to loss of another 12% of workforce.
-
- The major reasons for Neurodivergent to leave was:
-
- Bullying
- Sensory Overload
- Social Misunderstandings
-
- The percentage of such is 78%, the report was made by work institutes.

Retention Rate can be improved, and Attrition rates can be brought down in NT work-

EMPLOYEE RETENTION RTAE = $\dfrac{\text{(TOTAL NO.OF EMPLOYEE-NO.OF EMPLOYEES WHO LEFT)}}{\text{(TOTAL NO OF EMPLOYEES)}}$

ing talent. All we must do is taking care of following points:

- Maintain Supportive working environment.
- Education & Training on sensitive topics like POSH, D.E.I, & Neurodiversity.
- Generating Awareness about NT Workforce
- Train and Make Neuro-Recruiters who specialise in hiring NT Workforce & candidates who specialise in Neuro Marketing.
- Management Training
- Manager Support System.

Artificial Intelligence (AI), Dry Promotion and NT Workforce Job Security

As per recent reports shared by CNN in one of their articles stated that AI is closely linked to major layoffs in IT sectors because the companies are investing a huge amount in Machine learning, automation and AI based technology. Tech Giants like Google, Microsoft, IBM had to let their people go as they have invested a good amount of time and many in developing and using AI based applications like Chat GPTs. Due to this drift the job security is reduced even for top IT or Tech experts. Now, when companies are struggling hard in balancing human workforce and AI based applications. It's time to upscale the existing talent so that they are able survive in this AI based world. As per layoffs, about 212,294 were laid off from IT sector in

year 2023 which was far more than the numbers of people got laid off in 2022 numbering 164,709. Microsoft after firing 10,000 employees and announced that they will be investing on AI based applications, Chat GPT etc. Nov 2023, Facebook laid off their 10,000

[11] https://edition.cnn.com/2023/07/04/tech/ai-tech-layoffs/index.html

 employees after cutting 11,000 positions. A software engineer who is trained in AI and ML gets 12% higher salary in comparisons to a normal software engineer.

Now when we see retaining a normal workforce is getting difficult then how we will be able to retain NT workforce who have cognitive and psychological disorders.

Dry Promotions

As we know NT specifically Autistics people are creative minds, socially remains disconnected and focus on primary goals, due to sensory overloading and selective mutism. They can do one task at time. We know that companies are investing a lot in AI and ML due to with salary hikes are almost negligible, so what we can do is, instead of finding a new NT talent who is equipped with AI skills, why not promote the existing NT Individual by upskilling them in AI, ML and Automation skills. By using Dry Promotion,

we can give them Power and Authorities with Job security with same increment or lesser increment in comparison to the increments which use to happen in past.

This will act as positive motivating factor as promotion in hierarchy will boost their moral and having equip to work with AI and ML will be another positive factor.

This will help:

-
- Retention Rate in NT population
- Opportunity for Trainers to train Neurotypicals
- Cost saving in hiring and training new NT talents
- Existing NT talents of the company will be able to learn in faster way and productivity rates will be get improved because they know how their companies work.

We have targeted Contact Management Industries which are composed of BPOs and KPOs. Contact management companies are companies which work on Contacts. Contacts that are generated by Customer, Clients, their employees. They could be through Emails, Phones and Chats.

E-commerce giants like Myntra, Amazon etc uses Chat bots and Auto bots in dealing with customers. Our aim is to retain NT techies who can

design, modify and update the AI tools and make them more user friendly. Most of the NT techies are depended on AI for their day to day lives, like Active Noice Cancellation (ANC) headphones, Chat bots, Virtual mode of communication in comparison to physical mode. So, the understand the user interface better and their ideas and design proposals will help in AI applications development keeping Normal and NT populations in mind.

Literature Review

The study is very much inspired from the book "The Neurodivergent Job Candidate, Recruiting Autistic professional by Marcia Scheiner & Joan Bogden". The explains about neurodiversity and autism. The author had explained about the challenges which were faced by hiring managers in hiring neurodivergent candidates and explain how to create a working model for working with neurotypical working professionals. The book helps in identifying differences between traditional resume review and atypical resume reviews.

A health writer Ariane Resnick had written an article with title "What Does It Mean to Be Neurodivergent?" for Websites well mind, where she had explained about neurodiversity. The Article has a live poll on Question: Do you identify as neurodivergent? The result

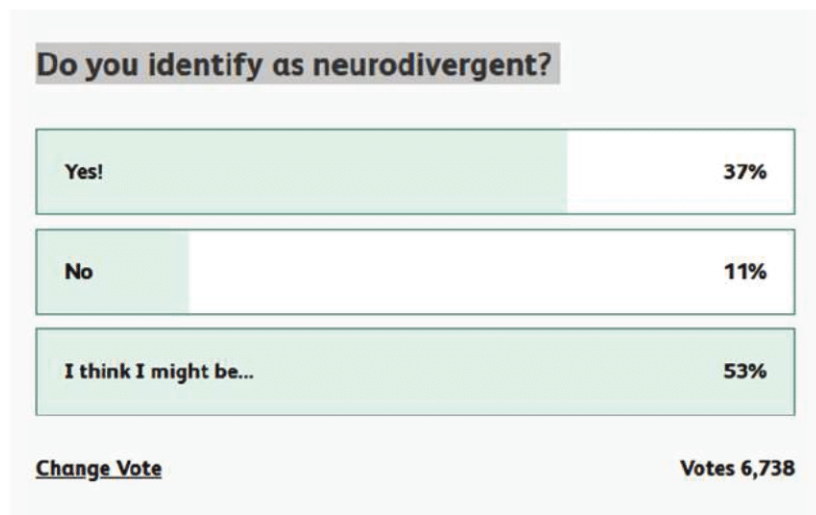of this poll on June 2,2024 at 13:36 IST is:

Figure 9

In The Neurodiversity Edge, renowned Oxford-trained cognitive scientist, neurodiversity expert, and business leader, Dr. Maureen Dunne presents a pioneering framework to harnessing the power of neurodiversity to navigate the most important human resources revolution in the modern era.

[13] **Cherry Gupta**, wrote an article with title: **"Dry promotion': All about the appraisal trend offering higher designation without pay hike",** which got published in Online Newspaper:" *The Indian Express"*

[14]**Roberta Matuson** had written an article on **Here's What You Should Do If You Receive A 'Dry Promotion'.** Here she tried to explain what reason is behind getting dry promotion. She touched on topics like are there is any benefit in accepting a dry promotion and does

no money really means no money. *The article came in*

online site of Forbes

To understand the terminology related psychology and mental health like disorders, disabilities, help was taken from Penguin dictionary of Psychology by Arthur S. Reber, Second Edition.

K Ashwathapa had explained concepts related to Managing benefits and Wellbeing, A Safe and Healthy Environment, Labour Laws were very well explained in his book, **Human Resource Management.**

Mike Byon wrote a book: Ultimate **Psychometric Tests**, in which there were more *than 1000 Verbal, Numerical, Diagrammatic and Personality tests.*

Udai Pareek in his book **Organisation Behaviour** and Process, had explained differ-

ent concepts related to the Perceptual process, *Interpersonal styles, Personal effectiveness,*

[12] *What Does It Mean to Be Neurodivergent? (verywellmind.com)*

[13]https://indianexpress.com/article/lifestyle/workplace/got-promoted-but-no-pay-raise-dry-promotions-appraisal-trend-9285951/

[14]https://www.forbes.com/sites/robertamatuson/2024/05/01/what-is-dry-promotion/?sh=57b-565b42a52

Leadership styles, work motivations, managing frustration, managing stress and burnouts etc.

Research Methodology

Sampling Methodology: Quota Sampling
Target population: MNCs like Amazon.com, Accenture, Universities like APS, IGNOU.
Industry type: Contact Management
Age Group: 18 – 45 years

Parameters

ASQ: Anything Above 26 is Autism
ADHD: Anything above and equal to 55 is ADHD
Sample Population: Autistic, ADHD.
Country: India.

Psychometric Tests:

Emotional Intelligence Scale (EIS),
Personal Style Inventory/Indicator (PSI).
Neuro Divergent Tests: Autism Test for Adults, ADHD Test for Adults
Sample Size: 13 NTs (Either Autistic or ADHD or Both)

Hypothesis Testing

Generally, organisations want to retain the employees to avoid unnecessary expenditure towards hiring and training new candidates.
Amongst various performance parameters of an employees the most important parameters to the organisations are Overall Performance (Productivity) and Quality of work. For this hypothesis testing main logic used was to study actual scores awarded by the organisation on these two performance parameters for known NT population /Sample, work out the Average Score X Bar on both parameters and apply T Test on both the samples.
Here we have assumed that Population Mean =100%
Hence if X Bar is =100% we will assume that Organisation can accept the retention of NT employees else not.

HYPOTHESES

First Set of Hypotheses.
Productivity
H_0*: Autistic and ADHD type of Neurodivergent individuals can be retained and be trained on new AI tools in an Organisation if Productivity X Bar=100%.)*

H_1*: Autistic and ADHD type of Neurodivergent individual cannot be retained in Organisation on new AI based working environment if Productivity X Bar≠100%.)*
Quality of Work

[15] *Neurodivergent Test | Free Am I Neurodivergent Quiz (exceptionalindividuals.com)*

H_0 *: Autistic and ADHD type of Neurodivergent individuals can be retained and be trained on new AI tools in an Organisation if Quality X Bar=100%.)*

H_1 *: Autistic and ADHD type of Neurodivergent individual cannot be retained in Organisation on new AI based working environment if Quality X Bar≠100%.)*

Raw Data: **Table: 3**

Sl No	Important Performance parameters of NT Populations	
	Scores awarded for Productivity	**Scores awarded for Quality**
1	100	100
2	100	100
3	100	100
4	100	100
5	100	100
6	100	100
7	90	100
8	100	100
9	90	100
10	100	100
11	100	100
12	100	100
13	100	90

Sample Size of NT Population =13

Statistical Tool =Left tail T Test (T test was selected as the sample size was small) was used to calculate Critical Value. The average of marks (score) awarded to 13 individuals of the samples, by the organisations in Productivity and Quality of Work was checked against the critical vale of each parameter worked out based on One Tail T Test

Decision Rule: If average scores awarded by organisations on Productivity and Quality of work are more than Critical Value, statistically worked out by a T Test (T test was selected as the sample size was small) would mean that the organisation should not hesitate them to continue in the organisation.

Proceedings of Hypotheses testing for Productivity and Quality of work

Table: 4

Steps

Step 1   Productivity   Quality

H_o: Mean =   100   100

H_1:   Mean≠   100   100

Step 2
Data

Sample size n	13	13
Population Mean	100	100
Estimator (x bar)	98.46	9.23
Sample SD	3.76	2.77
Population	Infinite	Infinite
Confidence Level (CL)	0.95	0.95
Level of Significance (LOS)	0.05	0.05

| Step 3 Type of test	Left Tail t Test (small sample size)		
T Statistics (TINV-MS Excel)		1.782287556	1.78228756
Step 4			
Decision Rule: If CV is less than x bar we shall accept null hypothesis.			
Step 5			
Standard Error		1.041543385	0.76923077
Error of Estimate		1.856329814	1.37099043
Step 6			
Critical Value		98.14367019	98.6290096
Step 7 CV < X bar			
		X Bar=98.46	X Bar=98.46
		CV=98.14	CV=99.23
		Population Mean=100	Population Mean=100
Step 8			
Statistical Inference:	There is sufficient evidence for not rejecting null hypothesis		
Step 9			
Admin Decision	As sample Average (X Bar) for Productivity and quality are > CV, hence, we accept H_o		

Pictorial Display

PRODUCTIVITY
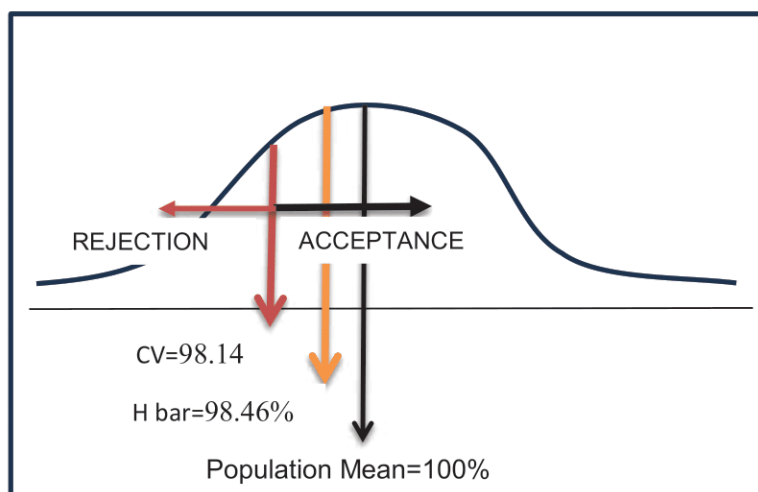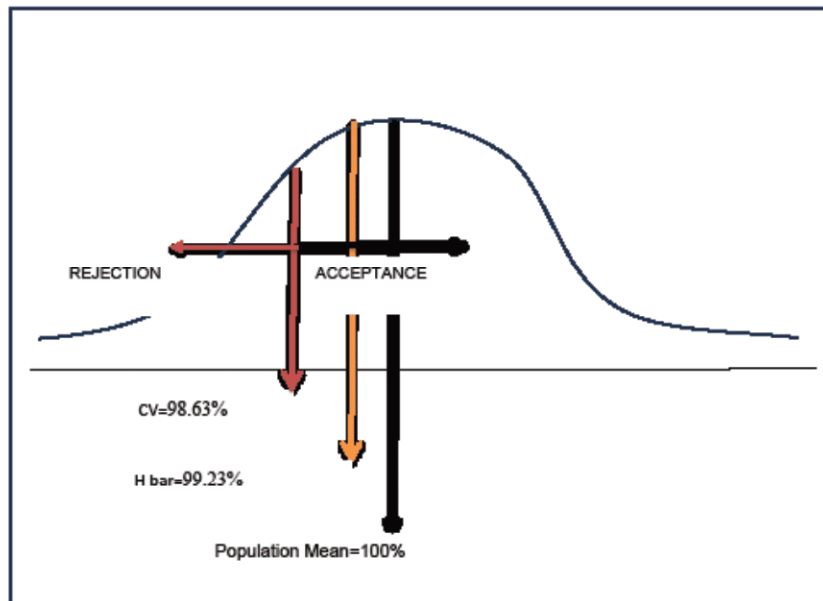
Figure 10

Productivity: The Table 3 shows that 11 out of 13 NT employees have scored Cent percent, 100% in the assessment of their Productivity.

Quality of Work: The Table 3 shows that 12 out of 13 NT employees have scored Cent percent, 100% in their assessment of Quality of work.

Decision: Overall performance of these NT sample employees is

X bar 98.46% More than CV of 98.14% in Productivity (98.46% > 98.14%)

X bar 99.23% is More than CV of 98.63% in Quality of Work (**99.23%>98.63%**),

> Hence, we can accept H_0, that is, i.e. the organisation should not hesitate them to continue them in the organisation. Or They can be retained by the organisation, as they are meeting the performance standard set by them.

Second Set of Hypothesis

Dry Promotion.

The study also considered Dry promotion as the

> H_0: Dry Promotion with adequate training is a very good option for improving retention rates.

> H_2: Dry Promotion is not a good option for improving retention rates for NT Population.

Dry Promotion

As discussed earlier in this paper it was opined or hypothesised that under the threat of AI conquering the contact management industries, that Dry Promotion and upskilling them in

AI, ML and Automation skills, may give them sense of Power and Authorities with Job security. It was also felt that may act as positive motivating factor and at the same time benefit organisation for not incurring additional expenditure on ne hiring.

This hypothesis was primarily formulated to find the mind set of existing NT employees whether they are in favour or against on dry promotion concept.

Data

> Sample Size of NT Population =13

> Statistical Tool = Counting Numbers of Employees in favour of Dry promotion and Numbers of Employees not in favour of Dry promotion.

> Decision Rule = If percentage of Employees in favour of Dry promotion (Y) is more than percentage of employees not in favour (N) then accept Ho.

Table: 5 Actual Data with opinion

Sl No	Opinion on Dry Promotion	
	In favour	**Against**
1	Yes	
2	Yes	
3	Yes	
4		No
5		No
6		No
7		No
8		No
9		No
10	Yes	
11		No
12		No
13		No
Total	4 Yes	9 No

Here the Percentage of employees in Favour of Dry Promotion is,

$$= \frac{(No.of\ "Y")}{(Sample\ Size)} X100$$

$$= \frac{4}{13} X100$$

$$= 30.76\ \%$$

Percentage of employees Not in Favour of Dry Promotion is,

$$= \frac{(No.of\ "N")}{(Sample\ Size)} X100$$

$$= \frac{9}{13} X100$$

Decision. As Percentage of employees Not in Favour of Dry Promotion (No) is more than Percentage of employees in Favour of Dry Promotion (Yes), We can does not accept H_o,

Inference: The NT employees are not in favour of Dry Promotion as this will not give any financial benefits to them. The sample data shows that monetary benefits are more important than continuing in same organisations on dry promotions only. They rather prefer shifting to other organisations and face further struggle to improve financial status.

Further studies done

Apart from administrating ASQ and ADHD testing on NT sample employees, additional psychometric test on this sampled employee were also administered to study the associated traits

from behavioural science or psychological aspect to help the researcher: -

(a) to find out strengths and weaknesses of the sample with an aim to build up favourable strategies and recommendation on NT population for the organisation to strengthen their HR to have win- win situation for not only retaining the NT Talent and suitably promoting them but at the same time for overall sustenance, development, and growth of the organisation.

(b) To generate some likely relationship between these/or some of these traits to have some idea of the NT Employee or normal employees in the presence of non-disclosure act for purely his understanding to help the individuals/ provide some more attentions.

These Tests are discussed as follows:

EIS/ EQ: There are 10 Parameters on which the test is performed to find out EQ. The study of scores in each can also help us to find their strengths and weaknesses. They can be used for designing and developing training programme. Or putting them in suitable positions, where they can really excel and bring laurels to the organisation

PSI. This test gives the Personality type. This can also help organisation to place them suitably.

Apart from these out puts it may be possible to guess whether an employee may be an NT. If some correlation between these factors of EQ and PSI with NT, can be made, it will help the managers to correctly address the training and developmental needs of the employees. This may help him and guessing a person whether he may be NT or Not and take suitable corrective action to deploy him for best performance in the interest of organisation. This will help him against the act of non-disclosure also.

Challenges and Suggestions for Retention of NT Employees who are under the threat of Contact Management Industry, getting invaded by AI Technology.

SI No	Challenges	Suggestions
1	Due to the non-disclosure act the managers or the trainers may not be aware as to who is an NT and who is Normal. However, they may be aware that the trainees have NT population also among the trainees.	Hence it is suggested that the training program should be so designed and developed so that the program meet the additional needs of the NT employees both from employees (Trainees) and trainers' point of view.
2	It is generally felt that NT Employees may not meet the demanding and though skills and creativity etc to work in AI Platform	In the present scenario the NT employees in most of the top contact management organisations are already exposed to work on AI tools like ChatGPT, AI Power point and Excel, Noise cancellation headphones, Chatt Boxes etc. Hence, they are not novice to AI Platform

Sl No	Challenges	Suggestions
		As organisation still hire NT employees to meet their social responsibility, some programmes must be initiated by them under funds like CSR or alike for their training and retention in the organisations against any threat including likely threat posed by Complex AI Platforms

However, when organisations are shifting towards complex AI Platforms, then even existing employees may need certain special training including NTs. It is felt that the expenditure incurred on training them will be definitely costing less than hiring new NTs as Organisations still will have to employ NT on social grounds/calls.

Limitation of the study

The non-disclosure act on NT, prohibits to access data bank of NT persons, hence large data sample from NT population could not be obtained. Study with large sample size (of at least normal Distribution (Sample size at least >30) could have given better outcomes particularly in case of Dry Promotion hypothesis.

No records could be accessed where any out outstanding work of NT Employees was recorded may be due to non-disclosure act. Hence no evidence could be generated to support the retention case for NT Employees.

Suggestions for further studies.

Industries specially Contact Management Organisations/ Industries may consider doing a in depths in house study on such matters for NT employees within the bounds of non-disclosure act as they have all the required information and wherewithal to generate better future for their talented NT employees and implement the finding after thorough study in the favour of NT Population.